



CITY OF CAMPBELL RIVER COUNCIL POLICY MANUAL

REVISED: *October 20, 2023*

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Adopted: September 12, 2000

Council Resolution No. 00-762

Amended: Jan 31-01; July 16-01; April-04; Sept 12-05; Sept.22-05; Jan 22-07, Jun 23-09, Sep 22-09, Feb 01-11, Feb 15-11, Jun 9-15, Apr 23-18, Feb 25-20, Jun 27-23

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1.1 ADMINISTRATIVE FAIRNESS POLICY

1.1.1 PURPOSE

The City of Campbell River seeks to maximize service to our customers. Through this Administrative Fairness Policy, a mechanism is established to provide for appropriate and timely review of decisions and recommendations. It is important to the City of Campbell River to have this policy as part of quality assurance and good service to the public.

1.1.2 APPLICATION

The Administrative Fairness Policy applies to all staff and those non-Council committees and commissions which have decision making and/or recommendation responsibility to Council. Excluded from this policy are those functions for which there is either a statutorily prescribed appeal process or prohibition to local review of the decision, such as the Board of Variance, and Subdivision Approving Officer authority. Also excluded from this policy are those functions which are outside the jurisdiction of the City. The Freedom of Information and Privacy Act may restrict the application of this policy.

1.1.3 PROCEDURE

Administrative procedure for handling complaints regarding administrative practices, processes and procedures.

a) Receipt of a Complaint

i. Informal Complaint

Where a public complaint (either verbal or written) is made against a staff decision and cannot be resolved by the City of Campbell River employee, the complainant should be directed to the supervisor of the person or department from which the complaint has been generated. The supervisor will attempt to resolve the matter in consultation with the decision maker and the complainant. If it cannot be resolved, the complaint should be formalized. The complaint shall remain confidential between the affected parties as well as the complainant's identity.

Where a complaint is made against a decision of a committee or commission, the complainant should be directed to the Chief Administrative Officer or his/her designate who will attempt to resolve the matter in consultation with the chair of the appropriate body and the complainant.

ii. Formal Complaint

The complaint should be in writing to the Chief Administrative Officer of the City and be signed by the complainant. The written form must state the nature of the complaint and the name, address and telephone number of the complainant. The

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complaint shall remain confidential between the affected parties as well as the complainant's identity.

b. **RECORD KEEPING**

An Administrative fairness review file should be established and maintained for all formal complaints received under this Administrative Fairness Policy. The file should contain a copy of formal complaints, notes summarizing any meetings held to attempt to informally resolve the complaint and documentation arising from each stage of the formal process of appeal.

c) **Processing of Formal Complaints**

i. **Acknowledgment**

The complaint is first reviewed by the Human Resources Manager, who will acknowledge in writing to the complainant receipt of the complaint and will describe to the complainant the various review stages and the appeal process, as well as the time when the complainant may expect to receive a reply.

ii. **Stage One – Referral/Review**

This step should be omitted if an informal complaint was made and not successfully resolved.

The complaint is then referred to the individual(s) or committee whose decision precipitated the complaint and the immediate supervisor of that person(s) for review. The immediate supervisor is required to invite the complainant to discuss the concerns. Upon completion of the review, the results will be conveyed in writing to the complainant, including reasons for the decision, as well as any legal, legislative, or policy restriction which may have affected the decision. The results should also be copied to the Human Resources Manager and the Chief Administrative Officer.

The complainant should be advised at this time that if they are not satisfied with the results the matter can be referred to the next review stage. (At this point, depending on the size of the organization, there may be other layers of decision-makers who may be able to resolve an issue. The complaint should be handled with the same procedure as this step.)

iii. **Stage Two – Review by Chief Administrative Officer**

Where the complaint has not been resolved by the previous steps, the complaint will be reviewed by the Chief Administrative Officer who will invite the complainant and staff or committee to discuss the concerns. Upon completion of this review, the results will be conveyed in writing by the Chief Administrative Officer to the complainant, including the reasons for the decision, as well as any legal, legislative or policy restrictions which may have affected the decision. The

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complainant should be advised at this time that if they are not satisfied with the results, an appeal can be made.

d) Appeals

In the event the complainant is not satisfied with the efforts of the Chief Administrative Officer to address the complaint, the complainant may file a further complaint with Council which must be in writing, and Council must conduct a review “in camera”.

i. Review by the City

When conducting a review, Council must give reasonable and timely notice to all persons, including the Chief Administrative Officer and the complainant, who might be affected by the review process. All supporting information shall be provided to the City. There may be circumstances where a complainant would prefer to make only a written submission.

The complainant and Chief Administrative Officer shall appear before Council.

The decision of Council, in respect of the review should be made reasonably and promptly in all circumstances.

The decision shall be confirmed in writing, outlining the reasons for the decision and noting any legislative, bylaw or policy restrictions affecting the decision. This decision will also be copied to the staff member and the supervisor.

The complainant should be advised at this time that if they are not satisfied with the results, the matter can be referred to the Office of the Ombudsman.

2.1 ADVERTISING ON CITY MEDIUMS

2.1.1 PURPOSE

To provide guidelines for Departmental staff when considering requests for, and/or soliciting, revenue generating advertising opportunities, on behalf of the City.

2.1.2 DEFINITIONS

“Corporate Advertising” Shall mean a mutually beneficial business arrangement or partnership between the City of Campbell River and an external party (individual, company, organization or enterprise), wherein the external party contributes funds for non-personal communication of information, usually persuasive in nature, about its products, services or ideas through various paid media, and wherein all components of the relationship are consistent with the City's advertising policy.

“The City” Shall mean the City of Campbell River and its Departments.

“Temporary” Shall mean less than one month and/or related to specific events.

“Medium” Shall mean any form of communication or venue for communication.

2.1.3 GUIDING PRINCIPLE

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The City recognizes that appropriate advertising on City mediums provides an acceptable means of generating new revenues to assist in financing of its programs and services thereby reducing the burden on taxpayers. The City encourages creative approaches to generate new revenues and will attempt to accommodate all requests that fall within the guidelines outlined in this policy statement.

The City reserves the right to refuse or remove any advertising considered to be in violation of these guidelines at any time.

2.1.4 GUIDELINES

- a. Display of advertising on City properties/mediums does not constitute endorsement of the content by the City.
- b. In order for advertising to be considered for display within any facility or within any leased land, it must not be partisan, or discriminatory.
- c. Advertising must not present demeaning or derogatory portrayals of individuals or groups; or exploits violence, sexuality, children, the customs, convictions or characteristics of religious or ethno-cultural groups, persons with disabilities or any other person. All potential advertising must meet the Canadian Code of Advertising Standards.
- d. Advertising is governed by the B.C. Human Rights Act. This Act which provides that no person shall be discriminated against because of the race, colour, ancestry, place of origin, religion, marital status, family status, physical or mental disability, sex, sexual orientation or age of the person or that group or class of persons.
- e. Advertisements or promoting of products prohibited from sale to minors in such a way as to appeal particularly to persons under legal age will not be considered.
- f. Restricted Solicitations - The City should not enter into advertising/sponsorship agreements with organizations whose products or activities have been deemed hazardous to individual health or to the environment.
- g. The City must evaluate individually all advertising proposals based on the contents of the proposal. The City reserves the right to reject any proposals.
- h. Advertisements may not be posted on City mediums without the prior permission of the Department Manager or designate.
- i. Advertisements must not interfere with the operation of equipment, the provision of services or constitute a safety concern.
- j. Advertising will be permitted only after considering the impact on the environment in which it will be placed including facilities, parks and heritage sites. Advertising should fit harmoniously into the environment in which it will be placed and be aesthetically pleasing.
- k. Advertising opportunities of a commercial nature are most compatible with active parks (such as athletic and sporting parks and associated facilities within parks) which provide

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opportunities for healthy living through exercise and outdoor recreation activities. Athletic parks and facilities with high visitation rates and low aesthetic appeal, are preferred choices for advertising. Where possible, such advertising must enhance the existing park environment and not interfere with public enjoyment of the parks.

- l. Where possible, existing structures will be utilized for advertising.
- m. Where possible, commercial activities and advertising will be consolidated within the park site.
- n. Consideration must be given to the effect of the advertising application on the routine maintenance and function of the site.
- o. Historic use of the park or site, including existing advertising, must be considered.
- p. All advertising must adhere to the guidelines of the City Sign Bylaw.

2.1.5 COMMUNITY GROUPS

The City of Campbell River recognizes that non-profit community groups may be permitted to sell advertising for the purpose of generating funds. The City will consider revenue sharing arrangements with community groups. All such advertising must adhere to the guidelines outlined in the Advertising on City Mediums Policy. Council must approve all revenue sharing arrangements.

2.1.6 OPEN AND COMPETITIVE BIDDING

In accordance with the City's purchasing policies, the City must ensure the selection of the most appropriate advertisers who meet the following criteria:

- a. Quality and timeliness of product and service delivery;
- b. Value of product, service and cash provided to the City;
- c. Cost to the City to service the agreement;
- d. Compatibility of products and services with City policies and standards;
- e. Marketplace reputation.

Single sourcing of advertising opportunities is appropriate when:

- a. the advertiser initiates a pilot project over a defined period of time;
- b. it is determined that there is likely only one interested and suitable potential advertiser.

2.1.7 APPROVAL/AUTHORITY

- a. A legal agreement will be drawn up and signed by both parties for annual values over \$1,000 prior to any posting of advertisements. The Department Manager or designate has signing authority for advertising arrangements up to \$10,000 annually. Council will authorize agreements over the annual limit.
- b. All advertising agreements over \$1,000 must confirm all dates of the advertising arrangement, clearly indicate what the advertiser is contributing to the project and the

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value of that contribution (best market value estimate), indicate all forms of recognition the City is making available to the advertiser in return. The agreement will be subject to legal review.

- c. Revenues derived from advertising shall be allocated to the appropriate department for the support/enhancement of the Department programs and services.

2.1.8 PERMISSIBLE VENUES

- a. City Facility Exteriors: temporary signs permitted only.
- b. City Facility Interiors: scoreboards, bulletin boards, walls, banners, washrooms, squash tell tales.
- c. Indoor/Outdoor Fixtures: exercise equipment, park benches, backstops and outfield fencing.
- d. City Vehicles
- e. Print Media: permits, registration receipts, flyers, newsletters, brochures.
- f. Promotional Tools
- g. Special Events Activities
- h. Staff Uniforms/Promotional Apparel
- i. Other forms of advertising as approved by Council

3.1 ALCOHOL SERVICE POLICY

3.1.1 GENERAL INFORMATION

The City of Campbell River provides Facilities and Parks for assorted private and public social and recreational functions at which alcohol is served. It is in the City's best interest to ensure that the serving of alcohol is conducted prudently with the highest regards given to the safety of patrons and the public at large. As the owner and/or operator of these Facilities and Parks, the City encourages responsible attitudes towards drinking and driving.

It is the policy of the City of Campbell River that organizers of events at facilities and/or parks, at which alcohol is served, have in place a Designated Driver Program.

3.1.2 DEFINITIONS

- a. Designated Driver Program
- b. Designated Driver Program means an awareness intended to educate the public to plan alternate means of transportation after drinking alcohol. Promotional material may be available through ICBC, Counter Attack, Mothers Against Drunk Driving, etc.
- c. Facilities
- d. Facilities means any building owned by or operated by the City including an arena, meeting centre, or recreational centre.
- e. Parks

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- f. Parks means all developed and undeveloped green spaces for which the City is the owner or is responsible for including recreational parks and sports fields.
- g. Class "A" Event
- h. Class "A" Event means an event for which admission is open to the public either at no cost or for which a fee has been charged.
- i. Class "B" Event
- j. Class "B" Event means an event for which admission is closed to invited guests or members only.

3.1.3 REGULATIONS

All sponsors of events at a Facility or Park, at which alcohol is served, are requested to ensure that a Designated Driver Programme is in place.

a. Class "A" Event

For a Class "A" Event, the Designated Driver Programme should consist of no less than:

- i. A designated driver announcement made to the assembled guests encouraging the use of a designated driver or alternate transportation for the event;
- ii. Designated driver information posted prominently at each station where alcohol is served; and
- iii. Designated driver reminders at each table where guests are seated.

b. Class "B" Event

For a Class "B" Event, the Designated Driver Programme should consist of no less than:

- i. Designated driver information posted prominently at each station where alcohol is served; and
- ii. Designated driver reminders at each table where guests are seated.

c. Designated Driver Materials

The designated driver information and reminders may be available from:

CBC -Regional Coordinator
Public Affairs and Road Safety Division
Phone: (250) 390-5539, or
ICBC - Branch Office Manager
Campbell River Claims
Phone: (250) 287-9104.

iii. Responsibility of Sponsor

It shall be the responsibility of the event organisers and/or sponsors to determine the quantity of material needed for their event. If additional materials are needed, it will be

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the responsibility of the event organisers and/or sponsors to obtain sufficient quantities directly from ICBC and/or from others who support the Designated Driver Programme.

4.1 BYLAW ENFORCEMENT

4.1.1 HEALTH AND SAFETY ISSUES

Enforcement of alleged Bylaw infractions relating to health or safety issues may be initiated by the Bylaw Enforcement Officer or other designated enforcement official.

4.1.2 QUALITY OF LIFE ISSUES

Enforcement of alleged Bylaw infractions relating to the quality of life of the City will be initiated by written complaint which must include the signature and address of the complainant.

4.1.3 PROTECTION OF IDENTITY

The identity of the complainant will not be revealed by the City except where disclosure is required by law.

a. Investigation

Following receipt of a written complaint, the complaint will be investigated by a designated enforcement official to determine the nature and extent of the Bylaw infraction, if any.

If the alleged bylaw infraction is unfounded the complainant will be so advised.

If the alleged bylaw infraction is confirmed, the violator will be advised of the nature of the complaint and given a specified time to comply.

b. Enforcement Measures

Admin. Amendment July 16/01

If the violator does not comply with the request to comply in Section 1.4.4 (iii) then further action will be considered including:

- i. If the infraction relates to a building or structure that is listed for sale, the listing salesperson and manager of the listing company will be notified of the Bylaw infraction; or,
- ii. If the infraction relates to a building or structure that is considered by the Building Inspector to be unsafe, a report pursuant to the provisions of the Local Government Act will be presented to Council recommending demolition, repair, or the filing of a Notice on Title as appropriate.
- iii. Prosecution through the Courts including an application for an injunction, if appropriate;

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- iv. Direct action by the City where the City is so authorized under the Local Government Act.

- c. Court Prosecutions

In cases where Court Prosecution, including applications for injunctions are pursued Council will be advised for information and in appropriate cases asked to provide direction.

New Jan 31/01 Res. #01-0100

- d. Secondary Suites

To ensure secondary suites as an alternative and safe form of housing, bylaw enforcement will be initiated upon complaint, to have an owner bring a suite into conformance with Zoning, Building, and if applicable, Business Licensing Bylaws.

- i. The City will respond to written complaints from individuals residing within a 100 metre radius of the alleged secondary suite by notifying the owner, and doing an inspection. The City may initiate action without receipt of a complaint if it is suspected that health and/or safety conditions exist.
- ii. Where the illegal suite is confirmed to exist, written notice is given to the owner to initiate rezoning; or provide evidence that the tenant has been given notice of eviction; and ensure bylaw compliance.
- iii. Where no response is received, or a rezoning is not successful, legal action is initiated and a notice is placed on title of the property to provide information to a potential purchaser or mortgagor.

5.1 COAT OF ARMS

5.1.1 COAT OF ARMS

The Coat of Arms is reserved for use on communications originating from the Office of the Mayor and members of Council or for occasions deemed special by Council.

Amended Sep 12-05 Res# 05-0810

5.1.2 LOGO

- a. The City's corporate logo serves to capture the confluence of the Campbell River adjacent to Discovery Passage with a backdrop looking across the coast mountain range. The City will not allow the use and/or reproduction of the City of Campbell River corporate logo for commercial purposes. Non-commercial use will be permitted only for events where the City of Campbell River is a major participant [at the discretion of the City Clerk under the terms and conditions of the City's Visual Identity and Logo Use Policy], or where Council has provided endorsement or approval.

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- b. The City of Campbell River corporate logo will be the standard logo used by the City for letterhead and vehicle identification and will be placed prominently on all City of Campbell River products, communications and applications.

5.1.3 SPONSORED MATERIALS

All materials communicating events or special programs paid for with City tax dollars shall carry the City logo and draft versions shall be subject to the approval of the City Clerk prior to the issuance of purchase orders.

5.1.4 LAPEL PINS

Lapel pins will be sold at \$1.00 each, however, pins may be given to individuals or organizations that can prove in writing to the satisfaction of the Mayor that they will be used to promote the City.

5.1.5 COAT OF ARMS APPAREL RESTRICTION

The use of the Coat of Arms on apparel is restricted to those persons officially authorized at the time of wearing to represent the City.

New Sep 12-05 Res# 05-0810

6.1 VISUAL IDENTITY & LOGO USE

The City of Campbell River has two official symbols: the Coat of Arms and the Corporate Logo.

The Coat of Arms was granted by the Lord Lyon King of Arms of Edinburg under the authority granted him by Queen Elizabeth II. The Lieutenant Governor officially presented the Coat of Arms to Mayor Ostler and Council on Dec. 7, 1987.

6.1.1 COAT OF ARMS

Each element of the Coat of Arms is an expression of Campbell River's history, geography and economy, using symbols from the rich tradition of heraldry described overleaf.

- a. The Shield and the Coronet

The shield is the central and most important element. The lower portion symbolizes the meeting of the waters of Campbell River and Discovery Passage and the vital industries of fishing and forestry. In the upper portion or 'chief' of the shield, the Lord Lyon has honored the town's namesake Dr. Samuel Campbell by featuring the ancient arms of the Chief of the Clan Campbell; replacing the black sections in this case with Ermines, a heraldic fur which recalls early importance of the fur trade.

Above the shield as a mural coronet in Canada's national colors, the special sign granted to all Municipalities. Above the coronet in the place of honour is the traditional symbol of high status among the First Peoples of the region, the cedar head ring for the Kwagiutl ornamented with abalone.

- b. The Supporters

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In the Coat of Arms are a pair of majestic bald eagles, which are termed 'the supporters' and flank the shield. They represent the rich natural environment that supports the community and provides such a splendid setting for settlement and recreation. Each eagle is 'charged' on its breast with a gold circle bearing a black diamond, the heraldic symbol of mineral wealth, which produced another significant economic activity.

c. The Compartment & Motto

At the base of the Coat of Arms is the 'compartment' which consists of a grassy meadow embellished with two well-known local plants; salal and Nootka roses. The rose is also the insignia of Campbell River's twin city Ishikari, Japan. Above the whole design is the motto, "Enriched by Land and Sea" describing Campbell River's situation and fortune.

6.1.2 CORPORATE LOGO

Mayor Nash and Council adopted the Corporate Logo on March 7, 2005. The City's corporate logo serves to capture the confluence of the Campbell River adjacent to Discovery Passage with a backdrop looking across the coast mountain range. The City will not allow the use and/or reproduction of the City of Campbell River corporate logo for commercial purposes. Non-commercial use will be permitted only for events where the City of Campbell River is a major participant and only upon approval from the City Clerk.

The main objectives of developing a new visual identity for Campbell River were:

To significantly strengthen Campbell River's corporate image and influence perceptions of the "City" through consistent presentation in print, visual and internet communications.

To achieve local recognition for a symbol and name in connection with services, facilities and programs available to our citizens/visitors.

To achieve national and international recognition for a symbol and name that reduces confusion for people receiving communications from the "City".

The mark has been registered under the Trade-marks Act of Canada as an official mark for wares and services for the City of the City of Campbell River.

The Corporate Logo is a registered trademark owned by the City of Campbell River. If the City becomes aware of any unauthorized use, it may pursue legal action.

In order to protect the integrity of the symbol and graphic identity of the logo, organizations, businesses or individuals wishing to use the logo must seek prior approval from the City of Campbell River. Use of the logo must not be for profit or souvenir manufacturing.

Care must be taken to make sure the logo is not altered or modified in any way. Your cooperation is appreciated in making sure the logo is reproduced consistently and properly to present the best possible image for the City.

PLEASE NOTE: THE COAT OF ARMS IS RESERVED FOR PROTOCOL, HISTORICAL AND LEGAL PURPOSES. THEREFORE, ONLY THE CORPORATE LOGO CAN BE REQUESTED FOR USE.

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To Become an Authorized User:

- a) Obtain application form from the Legislative Services Department.
- b) Return the signed application form along with a copy of the proposed use of the logo, to Legislative Services Department by mail, fax or e-mail [contact information is listed below]. Allow a minimum of five business days for approval.
- c) Applications will be evaluated according to whether use of the logo will:
- d) Identify ownership of City services, facilities and programs
- e) Recognize funding provided [in dollars or in-kind] or a mutually beneficial partnership [such as promotion of a City service].
- f) Once your application is approved, follow the guidelines for reproduction contained in the Logo Guidelines Manual [to be provided upon approval].

Contact Us:

Legislative Services Department
City of Campbell River
301 St. Ann's Road
Campbell River BC V9W 4C7

To ensure the correct and consistent display of the logo, wherever possible use the digitized image files. If you do not have the resources to reproduce the logo from an image file, please state this on your application and an alternative will be provided. Working from photocopies, other printed materials, or scanned images should be avoided as this may result in poor quality reproduction.

Guidelines for proper use of the graphic standard are contained in the Logo Guidelines Manual [to be provided upon approval].

Trademark Protection:

The City of Campbell River's logo is registered and protected under the Trade-marks Act of Canada. Unless written permission has been obtained from the City of Campbell River, any use of this logo is prohibited.

If you have any questions please contact the Communications Advisor at [250] 286-5700 or julie.douglas@campbellriver.ca

7.1 GOVERNMENT CORRESPONDENCE

Any letter being directed to the Prime Minister, Premier, or Minister of the Federal or Provincial Government will be signed by the Mayor, and also be copied to the local MP

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and/or MLA(s) as appropriate.

8.1 LICENCES

8.1.1 BUSINESS LICENCES

Business Licence Applications for the following categories are to be referred to Council for information:

- a) Vacuum cleaner sales;
- b) Telemarketing for fund raisers;
- c) Telemarketing for sales;
- d) Escort agencies;
- e) Door-to-door sales of building materials & security systems;

9.1 MISCELLANEOUS SIGNAGE

9.1.1 TRANSIT BUSES

City election advertising is prohibited on Transit buses.

9.1.2 WESTERLY SIDE OF DOGWOOD/ELM STREET

All commercial and political signage is prohibited on the westerly side of the Dogwood/Elm Street right-of-way between 9th Avenue and 11th Avenue.

10.1 TEMPORARY HELIPORT

The City has no objection to the issuance of temporary heliport licenses provided that:

The applicant has received written approval from Transport Canada;

The R.C.M.P. has approved the function;

The applicant provides third party liability insurance in the amount of \$3,000,000 with the City as an additional named insured ;

The applicant saves harmless the City from any action that may result from the function;

The applicant has arranged adequate crowd control (approved by the R.C.M.P.) at no cost to the City;

That neither the site nor the flight path is within close proximity to a residential area;

All applications for a licence in excess of one day, other than for construction purposes, are approved by Council.

11.1 PARTNERS IN PROGRESS

The following policy provides a consistent and equitable framework for securing and recognizing partnerships between the City of Campbell River and any third party, with a view

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to offsetting, supplementing or enhancing City service delivery.

11.1.1 GOALS

- a. To enhance our community through the development of partnerships;
- b. To ensure that there is a mutual benefit between the Partner and the City of Campbell River; and;
- c. To provide partnership opportunities to a variety of individuals, organizations and businesses.

11.1.2 GENERAL INTEREST AND UNDERSTANDING

Partners in Progress standing will be given to those proposals which involve more than two of the following contributions: Cash, Capital, Land, Ownership, In-Kind contributions, and Volunteer time.

- a) Partnership is defined as a relationship between the City of Campbell River and an individual, organization or business which voluntarily provides cooperation between/among partners having individual and joint rights and responsibilities.
- b) Partnerships can be initiated by potential partners or by the City of Campbell River.
- c) The projected outcome must be compatible with the operating philosophy of the City of Campbell River and will fall under the guidelines of Federal, Provincial and City Legislation.
- d) The projected outcomes from the partnership will be clear, definable and measurable.
- e) Partnerships must not directly benefit any employee or servants of the City of Campbell River.
- f) Recognition and acknowledgment of partners will be mutually agreed upon.
- g) Project materials must meet the standards acceptable to the City of Campbell River.
- h) All partnership agreements must be approved by Council.
- i) All Proposed Partnerships must be outlined in the form of an application to Council which may be delivered to any Department.

11.1.3 PARTNERS IN PROGRESS APPLICATIONS

- a) An application form for each proposed partnership shall be completed by the applicant and include the following information;
- b) Applicant Information: Key contact person, organization name, certificate of registration or applicable evidence of identity;

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- c) Project Description, detailing the benefits of the project to the community and partners; identifying the appropriate department or function of the City; all drawings, locations, schedules and products of the partnership where applicable.
- d) A Location Map illustrating the location of the proposed partnership, meetings or impacts.
- e) A project time line showing key milestones and decision making points.
- f) A table illustrating the proposed budget.
- g) Cost estimates which detail wages, labour, in-kind, equipment, materials. Break down the estimated cost of the project illustrating allowances for volunteer time based on minimum wage rates or time in lieu of cash. Cost estimates should be backed up with quotations from qualified businesses and supplied to the City of Campbell River at the time of application.
- h) Those projects with an extended time line must be accompanied by a detailed budget illustrating phases and sources of funds and time required.
- i) All proposals should demonstrate the on-going requirement for maintenance and replacement costs.
- j) Details on inspection of construction and work certification must be included in the proposals when appropriate, in compliance with standards.

11.1.4 PROCESS AND PROCEDURES

- a) All proposals are to be submitted to the Chief Administrative Officer for receipt and entry into a Proposal Log. Proposals may be reassigned by the City Manager as staff time permits.
- b) All proposals will be circulated to departments for input and comment in order to identify any cross interests, standards of practice, and additional City work.
- c) Specific proposals that are estimated at a total cost greater than \$50,000 for materials and labour (including in-kind contributions) will be circulated by the City to community groups and associations for assessment and community input in order to identify the benefits and appropriateness of the proposal to the community.
- d) Assigned staff will work with proponents to review and respond to comments that arise from the circulation process.
- e) Upon completion of review, a report from assigned staff will be presented to the City Manager for agenda approval to the appropriate Committee of Council.
- f) All approved partnerships will be authorized in the form of a standard agreement, executed by Council resolution which will be completed with a signing delegation at Council.

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- g) Each proposed partnership will be reviewed and assessed on its benefit to the City and Community in terms of impacts on General Revenue.
- h) All financial contributions shall be deposited at the time of application, with the Finance Department, prior to final approval of the partnership by Council.
- i) The Finance Department shall allocate an account for the project for the authorization and payment of approved invoices.
- j) During a construction project, reports and updates shall be provided by the applicant on a regular basis.
- k) On completion of the project, a final inspection will take place prior to the acceptance of ownership by the City of Campbell River, wherever applicable.
- l) All unexpended funds deposited with the City of Campbell River will be returned to the depositor upon achievement of substantial completion by the h
- m) Projects involving City of Campbell River funds must be completed within the fiscal year or a written request to carry over must be submitted to the Chief Financial Officer of the City of Campbell River.
- n) Where applicable, the proposal shall be the subject of a request for Expressions of Interest or a Request for Proposals, as commissioned through the City Purchasing Agent, subject to standards of practice.
- o) The City of Campbell River reserves the right to decline to participate or engage in a partnership.

11.1.5 COORDINATION

- a) The assigned staff member shall be responsible for communicating with the applicants and other members of the project team through regular meeting minutes.
- b) When applicable, a maintenance agreement shall be created between the City of Campbell River and the Partner.

The assigned staff member shall ensure that all announcements, media contacts and public information is coordinated with the Mayor, Members of Council and the Partner.

Amended Jan 22-07 Res. #ic 07-0029/ic07-003, Amended Jun 9-15 Res. #15-0303

12.1 FREEDOM OF THE CITY AWARD

Section 158 of the Community Charter, provides Council the authority to confer the Freedom of the City upon distinguished persons.

12.1.1 PURPOSE

To provide criteria for conferring the honour of Freedom of the City to an individual.

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The purpose of bestowing the honour of Freedom of the City is to recognize an individual who has created tremendous pride, given exemplary service to, or made an outstanding contribution to the City of Campbell River. This honour shall be restricted to very exceptional cases in order to maintain this award at the high level it deserves, and will require the Council of the day to take a very strict position to reserve the honour for only those particular cases of exceedingly high merit.

12.1.2 DEFINITION

City Council may from time to time honour a distinguished person by unanimous vote, conferring the Freedom of the City on that person. The award shall be called "Freedom of the City". The recipient becomes a "Freeman".

12.1.3 NOMINATING BODY

The Community Services, Recreation and Culture Commission (CSRCC) shall be the nominating body for the Freedom of the City Awards. The CSRCC shall forward nominees to Council by November 30th of each year.

12.1.4 CRITERIA

Criteria for selection will include but is not limited to:

- a) Selfless service to the community;
- b) Outstanding achievements in a number of areas within the arts, business, humanities, politics, community service, sports, environment or professional endeavors;
- c) The honour cannot be bestowed posthumously;
- d) Nomination requests will be accepted but not solicited from the public;
- e) Nomination of an ex-Council member not be considered for a minimum of four years after that member's term has ended;
- f) Current Commission members cannot be nominated for a Freedom of the City Award.

12.1.5 AWARD

Persons conferred with the honour of Freedom of the City will receive:

- a) An explanation of the reason why they are receiving the award;
- b) An invitation to formal City celebrations;
- c) A professionally drafted and framed certificate;
- d) A photo portrait sitting to be displayed at City Hall as well as a copy to keep;
- e) A lapel pin with the City's logo and their new title;
- f) A plaque will be placed at City Hall recognizing all Freedom of the City Award recipients.

This Award will be presented by the Mayor at a significant event.

In addition, unless Council revokes the honour; a person given Freedom of the City:

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- a) is deemed to be an elector of the City and is eligible to be registered as such and to vote in an election for Mayor or Councillor.

Amended Jun 9-15 Res. #15-0303

13.1 COMMUNITY BUILDER AWARD

13.1.1 PURPOSE

To provide criteria for conferring the honour of a Community Builder Award to an individual.

The purpose of the Community Builder Award is to recognize an outstanding individual who has provided longstanding initiative and leadership in the development of our community.

13.1.2 DEFINITION

City Council may, from time to time, honour a distinguished person by unanimous vote, conferring a Community Builder Award. The award shall be called "Community Builder Award".

13.1.3 CRITERIA

Criteria for selection will include but is not limited to:

- a) Specific service, deeds and activities that have made our community a better place to live;
- b) Nomination requests will be accepted but not solicited from the public;
- c) Outstanding contributions in a particular field or endeavor;
- d) Selfless volunteerism;
- e) Can include posthumous nominees;
- f) Current Commission members cannot be nominated for a Community Builder Award.

13.1.4 NOMINATING BODY

The Community Services, Recreation and Culture Commission (CSRCC) shall be the nominating body for the Community Builder Awards. The CSRCC shall forward nominees to Council by November 30th of each year;

13.1.5 AWARD

Persons conferred with the honour of Community Builder will receive:

- a) An explanation of the reason why they are receiving the award;
- b) A professionally drafted and framed certificate presented by the Mayor at a community volunteer recognition event;
- c) Their name listed in a prominent City public place.

New - Jun 23-09 Res. # 09-0260

14.1 COMMUNITY USE OF SPIRIT OF THE RIVER TORCH

CITY OF CAMPBELL RIVER COUNCIL ADMINISTRATIVE POLICY

Adopted: September 12, 2000

Council Resolution No. 00-762

14.1.1 PURPOSE

On February 12, 2009, as part of a Spirit Week Walk to promote the arrival of the Olympic Torch Relay in Campbell River on November 2, 2009, First Nations artist Richard Krentz presented the City of Campbell River with a Spirit of the River torch. The artist intended, and the Mayor confirmed during the presentation ceremony, that the torch will be available for community use.

This policy provides guidelines for staff, who will manage the formal application process to ensure public safety and torch security

14.1.2 CRITERIA

In order to qualify for the use of the Spirit of the River torch, the following criteria and conditions of use must be met.

- a) Requests for use of the torch will be in writing.
- b) At least one week's notice will be given when making a request.
- c) Requesting organizations must be based in Campbell River and holding a public event or significant community ceremony, inviting members of Council or a City official.
- d) Requesting organizations must be not-for-profit groups.

THE CITY OF CAMPBELL RIVER RESERVES THE RIGHT TO DENY A REQUEST THAT DOES NOT MEET THE CRITERIA SET OUT IN THE SPIRIT OF CAMPBELL RIVER LOAN POLICY.

14.1.3 CONDITIONS OF USE

- a) The Torch flame will only be used outdoors, by a person 19 years of age or older.
- b) Indoor Use of flame mechanism may be permitted in auditoriums and gymnasiums if approved in writing by the Campbell River Fire Department. Use indoors requires the torch to remain within an area defined by the Fire Department.
- c) The person responsible for borrowing the Spirit of the River is an adult and is responsible for the care of the all of the items associated with the Spirit of the River torch as well as the torch. This person's organization will be financially responsible for all damage / loss and will be billed accordingly. This person will have also agreed to sign a liability waiver.
- d) A Security Deposit of \$250 is required.
- e) The torch and associated items must be returned on the agreed date. (Failure to do so may result in the loss of the security deposit).
- f) The applicant will assume all liability relating to the use of the Spirit of the River and will provide Third Party Liability Insurance for \$2 Million, with the City of Campbell River named as an additional insured.
- g) The applicant will complete torch safety orientation.

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- h) The torch and flame mechanism will be displayed on a table on the dedicated rack and stored and transported in the dedicated case(s). After use, the torch will cool for at least 10 minutes before transport.
- i) The torch bearer shall not be wearing hair spray and shall maintain the torch in a safe manner that does not pose a burn risk to people or property. The torch bearer shall also be aware of the weight of the torch and size of the flame and understands that wind conditions can redirect the flame. In windy conditions, it is not advisable to light and carry the torch. In this case, it is recommended to have the burning torch displayed on a table instead.

SCHEDULE 'A'

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SPIRIT OF THE RIVER TORCH LOAN APPLICATION

NAME:	
ORGANIZATION:	
ADDRESS:	
TELEPHONE:	Work: _____ Home: _____
CONTACT:	Phone: _____
DESCRIPTION OF EVENT & EVENT LOCATION:	
INTENDED USE OF TORCH:	
ORGANIZORS WHO HAVE COMPLETED TORCH ORIENTATION:	
DATE & TIME TO BE PICKED UP:	DATE & TIME TO BE RETURNED:
DEPOSIT REQUIRED: \$250.00 RECEIPT NO.:	
NOTED DAMAGE:	

The applicant agrees to inform all responsible officials associated with the organization of the preceding terms.

SIGNED AND WITNESS THIS: _____ day of _____ 20

Witness

Signature of Applicant

Print Name

Address

APPROVED:

Name and Title of City Official

Date

Signature of City Official

File No.: 0000-00 XXXX

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SPIRIT OF THE RIVER TORCH LOANING POLICY

The City of Campbell River may loan out equipment from time to time recognize Community Organizations by permitting the use of the Community Torch, Spirit of the River. In order to qualify for the use of the Spirit of the River the following criteria and conditions of use must be met:

CRITERIA

- a) Requests for use of the torch will be in writing.
- b) At least one week's notice will be given when making a request.
- c) Requesting organizations must be based in Campbell River and holding a public event or significant community ceremony, inviting members of Council or a City official.
- d) Requesting organizations must be not-for-profit groups.

Note:

The City of Campbell River reserves the right to deny a request that does not meet the criteria set out in the Spirit of Campbell River loan policy.

CONDITIONS OF USE

- a) The Torch flame will only be used outdoors, by a person 19 years of age or older.
- b) The person responsible for borrowing the Spirit of the River is an adult and is responsible for the care of the all of the items associated with the Spirit of the River torch as well as the torch. This person's organization will be financially responsible for all damage / loss and will be billed accordingly. This person will have also agreed to sign a liability waiver.
- c) A Security Deposit of \$250 is required.
- d) The torch and associated items must be returned on the agreed date. (Failure to do so may result in the loss of the security deposit).
- e) The applicant will assume all liability relating to the use of the Spirit of the River and will provide Third Party Liability Insurance for \$2 Million, with the City of Campbell River named as an additional insured.
- f) The applicant will complete torch safety orientation.
- g) The torch and flame mechanism will be displayed on a table on the dedicated rack and stored and transported in the dedicated case(s). After use, the torch will cool for at least 10 minutes before transport.
- h) The torch bearer shall not be wearing hair spray and shall maintain the torch in a safe manner that does not pose a bum risk to people or property. The torch bearer shall also be aware of the weight of the torch and size of the flame and understands that wind conditions can redirect the flame. In windy conditions, it is not advisable to light and carry the torch. In this case, it is recommended to have the burning torch displayed on a table instead.

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City of Campbell River RELEASE OF LIABILITY

BY SIGNING THIS DOCUMENT YOU ARE WAIVING CERTAIN LEGAL RIGHTS, INCLUDING THE RIGHT TO SUE-PLEASE READ CAREFULLY

To: City of Campbell River and its employees, officers, agents, affiliated community associations and volunteers (collectively, the "City of Campbell River")

Re: Spirit of the River (the torch)

Awareness of Risk

I acknowledge that there are risks associated with use of the Spirit of Campbell River torch. I have informed myself and understand the risks associated with use of the torch (where applicable) including the risk of personal injury, and freely accept these risks.

I understand that I am free to withdraw from using the torch at any time.

I acknowledge that City staff may limit my access to the torch in the event of any misuse of the torch or misconduct on my part.

I am not aware of any medical condition that would affect my ability to use the torch. If I have any concerns about my medical condition, I will consult with my physician before using the torch. I am aware that use of the torch involves many inherent risks, dangers and hazards, including but not limited to: changing weather conditions, equipment failure, burns, blunt force trauma, and negligence of others.

RELEASE and WAIVER

In consideration of the acceptance of my temporary use of the torch, I hereby for myself, my heirs, executors, administrators, or any others who may claim on my behalf, **covenant not to sue**, and hereby **waive, release and discharge** the City of Campbell River, and anyone acting for or on the City of Campbell River's behalf, from **any and all claims of liability** for personal injury, illness, loss of life or property damage of any kind or nature, arising out of or sustained in the course of my use of the torch. This Release and Waiver applies to all claims, foreseen or unforeseen, including negligence and breach of statutory or other duty of care (including that owed under the *Occupier's Liability Act*).

I have read and understand this agreement and I recognize that by signing this document I am waiving certain legal rights, including the right to sue.

Participant Signature

Witness Signature

Participant Name

Witness Name (Please Print)

Date

15.1 ORDER OF BRITISH COLUMBIA NOMINATION PROCESS

15.1.1 PURPOSE

To provide a methodology for nominating individuals for the Order of British Columbia.

The Order of British Columbia is the highest form of recognition the Province can extend to its citizens, and Council shall restrict nomination for this honour to individuals who have created tremendous pride, given exemplary service to, or made an outstanding contribution

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to the City of Campbell River and the Province of British Columbia. This honour shall be restricted to very exceptional cases in order to maintain this award at the high level it deserves, and will require the Council of the day to take a very strict position to reserve the honour for only those particular cases of exceedingly high merit.

15.1.2 DEFINITION

City Council may choose to nominate a distinguished person by unanimous vote for the Order of British Columbia, according to the provincial criteria and timelines.

15.1.3 CRITERIA

Criteria for selection will include but are not limited to:

- a) Outstanding achievement, excellence or distinction in a field of endeavor benefiting the people of the Province or elsewhere in:
 - i. Community leadership
 - ii. Business
 - iii. Labour
 - iv. Industry
 - v. Volunteer Service
 - vi. Professions and other occupations
 - vii. Research
 - viii. Culture
 - ix. Arts
 - x. Sports
- b) The honour cannot be bestowed posthumously unless the Advisory Council recommends the appointment to the Lieutenant-Governor in Council before the person's death;
- c) Nomination request will be accepted and solicited from the public;
- d) Federal, provincial and municipal elected representatives are not eligible for appointment to the Order while they remain in office.

15.1.4 AWARD

Persons conferred with the Order of British Columbia will be awarded by the Lieutenant-Governor.

The recipient will also be invited to be recognized by City Council at a significant event.

Amended Feb 01-11 Res# 11-0065

16.1 COUNCIL LIAISON, STAFF LIAISON, RECORDING SECRETARY & COMMITTEE REPORTING TO COUNCIL

16.1.1 COUNCIL LIAISON

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- a) Council liaison appointments will be made on an annual basis. Proposed appointments will be brought forward by the Mayor during the month of December or March and will be required to be endorsed by Council;
- b) The decision to appoint a council liaison to any internal or external advisory body is made by resolution of Council after considering the goals of the City's Corporate Strategic Plan;
- c) The role of the council liaison is to provide an impartial communication link between Council and the various internal and external advisory bodies;
- d) The Council liaison or their alternate is expected to attend the meetings of their appointed committee. If unable to attend the Council liaison arranges for their alternate to attend and is later briefed on the proceedings;
- e) The Council liaison will actively participate in the meetings but will not vote nor serve as the chair person;
- f) The Council liaison is not empowered to make decisions or commitments on behalf of council;
- g) The Council liaison is expected to provide a verbal (or written) report to Council and answer questions on the committee meetings they attend; preferably during the Council meeting in which the committee minutes are received. These reports will update Council on the work of the committee.

Apr 23-18 Res# 18-0186 (h, i, j added)

- h) One Council Liaison and one alternate will be appointed to each advisory committee.
- i) Council members and Council Liaisons shall only serve on an advisory committee in a non-voting capacity.
- j) Except in special circumstances, Council members and Council Liaisons shall not serve as the chairperson of an advisory committee.

16.1.2 STAFF LIAISON

- a) In an administrative capacity the staff liaison provides support to the committee on behalf of council to ensure the mandate of the committee is followed. The liaison is also expected to initiate recommendations to council for committee appointments and maintains an updated list of appointee's whenever changes occur, providing a copy of the updated list to the City Clerk;
- b) Acting in their capacity as liaison, staff provides the committee with technical and operational support that assist's the committee with their work on behalf of council. The staff liaison works with the chairperson to prepare agendas and assists the committee with the wording of its recommendations to Council;

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- c) Committee reports to Council will be prepared with the assistance of the staff liaison to ensure they meet all the requirements of a council report;
- d) Staff liaison appointments are made by the City Manager based on the staff member's area of expertise.

16.1.3 RECORDING SECRETARY

- a) The recording secretary is expected to keep a current list of committee members, their address, phone number, email address, the date they were appointed and the date their term expires.
- b) The recording secretary ensures meeting agendas and minutes are distributed to the committee members and the City Clerk during the week prior to the meeting;
- c) The recording secretary records the minutes of the committee meetings to reflect the collective decision(s) of the group for the public record. It is a responsibility of the recording secretary to ensure the notices of meetings and their agendas are publicly posted in advance as required by the legislation. The recording secretary also ensures the agendas and minutes of each meeting are posted to the City's website and are provided electronically to the City Clerk so that they can be forwarded to City Council for receipt. The recording secretary ensures that all originals are available for inspection as a public record.

16.1.4 COMMITTEE REPORTING TO COUNCIL

- a) Committee recommendations must be adopted by committee resolution prior to presentation to Council;
- b) If the committee wishes to present its report to Council, it shall do so by authorizing a committee member to present on behalf of the committee;
- c) Requests to present to Council at a regular meeting shall be made to the City Clerk, accompanied by a copy of the report or presentation in written form. The written submission must state any recommended Council resolutions for further action. Generally a report to council will include background on the purpose of the report; a discussion on the facts or information; the findings or conclusion of the information (if required); various options; and the recommendations of the committee;
- d) The committee will, at a minimum, provide an annual status report to Council which will include a record of work conducted from the previous year, proposed work plan for the ensuing year and the financial and policy implications of the proposed work plan. The staff liaison will assist the committee with the preparation of this report.

Amended Jun 27-23 Res # cw23-0068

Section:	Council Policy	
Sub-Section:	Council Administrative Policy	1
Title:	Council Correspondence	17

RELATED POLICIES

Number	Title
Administrative Policy A30	Privacy Policy

APPROVALS

Approval Date: June 27, 2023	Resolution: cw23-0068
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1. POLICY STATEMENT

1.1. This policy sets out the process of handling electronic and paper correspondence addressed to Mayor and Council.

2. PURPOSE

2.1. To establish guidelines to ensure that all correspondence is distributed in a timely and consistent manner and that the appropriate record keeping policies are applied.

3. SCOPE

3.1. This Policy applies to all correspondence addressed to Mayor and Council from members of the public, outside agencies and other levels of government, or that is determined by staff to be of interest to Mayor and Council.

4. PRINCIPLES

4.1. The Executive Assistant will disseminate all correspondence addressed to Mayor and Council.

4.1.1. Correspondence to Council received by email shall be handled as follows:

- (a) Email correspondence sent to reception and addressed to Mayor and Council will be forwarded to the Executive Assistant.
- (b) If the email is of a political nature, the Executive Assistant will acknowledge receipt of the email and forward it to the Corporate Officer, with a copy to Mayor and Council. The Corporate Officer will determine if the

item is appropriate for inclusion on the agenda and specify if it is to be added under Correspondence or under Consent Agenda.

- (c) If the email is of an operational or technical nature, the Executive Assistant will acknowledge receipt of the email and forward it to the appropriate staff person, with a copy to Mayor and Council. Staff will research the item and respond to the sender and copy Mayor and Council on the response.
- (d) If the email is regarding an item that requires, or requests a decision by Mayor and Council, the Executive Assistant will acknowledge receipt of the email, with a copy to Mayor and Council. The Corporate Officer will determine if the item is appropriate for inclusion on the agenda and specify if it is to be added under Correspondence or under Consent Agenda.
- (e) If the email is informational in nature, it will not be acknowledged. The Executive Assistant will forward it to Mayor and Council and the Corporate Officer, and it may or may not be included on an agenda at the discretion of the Corporate Officer or at the request from a member of Council.
- (f) If the email is not within the City's jurisdiction (*ultra vires*), the Executive Assistant will notify the sender, with a copy to Mayor and Council and the Corporate Officer.
- (g) Electronic correspondence specifically addressed "to Mayor and Council" may be placed on a Council meeting agenda at the discretion of the Corporate Officer if it is in the public's interest, or requests action or requires a decision of Council. This correspondence will be handled and distributed in accordance with the City's Privacy Policy.

4.1.2. Correspondence to Council received by mail or hand delivered shall be handled as follows:

- (a) The Legislative Services Department will forward to the Executive Assistant any correspondence addressed to Mayor and Council that is received by mail or hand delivered.
- (b) The Executive Assistant will scan the correspondence and forward as appropriate (per subsections 4.1.1 b, c, d, e, and f).
- (c) Personal correspondence addressed to individual Council members and marked "confidential" shall be considered to be private and be placed unopened in that individual's mailbox at City Hall.

4.1.3. Correspondence received by the Mayor, or an individual member of Council will be forwarded to the Corporate Officer if the Council member wishes the item to be added to an upcoming agenda.

4.1.4. Correspondence placed on an open meeting agenda will form part of the public record and will be published. The author's name and address are relevant to Council's consideration and will be disclosed through this process; however, staff will redact the author's phone number(s) and/or personal email address(es) in accordance with the [Freedom of Information and Protection of Privacy Act](#).

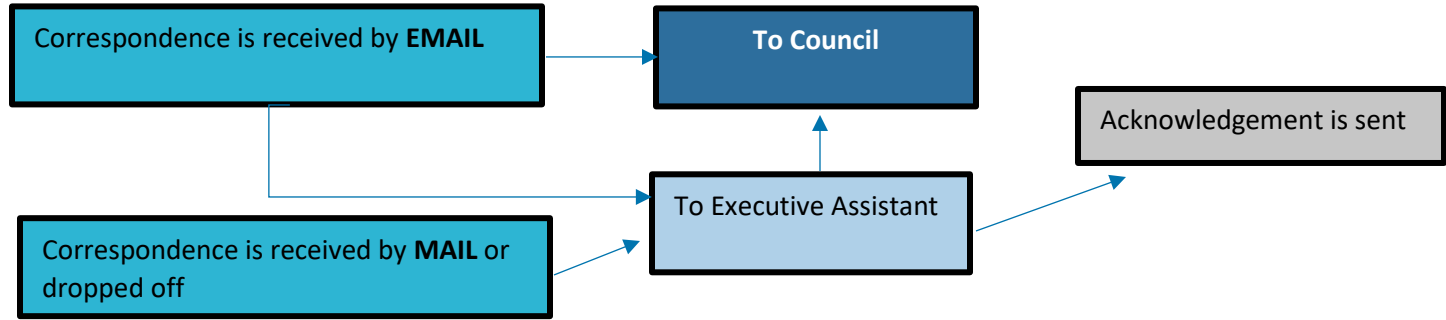
4.1.5. Anonymous correspondence received will not be placed on an agenda, nor will it be forwarded to staff.

4.1.6. Should correspondence be received that in the opinion of the Corporate Officer or Chief Administrative Officer, in consultation with the Mayor, is deemed to contain inappropriate, offensive, or misleading language, it will not be placed on an agenda, nor will an acknowledgement be sent to the author.

4.2. The Executive Assistant will archive all correspondence addressed to Mayor and Council, and correspondence issued in response to correspondence addressed to Mayor and Council, in the correspondence tracking system and in accordance with the City's records management procedures.

Attachments: Council Correspondence Flowchart

* **Council** can bring forward any item to the **Corporate Officer** for inclusion on an agenda



Item is of a **POLITICAL** nature

Acknowledgement is sent by the **Executive Assistant** that item was forwarded to **Corporate Officer** and copied to **Mayor and Council**

Item is forwarded to **Corporate Officer**

Copy to Council

Corporate Officer will decide if item is appropriate for inclusion on the agenda

Item is of a **TECHNICAL** or **OPERATIONAL** nature

Acknowledgement is sent by the **Executive Assistant** that staff will respond and **Mayor and Council** are in receipt

Item is forwarded to **Staff Member**

Copy to Council

Staff will research, respond and copy Council

Item **REQUIRES OR REQUESTS A DECISION** from Mayor and Council

Acknowledgement is sent by the **Executive Assistant** that the item was forwarded to the **Corporate Officer** for inclusion on a future agenda and copied to **Mayor and Council**

Item is forwarded to **Corporate Officer**

Copy to Council

Corporate Officer will decide if item is appropriate for inclusion on the agenda

Item is **INFORMATIONAL** in nature

No acknowledgement is sent

Item is forwarded to **Corporate Officer**

Copy to Council

Corporate Officer will decide if item is appropriate for inclusion on the agenda

* If the item is *ultra vires* the **Executive Assistant** will notify the sender and copy the **Corporate Officer** and **Council**

As per Council agenda procedures, the Corporate Officer and the CAO meet with the Senior Leadership Team and the Mayor to finalize and approve the content of the agenda prior to publishing.

CITY OF CAMPBELL RIVER COUNCIL ADMINISTRATIVE POLICY

Adopted: September 12, 2000

Council Resolution No. 00-762

Section added Jun 9-15 Res. #15-0303

18.1 LETTER OF COMMENDATION

18.1.1 PURPOSE

To provide criteria for conferring a letter of commendation to an individual or a group of individuals, to an organization or group of organizations whether non-profit, private or public, or to a combination thereof.

The purpose of the letter of commendation is to recognize specific contributions of significant benefit to others in our community or to the development of our community.

18.1.2 DEFINITION

City Council may, from time to time and by unanimous vote, commend an individual or a group of individuals, an organization or group of organizations whether non-profit, private or public, or a combination thereof with a letter recognizing their contributions. The letter shall be called "Letter of Commendation".

18.1.3 CRITERIA

Criteria for selection will include but not be limited to:

- a) The recipient of a Letter of Commendation can be an individual or a group of individuals, or an organization or group of organizations whether non-profit, private or public, or a combination thereof. In this context, "group" refers to informal or formal shared endeavours, coalitions or partnerships.
- b) Recipients will have made a distinct and important contribution to improving the lives of others in the community, or making the City of Campbell River a better place to live, including but not limited to:
 - an act of heroism;
 - outstanding mentorship or inspiration to others;
 - a specific endeavour or innovation that substantially strengthens the community;
 - a specific endeavour or innovation that brings provincial, national or international honour to the City.
- c) Nominations will be accepted but not solicited from the public. Nominees cannot recommend themselves.
- d) All nominations must be reasonably substantiated with accurate facts.
- e) When there is an appropriate addressee, recipients can include posthumous nominees of individuals, or nominees of groups that are no longer active.
- f) Individuals or groups who have received a Letter of Commendation in the past are eligible for recognition again for a different, unrelated achievement.
- g) Current City Council members cannot be nominated for a Letter of Commendation.

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Adopted: September 12, 2000

Council Resolution No. 00-762

18.1.4 NOMINATING BODY

The Community Services, Recreation and Culture Commission (CSRCC) shall be the nominating body for Letters of Commendation. The CSRCC shall forward nominees to Council in a timely manner.

18.1.5 LETTER

Recipients conferred with a Letter of Commendation will receive the letter on official City of Campbell River letterhead. The letter will be signed by the Mayor and will include the date when the letter was prepared, the appropriate addressee and salutation, and an explanation of the reason for the letter.

Section added Jun 9-15 Res. #15-0303

19.1 COMMEMORATIVE PLAQUES

A number of City of Campbell River documents position this policy including:

- *City of Campbell River Vision 2025 Project (2007)*: “Campbell River has an interesting and unique culture and heritage which needs to be nurtured and supported.”
- *A Heritage Plan for Campbell River (2007)*: “Cultural and heritage development contribute together to the long-term sustainability of a city.”
- *City of Campbell River Sustainable Official Community Plan (2012)*: “Arts, heritage, and cultural activities play a vital part in fostering a sense of belonging, building social cohesion, creating a sense of civic pride, preserving collective memory, and providing perspective and encouraging discourse on critical issues.”

19.1.1 PURPOSE

To provide criteria for the creation and installation of commemorative plaques in the City of Campbell River.

The purpose of the Commemorative Plaque is to:

- a) Recognize an exceptional contribution of historical or current importance to Campbell River’s built or natural environments by an individual or group of individuals, or by an organization or group of organizations whether non-profit, private or public, or by a combination thereof; in or on City facilities or lands.
- b) Commemorate events, landmarks and milestones of historical or current importance to Campbell River’s heritage and culture.

19.1.2 DEFINITION

City Council may, from time to time and by unanimous vote, approve the creation and installation of plaques to commemorate important contributions, events, landmarks and milestones of historical or current significance to the City’s built or natural environments, heritage or culture. The plaque shall be called “Commemorative Plaque”.

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Adopted: September 12, 2000

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19.1.3 CRITERIA

Criteria for selection will include but not be limited to:

- a) The subject of the plaque must pertain to commemorating an outstanding contribution to the City of Campbell River's built or natural environments, or be noteworthy as a prominent event, landmark or milestone in representing the City's heritage or culture.
- b) The subject of the plaque must have an enduring quality.
- c) Nominations will be accepted but not solicited from the public.
- d) Nominations can include a facility or other resource with a Community Heritage Designation in the City's Heritage Program.
- e) Nominations will be considered on a case-by-case basis, and take into account budget constraints for anticipated costs.

19.1.4 NOMINATING BODY

The Community Services, Recreation and Culture Commission (CSRCC) shall be the nominating body for Commemorative Plaques. The CSRCC shall forward nominees to Council by November 30th of each year.

19.1.5 PLAQUE

City staff will be responsible for recommending to Council the plaque's size, design, content, materials, the installation location and process, and anticipated costs. All aspects will comply with City of Campbell River bylaws and signage policies. As relevant, City staff will consult with the Museum At Campbell River for accuracy of wording and images on plaques.

Moved from Property Policy to Administrative Policy 2016

20.1 PUBLIC HEARING POLICY

20.1.1 PURPOSE

This policy supplements the provision of the *Local Government Act* in respect of the holding of Public Hearings. The policy provides procedure for the holding of public hearings to hear presentations on land use issues.

20.1.2 GENERAL STATEMENT

Any person who believes their interest in property will be affected by a proposed bylaw has an opportunity to address Council at a public hearing in a timely and orderly fashion. Individuals are encouraged to submit written submissions to City Hall to the attention of the City Clerk, prior to the hearing, for inclusion as part of the record.

20.1.3 SPEAKER'S LIST AND TIME LIMITS

A Speaker's List will be available to record names and addresses for anyone wishing to speak at the public hearing. Except for the owner/applicant, who will have first opportunity to address Council, speakers are called in order from the list, and after everyone on the list has had an opportunity to address the hearing, others may speak.

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Note: *The Mayor or Chair may dispense with the Speaker's List if twenty or less members of the public are in attendance at the start of the hearing.*

- i. Presentations by an owner/applicant are limited to 15 minutes. The owner/applicant will be given the opportunity to clarify points raised, or respond to questions after members of the public have spoken.
- ii. Members of the public expressing their views are limited to 5 minutes each. Additional information may be presented to Council after all other speakers are heard for the first time. Speakers are not to debate a point of view with another speaker, but will seek clarification through the Chair. Speakers are requested to submit written copies of their presentation to become part of the Public Hearing record.
- iii. The Chair will only entertain submissions that pertain to the land use bylaw under consideration.
- iv. Those in attendance at the Public Hearing will refrain from applause, or other expressions of emotion, whether in favour of, or opposition to, any particular application or argument. Inappropriate language, outbursts or criticisms aimed at individuals or groups are not allowed.

20.1.4 REQUEST FOR FURTHER INFORMATION PRIOR TO CLOSE OF PUBLIC HEARING

- i. Prior to the close of a public hearing, Council will consider whether additional information from staff in respect to issues raised at the public hearing is required.
- ii. If Council is of a view that information from staff is necessary, staff will be given an opportunity to provide the required information at that time.
- iii. Members of the public will be permitted to make submissions in respect of the information and the public hearing will then be closed.
- iv. If it is not possible for staff to provide the information at that time, staff will advise the Council that is the case and Council will direct that staff prepare a report providing the required information.
- v. The public hearing will then be recessed until an appropriate date and time to allow for the preparation and disclosure of the report.
- vi. The public hearing will be reconvened on the appropriate date to allow members of the public to make submissions in respect of the information.

20.1.5 AFTER THE PUBLIC HEARING IS CLOSED

After all speakers have been heard, the Public Hearing is then closed by the Chair. No other submissions may be received by Council. Council may consider the bylaw at the next, or a specified meeting of Council, with or without a request for further information from staff.

CITY OF CAMPBELL RIVER COUNCIL ADMINISTRATIVE POLICY

Adopted: September 12, 2000

Council Resolution No. 00-762

Section added Feb 25-20 RIC

21.1 MANAGEMENT AND EXEMPT EMPLOYEE COMPENSATION POLICY

21.1.1 PURPOSE

This policy lays out the City of Campbell River's formal approach to, and ongoing administration of, total compensation for its management and exempt employee group.

21.1.2 COMPENSATION PROGRAM OBJECTIVES

The City of Campbell River's compensation program is designed to provide competitive, fair and equitable salaries that attract, retain and engage leaders and professionals who will work to achieve excellence in local government by providing value to citizens and stakeholders. The compensation program reflects current needs and is adaptable to meet future needs should the City grow or modify its services, and allows flexibility to respond to unique, business critical attraction and retention needs.

21.1.3 GUIDING PRINCIPLES

The City considers its competitive marketplace, the relative value of each position, individual performance, qualifications and experience when compensating individuals. The City is committed to providing employees with total compensation opportunities guided by the following principles:

- a) Objective: Transparently aligned to and in support of the City's short and long-term strategies and objectives to ensure accountability.
- b) Competitive: Regular monitoring of the external market in which we compete for talent to ensure competitiveness and consistency with desired market position, on a total compensation basis, reflecting the economic value of jobs.
- c) Equitable internally: A job evaluation model is in place that measures the internal relativity of each position and every level of each job family has an associated salary range.
- d) Affordable and cost effective: Balances market competitiveness with the ability to pay for the desired competitive position and demonstrates the appropriate expenditure of public funds.
- e) Performance based: Reflects the type and quality of work performed, recognizes differences in performance, reinforces desired behaviours.
- f) Easy to administer and understand. Clearly defined and consistently communicated on an ongoing basis, ensuring protection of privacy where applicable.

21.1.4 TOTAL COMPENSATION COMPONENTS

Total compensation for the exempt employee group at the City includes:

- a) Annual base salary - Base pay is the annual salary earned by an employee for working the standard workweek.
- b) Group benefit package - Benefits include municipal pension plan participation, life insurance, medical/dental coverage, short and long-term disability, and other programs that support the health and long-term well-being of employees and their families.

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- c) Paid time off - Paid time off includes vacation, time-in-lieu, statutory holidays, bereavement leave and jury duty.
- d) Other perquisites may include - Professional development, membership fees of professional associations, recruitment and relocation expenses

Each of the above components have monetary value and should be considered by the employee and the City in the total competitiveness of the employment relationship. While remuneration is most often the primary factor, it is recognized that it is one of many factors contributing to job satisfaction and overall employee experience.

21.1.5 COMPENSATION PHILOSOPHY

A compensation philosophy, or approach, guides decision-making using two key components:

- 1) Pay position (of market comparators)
- 2) Comparator organizations

The pay position is established by Council and is currently set at the median (or 50th percentile) of the City's defined external market comparators. This target level will be reviewed to ensure it remains valid and competitive, and it may be adjusted by Council as business and market conditions change.

The group of comparator organizations is defined by the City Manager and consists of other municipalities and regional districts in British Columbia of a similar size and with similar characteristics. The comparator group will also include neighbouring communities with whom the City competes for talent.

21.1.6 COMPENSATION STRATEGY

The goal of the City's base salary program is to meet the pay position set by Council using the following strategies:

- a) Identifying an appropriate market comparator group to measure external pay equity.
- b) Engaging in a formal review of the City's compensation structure every four years to measure and assess the level of competitiveness, using a sample of management and exempt positions to benchmark with the defined comparator group. Such review will take place within the first quarter of the second year of each Council term.
- c) Following the formal review, any recommendations for salary structure adjustments, based on the market information, will be determined by the City Manager and any recommendations for across-the-board increases in that year will be brought forward for Council consideration.
- d) During the three interim years, a cost-of-living increase will be applied across-the-board to exempt salaries and the salary grid using the Consumer Price Index (CPI - Canada) to estimate wage inflation. In years of negative CPI (Canada) numbers, salaries will not be adjusted for inflation.

In addition, internal wage compression and other developing trends will be monitored in the broader public sector and in the market where we can find the skills and competencies needed to provide sustainable service delivery.

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21.1.7 COMPENSATION STRUCTURE

A job evaluation model is in place that measures the internal relativity of each position and every level of each job family has an associated salary range.

Annual base salary range:

- a) Each base salary range has a minimum salary and a maximum salary. Progression through the range will be dependent upon employee contribution, and tenure alone is not a consideration in base salary determination.
- b) The maximum base salary range represents the maximum amount the City is willing to pay incumbents who continually meet or exceed performance expectations for the jobs that are classified at that range.
- c) The maximum base salary range is a proxy for the median level of market and considered sufficiently competitive with the defined external market to attract and retain qualified employees.

21.1.8 RESPONSIBILITIES

1. Council

- a) Authorizes changes to the compensation policy and pay position of market comparators
- b) Authorizes adjustments to the City Manager/CAO's compensation
- c) Authorizes any across the board adjustments in the year of a formal compensation review

2. City Manager/CAO

- a) Operationalizes and manages the exempt compensation program within the policy approved by Council
- b) Evaluates and recommends changes in the compensation policy to Council
- c) Authorizes the composition of the exempt market comparators
- d) Evaluates and authorizes compensation levels and cost-of-living increases (in non-review years) for all exempt staff
- e) Hears appeals on compensation matters

3. Human Resources Manager

- a) Recommends the composition of the exempt market comparators to the City Manager/CAO
- b) Develops recommendations for revisions to the compensation policy, system and procedures, as required
- c) Prepares and recommends to the City Manager/CAO any salary and/or salary grid adjustments resulting from market information
- d) Provides market information to Mayor and Council from the formal review for consideration of compensation adjustments for the City Manager/CAO
- e) Implements authorized compensation program adjustments
- f) Communicates information to employees

CITY OF CAMPBELL RIVER COUNCIL FINANCE POLICY

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Amended: Mar 21-01; Sept 11-01; Oct 9-01; Jun 9-03; May 10-04; Sept 28-04; Sept 22-05; Jan 24-06, Oct 2-06, Nov 6-06, Aug 11-09, Aug 25-09, Nov 08-11, Mar 27-12, Aug 14-12, Oct 16-12, Jun 25-13, Jan 29-14, May 11-15, Nov 2-15, Jan 25-16, Feb 9-16, Sept 19-16, Jan 23-17, Mar 19-18, Dec 16-19, Jun 14-21, Apr 27-23, Oct 12-23

2. FINANCE

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Amendment Oct 09/01 Res. #01-0698, Section 2.1 replaced entirely Jan 23-17 Res. #17-0031, Sec. 2.1 replaced entirely Apr 27-23 Res. #23-0186

2.1 DEBT POLICY

2.1.1 PURPOSE OF POLICY

The purpose of the City's debt policy is to establish financial guidelines and appropriate controls for the procurement and use of debt and to ensure a sound financial position is maintained while supporting the City's ability to meet current and future challenges.

2.1.2 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 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 taxpayers, 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 the alternative approval process. External borrowing requires elector approval under most circumstances per section 180 of the *Community Charter*.

"Financial Stability & Resiliency Policy" is the Policy to support strategic long-term planning. The Policy includes many components to ensure focus is on long-term stable tax increases and ongoing funding to support service levels. The components include a 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, ongoing capital funding, and asset infrastructure management.

"Liabilities Under Agreements" is the proceeds from short-term borrowing under section 175 of the *Community Charter*. The maximum allowable term is five years, must be of capital nature and cannot be transferred to long-term debt. Council must pass a resolution authorizing the debt for the project and specifying the principal repayment terms.

"Long-Term Borrowing" is the proceeds from borrowing with an underlying loan authorization bylaw approved by the Ministry and the electorate pursuant to section 179 of the *Community Charter*. Debt is generally 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.

“**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.

“**Revenue Anticipation Borrowing**” is the proceeds from borrowing under section 177 of the *Community Charter*. The maximum allowable term is one year and is to be repaid with revenue from property taxes. Debt must be used to meet current lawful expenditures and pay amounts required to meet the municipalities taxing obligations in relation to another local government or public body.

“**Short-Term Borrowing**” refers to the following types of borrowing: Revenue Anticipation Borrowing, Short-Term Capital Borrowing, Temporary Borrowing, and Liabilities Under Agreements

“**Short-Term Capital Borrowing**” is the proceeds from borrowing with an underlying short-term capital borrowing bylaw approved by the Ministry pursuant to section 178 of the *Community Charter*. Debt must be used for a capital project and the debt term must be payable no later than the lesser of 5 years or the reasonable life expectancy of the capital asset. The prescribed limit is set under BC Reg. 368/2003.

“**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*.

2.1.3 POLICY ADMINISTRATION

2.1.3.1 RESPONSIBILITIES

The Finance Department management 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.
- 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.

The procurement of new debt must be approved by City Council.

2.1.3.2 DEBT APPROVAL PROCESS

The use of debt as a funding source for projects in the financial 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 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.

2.1.3.3 LENDING INSTITUTIONS

The City must borrow long-term debt from the Municipal Financing Authority (MFA), pursuant to section 410 of the *Local Government Act*. The City may borrow short-term debt from the MFA or the bank.

2.1.3.4 INTEREST

All debt procurements will accumulate interest expense each year which will be funded by the respective funds primary revenues, whether property taxation or user fees.

2.1.3.5 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 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.

2.1.3.6 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 as required 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.

2.1.4 GUIDING PRINCIPLES AND OBJECTIVES

2.1.4.1 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 debt is procured 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*.

2.1.4.2 OBJECTIVES

The primary objectives of the City's use of debt are to:

- a. Provide Funding for the Capital Plan

Debt will be utilized primarily for financing capital projects. Short-term debt can be utilized to finance short-term capital projects, for a financial emergency that was not anticipated or where financially advantageous.

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 increases for current and future taxpayers.

c. Maintain Service Levels

In order for the City to maintain its service levels, core infrastructure assets must be maintained and upgraded to meet the demands of taxpayers. Ongoing capital maintenance, upgrades and enhancements of City core infrastructure ensures the City can continue to provide existing and enhanced service levels.

2.1.4.3 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 of escalating costs of repair if these assets are not maintained and upgraded as necessary. The use of external debt financing with a long-term payback provides additional funding.

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. Debt financing can be utilized to provide funding support for these necessary upgrades and expansion of services.

2.1.4.4 BUSINESS CASES

Any capital project with a recommendation for debt funding must be supported by a business case and capital project plan as per the Financial Resiliency & Stability Policy and presented to Council.

2.1.5 BORROWING LIMITS

2.1.5.1 LEGISLATED LIMIT

The legislated limit for debt servicing is 25% of adjusted total revenues, as determined annually by the Ministry of Municipal affairs (guided by section 174 of the *Community Charter* and the *Municipal Liabilities Regulation 254/2004*).

2.1.5.2 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%.

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.

2.1.5.3 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 12.5%.

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%.

2.1.6 DEBT TERM

2.1.6.1 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, if it is affordable. Short-term debt terms shall be payable no later than the lesser of 5 years and the reasonable life expectancy of the capital asset.

2.1.6.2 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 to twenty years, with a minimum of ten years up to a maximum of thirty 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 and similar to shorter terms when interest rates are high. Total interest costs for a debt procurement should be within 15-45% 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.

2.1.6.3 STABILITY

The debt term and related debt servicing costs must be funded by long-term sustainable revenues.

2.1.7 DEBT RETIREMENT

2.1.7.1 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 Policy*. It will be necessary to consult with the Municipal Finance Authority (MFA) to determine the feasibility and timing of early retirement debt.

Amendment July 16/01 Res.#01-0203, Feb 9-16 Section 2.2 replaced entirely

2.2 RESERVE AND SURPLUS

2.2.1 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.

2.2.2 DEFINITIONS

"Annual Surplus" means the accumulated excess of revenues over expenses for the current year.

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

"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.

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“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.

“Reserves” means all of the City’s reserve funds and mandatory reserve funds.

2.2.3 POLICY ADMINISTRATION

2.2.3.1 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.

2.2.3.2 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.

2.2.3.3 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.

2.2.3.4 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.

2.2.3.5 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.

2.2.3.6 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.

2.2.3.7 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.

2.2.4 GUIDING PRINCIPLES AND OBJECTIVES

2.2.4.1 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*.

2.2.4.2 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

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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.

2.2.5 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.

2.2.5.1 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.

2.2.5.2 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.

2.2.5.3 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.

2.2.5.4 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.

2.2.5.5 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.

2.2.6 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.

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.

2.2.7 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:

2.2.7.1 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.

2.2.7.2 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.

2.2.7.3 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.

2.2.7.4 FINANCIAL STABILIZATION RESERVE

The financial stabilization reserve has been established for the following purposes:

a. 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.

b. 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.

c. 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.

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.

2.2.7.5 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.

2.2.7.6 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.

2.2.7.7 LEGACY LANDMARK RESERVE

This reserve is to fund the maintenance and replacement of legacy landmark program trees, benches and picnic tables.

2.2.7.8 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.

2.2.8 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:

2.2.8.1 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.

2.2.8.2 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.

2.2.8.3 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.

2.2.8.4 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.

2.2.8.5 FIRE RESERVE

This reserve is to fund the purchase and replacement of fire trucks and fire equipment.

2.2.8.6 FURNITURE AND EQUIPMENT RESERVE

This reserve is to fund the purchase and replacement of City furniture and equipment, including airport.

2.2.8.7 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.

2.2.8.8 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.

2.2.8.9 SEWER RESERVE

This reserve is to fund sewer utility equipment, buildings, land improvements, and infrastructure.

2.2.8.10 STORM WATER RESERVE

This reserve is to fund storm water infrastructure.

2.2.8.11 WATER RESERVE

This reserve is to fund water utility equipment, buildings, land improvements, and infrastructure.

2.2.9 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.

2.2.9.1 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:

- a. Parkland Acquisition DCC
- b. Parkland Development DCC
- c. Roads DCC
- d. Sewer DCC
- e. Storm Drain Quinsam DCC
- f. Water DCC

2.2.9.2 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.

2.2.9.3 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.

2.2.10 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.

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Reserve and Surplus Policy - Appendix

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Airport Accumulated Surplus	Working capital	For working capital purposes in the airport operating fund.	Annual airport operating surplus.	\$150,000 1 month of operating expenses (excluding depreciation and internal cost allocations)	\$300,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before revenues are received. Regular revenue activity, with increased costs and revenues in the summer season. Airport operation deficits are currently funded by general fund therefore the minimum surplus balanced is funded by general accumulated surplus.
Airport Reserve	Opportunity, Planned capital spending	To fund airport projects and initiatives. Includes TCA classes 1215 airport runways and 2000 airport buildings.	Airport improvement fee revenue and net capital funding allocations as necessary.	\$200,000 1% of total cost of airport building and land improvement tangible capital assets.	\$500,000 2.5% of total cost of airport building and land improvement tangible capital assets.	This reserve is utilized to leverage 5% of City funding for 95% ACAP (Transport Canada) grant funds on airport infrastructure including heavy equipment. Additionally, this reserve is used to invest in business opportunities and other initiatives to increase airport profitability.
Capital Lending Reserve	Opportunity, Dedicated revenue source	To provide an opportunity for investing in capital projects through internal borrowing.	100% of net land sale proceeds, excluding parkland and net capital funding allocations as necessary.	N/A	N/A	Funds in this reserve can be utilized to invest in projects where funding would otherwise not be available. Required annual repayment on withdraws, up to 15 year term.

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Reserve and Surplus Policy – Appendix Cont.

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).

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

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Reserve and Surplus Policy – Appendix Cont.

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.

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Reserve and Surplus Policy – Appendix Cont.

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

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

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Reserve and Surplus Policy – Appendix Cont.

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Fire Capital Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of fire trucks and fire equipment. Includes TCA classes 3402/3403 fire trucks and 3202 fire department equipment.	Annual contribution from taxation and net capital funding allocations as necessary.	\$50,000 1% of total cost of fire fleet and equipment tangible capital assets.	\$100,000 2.5% of total cost of fire fleet and equipment tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Furniture and Equipment Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of City furniture and equipment, excluding fire equipment. Includes airport. Includes TCA classes 3000 furniture and 3200 machinery and equipment (excluding 3202 fire department equipment).	Annual contribution from taxation and net capital funding allocations as necessary.	\$50,000 1% of total cost of furniture and equipment tangible capital assets, excluding fire equipment. Includes all funds.	\$150,000 2.5% of total cost of cost of furniture and equipment tangible capital assets, excluding fire equipment. Includes all funds.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.

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Reserve and Surplus Policy – Appendix Cont.

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

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Reserve and Surplus Policy – Appendix Cont.

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Information Technology Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of information technology assets and enterprise information system infrastructure, including enhancements to those systems. Includes TCA class 3300 computer equipment (includes equipment, file servers, software and printers).	Annual contribution from taxation and net capital funding allocations as necessary.	\$20,000 1% of total cost of information technology tangible capital assets.	\$50,000 2.5% of total cost of information technology tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
International Relationship Reserve	Opportunity	To fund maintaining internal relationships with other countries; which currently includes Ishikari and Twinning China.	Annual \$5,000 contribution from taxation for Ishikari.	N/A	N/A	Funding received for the development of an economic development twinning relationship with China; no set annual contributions to this reserve. Ishikari reserve setup for 25 th anniversary celebration for sister relationship between Ishikari, Hokkaido and Japan.

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Reserve and Surplus Policy – Appendix Cont.

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Legacy Landmark Reserve	Planned capital spending	To fund the maintenance and replacement of legacy landmark program benches and picnic tables.	20% of the initial charge for the benches and picnic tables.	N/A	N/A	
Parks Reserve	Planned capital spending	To fund the acquisition and development of parkland as per Council bylaw. Includes TCA classes 1200 land improvements (excluding 1215 airport Runways) and 8002/8003 boat launch and other marine structures.	Annual parks parcel tax and net capital funding allocations as necessary.	\$200,000 1% of total cost of parks tangible capital assets.	\$550,000 2.5% of total cost of parks tangible capital assets.	Parks parcel tax is utilized for the development of new parks infrastructure in addition to maintenance of existing parkland. The City has significant investment in parkland at a historical cost therefore the City must balance investing in new infrastructure and maintaining existing.
Parkland Acquisition Reserve	Dedicated revenue source	To purchase parkland as per the Community Charter.	Funds received from the sale or disposal of parkland, and parkland funds received upon subdivision.	N/A	Adequate balance to fund parkland acquisitions per Council's strategic priorities.	Acquisitions are dependent upon collections.

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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Parkland Acquisition DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved parkland acquisition DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland acquisition capital program.
Parkland Development DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved parkland development DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland development capital program.
Roads DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved roads DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the transportation capital program.
Sewer Accumulated Surplus	Working capital	For working capital purposes in the sewer operating fund.	Annual sewer operating surplus.	\$500,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	\$750,000 4 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before utility fees are collected.

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Reserve and Surplus Policy – Appendix Cont.

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Sewer Reserve	Risk mitigation, Planned capital spending	To fund sewer utility equipment and infrastructure. Includes TCA classes 5000/5100/5200 linear assets – sewage infrastructure and 2000 buildings for sewer fund.	Excess funds transferred from accumulated surplus sewer.	\$550,000 1% of total cost of sewer fund tangible capital assets.	\$1,400,000 2.5% of total cost of sewer fund tangible capital assets.	Borrowing bylaws authorized for sewer capital investment. The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Sewer DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved sewer DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the sewer capital program.
Solid Waste Reserve	Dedicated revenue source.	To offset solid waste user fee increases.	Solid waste user fee surplus.	N/A	N/A	Established by Council in 2013 by excess solid waste user fees to offset future fee increases.

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Reserve and Surplus Policy – Appendix Cont.

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Storm Water Reserve	Risk mitigation	To fund storm water infrastructure. Includes TCA classes 4500 – linear assets drainage infrastructure.	Storm water parcel taxes and net capital funding allocations as necessary.	\$350,000 1% of total cost of storm water tangible capital assets.	\$850,000 2.5% of total cost of storm water tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Storm Drain Quinsam DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved storm drain DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the storm drain capital program.
Water Accumulated Surplus	Working capital	For working capital purposes in the water operating fund.	Annual water operating surplus.	\$550,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	\$850,000 4 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before utility fees are collected.

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Adopted: September 12, 2000

Council Resolution No. 00-762

Reserve and Surplus Policy – Appendix Cont.

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.

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Adopted: September 12, 2000

Council Resolution No. 00-762

***Amendment June 9/03 Res #03-0599 Section 2.3 and 2.4/ Amend. Jan 24/06 Res#06-0167
Amend. May 11/15 Res. 15-0263 Sec. 2.3 replaced in its entirety/***

2.3 GRANTS

2.3.1 BACKGROUND

Due to limited funds available to the City and in an effort to recognize the potential for senior government 'downloading', Council appointed a task force in 2005 to review best practices and maximize effectiveness in providing grants-in-aid according to the economic conditions of the day. Research from other similar sized municipalities showed that whilst recreation and sports facilities are usually directly operated by local government and social services are governed by other levels of government, arts and cultural facilities and programs are operated by non-profit organizations and therefore require further municipal funding.

2.3.2 PURPOSE

Oct 12/23 Res.#23-0342

The Community Partnership Program is 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 principal objective of promoting a dynamic arts and cultural community, while promoting a positive community spirit in Campbell River. Grants are intended for arts and cultural organizations, but not for religious, sports or social service groups; nor for groups whose primary purpose is to educate through course work, and/or training, as distinct from those that educate through community outreach and programming. Notwithstanding the above, facility rental subsidies are available to all community groups.

The purpose of the Community Partnership Committee is to assist Council in its decision making role by ensuring that Council receives thoughtful and comprehensive advice from a well represented group of individuals from the community with unique skills and knowledge specific to the mandate of this Committee.

The Committee's function shall be to make recommendations to Council on applications for grants-in-aid. Working in the best interests of all Campbell River residents, the Committee will explore ways that community partnership funding can best meet the needs of a growing community.

This policy will provide criteria for determining the appropriateness and suitability of grant-in-aid applications.

Mar 19/18 Res.#18-0145

Oct 12/23 Res.#23-0342 section deleted

2.3.3 FUNDING

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Oct 12/23 Res.#23-0342

The annual funding limit will be \$720,000. The annual funding limit will be reviewed by Council at the beginning of each of Council's term and amendments, if any, will be adjusted in the subsequent period.

Approval of all applications will be based on the City of Campbell River's ability to pay the requested funding.

A consultative process will be entered into to consider repairs, maintenance and long-term replacement or refurbishment of City owned facilities. Funding for this will be in addition to Community Partnership grants.

Council delegates to the Community Partnership Committee the authority to approve grants up to \$5,000.

2.3.4 DEFINITIONS

“Community Group” - A registered non-profit society or charitable organization as defined by Canada Revenue Agency - in good standing.

“Community Partnership Committee” - Made up of 7 members of the community at large to be selected by Council. A staff liaison and two Council liaisons (all non-voting) will be appointed to this Committee. The Community Partnership Committee's terms of reference are established by bylaw.

2.3.5 ELIGIBILITY CRITERIA

A community group may apply for funding and/or subsidized rent if it and the event and/or service fit within the Grant Policy's purpose and comply with the following criteria:

- a. be a benefit to the whole community, or the greatest number of Campbell River residents as reasonably possible;
- b. provide a worthwhile service or facility to the community and not duplicate or compete with existing services or facilities;
- c. the community group must be based in Campbell River;
- d. the event must be open to all members of the public;
- e. demonstrate that every effort has been made to earn or acquire funding from other sources prior to applying for municipal assistance;

Oct 12/23 Res.#23-0342

- f. applicants are required to have greater than 75% of required funding from other sources prior to applying for municipal assistance;
- g. with the exception of Funding Categories 1 and 3, demonstrate they will not create a dependency after the assistance ceases;
- h. the community group must be in compliance with and adhere to all bylaws and policies of the City of Campbell River.

A community group may not apply for assistance, or the application will not be accepted, if:

- a. it is for a for-profit organization;
- b. it is for an event that is/or has been under the funding jurisdiction of other levels of government, government agencies, affiliates and crown corporations;
- c. it is for a purpose which is disallowed by the *Community Charter*;
- d. it is for a purpose which, in the City's opinion, could expose the City to an unacceptable level of risk of liability;
- e. it is for an individual;
- f. it is to pay for City services, i.e. property taxes, development fees
- g. if the organization is currently receiving a permissive tax exemption, with the exception of City owned buildings.

2.3.6 CONDITIONS OF FUNDING

Community groups are expected to abide by the following funding conditions:

- a. funds must be used for the purpose for which they were requested. The City funds cannot be used to issue grants or to provide any type of financial assistance to other organizations;
- b. if the event is a fundraiser, it is run by a local not for profit group and 100% of money raised through the event stays in Campbell River;
- c. the applicant must acknowledge the support of the City of Campbell River in its promotional material related to the event, including banners and signs on site during the event;
- d. in the case that the event is not completed, the City of Campbell River reserves the right to request all or part of the funds returned.

2.3.7 FUNDING CATEGORIES

Inclusion in any category does not obligate or guarantee that funding will be forthcoming for a particular year.

Applications will be considered based on the following five (5) different types of funding categories:

Category 1 – Core Operating Assistance

- a. Community groups which provide ongoing services and which use city land and/or buildings and require ongoing long term funding.

Mar 19/18 Res.#18-0143

Oct 12/23 Res.#23-0342

- b. Funding will be approved for the lesser of the organizations remaining licence of occupation with the City or Council's elected term. Organizations in this category must submit a detailed financial plan to support the number of years of requested funding.
- c. Costs for standard and special maintenance on City building(s) occupied by applicant needs to be included in the budget/funding request.

Category 2 - Events and/or Service

Oct 12/23 Res.#23-0342

- a. Community groups which provide for an ongoing major event and/or service.
- b. Funding will be reviewed and approved annually for a term of one year.
- c. Community groups which provide an infrequent "one-off" major event and/or service.

Oct 12/23 Res.#23-0342 Category 3 and 4 removed in their entirety – category 5 became category 3

Category 3 – Recreation Facility Rental Subsidies

- a. Community groups which require the use of City facilities while hosting athletic, social or cultural events.

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Amendment Nov 2/15 Res.#15-0490 Section b and c

- b. The available subsidy will cover no more than 50% of the rent to a maximum of \$1,000 based on the availability of facilities.
- c. A total of \$15,000 is set aside to fund events and/or services for Category 3.
- d. The Recreation Manager will provide a quarterly report on subsidized rent applications/approvals to the General Manager of Parks Recreation and Culture and will provide an annual report to the Community Partnership Committee.
- e. The applicant is responsible for ensuring that the space/facility required has been reserved for the required times.

2.3.8 APPLICATION PROCESS AND REQUIREMENTS

The application process and requirements for grant applications will be determined by the Community Partnership Committee and will form part of the application package. The Committee will review application requirements on an annual basis.

2.3.9 EVALUATION OF APPLICATIONS

Applications for funding of all categories will be judged on the following merits:

- a. The Organization's goals, objectives and activities, and how closely they are aligned with the City's goals, and objectives within the purpose of Council's Grant Policy
- b. The service the organization provides to the community
- c. Demonstrated need for financial assistance
- d. The benefits to the community as a result of the assistance
- e. The degree of community/volunteer support
- f. Demonstrated level of effective performance in previous year(s), if applicable
- g. Other features which may be deemed to be relevant

With the exception of Category 3 organizations (Facility Rental Grants) review and evaluation will be done by the Community Partnership Committee.

2.3.10 MISCELLANEOUS GRANTS OUTSIDE OF THE COMMUNITY PARTNERSHIP GRANTS

Amended Oct 16/12 Res #12-0347, Amended May 11/15 Res #15-0268 Sec c. added

- a. The Royal Canadian Legion is authorized use of the Campbell River Community Centre for up to four hours free of charge on November 11 of each year for the

purpose of Remembrance Day activities and that the operating cost of this in-kind contribution, be taken from Council Contingency.

- b. Consideration may be given to reduce Transit fees for student group fares for those persons associated with non-profit community activities.
- c. Council, upon written request, may provide an annual grant not exceeding \$10,000 to the following community groups for the purposes of beautification, public art and public amenities by way of a partnering agreement:
 - i. Campbellton Neighbourhood Association
 - ii. Downtown “Heart of the City” Business Improvement Area Association
 - iii. Pier Street Association
 - iv. Willow Point Business Improvement Area Society

Funding requests must include the following information:

- v. Detailed description of the work to be completed
- vi. Proposed budget
- vii. Funding request
- viii. Report on use of the previous year’s grant (if applicable)

Following approval of the partnering agreement, the community group shall undertake the work and then submit an invoice to the City who will reimburse the community group after it has confirmed that the works have been completed as agreed.

Deleted Jan. 24-06 Res #06-0167 Sec. 2.4

2.4 GRANTS-IN-AID FOR RECREATION FACILITY RENTALS

2.5 CITY DAMAGE REWARDS

The City will provide rewards for information leading to the conviction of a person or persons found guilty of vandalism or theft of public property to a maximum of \$1,000.00.

2.6 TAXATION

Oct 2/06 Res #06-0683, Jun 25-13 Res #13-0268, Jan 25-16 Res #16-0018,

2.6.1 PERMISSIVE PROPERTY TAX EXEMPTIONS

2.6.1.1 PURPOSE

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.

The Province of British Columbia has enacted sections 220 and 224 of the Community Charter which govern exemptions from property taxation. Section 220 of the Community Charter deals exclusively with statutory exemption granted by the Province for which the City has no control over. Organizations such as hospitals, schools, and places of religious worship are statutorily exempt from property taxation, and the City has no discretion to provide or withdraw a statutory tax exemption.

Section 224 of the Community Charter provides the means for the City to permissively exempt certain qualifying organizations from property taxation. This policy provides the basis for review of applications for these permissive exemptions.

The Community Partnership Committee will review all eligible applications for tax exemption and make recommendations to Council. Recommendations may include a full, partial, or no exemption.

Emphasis will be given to facilities that provide services that may otherwise be expected to be provided by the City. Care must be taken to ensure that when a non-profit service is offered that competes with a licensed business that the non-profit service targets a sector of the community not served by business.

Council recognizes the important services provided by eligible organizations for the betterment of the quality of life for the citizens and visitors to our community. Council is also cognizant of the additional tax burden on the remaining non-exempt properties which is created by exempting a share of the taxable assessment. The City of Campbell River will provide permissive tax exemptions to eligible groups up to an amount not exceeding 1.7% of the general tax levy. If permissive exemptions awarded to eligible groups exceed 1.7% of the general tax levy for the year, permissive exemptions will be reduced proportionally amongst all eligible groups to whatever level is necessary to ensure the 1.7% threshold is met.

2.6.1.2 PROCESS

Council will consider applications for permissive tax exemptions annually. The opportunity to apply will be advertised two (2) times in the local newspaper and by letters mailed to current tax exemption recipients. In addition, application packages will be available at any time from the City Hall or website at www.campbellriver.ca.

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Applications must be submitted to the General Manager, Corporate Services, using the prescribed application form, before 4:30 p.m. on the last Friday in June of each year. The General Manager, Corporate Services or designate will review the applications for completeness, and arrange contact with applicants for additional information as necessary.

Application submissions must include:

- a. Copies of financial statements for last three (3) years for first time applicants, and for the last year for current tax exemption recipients.
- b. Copy of state of title certificate or lease agreement, as applicable.
- c. Evidence of a strong and clear mandate to provide services for the benefit of the community.
- d. Description of programs/services/benefits delivered from the subject lands/improvements including participant numbers, volunteer hours, benefiting groups/individuals/special needs populations, fees charged for participation.
- e. Description of any 3rd party use of the subject land/improvements including user group names, fees charged and conditions of use.
- f. Financial information on how the tax exemption amount is put back into the community through charitable means or reduced fees paid by the general population of the City of Campbell River.
- g. Confirmation that the organization's activities do not compete with any other duly licensed business in the Municipality.

The Chair of the Community Partnership Committee with the assistance of the General Manager, Corporate Services or designate, will present a summary report of the applications and recommendations, relative to the eligibility criteria, to Council.

Amendment Sep 19-16 Res.#16-0371

2.6.1.3. CRITERIA

Subject Property must be one of:

- a. Land and/or improvements owned by the applicant
- b. Land and/or improvements leased under an annual agreement
- c. Land and/or improvements ancillary to a statutory exemption under s.220 of the Community Charter (Statutory Exemptions)
- d. Nature of Organization must be:

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- i. Non-profit organization which may be one of:
 - ii. Charitable/philanthropic organization
 - iii. Athletic or Service Club/Associations
 - iv. Care facility/licensed private hospital
 - v. Partner of the municipality by agreement under s. 225 (Partnering, heritage, riparian and other special exemption authority) of the Community Charter
 - vi. Other local authority
 - vii. Occupier of City-owned land and/or building which provides a valuable community service that the City may otherwise be expected to provide.
 - viii. Organization eligible under s. 220 statutory exemption (e.g. place of public worship, cemetery, library, Indian land, senior's homes, hospital, etc.)
- e. The applicant organization's use of the land/improvements must benefit the community in one or more of the following ways:
 - i. Provides recreational facilities for public use
 - ii. Provides recreation programs to the public
 - iii. Provides programs to and/or facilities used by youth, seniors or other special needs groups
 - iv. Preserves heritage important to the community character
 - v. Preserves an environmentally, ecologically significant area of the community
 - vi. Offers cultural or educational programs to the public which promote community spirit, cohesiveness and/or tolerance
 - vii. Offers services to the public in formal partnership with the municipality

All accounts for fees and charges levied by the City of Campbell River to the applicant must be current.

Mar 19/18 Res.#18-0146

Requests for Permissive Tax Exemptions on bare land will only be considered after a building is constructed, given final occupancy approval by the City, is occupied and is operationally compliant with all licensing and permits unless it is demonstrated to the Community Partnership Committee's satisfaction that the bare land itself is providing an actual benefit to the community.

Organizations, with the exception of those occupying City facilities and offering services deemed to be consistent with services that otherwise would be offered by the City itself, who are currently in receipt of a City Grant-In-Aid will not be eligible for a permissive exemption. Similarly, the award of a Permissive Exemption shall render such organizations ineligible for a City Grant-In-Aid.

The following information will be considered when determining whether to grant a permissive tax exemption:

- a. size of organization - operating budget in relation to requested tax exemption
- b. availability of alternate sources of funding to the organization
- c. the organization shows evidence of competent administration
- d. the building and/or services offered are a benefit to the community as a whole.

2.6.1.4. DURATION OF EXEMPTION

Eligible organizations may be considered for tax exemptions exceeding one year (to a maximum of five years) where it is demonstrated that the services/benefits they offer to the community are of a duration exceeding one year (i.e. for the period of the tax exemption).

For those organizations in receipt of a multi-year exemption, a letter shall be sent annually from the City requesting confirmation that the nature of the services being provided by the organization have not substantially changed.

2.6.1.5. CONDITIONS

- a. Council may designate only a portion of the land/improvements as exempted where the following circumstances exist:
 - i. A portion of the land/improvements is used by the private sector and/or organizations not meeting Council's exemption criteria
 - ii. The applicant already receives grant-in-aid from the municipality and/or other sources
 - iii. only that part of the property used for non-profit activities will be considered for exemption. Commercial activities will be excluded. For clarity, society administration is considered part of the non-profits program delivery
- b. Council may impose conditions on the exempted land/improvements with the applicant organization, including but not limited to:
 - i. registration of a covenant restricting use of the property

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- ii. an agreement requiring a payment equal to the foregone tax revenue should the property be sold, transferred to other parties or no longer used for the purposes stated in the application. Any such repayment would be pro-rated to ensure the portion of the taxation year for which the organization was still entitled to the permissive exemption was honoured by the City.
 - iii. an agreement committing the organization to continue a specific service/program
 - iv. an agreement committing the organization to have field/facilities open for public use for certain times or a total amount of time
 - v. an agreement committing the organization to offer use of the field/facility to certain groups free of charge or at reduced rates
 - vi. an agreement committing the organization to immediately disclose any substantial increase in the organization's revenue or anticipated revenue or any change in the status of the property
- c. Council may impose penalties on an exempted organization for knowing breach of conditions of exemption, including but not limited to:
- i. revoking exemption with notice
 - ii. disqualifying any future application for exemption for specific time period
 - iii. requiring repayment of monies equal to the foregone tax revenue

Approved permissive tax exemptions may be eligible for up to a 100% exemption.

Amendment Sep 19-16 Res.#16-0371

Should the total value of Permissive Tax Exemptions exceed 1.7% of the annual general tax levy, all exemptions shall be decreased proportionally until the total exemptions granted no longer exceeds the 1.7% threshold. This will be evaluated on an annual basis and recipients will be notified accordingly.

Property Used for City Purposes:

Permissive tax exemptions may be granted to lessees of municipally owned building where Council considers the land and improvements are used for a purpose that is directly related to the purposes of the City such that operations which are largely funded by City of Campbell River taxpayers shall not be burdened by taxation that would not otherwise occur.

Occupiers of City owned property may be included in the City's permissive exemption bylaws.

Removed from Policy Jan 25-16 Res #16-0018

2.6.2 PERMISSIVE TAX EXEMPTION APPLICATION FORM

2.6.3 TAX SALES (CITY MANAGER AUTHORIZED TO BID)

The City Manager is authorized to bid on tax sale properties on behalf of the City up to a maximum of 50% of assessed values.

2.6.4 PARCEL TAX NOTICES

Parcel Tax notices will only be mailed where new property owners have been added or changes have been made to the Parcel Tax Roll.

2.7 EMERGENCY EXPENDITURES

2.7.1 EMERGENCY EXPENDITURES ARE DEFINED AS:

Expenditures not included with the current year Financial Plan, which are necessary for the following reasons:

- For the safety and or welfare of the citizens and property of the City of Campbell River.
- To prevent waste of resources, such as when the required expenditure would be greater if deferred and is unavoidable.
- To preserve the assets of the City of Campbell River.
- To maintain operations of the City of Campbell River when other economical solutions cannot be reasonably implemented.
- Expenditures of opportunity when funding sources from outside may be lost, or when making the expenditure may affect quantifiable cost savings.

2.7.2 AUTHORITY FOR MAKING EMERGENCY EXPENDITURE

- i. Council by resolution when the amount is over \$50,000.
- ii. The City Manager and Chief Financial Officer jointly when the amount is below \$50,000 but above \$10,000.
- iii. The Directors or Acting Director when the amount is below \$10,000.

2.7.3 PROCEDURE FOR MAKING EMERGENCY EXPENDITURE

- i. The proper authority must first be obtained and the expenditure must be able to be offset by reducing expenditures elsewhere in the organization or by new

revenues which must be firm and identifiable such as a senior level of government providing written confirmation of funding.

- ii. The details of the emergency expenditure and funding sources must be made to the Council of the City of Campbell River at its next regularly scheduled meeting.
- iii. Not less than four months following the emergency expenditure a bylaw amending the Financial Plan must be prepared, advertised and brought before the Council for consideration.
- iv. In all cases, purchase orders and other methods of documenting the Expenditure must be used.”

New Oct 9/01 Res. #01-0697, New section Jun 14/21 Res #?????

2.8 INVESTMENTS

2.8.1 PURPOSE AND OBJECTIVE OF POLICY

The purpose of this Policy is to document a governance framework for the prudent management of the City of Campbell River’s investment portfolio “Fund” within an acceptable investment risk tolerance level.

2.8.2 SCOPE OF POLICY AND DEFINITIONS

2.8.2.1 SCOPE OF POLICY

This policy shall apply to all cash and investment balances of the City of Campbell River not required for immediate operational needs.

Operational funds are defined for the purpose of this Policy to be the net forecasted cash requirements need to fund operations in a given 12-month period plus the balance set aside in unappropriated surplus and the balance in the Financial Stabilization Reserve.

- **Short Term Investments:**

Any investment for which the initial term is one year or less and/or for which the investment can be considered immediately liquid – i.e.: redeemable or convertible to cash on short notice. Short-term investments include long-term investments which are due to mature within 365 days.

- **Long Term Investments:**

Any cash or liquid security, which has a maturity, date or term at the time of purchase of greater than one year.

- **Long Term Investment of Funds not needed within 10 Years:**

Matching long-term investments with future liabilities is a recognized investment and asset management best practice. If applicable, the City may designate a portion of its reserves as “long-term: 10-years+”, and the following exceptions to this Policy apply to those funds:

- a. The City may acquire Section 183 fixed income securities with terms equal to or greater than 10 years, conditional on the security having a minimum “A” rating from a Recognized Rating Agency: or
- b. Any “long investment horizon” MFA Pooled Investment Fund created specifically for investing long-term reserves. Fixed income securities within these Pooled Funds do not impact (are not counted against) the Portfolio Limits contained in this Policy.

In addition, for the purposes of benchmarking returns and evaluating the pooled fund performance under option b), returns will be evaluated over moving four-year periods with returns being calculated on a quarterly basis

The City recognizes while the long-term investment options described in this section are expected to earn a higher return over the long term, both strategies can lead to volatile investment results in the short to medium term due to increased interest rate and credit risk or the inherent higher volatility of equity returns. As such, the City of Campbell River’s intent is to hold long-term investments to maturity and in the case of perpetual Funds, it is the City’s intent to hold these investments for 10 years or longer – in alignment with, but redeemed prior to future obligations.

- **Chief Financial Officer:**

The Chief Financial Officer or in his/her absence, the Finance Manager, under the authority of the Officer’s Designation and Establishment of Powers, Duties and Responsibilities Bylaw No. 3177, 2005 is assigned duties for financial administration as described under Section 149 of the Community Charter. Where the words “Chief Financial Officer” are used they shall be deemed to also mean “Finance Manager” when acting in the absence of the Chief Financial Officer.

2.8.3 PURPOSE AND OBJECTIVES OF INVESTMENTS

The investment of City funds must reflect a conservative management philosophy based on three fundamental objectives in the following order of priority and in consideration of the concept of prudence.

2.8.3.1 PRESERVATION OF CAPITAL

Preservation of capital is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall Fund. The goal is to manage credit risk and interest rate risk.

2.8.3.2 LIQUIDITY

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. The portfolio structure should be such that maturities coincide with cash requirements, as much as reasonably possible. Since all possible cash requirements cannot reasonably be anticipated, the Fund should consist largely of securities with active secondary markets or that can be easily redeemed prior to maturity.

2.8.3.3 RETURN ON INVESTMENT

The Fund shall be constructed with the objective of attaining, at minimum, a benchmark rate of return throughout varying budgetary and economic cycles, taking into account investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the preservation of capital and liquidity objectives.

2.8.4 STANDARDS OF CARE

2.8.4.1 PRUDENCE

Investments shall be made with judgment and care, under circumstances then prevailing, as they would by a “prudent person” who would use discretion and intelligence as they would in their own affairs. Investments shall not be made for speculation, but for investment, considering the probable safety of the capital as well as the income to be derived.

The Chief Financial Officer and all staff acting in accordance with written procedures and policy and exercising due diligence, shall be relieved of personal responsibility for an individual securities credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

2.8.4.2 INTERNAL CONTROLS

Management shall establish and maintain a system of internal controls, which shall be documented in writing. The internal controls shall be reviewed annually by the City's independent auditor. The controls shall be designed to prevent the loss of public funds arising from fraud, employee error, and misrepresentation by third parties.

2.8.4.2 ETHICS AND CONFLICTS OF INTEREST

The Chief Financial Officer shall refrain from personal business activity that could conflict with the proper delivery of the investment policy or which could impair their ability make impartial investment decisions. The Chief Financial Officer or Portfolio Manager shall disclose any material financial interests in financial institutions and/or investment dealers that conduct business with the City.

2.8.4.3 DELEGATION OF AUTHORITY

Authority to manage the City of Campbell River's investment program is derived from Section 149 of the Community Charter as follows:

The City of Campbell River delegates the management of the Fund to various agents including certain Officers of the City. The officers of the Municipality for this policy include:

- The Chief Financial Officer
- Portfolio Manager

Fund Management responsibilities have been allocated as follows:

Council

- Receive annual reports from the designated officers on the composition and performance of the portfolio in the second quarter of the following year.
- Review policy changes proposed by the Chief Financial Officer and establish Council's risk tolerance.
-

Chief Financial Officer's Responsibilities

- Review the policy periodically and if appropriate make recommendations to City Council for changes.
- Review the Fund's composition and performance on a regular basis and provide a report to City Council annually in the second quarter of the following year.

- Responsible for the delegation of any responsibility not specifically mentioned in this Policy.

Portfolio Manager

- Select specific investments for the Fund, recognizing the quality and diversification requirements established in this policy, and subject to approved signing authority.
- Ensure that the sum of all cash, the current account, money market securities, and coupon income expected from the fixed income instruments (i.e. bonds, GICs etc.) in a year are sufficient to cover the disbursements expected to be paid from the Fund in that year.
- Seek to maximize and preserve the investment return on the Fund, after ensuring that the foregoing liquidity, quality and diversification requirements have been satisfied.
- Provide a report to the City's Chief Financial Officer on the performance and composition of the City's investment portfolio in the second quarter of the subsequent fiscal period.
- Manage the securities held by the Fund in accordance with this Policy and applicable legislation.

The Manager and designated Officers of the City of Campbell River may from time to time engage consultants or other advisors to assist them in fulfilling their responsibilities.

2.8.4.4 CREDIT RISK MONITORING

Securities should remain sufficiently liquid to ensure that the liquidity needs of the City of Campbell River are maintained.

Investments held in the Fund must be rated by at least one rating agency, namely Moody's, Standard & Poor's (S&P) or Dominion Bond Rating Service (DBRS). All investments must be Investment Grade (at least BBB by S&P, or equivalent by DBRS, Moody's or Fitch .), as classified in Appendix A.

The Fund will be limited to the following credit rating thresholds on a weighted average basis (as defined by DBRS or equivalent):

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Rating	Up to %
R-1H/AAA	100%
R-1M/AA	90%
R-1L/A	70%
R-2HML/BBB	25%

In addition to the credit rating requirements identified above the Fund will also adhere to the following Portfolio Limits by Asset Type:

Asset Type	Maximum % Share of Total Reserves	Maximum Single Entity % of Total Reserves
MFA Pooled Investment Funds	Up to 100%	15% to 100% (2)
Federal Government (1)	Up to 100%	Up to 100%
Provincial Governments (1)	Up to 100%	Up to 75% (3)
Local Governments (1)	Up to 50%	Up to 25% (3)
Financial Institutions (1)	Up to 50% (5)	Up to 15% (3) (4)

[1] Weighted holdings of this type of security within a Pooled Fund do not count towards limit.

[2] Maximums determined for each unique MFA Fund, which when presented together results in a range.

[3] Range based on Credit Rating.

[4] Total investments in securities of a chartered bank, savings institution, or credit union may not exceed 1.00% of the financial institution's last year-end reported total deposits.

[5] Short-term portfolio funds (cash needed within 1 year) may be 100% held within Financial Institutions, but subject to Single Entity limits. Further, from time-to-time Single Entity limits may be exceeded

Due to market fluctuations, maximum percentages may be exceeded at a point in time. Securities need not be liquidated to rebalance the portfolio; however, consideration should be given to this matter when future purchases are made to ensure that appropriate diversification is maintained.

Cash: The deemed rating for cash, including the current account and any High Interest Savings Accounts, will be equal to the rating of the institution it is being held

in.

Bank Deposits: The deemed rating for securities issued by a bank will be equal to the credit rating of that bank.

Credit Union Deposits: The deemed rating for securities issued by a Credit Union will be the equal to the credit rating of the Credit Union that it is being held in.

Securities issued by a Government entity: The deemed rating for securities issued by a government entity will be equal to the credit rating of that municipality, province, and country or equivalent.

2.8.4.5 SPLIT RATINGS

If an issuer or security is rated by more than one Recognized Ratings Agency, the following methodology shall apply:

- If two Agencies rate a security, use the lower of the two ratings;
- If three Agencies rate a security, use the most common;
- If all three Agencies disagree, use the middle rating; and
- If four Agencies disagree, use the average of all four ratings.

2.8.4.6 UNRATED SECURITIES

If an authorized investment per section 183 of the Community Charter is unrated and an internal credit rating has not been determined, it shall be rated as BBB for the purposes of determining adherence to this Policy.

2.8.5 AUTHORIZED AND SUITABLE INVESTMENTS

2.8.5.1 SECTION 183 OF THE COMMUNITY CHARTER

Section 183 of the Community Charter restricts Investments to the following types of Investments:

Money held by a municipality that is not immediately required may only be invested or reinvested in one or more of the following:

- a) securities of the Municipal Finance Authority;
- b) pooled investment funds under section 16 of the Municipal Finance Authority Act;
- c) securities of Canada or of a province;
- d) securities guaranteed for principal and interest by Canada or by a province;

- e) securities of a municipality, regional district or greater board;
- f) investments guaranteed by a chartered bank;
- g) deposits in a savings institution, or non-equity or membership shares of a credit union;
- h) other investments specifically authorized under this or another Act.

All securities held in the portfolio shall have a maturity of ten years or less, however it is understood that the majority of assets will be invested in securities with a maturity considerably shorter than this ten year maximum. Investments with a duration greater than ten years can be held within the portfolio if approved by Council.

All investments must be denominated in Canadian dollars or U.S. dollars. U.S. dollar investments are not to exceed 5% of the total portfolio.

Investments in warrants, convertible debt securities, derivatives, swaps, options or futures, and all investment categories that are not explicitly permitted are prohibited.

2.8.5.2 AUTHORIZED INVESTMENT DEALERS AND INSTITUTIONS

A list will be maintained by the Portfolio Manager of approved investment dealers and financial institutions authorized to provide investment services.

All qualified bidders for investment transactions shall be in good standing with their applicable regulatory agencies, which may include but are not limited to the following agencies:

- Investment Industry Regulatory Organization of Canada (IIROC);
- Canadian Investor Protection Fund (CIPF);
- Provincial Securities Commission (BCSC, OSC, CSA, FCAA);
- Office of the Superintendent of Financial Institutions (OSFI);
- The Canadian Depository for Securities (CDS);
- Financial Institutions Commission (FICOM) – British Columbia;
- Alberta Superintendent of Financial Institutions;
- Financial and Consumer Affairs Authority (FCAA) – Saskatchewan;
- Financial Services Commission of Ontario (FSCO);
- Autorité des marchés financiers (AMF);
- Canadian Deposit Insurance Corporation (CDIC);
- Credit Union Deposit Insurance Corporation (CUDIC) – British Columbia;
- Credit Union Deposit Guarantee Corporation (CUDGC) – Alberta and Saskatchewan; and

- Deposit Insurance Corporation of Ontario (DICO).

2.8.6 INVESTMENT PARAMETERS

2.8.6.1 DIVERSIFICATION

The investment portfolio shall be diversified to reduce the risk of loss associated from concentration of assets in a specific maturity, a specific institution, or a specific class of securities. Diversification strategies shall be determined and revised periodically by the Chief Financial Officer. In selecting a diversification strategy, maturities selected shall provide for stability of income and reasonable liquidity in consideration of the end use of funds selected.

2.8.6.2 RESPONSIBLE INVESTMENTS

The investment portfolio while still adhering to the purpose and objectives of this policy may make investments in responsible funds. Investments will be chosen by the portfolio manager based on their alignment with Council's strategic plan whenever practical in accordance with the purpose and objectives of this policy.

2.8.6.3 MATURITIES

To the extent practical the Chief Financial Officer shall attempt to match investments with anticipated cash flow requirements.

The City of Campbell River will typically not invest operating funds in investments with a maturity beyond a one-year time frame unless the sum of all available investment funds in the operational funds (general, water, sewer, and airport) exceeds the budgeted operational expenditures for the year.

Funds held in reserves that are not needed in the near term as determined by the ten-year financial plan may be invested for terms of up to ten years. In the event that funds are required sooner than expected funds, may be transferred from operating investments to provide the necessary cash. In this case the liquidity of operating investments may be temporarily impaired and it is recognized that a short-term borrowing may be more beneficial than an early redemption of a fixed term investment. In the unlikely event that a short-term borrowing is required due to a fixed term investment a short-term borrowing bylaw will be required.

Funds held in trust may be invested in longer term maturities where it is known that the funds cannot be used for operational purposes.

The frequency of interest payments shall be taken into consideration when making investment decisions.

2.8.6.4 INTERNAL FINANCING

Where specific reserve funds are authorized to be used, by bylaw, for a purpose for which the City of Campbell River would ordinarily borrow funds. The funds will normally be repaid at market rates for what the borrowing would have cost and charged to operations as if external borrowing had been undertaken and the said reserve funds replenished together with interest as the scheduled payments come due. The details of any internal financing shall be spelled out in detail in any bylaw authorizing such financing.

2.8.6.5 COMPETITIVE BIDS

When possible, the City of Campbell River will obtain quotes from three financial institutions for the purchase of selected investments to ensure the most cost-effective alternative is selected. However, due to the time-sensitive nature of the marketplace, immediate action may be taken. Under such circumstances, market data may be used to substantiate the action taken.

2.8.6.6 SAFEKEEPING AND CUSTODY

Physical possession of the security purchased is required except where the issue is book based and registered with the Canadian Depository for Securities as in the case of treasury bills, or when the security is held by a third party and a safekeeping receipt has been issued.

Any security, which may be registered, must be in the name of City of Campbell River and no bearer bonds or similar instruments are to be purchased.

2.8.7 CREDIT RISK GUIDELINES AND INVESTMENT LIMITS

The investment portfolio shall be designed in content and distribution in accordance with this policy. Investment credit worthiness at all times will exceed DBRS's BBB (long term) or R-2 ratings (short term) or an equivalent as identified in schedule A.

SCHEDULE A – Credit Ratings Equivalent Table

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Grade	Moody's		Standard & Poor's		DBRS		Fitch	
	Long-Term	Short-Term	Long-Term	Short-Term	Long-Term	Short-Term	Long-Term	Short-Term
Investment Grade	Aaa	P-1	AAA	A-1+	AAA	R-1 (high)	AAA	F1+
	Aa1	P-1	AA+	A-1	AA(high)	R-1 (high)	AA+	F1+
	Aa2	P-1	AA	A-1	AA	R-1 (middle)	AA	F1+
	Aa3	P-1	AA-	A-1	AA(low)	R-1 (middle)	AA-	F1+
	A1	P-1	A+	A-2	A(high)	R-1 (low)	A+	F1
	A2	P-1	A	A-2	A	R-1 (low)	A	F1
	A3	P-1	A-	A-2	A(low)	R-1 (low)	A-	F2
	Baa1	P-2	BBB+	A-3	BBB(high)	R-2 (high)	BBB+	F2
	Baa2	P-2	BBB	A-3	BBB	R-2 (middle)	BBB	F3
	Baa3	P-3	BBB-	A-3	BBB(low)	R-2 (low)	BBB-	F3
Speculative Grade	Ba1	NP	BB+	B	BB(high)	R-3	BB+	B
	Ba2	NP	BB	B	BB	R-4	BB	B
	Ba3	NP	BB-	B	BB(low)	R-4	BB-	B
	B1	NP	B+	B	B(high)	R-4	B+	B
	B2	NP	B	B	B	R-5	B	B
	B3	NP	B-	B	B(low)	R-5	B-	B

New May 10/04 Res #04-0594, Feb 9/16 Section 2.9 deleted and incorporated into Section 2.2

2.9 EQUIPMENT REPLACEMENT POLICY - DELETED

New Apr /04 Res. #04-0494, Feb 9/16 Section 2.10 deleted and incorporated into Section 2.2

2.10 BUILDING RENTAL DEMOLITION AND RECLAMATION - DELETED

Amd Aug 11-09 Res. #09-0326 Sec. 2.11 & 2.11.1, Mar 27-12 Res.# fc12-0131 Sec. 2.11.1 & 2.11.2, Jan 29-14 Res.# 14-0067, Feb 9/16 Section 2.11 deleted and incorporated into Section 2.2

2.11 CAPITAL RESERVES - DELETED

New Aug 25-09 Res. 09-0350

2.12 ACCOUNTS RECEIVABLE POLICY

2.12.1 PURPOSE

The purpose of the Accounts Receivable Policy is to establish:

- i. The process for granting credit;
- ii. To establish practices for collecting outstanding accounts receivable;
- iii. To delegate authority to staff when accounts receivable are deemed uncollectible; and,
- iv. To manage receivables created by City forces performing work on private lands.

2.12.2 SCOPE

This policy is intended to cover all operations of the City. The Campbell River Airport operates under Bylaw No. 3321 for determining amounts receivable. This policy will apply to the Campbell River Airport for accounts receivable and write off procedures.

Development Cost Charge receivables are governed by Provincial statute and are not covered under this policy.

2.12.3 DEFINITIONS

CITY

Shall mean the City of Campbell River;

COMMUNITY CHARTER

Chapter 26, Statutes of British Columbia;

COUNCIL	Shall mean the elected Municipal Council of the City of Campbell River;
DEVELOPMENT COST CHARGE	A charge set by bylaw for new developments to pay for anticipated future costs of existing and new infrastructure;
PRIVATE LAND OR IMPROVEMENTS	Land and/or improvements not owned by a government body.

2.12.4 EXTENSION OF CREDIT

Credit will only be extended under the following conditions or in the following circumstances, where credit approval has been granted and if an established charge account is up to date or current:

- i. For work done or services provided to private land and/or improvements or any other amounts which can be transferred to property taxes and collected as such under the provisions of the Community Charter, including property related bylaw infractions;
- ii. For emergency work and/or services that are required for repairs to roads or utilities as a result of damage by a contractor, utility company, or property owner, emergency cleanups, ICBC claims etc.;
- iii. Amounts due under a lease, rental or other contractual agreements that have credit arrangements and that have been approved by Council;
- iv. For goods and services provided to other governments, governmental agencies, departments or bodies (including the RCMP), crown corporations, regulated utility companies, the School District, and the Strathcona Regional District;
- v. Goods and/or services provided by the City where a deposit or prepayment has been taken and the costs exceed the prepaid amount;
- vi. For property related information provided to banks or other financial institutions;
- vii. Companies and non-profit groups or organizations that provide services on behalf of the City of Campbell River;
- viii. For surplus goods that are sold through an auction company under and agreement;
- ix. Other specific or unique circumstances that are approved by the Finance Manager or the General Manager, Financial Services.

2.12.5 CREDIT APPLICATION AND APPROVAL

A credit application will be required in certain instances or cases as determined by the Finance Manager or the General Manager, Financial Services. Completed credit applications will be reviewed by the Finance Manager. Approved credit applications will be granted a credit account with an appropriate amount. If the search results on the credit application are unsatisfactory then credit will be refused.

2.12.6 WITHDRAWAL OF CREDIT PRIVILEGES

Continued extension of credit is contingent on the person or organization maintaining its account in good standing. Credit privileges will be withdrawn when any charge on an account remains unpaid for 60 days. In the event that credit privileges are withdrawn, prepayment will be required for all further goods provided or services rendered until the account is brought up to date. The City may also choose not to provide further goods and/or services on outstanding accounts. If non-payment persists or if an account is repeatedly over due credit privileges will be permanently withdrawn.

2.12.7 NON-SUFFICIENT FUND CHEQUES & OTHER DISHONoured PAYMENTS

Any payments (cheques, preauthorized debit, credit cards, etc.) that are not honoured and that result in a charge back to the City's bank account will be treated as accounts receivable and will be assessed a \$30 service charge.

2.12.8 ADMINISTRATIVE COST RECOVERY FEE AND INTEREST CHARGES

A 5% administrative cost recovery fee will be charged on accounts receivable billings, based on the gross invoice total before any applicable taxes, with the exception of pre-established or set fee billings determined by bylaw, policy or agreement. This administrative fee partially covers the City's administrative costs (general accounting, office supplies, postage, etc.) that are incurred as a result of billings.

Invoices are net 30 days. Interest at a non-compounding rate of 2% per month will be charged on all overdue amounts starting on the 31st day from the invoice date and thereafter until payment is received.

2.12.9 PAYMENT TERMS AND COLLECTIONS

The following payment terms and collection process shall be followed:

- i. Payments will be due within 30 days from the invoice date with interest accumulated after 30 days.
- ii. Statements will be issued, at a minimum, on a quarterly basis;

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- iii. If any amount that is payable by the City to a party with an overdue account the amount that is due from the other party will be contracted or deducted from the amount payable by the City.
- iv. All outstanding amounts that can be collected as property taxes under the provisions of the Community Charter will be transferred to the applicable property tax account at year end.
- v. Certain overdue accounts, as determined by the Finance Manager, will be turned over to a collection agency for collection purposes.

2.12.10 ALLOWANCE FOR DOUBTFUL ACCOUNTS

An allowance for doubtful accounts will be set up on an annual basis at year end, in accordance with generally accepted accounting principles, with the accounts and amounts to be determined by the Finance Manager and approved by the General Manager, Financial Services.

2.12.11 AUTHORIZATION TO WRITE OFF ACCOUNTS RECEIVABLE

Authorization to write off accounts receivable deemed to be uncollectible is as follows:

- \$0.01 to \$500.00 Finance Manager
- \$500.01 to \$1,000.00 General Manager, Financial Services
- \$1,000.00 + City Council Approval

2.12.12 REPORTING OF BAD DEBTS

A written report will be prepared quarterly to obtain approval for items over \$1,000 and summarizing all other accounts receivable write offs.

2.12.13 IMPLEMENTATION OF POLICY

This policy shall become effective immediately upon approval by City Council.

New Aug 14/12 Res #12-0262

2.13 TANGIBLE CAPITAL ASSETS POLICY

2.13.1 PURPOSE

This Capital Asset Policy (Policy) promotes sound corporate management of capital assets and complies with the Public Sector Accounting Board guidelines.

2.13.2 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.

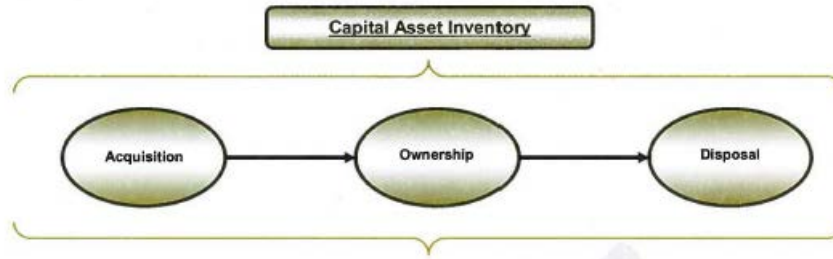
2.13.3 PRINCIPLES

Principles in this policy provide guidance for policy development and assist with interpretation of the policy once applied.

- i. 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.
- ii. Only capital items meeting the capital asset criteria in this policy will be budgeted as capital.
- iii. Materiality (threshold) is considered.
- iv. The City complies with current legislative requirements.

2.13.4 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.



2.13.4.1 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.

2.13.5 COST

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.

2.13.5.1 THRESHHOLDS

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.

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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.

2.13.5.2 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.

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- **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.
- **CONSTRUCTION IN PROGRESS** - Construction 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

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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.

2.13.5.3 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
Construction 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

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amortization rather than physical useful life. Attachment IV 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.

2.13.5.4 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.

ATTACHMENT I ASSET USEFUL LIFE – General Guidelines

ASSET TYPE	DEPRECIABLE LIFE IN YEARS
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



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Infrastructure	
Water	10-100
Sewer	10-100
Drainage	10-100
Transportation	10-100
Other Infrastructure	10-100

New section. Adopted by bylaw 3760 Dec 16-19 Resolution 19-0588

2.14 FINANCIAL STABILITY & RESILIENCY POLICY

2.14.1 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.

2.14.2 OBJECTIVES

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

2.14.3 POLICIES

- a. Financial Plan Bylaw Adoption – The City's Financial Plan Bylaw for the next fiscal year will be approved prior to December 31.
- b. Long-Term Budgeting – At a minimum, the City will produce a 10-year financial plan.
- c. 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:
 - Operating costs of capital will be included as part of the base budget parameter unless funding pressure requires a tax levy increase.
 - Debt servicing will be funded within the capital budget parameter unless funding pressure requires a tax levy increase.
 - One-time operating projects will be funded by reserve in order to stabilize and smooth out tax increases.

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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%

- d. 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.
- The City will budget 100% of BC Assessment’s mid-November NMC estimate.
- e. 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.
- f. 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.
- Newfound revenue such as debt servicing for newly retired debt, will be allocated towards the capital program.

- g. 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.
- h. 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.
- i. Debt Policy – The City's long-term debt policy establishes borrowing limits and uses of debt for external borrowing.
- j. 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.
- k. 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 will phase in tax increases when known changes influencing City finances are known to promote stability for taxpayers.
- l. 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

New section. Adopted by bylaw 3760 Dec 16-19 Resolution 19-0588

2.15 PROPERTY TAXATION POLICY

2.15.1 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.

2.15.2 OBJECTIVE

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

2.15.3 POLICIES

- a. 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.
- b. 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.
- c. Class 3 (Supportive Housing) – the City will maintain a tax rate equal to Class 1 (Residential).
- d. The City will strive to ensure all other classes of property receive an equal allocation of the percentage change in the annual tax levy.
- e. 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.
- f. When necessary, tax class realignments will occur incrementally over a multi-year period.
- g. New tax revenues related to the City's downtown revitalization tax exemption bylaw will be allocated to the downtown capital program



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- h. 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.

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Amended: October 18-04; Sept.22-05, Nov 18-14, Jan 9-17, Apr 10-17

3. PARKS AND RECREATION

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3.1 DRIVING OF PROGRAM PARTICIPANTS

3.1.1 DRIVING PROHIBITED

Except in an emergency employees or volunteers are only allowed to use their personal vehicle to transport participants while conducting a City activity under the following conditions:

- i) The employee or registered volunteer must produce a clear driving record;
- ii) The employee or registered volunteer must sign a waiver certifying that their vehicle is in good working condition;
- iii) The employee or registered volunteer has business class insurance with \$10,000,000 liability. The City will pay the difference between to and from work with \$1,000,000 liability.

City employees and volunteers transporting participants in City vehicles must produce a clear driving record and where required by the size of the vehicle, hold a Class 4 license.

3.1.2 LEISURE LINK VOLUNTEERS

Leisure Link volunteers are not subject to this policy as the City merely facilitates a Leisure Link match between two individuals. The City accepts no responsibility for the activities these two individuals engage in which may involve transportation in a motor vehicle

3.2 LEGACY LANDMARKS

3.2.1 MEMORIALS AT PARK SITES

3.2.1.1 CAIRNS

- i) Memorial cairns for groups and organizations (but not individuals) will be considered by Council on a request by request basis.
- ii) Approved sites may involve public parks but no more than one cairn will be allowed per park.
- iii) Cairns shall be limited to a 5 foot by 5 foot area.
- iv) Siting of cairns within the park shall be referred to the Public Works Manager and the Parks and Recreation Manager to ensure that the recreational and maintenance programming of the park will not be compromised.

3.2.1.2 PLAQUES

When land has been voluntarily donated to the City for park purposes, memorial plaques for individuals may be approved. Plaques shall be no greater than 12" x 18".

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Siting of the plaque shall be determined by the Public Works Manager and the Parks and Recreation Manager.

New Nov 18-14 Res. #14-0482

- 3.2.1.3 PARK FURNITURE DONATION PROGRAM
- i) Individuals, groups or organizations may submit an application to donate a new park bench or picnic table to be placed in a City park or greenspace.
 - ii) Applications will be reviewed by City staff and a suitable location will be agreed upon between the applicant and City staff.
 - iii) The fee, is for a fifteen (15) year term. The fee includes the purchase of the furniture item, plaque, installation and maintenance.
 - iv) The City will maintain the bench/table for the fifteen (15) year term.
 - v) The City will replace the bench/table, once in fifteen (15) years, if the item is damaged beyond repair.
 - vi) At the end of the fifteen (15) year term, the applicant will have the option to renew for an additional ten (10) years for a maintenance fee as prescribed in the in the Policy Guidelines
 - vii) At the end of the term of fifteen (15) or twenty-five (25) years if renewed, the bench/table space will be made available for renewal for the cost of a new donation with the first right of refusal given to the original donor.
 - viii) Participation in the Park Furniture Donation Program in no way constitutes ownership of the item, the land upon which it is situated or the surrounding lands. The donated item becomes public property and benches/tables must be kept free of memorial items such as flowers, toys and other mementoes.
 - ix) The City of Campbell River retains the right to relocate the item if necessary and the right to use lands adjacent to these donated items as it deems appropriate.
 - x) The donor is responsible for keeping the City updated with current contact information.
 - xi) The City will make every attempt to contact the donor at the end of the 15 year term. If the donor does not respond the space will be made available to a new program applicant.
 - xii) At the donor's request, the plaque will be returned at the end of the 15 or 25 year term. Also, where reasonably practicable, the donated item will be returned to the donor.

3.3 CITY OR SCHOOL PLAYING FIELDS - ***(DELETED)***

Deleted 3.3 Oct 18-04 Res #ic04-0220

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3.4 RISK MANAGEMENT – (*DELETED*)

Deleted 3.4 Oct 18-04 Res #ic04-0220

3.5 SPECIAL OCCASION LICENCES – (*DELETED*)

Deleted 3.5 Oct 18-04 Res #ic04-0220

New Mar 8-04 Res. # 04-0353

3.6 INTEGRATED PEST MANAGEMENT

3.6.1 POLICY STATEMENT

The City of Campbell River will manage vegetation and pests using Integrated Pest Management principles and practices that:

- Minimize the risk to human health and the environment.
- Utilize site-specific information to determine appropriate pest management decisions.
- Use preventative measures wherever possible to prevent the establishment of pests (e.g. site design, optimal selection of plant material, proper planting and cultural practices).
- Consider the use of natural controls and alternatives to the use of pesticides, and emphasize prevention.
- Minimize the use of chemical controls.

3.6.2 PURPOSE

The purpose of this policy is to develop pest management approaches that eliminate the non-essential use of pesticides on public lands within the City of Campbell River.

Integrated Pest Management means a decision making process that uses a combination of techniques to suppress pests and that must include, but is not limited to, the following elements:

- a) Planning and managing ecosystems to prevent organisms from becoming pests.
- b) Identifying potential pest problems.
- c) Monitoring populations of pests and beneficial organisms, pest damage and environmental conditions.
- d) Using IPM injury thresholds in making treatment decisions.
- e) Reducing pest populations to acceptable levels using strategies that may include a combination of biological, physical, cultural, mechanical, behavioral and chemical controls.
- f) Evaluating the effectiveness of treatments.

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3.6.3 NEED FOR POLICY

- The City recognizes its unique location and environment and acknowledges the need to safeguard its waterways, ecological habitats and urban heritage.
- The City recognizes that there is increased public awareness and concern about the type, amounts and locations of pesticide applications and associated health and environmental impacts.
- The City recognizes that an IPM policy is an important component in environmental stewardship and protection of all public lands and facilities.

3.6.4 APPLICATION OF POLICY

- This policy shall apply to all City properties, facilities and highways held by the City or under the jurisdiction of the City and all the land owned by the City including lands leased to other parties.
- All departments within the City of Campbell River directly involved with managing vegetation and pests will implement and evaluate IPM programs in accordance with the requirements of this policy.
- To ensure environmental protection, this IPM policy shall be followed by all City departments and contractors who directly or indirectly manage weeds or pests, or plan, design, renovate or construct landscapes or facilities.
- City departments must give preference to available non-pesticide alternatives when considering the use of pesticides on City property. All pest control within the public jurisdiction of the City (including City departments and City contractors) must be conducted through an Integrated Pest Management (IPM) approach.
- All departments within the City of Campbell River involved with the development, review and implementation of landscape and facility designs will implement and evaluate IPM programs in accordance with the requirements of this policy. These programs shall include:
 - a) Landscape and facility design and construction criteria and standards that promote cost-effective and ecologically sound management of landscape vegetation and pests.
 - b) Timetable, strategy and costs of the IPM component of the landscape and facility design.

A position of IPM coordinator may be appointed to manage the program.

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3.6.2 COMPONENTS OF THE INTEGRATED PEST MANAGEMENT PROGRAM

3.6.2.1 DETERMINING ACTION AND INJURY LEVELS

Action level is the level of development of a weed or pest population at a specific site when action must be taken to prevent the population from reaching the injury level.

Injury level is the point in growth of a weed or pest problem where it will cause an unacceptable impact upon: Public safety, recreation or health; natural and/or manageable ecosystems; economic injury to desirable plants; or the integrity, function or service life of facilities.

3.6.2.2 SELECTION OF OPTIMAL STRATEGIES

Least disruptive of natural controls

Least hazardous to human health

Minimize negative impacts to non-target organisms

Least damaging to the general environment

Best preserves natural or managed ecosystems

Most likely to produce long-term reductions in pest control requirements

Effective implementation is operationally feasible

Cost efficient in the short and long term

3.6.2.3 TIMING

Applying a treatment action during the most vulnerable time in the life cycle of the vegetation or pest with the least impact on natural predators and/or other non-target organisms.

3.6.2.4 MONITORING

The regular surveying of sites and/or features to understand and identify the location and extent of potential pest management problems.

3.6.2.5 RECORD KEEPING

Maintaining written records of specific pest management factors observed during monitoring, including information on labor and materials used in implementation of the IPM program, as well as documentation of the target pest, alternative methods that were assessed and /or implemented, type and quantity of pesticide used, site and area of application.

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3.6.2.6 EVALUATION

Analysis of treatment strategies and pest management plans to determine the effectiveness of the control program, including IPM implementation timetables, strategy and costs. These records are helpful in developing future pest management plans.

3.6.2.7 TRAINING

Education and training of City staff.

3.6.3 REGULATORY CONTEXT

The City of Campbell River, including all of its departments and contractors, shall comply with all laws, regulations, bylaws and policies that are directly or indirectly related to weed and pest management operations.

3.6.4 CITY CONTRACTS

As of May 1, 2004 when any City department enters into a new contract or extends the term of an existing landscape maintenance contract where a pesticide may be used, the contractor shall comply with this policy.

3.6.5 EXEMPTIONS

This policy does not apply for the following purposes:

- In a public pool
- To purify water intended for the use of human beings or animals
- Inside a building
- To control or destroy animals or plants that constitute a danger to human beings
- To control or destroy structure-destroying insects.

3.6.6 DEFINITIONS

3.6.6.1 NATURAL CONTROL

The use of living organisms (parasites, predators, and pathogens) that have been approved by the Pest Management Regulator Agency (PMRA) or Health Canada to manage pests.

3.6.6.2 CHEMICAL CONTROL

The use of a synthetic chemical pesticide to suppress or control a pest.

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3.6.6.3 CULTURAL PRACTICES

Management practices that focus on the prevention of pests by maintaining healthy hosts through proper planting, pruning, mulching, irrigation, nutrient requirements and sanitation practices.

3.6.6.4 ECOLOGY

The study of relationships between living things, with each other and their environment.

3.6.6.5 ECOSYSTEM

A community of organisms and their physical environment.

3.6.6.6 INJURY THRESHOLDS

Set levels that a pest population must reach before treatment to control the pest can begin. May change with different stages of development, can vary from crop to crop. Economic threshold – the pest density at which some control should be exerted to prevent a pest population from increasing further and causing economic loss. Damage threshold – the maximum damage a crop can sustain without yield loss. Generally used for plant diseases. Aesthetic thresholds – the level at which a pest causes an undesirable change in the appearance of something, typically ornamental plants. Used by homeowners and in parks and other public places.

3.6.6.7 PEST

Any organism, including weeds, insects, diseases, rodents, etc., which by the location or size of its population, adversely interferes with the health, environmental, functional or economic goals of humans.

3.6.6.8 PESTICIDE

A micro-organism or material that is represented, sold, used or intended to be used to prevent, destroy, repel or mitigate a pest, and includes without limitation:

3.6.6.9 PREVENTATIVE MEASURES

Management practices that are directed towards preventing the establishment of pests (e.g. Site design, generic material, optimal site selection for plant material, proper planting and cultural practices, etc.).

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Apr 10-17 Res. #17-0096

3.7 RENTAL RATES

3.7.1 DEFINITIONS:

Direct Expense Means those expenses that can be directly attributed to the cost of providing the services. In the specific case of rentals these expenses are Custodial Wages and benefits, fire Insurance, garbage collection, minor equipment repairs, laundry services, light, sewer, water, natural gas, cleaning supplies and communication.

Down Time When a renter would like to hold a space between the hours of 8:00a.m. and Midnight and do not need to use the space at that time.

“Charitable Organization” A non-profit organization whose primary function is to carry out charitable purposes. Refer to the Province of BC’s *Special Event Permit (Terms & Conditions)* for a detailed definition.

3.7.2 GENERAL PRINCIPLES FOR RENTAL CHARGES

1. Fees, charges and rentals should supplement tax appropriations as a source of revenue for Parks and Recreation Department facilities and should not be the primary source of funds for their operation. The objective is to recover 100% of direct expenses of rentals for adults, 75% for children and 200% for commercial functions.
2. Administration costs are not considered a direct expense. However, the Cost of administering and collecting revenues should not be disproportionate to the actual revenue gained.
3. The extension of Parks and Recreation services should be based on the need and not on the income value of the services.
4. Department programs and rental allocations should be 50/50.
5. Parks and Recreation Facilities should be made available to volunteer and community groups for local fundraising events according to the City’s Grant-in-aid for Facility Rental Policy.
6. All fees will include G.S.T. unless otherwise specified.

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3.7.3 CALCULATION OF THE 100% RECOVERY RATE FOR ROOM RENTALS

Average Square feet of room type – Refer to Chart B

Average daily rental - Refer to Chart B

Cost per square foot = 38% of total direct expenses

Total square feet of rentable space

Annual cost per rental = Average Square feet of Room Type x cost per sq ft

Cost per hour = Annual cost per rental

Average daily Rental x 350 days per year

3.7.4 FACILITIES

Chart A

Facility	Room	Square Feet	Room Type/Category	
Sportsplex	Gym	9900 square feet	Large Full Gym	
	Room 1	1800 square feet	Large Room	
	Room2/3	2120 square feet	Large Room	
	Room 2	1060 square feet	Small Room	
	Room 3	1060 square feet	Small Room	
	Community Centre	Gym	7500 square feet	Small Full Gym
Lounge		2300 square feet	Specialized Room	
Craft Room		1700 square feet	Large Room	
Preschool Room		1700 square feet	Large Room	
Room 1		1000 square feet	Small Room	
Room 2		900 square feet	Small Room	
Centennial Pool				

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	Meeting Room	1000 square feet	Small Room
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Chart B

Room Type	Average Square Feet	Average Hours Rented
Large Full Gym	9900 sq ft	3
Small Full Gym	7500 sq ft	2.75
Specialized	2300 sq ft	1
Large Room	1800 sq ft	1.5
Small Room	1000 sq ft	1.25

- ½ a gym will be charged at ½ the rate + 30%
- A full day rate will be based on 13 hours
- Down time will be calculated at 66% of the Adult rate

3.7.5 CATEGORIES OF USE

- Adult More than 25% of the participants are over the age of 18 years
- Child 75% or more of the participants are 18 years and younger
- Commercial The event/program is for the purpose of generating a profit for a person or commercial organization.

New Apr 10-17 Res. # 17-0096

3.7.6 FEES WAIVED FOR CHARITABLE EVENTS

User fees for park facilities may be waived under authority of User Fees & Charges Bylaw No. 3271, 2006 by the General Manager of Parks, Recreation & Culture. In order to qualify for free use of parks facilities, the event being held must benefit a charitable organization and:

- 3.7.6.1 100% of tournament proceeds must be donated to a qualifying charitable organization;

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- 3.7.6.2 The donation being made from the tournament proceeds must be equivalent to at minimum 50% of the amount of fees waived by the City;
- 3.7.6.3 The donation from the tournament proceeds must be made to an external organization and not be issued to the host organization of the tournament;
- 3.7.6.4 Prior to the event the City must receive a deposit equal to the amount of fees being waived. This deposit cheque will not be cashed unless reporting requirements are not met;
- 3.7.6.5 Reporting requirements are as follows:
 - i) The City receives a full financial report on the event no later than 60 days after the event is held;
 - ii) A copy of the receipt from the charitable organization or a copy of the cancelled cheque must be provided with the financial report.

These guidelines will ensure that organizations requesting free use of City playing fields for fundraising purposes are indeed donating 100% of the proceeds from the event to a qualifying organization.

New Jan 9-17 Res. # 17-0015

3.8 NAMING OF PARKS & FACILITIES

3.8.1 PURPOSE

The purpose of this policy is to:

- Benefit the community by affirming a sense of place and identity, strengthening connections between people and place, and celebrating the social, historical, cultural, and natural environment of our unique city (moved from third bullet)
- Enable the public to easily identify the Park or facility.
- Recognize the contribution or achievements of individuals or groups from the community.

3.8.2 PROCESS

- 3.8.2.1 Parks and Facilities includes City parks, building playgrounds, or infrastructure not including City streets but including facilities built voluntarily by non-profit groups on City property.
- 3.8.2.2. The Parks, Recreation and Culture General Manager is responsible for administering this policy.

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- 3.8.2.3 A written application to name a facility or park will be submitted by any interested person or group to the Parks, Recreation and Culture General Manager.
- 3.8.2.4 The Parks, Recreation and Culture General Manager will submit a report, including the application, to the Community Services, Recreation and Culture Commission for consideration and if approved, recommendation to Council.
- 3.8.2.5 The Parks, Recreation and Culture Division may search for a name including seeking input from the public, First Nations, community groups and especially any group which significantly contributed to the facility.
- 3.8.2.6 City Council has final approval of the name for the facility.

3.8.3 GUIDELINES

- 3.8.3.1 Names shall be selected in compliance with the purposes set out in section 1 of this policy.
- 3.8.3.2 Names are encouraged which reflect the service, contribution, or achievements of individuals or groups within the community, including naming the facility after people or groups who are important or prominent in their field including art, sport, commerce, politics, and community service.
- 3.8.3.3 Names are encouraged which reflect the service, contribution, or achievement of any individual or group to the specific facility.
- 3.8.3.4 Local names of importance and significance which resonate with the residents of Campbell River are encouraged including names of people, groups, places, events, stories, local culture, history, and geography.
- 3.8.3.5 The City periodically considers the sponsorship potential of community assets including parks. At some point in the future this may result in a naming proposal for a particular park or related component.
- 3.8.3.6 If an individual or non-profit group has been responsible for the development or building of a facility, the choice of name submitted by the individual or non-profit group is to be given significant consideration and importance in the choice of name for the facility.
- 3.8.3.7 If a facility is to be named after an individual, group, or commercial entity, consent of that individual, group, or commercial entity must first be obtained. If the individual is

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deceased, consent must be obtained from his or her Executor, Administrator, heirs or family.

3.8.3.8 Contributions include the provision of benefit to the community or facility in any manner including service, labour, organization, management, creativity, financial or property donations or donations in kind.

3.8.3.9 No confusing, corrupt, discriminating, or derogatory names are permitted.

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Amended: July 24-01; Aug 24-01; Aug 28-01; Oct 09-01; Mar 12-02; Apr 23-02; June 11-02; July 9-02; Feb 17-03; May 15-03; Mar 7-05; May 30, 2005; Sept.22-05, Mar 5-13, Dec 17-13, Sept 16-14, Nov 2-15, Jul 24-17, Jan 8-18, Apr 23-18

4. PROPERTY – DEVELOPMENT, SALE & PURCHASE

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4.1 BOUNDARY EXTENSION REQUESTS TO THE CITY OF CAMPBELL RIVER.

The following information will be provided to the City of Campbell River prior to Council's consideration of a request that a City boundary be expanded, providing that any or all of the requirements may be waived when pertaining to a small piece of property:

- i. A description of the environmental impacts that boundary extension and development will have on adjacent land uses and natural resources.
- ii. A description of the socio-economic impacts that boundary extension and development will have on City of Campbell River residents.
- iii. A description of how the boundary extension and development will integrate with the policies and long-term goals established in the Official Community Plan, other relevant City bylaws, and Provincial policies.
- iv. A description of how the development site will be serviced with the appropriate infrastructure, including, sewer and water, roads, electrical service, fire protection, and other appropriate infrastructure.
- v. A description of the costs to the City of expanding the boundary, and the potential impact on revenue.

4.2 CULVERT SIZES

The City will not install any culverts under 12 inches in diameter, and where installed on a hill, the culverts must get progressively larger as they are installed downhill, subject to the Engineering Services Manager's recommendation.

4.3 DEVELOPMENT OF PRIVATE FACILITIES ON CITY LAND

4.3.1 PRELIMINARY REVIEW OF PROPOSAL

All requests for private development on City land shall first be referred to the Property Services Manager (the Manager) who will review the request in light of the following criteria:

- i. the applicant is an organization incorporated pursuant to the Societies Act and in good standing with the Registrar of Companies and that membership in the organization is open to the general public;
- ii. detailed plans for the development are included with the application;
- iii. the applicant has provided a written assurance that it will bear the entire cost of the development, and all operation and maintenance costs if the project is approved;

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- iv. the applicant has provided a written assurance that should the project be approved that the applicant will enter into a written lease agreement acceptable to Council prior to any construction commencing with the lease to provide:
- v. that all lease-hold improvements will become the property of the City upon the expiration of the lease;
- vi. that there is no right to assign the lease or sub-let the premises or grant licences for use of the premises without the written permission of Council, which permission may be granted or withheld in the absolute and unfettered discretion of Council;
- vii. that no alcohol may be kept or consumed on the leased premises except by special permit issued by Council;
- viii. that during the construction of a project, the Manager, will have the right to inspect the work being carried out at any time and that all construction will be carried out according to approved plans with any deviation from the plan requiring the prior approval of Council; and
- ix. that the applicant shall purchase insurance in the amount of \$2,000,000 with the City of Campbell River as an additional named insured, and to indemnify and save harmless the City from any liability arising from the construction of the project.

4.3.2 REFERRAL PROCESS

- i. If the application satisfies the conditions set out in Section 4.3.1, the Manager shall refer the detailed plans to the proper authorities for review and comment (ie Engineering and Planning Departments)
- ii. In the case of requests for the private development of leisure and recreational facilities the application will be referred to the Parks, Recreation and Cultural Commission for a recommendation to Council that is based on the following:
 - the dues/fees structure of the applicant society;
 - that the premises shall be used solely for leisure or recreational purposes; and,
 - whether the proposed development is necessary and in the best interests of the City having regard to existing or proposed leisure or recreational facilities, the demand for the proposed development, the willingness or unwillingness of the applicant to permit the proposed development to be used by other persons for leisure or recreational purposes, and any other matter the Commission considers relevant.

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4.3.3 COUNCIL APPROVAL

- i. All applications must receive Council's approval prior to the start of any project.
- ii. Council shall consider the recommendations of staff, as well as whether the proposed project is necessary and in the best interests of the City in keeping with existing policies including the Official Community Plan, City Facilities Study, and the Parks Master Plan.
- iii. Approved projects must conform to an acceptable standard as approved by recognized agencies skilled in the areas of the project proposal (e.g. trail development - Outdoor Recreation Council; land use -Planning Services Department). More technical information for park development is available through the Area Recreation Consultant, Advisory Services, Recreation and Sport Branch, Province of B.C.
- iv. Upon approval the applicant will be required to enter into a written agreement with the City to include those items outlined in this Section.

4.4 LAND TITLE SECTION NOTICES

A notice under Section 57 of the Community Charter will be registered in the Land Titles Office against the title of any property that is not brought into conformity with City Bylaws and/or the National Building Code, and that if the infraction continues, the Bylaw or Code will be enforced using the appropriate legal methods.

4.5 LATECOMER FEES

4.5.1 HIGHWAYS

Latecomer Fees will be levied with respect to highways on the basis of the total frontage of the properties that abut the property and have access to the highway.

4.5.2 SEWERAGE, WATER OR DRAINAGE SYSTEMS

Latecomer Fees will be levied with respect to sewerage, water or drainage systems, on the basis of the lands that will be served by the system.

4.6 LIQUOR LICENCE APPROVAL FOR D AND F CLASS

Deleted May/03 Res. # 03-0438

(DELETED)

4.7 CITY WATERFRONT LAND USE RESTRICTION

Commercial use of waterfront lands acquired for park purposes shall be prohibited, except for City-

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owned concessions.

NEW FEB/03 RES. # IC 0074

4.8 PURCHASE OR EXPROPRIATION OF PROPERTY BY THE CITY

4.8.1 PURCHASE OF PROPERTY BY THE CITY

An appraisal of property by a qualified real estate appraiser holding an AACI certification, including a site inspection by the Building Department, is required prior to purchase of any property by the City.

4.8.2 EXPROPRIATION OF PROPERTY BY THE CITY

When the City wishes to acquire private property and all reasonable attempts to reach a negotiated settlement have failed, the City may proceed with expropriation of the lands in accordance with the Local Government Act, Community Charter and the Expropriation Act, only after having notified the owners of the affected lands in writing of the City's intentions. Such notice shall be made at least 7 calendar days prior to the introduction of the necessary Expropriation Bylaw.

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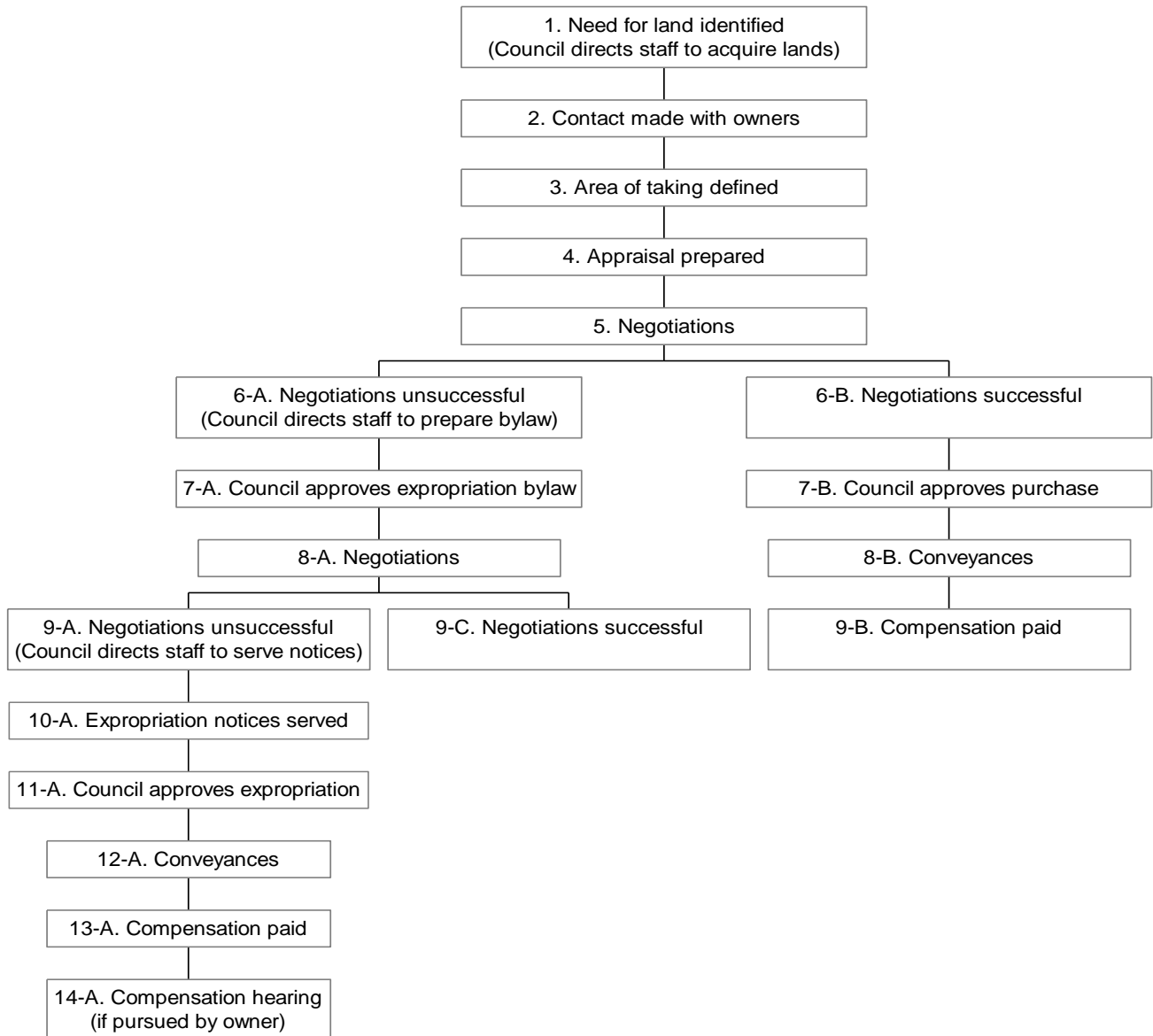
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NEW OCT 9/01 RES. # IC03-0075

LAND ACQUISITION FLOW CHART ➔

Land Acquisition Flow Chart



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4.9 RELOCATING HOUSES

Building Permits may be issued to permit houses to be relocated within the City on provided that:

- i. The value of the once relocated and renovated equals 100% of the average value of the houses in the neighbourhood where the relocated house will be situated;
- ii. an engineer's report is submitted certifying the dwelling is structurally sound and conforms to the applicable building codes; and
- iii. the applicant provides cash, or an irrevocable letter of credit, in the amount of 125% of the value of the work to be performed to ensure that the building is completed within 6 months time.

4.10 REZONINGS AFTER SUBDIVISION

Applications for rezoning will not be considered in subdivisions within one year of final approval in order to maintain the character of the subdivision as it was approved.

4.11 ROADS

4.11.1 RIGHTS-OF-WAY - GOOD NEIGHBOUR POLICY

Contractors working on City rights-of-way or on private land where new rights-of-way are being created, are required to provide written notice to the residents in the immediate area of the works, describing what is being constructed, when the works will occur, who to contact for more information and what precautions should be taken if necessary; and that the work site be posted for safety reasons.

4.11.2 ROAD ACCESS - ARTERIAL

Where possible, road access on arterial roads will be restricted in areas where new subdivisions are planned.

AMD RES. NO. IC02-0168 APR/02

To ensure safe unobstructed and efficient vehicular movement, a maximum of one access per lot to an arterial road will be considered for approval only if the City determines that alternate access to the property is not physically possible. In considering property access applications for properties adjacent to arterial roads the City may require that the applicant (at their own cost) utilize a qualified professional transportation engineer to fully determine to the satisfaction of the City, the transportation and safety impacts of the proposed access.

4.11.3 ROAD CLOSURES - REFERRAL PROCESS

Prior to any lane or road closures all Department Managers must be consulted.

4.11.4 SIGNAGE

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Signs will be posted for a period of one month on roads and rights-of-way that are to be closed except that road exchanges are exempted from the signage requirement.

4.12 SALE OF CITY PROPERTY

4.12.1 LISTING

The City may give the local zone Chairman of the Vancouver Island Real Estate Board the listing information.

4.12.2 COMMISSION

The salesperson who sells the property will get the commission which is negotiable. This rate will apply to vacant or improved land regardless of value.

4.12.3 SELLING PRICE

The City will establish the selling price by an appraised value.

4.12.4 RESIDUAL REALIGNMENT PROPERTY

Offers to purchase residual property in connection with any road realignment or closure will be subject to a deposit equal to the full costs of closing, raising title and appraisal of the right of way. The deposit will be required following a decision by Council to proceed with the Road Closure. The purchaser will also be responsible for the conveyance costs.

4.13 SANITARY SEWERS

4.13.1 FREE SERVICE CONNECTION

Only one free service connection shall be allowed for each lot that existed at the time that an easement is granted to the City by the property owner.

4.13.2 SANITARY SEWER EXTENSION BEYOND BOUNDARIES

There shall be no sanitary sewer extension beyond the limits of the City. Properties outside the boundaries of the City will be considered for hookup of sanitary sewers only upon inclusion within the boundaries of the City.

4.14 STRATA CONVERSIONS

4.14.1 CRITERIA FOR APPROVAL

- i. An application for apartment conversion, other than a duplex, will not be considered unless the vacancy rate for rental accommodation within the City is in excess of 3%;
- ii. Any applicant wishing to convert a rental residential project to condominiums shall meet all applicable condominium guidelines in force in the City at the time of the conversion application;

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- iii. An independent Health Consultant must be retained by the applicant (at the applicant's expense) to determine that such premises are free of infestation and a certificate to this effect must be provided by such consultant;
- iv. A suitable plan of development will be requested of all applicants for conversions, detailing any provisions or improvements to the proposed project;
- v. The applicant must provide a certificate by a qualified engineer/architect (at the applicant's expense) that the building or buildings conform to the standards of the B.C. Building Code;
- vi. The review process for conversions will include an opportunity for input by existing tenants. Written notice to each tenant will be provided by the City except in those cases where it is deemed more appropriate to hold a meeting;
- vii. Inclusion of landscaping improvements within reason;
- viii. Upgrading of off-site parking areas/access to City standards including buildings constructed to a 1-stall/unit ratio would be required to upgrade as close as possible to the current parking standards without seriously impacting open space needs on-site;
- ix. The applicant must agree to pay the moving expenses of those tenants forced to vacate their apartments as a result of stratification to a maximum of \$1,500 per unit provided that appropriate documentation of all moving expenses be produced by the tenant; and
- x. In addition to the aforementioned guidelines, the applicant may be required to provide special services or facilities as directed by Council, depending on the circumstances encountered on the individual application.

New July 24/01 Res. #01-516

4.15 NEIGHBOURHOOD PARKS

Council encourages the development of neighbourhood parks by way of a Specified Area charge subject to the following:

- i. Eighty percent (80%) of the capital costs will be borne by the owners of land within the specified area, which will be levied as a parcel tax.
- ii. Parks must meet the minimum standard set out in the Parks Development Policy (to be established by the Parks Planning Committee).
- iii. The Specified Area will not be required to pay the maintenance costs of the park.
- iv. Approval of a Neighbourhood Park Specified Area will be by way of an owner initiated petition.

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New August 24, 2001 Res. No. 01-0326 & 01-0327 then Deleted Apr/03 Res.No. 03-0438

4.16 DEVELOPMENT APPROVAL NOTIFICATION – PUBLIC “NEIGHBOURHOOD” MEETING

(DELETED)

New Oct 9/01 Res. #01-0694

4.17 LAND USES ADJACENT TO CITY BOUNDARY

The following policy shall apply to referrals from the Regional City of Comox-Strathcona for land development outside the City’s boundary to the west and south:

- i. Campbell Lakes and Quinsam River watershed west of the City of Campbell River boundary:

For properties located within the Campbell Lakes and Quinsam River watershed west of the City of Campbell River boundary, managed forest will be supported and low impact recreation land uses will be considered with other land uses being discouraged.

- ii. Within two kilometers south of the City of Campbell River boundary:

For properties located within two kilometers south of the City of Campbell River boundary, residential land uses conforming with existing permitted densities and neighbourhood commercial development will be supported, however industrial land uses will be discouraged.

New March/02 Res. # 02-0234

4.18 SERVICING INFRASTRUCTURE POLICIES

Section 4.18 Policies will direct the City in planning, financing and constructing the roads, water, sanitary and storm systems necessary to accommodate growth. The Policies identify how the City is to play a leadership role in seeing that infrastructure needed to facilitate growth is in place when and where it is required.

4.18.1 INFRASTRUCTURE PLANNING AND CONSTRUCTION

4.18.1.1 ROLE OF THE CITY

In the execution of its development responsibilities related to offsite servicing infrastructure, the City will play a proactive leadership role. The City will:

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- i. Collaborate with the development industry on offsite servicing infrastructure planning, financing and construction.
- ii. Anticipate future growth demands for offsite park, road, water, sanitary sewers and storm sewer infrastructure through ongoing engineering and planning studies,
- iii. Seek Federal and Provincial government capital infrastructure grants and other forms of assistance, and
- iv. Finance the construction of growth related offsite infrastructure using the financing tools available under the Community Charter, including Development Cost Charges,
- v. Construct growth related offsite infrastructure in a timely fashion to facilitate a viable development industry and the orderly growth of the community.

“Offsite” servicing infrastructures are those parks, road and other engineering utilities that lie beyond the boundaries of a development site. Without offsite road, sewer and water treatment capacity, for example, new development cannot proceed.

In recognition of the importance of development to achieving the community’s goals, the City has chosen a proactive leadership role with respect to ensuring offsite growth infrastructure is available to facilitate development. This means building services where and when they are needed for new development to occur and to assist with financing and capital project funding.

4.18.1.2 ROLE OF THE DEVELOPMENT INDUSTRY

The City will seek the following assistance and cooperation from the development industry. The development industry will be asked to:

- i. Work cooperatively and collaboratively with the City in defining the development industry’s future infrastructure servicing priorities,
- ii. Work with the City to identify the best means to plan, finance and construct servicing infrastructure, and
- iii. Endeavour to coordinate, consolidate and transmit the overall needs of the development community to the City.

The development industry has provided considerable assistance in the development of the provisions of the current SSP. Their continued collaboration and input is important to keeping the SSP responsive, current and relevant.

4.18.1.3 GROWTH PLANNING AND THE OFFICIAL COMMUNITY PLAN

- i. The City will base its growth infrastructure planning on the development anticipated in the Official Community Plan. In particular:

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- ii. Servicing infrastructure will be planned for the “probable growth” that can be anticipated on the basis of OCP land use designations and historical land development densities within those designations.
- iii. Growth infrastructure will not be planned for lands outside the urban containment boundary, other than that required to service non-residential uses otherwise permitted by the OCP.

No additional land beyond that now identified in the OCP is required to accommodate residential growth for the foreseeable future. The “probable growth” anticipated under the existing OCP land use designations and the SSP is an increased population of approximately 30,000.

Concentrating development within the Urban Containment Boundary reduces servicing infrastructure costs.

4.18.1.4 INFRASTRUCTURE PLANNING

To play a proactive leadership role in infrastructure planning, the City will:

- i. Conduct engineering and planning studies to anticipate and plan servicing infrastructure required to service “probable growth”, and
- ii. Prior to the next review of the SSP, the City will prepare a parks master plan to identify future park infrastructure needs.

The present SSP has benefited from the recent completion of major engineering studies of future water and sewer needs. These projects total approximately \$52 million in infrastructure required to service “probable growth”. Additional studies will be undertaken for future storm water infrastructure that will be incorporated in the SSP at its next review

4.18.1.5 FIVE YEAR FINANCIAL PLAN

The City will ensure that its Five-Year Financial Plan anticipates the City’s share of costs associated with growth infrastructure planning under the SSP.

The City pays a portion of the costs associated with servicing growth that must be anticipated in the City’s Five-Year Financial Plan. As well, the cost of capital works projects triggered by growth and providing services to existing developed areas must be anticipated in the Five-Year Financial Plan.

4.18.1.6 ECONOMIC DEVELOPMENT PLAN

As Rivercorp’s development strategies and Economic Development Plan take shape, the City will align its SSP.

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Rivercorp is an economic development corporation established with the objective of creating an economic development strategy and plan for the community. The SSP is expected to play a role in achieving the goals of the EDP as they are identified.

4.18.2 INFRASTRUCTURE FINANCING TOOLS

4.18.2.1 DEVELOPMENT COST CHARGE (DCC) FINANCING

The City will:

- i. Use DCCs as the principal means to fund and finance growth related infrastructure,
- ii. In setting DCC fee rates, consult with the development community and the community at large,
- iii. In general, calculate Development Cost Charges in ways consistent with the policies of the SSP and the Provincial Guide “Development Cost Charge Best Practices Guide”,
- iv. In particular, calculate DCCs in a process that ensures DCCs are;
 - consistent with the OCP,
 - assessed on the basis of beneficiary pays, and
 - fair and equitable,
- v. Base DCC estimates on the SSP Growth Assumptions (see 4.18.1.3 Growth Planning and the Official Community Plan) and Infrastructure Planning estimates (see 4.18.1.4 Infrastructure Planning),
- vi. Review the DCC fee structure in conjunction with the periodic review of the SSP.
- vii. With the adoption of the SSP, amend existing DCCs in accordance with the revised methodology and rate schedule attached as Appendix One: Development Cost Charge Calculations”

DCC fees are based on an estimate of the total costs of providing offsite services necessary to service anticipated growth. DCCs are collected from each development according to the DCC formula. In this way, the City can ensure it has the funds on hand to build infrastructure, apportion the costs associated with growth between development and tax revenue and distribute costs equitably between each development project.

The “Municipal Assist Factor”” determines the extent to which the City wishes to contribute general revenues toward the cost of providing offsite growth related services. The minimum permitted under legislation is 1%.

4.18.2.2 WORKS AND SERVICES/FRONTAGE IMPROVEMENT CHARGES

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The City confirms its recognition of the community's interest in upgrading older existing street works to the current City standard, especially in central areas of the community. The City also recognizes the need to encourage infill development, perhaps through alternative Frontage Improvement fees or other measures.

Accordingly, the City will open a dialogue with the development community through the Development Liaison Group [see 4.119.1.2 Development Liaison Group (DLG)] to explore how better to meet the City's objectives of upgrading existing streets and encouraging infill development.

The existing Frontage Improvement Bylaw is comparable to "Works and Services" bylaws adopted by other communities under the same legislative provisions of the Local Government Act. The Frontage Improvement Bylaw sets fees to upgrade immediately fronting street works when development of greater than 3 residential units or \$50,000 worth of work is being completed on adjacent property.

Ways to upgrade existing streets and encourage infill development poses a continuing challenge to the City and the development industry. More discussion is warranted to find new, mutually satisfactory, approaches to this issue.

4.18.2.3 OTHER FINANCING TOOLS

The City will consider other development financing tools available to it under existing legislation where their use would facilitate development in a cost effective manner.

Other financing tools the City will consider under this policy include:

- i. Development Works Agreements,
- ii. Latecomer Agreements,
- iii. Local Improvements,
- iv. Long Term borrowing for certain large capital projects,
- v. City General Taxation,
- vi. Private/Public Partnership Agreements,
- vii. Specified Areas, and
- viii. User Fees.

May/03 Res. # 03-0473

4.18.3 UTILITY SERVICE BEYOND CITY BOUNDARIES

4.18.3.1 WATERMAINS AND SERVICE CONNECTIONS

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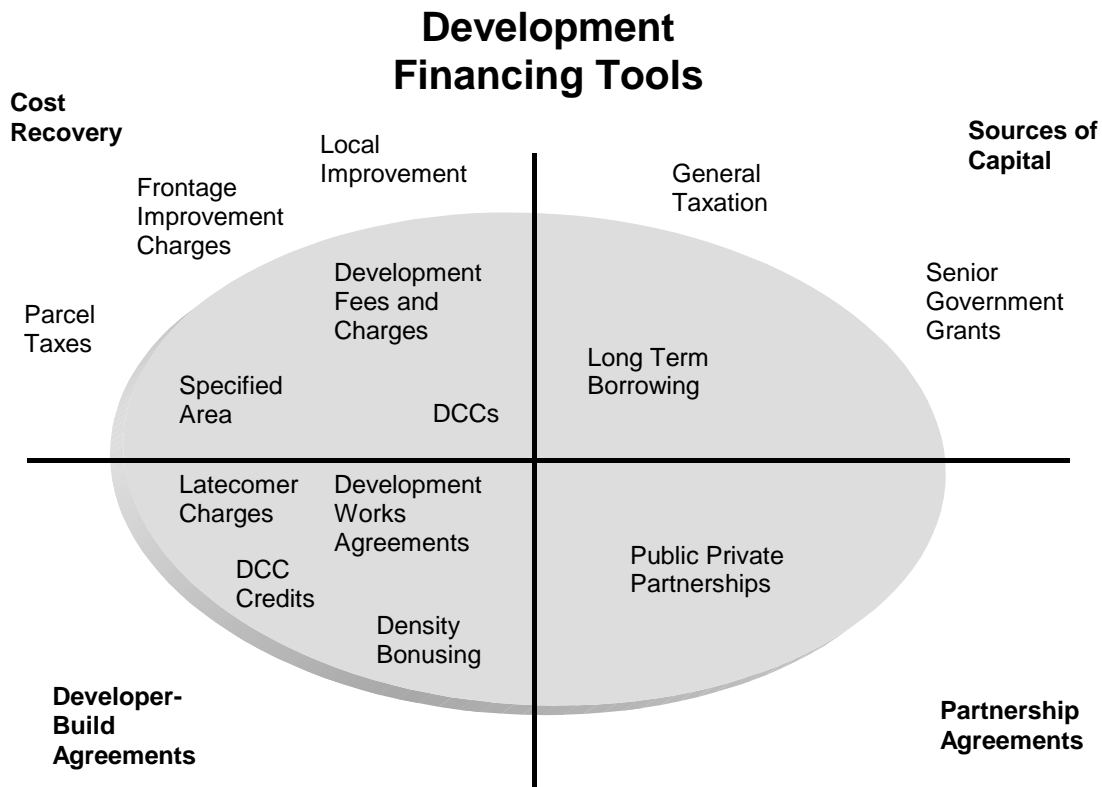
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There shall be no watermain extensions or service connections beyond the limit of the City. Properties outside the boundaries of the City will be considered for hookup of water services only upon inclusion within the boundaries of the City.

Some tools are more adaptable to financing costs associated with new growth than other tools. The City and the development community will benefit from keeping these tools in mind as different circumstances emerge. (Refer to Figure 1 for a comprehensive list of financial tools available to the City. For a full description of each tool refer to the Provincial guide “Development Finances Choices Guide”.)

Local Improvement agreements show some promise in some circumstances for use in conjunction with, or instead of, Frontage Improvement fees.

Figure 1: Categories of Financing Tools



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4.19 FACILITATING DEVELOPMENT POLICIES

Part III Policies provide direction on the City's role as development regulator and application service provider. The policies in this section were largely brought forward as proposals to address "Barriers to Development" challenges identified by the Working Group.

4.19.1 LEADERSHIP AND NETWORKING

4.19.1.1 LEADERSHIP MEASURES TO FACILITATE DEVELOPMENT

In recognition of the importance of growth to achieving the long-term objectives of the community, the City will place a priority on development and continue to play a proactive leadership role to facilitate growth and development. The City will:

- i. Establish and maintain a more collaborative working relationship with the development community,
- ii. Take new measures to remove or reduce regulatory, application processing and hard cost barriers to development, and
- iii. Work in collaboration with Rivercorp and its partners on a campaign to promote Campbell River as a place to work, live and play.

The City will play a more active leadership role in these three broad areas. The Policies that follow set out more specifically how the City will proceed in the first two areas.

4.19.1.2 DEVELOPMENT LIAISON GROUP (DLG)

The City will, by bylaw, establish and maintain a "Development Liaison Group" to provide advice and recommendations on all Strategic Servicing Plan policies and other matters related to development facilitation and regulation. The DLG will meet a minimum of five times per year.

The Development Liaison Group will serve as a forum for dialogue between staff, the development community, the community at large and Council on all matters relating to development. The Development Liaison Group will explore ways to best bring together the needs of the development community with the responsibilities City in development regulation.

4.19.1.3 DLG MEMBERSHIP

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Council will seek to appoint to the DLG those members of the community with a broad cross section of experience or perspectives in development, including, but not limited to:

- i. 3 representatives from the development community at large from such groups as professional home builders, land development (“subdividers”), project development (“developers”),
- ii. 1 civil engineer or land surveyor
- iii. 2 representatives from the community at large, and
- iv. 1 director of Rivercorp, and
- v. 3 City staff with engineering, planning and financial responsibilities relating to development

City Councillor(s) will participate on the committee on an ex-officio basis.

The choice to appoint staff to the committee as active members, rather than as advisors or in support roles, arose from the efficacy of this structure for the Working Group when creating the Strategic Servicing Plan. Staff’s participation at the table is seen as important to finding consensus solutions that bring together the community’s needs with the City’s responsibilities. As well, ex-officio participation by Councillor representative(s) provides Council’s perspective and contributes to keeping Council up-to-date with activities and recommendations of the Group.

4.19.1.4 DLG MANDATE

The mandate of the “Development Liaison Group” is to discuss and provide recommendations on:

- i. Performance measures and progress in the implementation of SSP initiatives as defined in 4.20 SSP REVIEW AND MONITORING POLICIES (see policies 4.20.1 through 4.20.4)
- ii. Emerging issues and challenges in the development industry in Campbell River,
- iii. Proposed and existing policies, regulations and other City initiatives that impact development,
- iv. Innovative solutions to facilitate growth and development in Campbell River, and
- v. Innovative ways to pay all costs related to development.

The DLG will report to Council annually with an assessment of progress made in the implementation of SSP initiatives.

Ongoing dialogue is the key to effective collaboration between the City and the development community. The City will benefit from understanding the implications of

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proposed regulations and policies from the development community perspective. The development community will appreciate the challenges faced by the City in responding to diverse needs.

An annual assessment and report to Council of progress made in implementing the measures of the SSP will serve to keep the implementation process moving ahead.

4.19.1.5 DLG CONSENSUS DECISION-MAKING

The Development Liaison Group will make recommendation by consensus. Where differing views cannot be resolved, the minority and majority views will be presented.

Consensus based approaches to decision making support creative problem solving and the evolution and maintenance of effective working relationships. Consensual processes uncover underlying assumptions and support the discovery of solutions and recommendations that best reflect the diverse needs of the community.

4.19.1.6 INCREASED ROLE UNDERSTANDING

The City and the Development community will work together to find ways to become more familiar with each other's challenges and issues in regard to development, such as by encouraging and supporting:

- i. Staff to become more active in community with the development industry and business organizations, and
- ii. For the development community to spend more time with staff inside City Hall.

The work context of the development industry and City staff are very different. Ways of increasing each other's understanding of the different work worldviews would contribute to better understanding and problem solving.

4.19.1.7 STAFF AND COUNCIL COMMUNICATION

With a view to more efficient application processing, the City Council and staff will review staff workloads and priorities, especially in the of area report writing. The following options for greater efficiency could be explored:

- i. Early in the process, bring applications with little chance of success to Council for a preliminary assessment of Council's interest in proceeding,
- ii. Shorten standard report formats, supplemented with more verbal briefings, and
- iii. Report both 'sides' of the issue in reports where significant depth to a question exists.

For those decisions resting with Council, staff must communicate its analysis and recommendations on development applications. Application analysis takes time and written reports are time consuming to produce and distribute. Occasionally, the

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information transmitted is not always the information required for decision-making. Significant staff resources sometimes go into the process and reporting on proposals with little chance of success.

4.19.2 HARD COSTS

4.19.2.1 "BURDENSOME" BYLAW REVIEW

The City, through the Development Liaison Group, will undertake a review of the following bylaws with the objective of lessening the cost implications of existing regulations while still achieving the desired outcome. Other bylaws may also be referred from time to time under this policy to the Working Group.

- i. Sprinkler regulations of the Building Bylaw,
- ii. Burning regulations of the Fire Services Bylaw , and
- iii. Frontage Improvement Bylaw.

Some existing bylaws have regulations with unintended or excessive cost implications. The Working Group will review these regulations looking for new ways to achieve the same or similar outcomes, but with lower costs.

4.19.2.2 BYLAW SIMPLIFICATION INITIATIVE

The City will review the following bylaws with the objective of repealing outdated policies and regulations and simplifying future provisions. Other bylaws may also be referred from time to time under this policy to the Working Group.

- i. Official Community Plan,
- ii. Development Permit Regulations and Guidelines,
- iii. Building Bylaw, and
- iv. Subdivision Bylaw.

A simpler regulatory framework is easier and less costly for the City to administer and less costly for the development community to respond to.

4.19.3 APPLICATION PROCESSING

4.19.3.1 FINE TUNE EXISTING DEVELOPMENT APPLICATION PROCESS

The City will conduct an application process review with the objective of making application processing more efficient and certain. The review will assess, then implement where appropriate the following approaches:

- i. Formalize and 'checklist' all application process procedures,

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- ii. Publish all application information and process requirements, including fees schedules,
- iii. Define application performance requirements and distinguish between mandatory and voluntary standards,
- iv. Establish major and minor application processes in order to submit less complex proposals to fewer reviews,
- v. Define application processing timelines and processing deadlines,
- vi. Consolidate application processes where opportunities to reduce duplication exist,
- vii. Consider a change in the Committee of the Whole, advisory committee meeting schedules, and/or Council meeting times to ensure that meetings occur soon after receiving applications,
- viii. Consider where professional certifications could replace staff review and inspections, and
- ix. Fast track applications on a fee-for-service basis.

In the short term, improvement in application processing efficiency is expected to result from an application processing review. Changes resulting from this review will likely be implemented within the context of existing staff structures and resources.

4.19.3.2 STAFF DECISION-MAKING AND PROCESS EXEMPTIONS

The City will explore ways to distribute decision-making authority more broadly to staff. Approaches to be considered include:

- i. Delegating more responsibility and decision making authority to staff, and allow multiple staff to make decisions,
- ii. Giving staff the authority to allow application processing exemptions,
- iii. Adopting guidelines similar to that of development permit guidelines to guide staff decision making and exemptions,
- iv. A Council appeal process for staff decisions,
- v. Explicitly accepting a greater degree of errors or 'missed opportunities' in exchange for expedited application processing, and
- vi. Developing a program to encourage staff for taking the initiative and for innovation even where such attempts at innovations fail.

Significant time and cost savings in processing applications will be realized through distributed staff decision-making authority. A Council based appeal process will be adopted prior to the delegation of application processing and approvals to staff.

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4.19.3.3 CUSTOMER SERVICE ORIENTATION TO APPLICATION PROCESSING

The City will study the feasibility and costs of implementing a distinctly 'customer service' oriented development application process that would explore the following elements:

- i. Creation of a one-stop service centre or 'front of house' area where all departments are represented and all questions and needs can be addressed,
- ii. Creation of multi-disciplinary 'teams' made up of staff from each of the key departments (e.g. planning, engineering, building, etc.), tasked with fast and efficient application processing of applications,
- iii. Personalized service to applicants, perhaps through the assignment of staff or teams to proposals as an internal customer representative,
- iv. Guaranteed response times on requests for assistance,
- v. Creation of staff incentives recognizing the achievement of explicit customer service targets, where the primacy of application processing is expected and rewarded,
- vi. Staff training in customer service methods,
- vii. Ways for staff to assist the applicant in application preparation,
- viii. Customer satisfaction evaluations,
- ix. Accelerated approval processes,
- x. Courtesy services such as photocopying, refreshments, etc., and
- xi. Create a customer friendly physical setting (e.g. replace front counter).

A customer service orientation of staff and the City's organizational structure is a significant opportunity for facilitating the processing and approval of development applications over the mid and long term. Potential changes under this policy would result in applicants and their applications receiving significantly more priority attention from staff and Council.

However, implementation of a customer service approach requires a substantial organizational commitment to change if it is to succeed. Depending on the degree of customer service orientation being sought, traditional departmental and reporting structures can be significantly altered, staff may be reoriented to different functions and priorities, and other functions would receive less attention unless new resources are added.

For these reasons, it is the policy of the City to first investigate the implications of a customer service orientation.

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4.19.3.4 APPLICATION PROCESSING FEES

The City will review development application fees with a view to matching fees to the value, in terms of staff time and overhead, of service provided by the City in processing applications.

The City will consider introducing:

- i. Staged fees
- ii. More rigorous preliminary application review prior to fees being due.
- iii. Fee-for-service to fast track large or urgent project applications

The objective of linking application fee levels more closely to the total costs of application processing is to ensure staff resources are maintained at an optimum level for processing applications. (i.e. staff levels match application load). Deferred or staged fees would support preliminary application assessments and reduced fees for applications that do not proceed through the whole process. Fast track fees would be an option for extra-ordinary circumstances.

4.19.3.5 CONSULTATION

The City will adopt the following measures to make consultation more efficient and certain:

- i. Define a public consultation policy that sets out specific City principles and practices in consultation.
- ii. Host single consultation events where multiple external interests can be heard (e.g. an 'agencies fair')
- iii. Concentrate external consultation at the policy level by establishing development-processing agreements with external agencies that establish performance standards and guidelines,
- iv. Concentrate public consultation at the policy level with inclusive OCP and neighbourhood planning approaches.
- v. Seek to consolidate consultation with interest groups holding similar interests.
- vi. Reassess the role of internal review groups and committees.
- vii. Develop cross-departmental application processing teams to replace Departmental level internal reviews.

External consultation involves other government agencies and the public, particularly special interest groups within the community. Internal consultation is between staff departments and Council committees and commissions.

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Outlining consultation intentions in a consultation plan or standing policy will create greater clarity and certainty for participants of the consultation process.

More community involvement at higher planning levels (e.g. OCP and neighbourhood planning) can reduce the need for application-by-application review.

Development process agreements with external agencies define by guideline how agency objectives can be met in order to avoid outside agency review on an application-by-application basis.

4.19.3.6 ONLINE APPLICATION CENTRE

The City, through its Information Services Department, will create an online application centre. Outside sources such as the Campbell River Community Network will be consulted as necessary.

Standard application information would be more readily available to applicants and the public and demands of staff time will be reduced.

4.20 STRATEGIC SERVICING PLAN (SSP) REVIEW AND MONITORING POLICIES

A successful planning document is frequently reviewed and reassessed. It is the review process that keeps a plan relevant, up-to-date and useful. The following provisions will guide the periodic review of the SSP.

4.20.1 PLAN REVIEW PERIOD

A comprehensive review of the SSP will be conducted not less than once every three years.

The three-year SSP plan review period is a trade-off between the need to keep the Plan up-to-date and providing a minimum level of certainty for the development community, especially around development fees and charges. This review period also coincides with local government elections, giving each Council an opportunity to review and revise the SSP.

4.20.2 PERFORMANCE BENCHMARKS

With the adoption of the SSP, indicators of infrastructure and development processing performance will be defined to act as benchmarks against which to measure progress at each subsequent SSP review.

Performance indicators for development processing could be as simple as time to process applications, staff time per application, Departmental costs per application and similar approaches. Other approaches could be qualitative such as customer satisfaction surveys administered after SSP adoption and again at SSP review.

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4.20.3 STRATEGIC SERVICING PLAN (SSP) COMPREHENSIVE REVIEW CONTENT

The SSP comprehensive review will:

- i. Measure progress in developing infrastructure and development processing performance,
- ii. Consider changes in the OCP, the Five-Year Five Year Financial Plan and Rivercorp's Economic Development Plan that are to be reflected in the SSP,
- iii. Revise DCC fees in consideration of DCC projects completed and new projects identified, and:
- iv. Re-assess the park infrastructure needs in light of development and parks planning.

Linking the servicing implications of future OCP land use choices to servicing costs under the SSP and DCC structure is an important decision support resource of the SSP. The DCC review will likely be the single greatest task in the SSP review.

4.20.4 PLAN REVIEW PROCESS

In the course of the SSP review, consultation will include:

- i. Collaboration with the development community through the Development Liaison Group, and
- ii. Receiving comments from the community at large.

The process to review the SSP is envisioned as being similar, but shorter, than the process under which the SSP was originally developed. If the Development Liaison Group is active on an ongoing basis between SSP reviews, the effort to undertake the comprehensive review may be minimized.

New Nov/01 Res. # i/c 01-0241

OCCUPIERS OF CITY PROPERTY/FACILITIES

Lease holders/organizations occupying City properties must develop written policy requiring criminal record checks for all staff and volunteers 18 year of age and older working with youth, seniors and people with special needs, and that a copy of their policy be forwarded to the City of Campbell River in care of the Legal Services Manager prior to occupancy.

New Mar/02 Res. #02-0227

COMMERCIAL USE OF SIDEWALKS

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4.22.1 PURPOSE

To provide guidelines for the City when considering requests from businesses for the commercial use of public sidewalks.

4.22.2 GUIDING PRINCIPLE

The City recognizes that the character of a business area may be enhanced through the commercial use of sidewalks provided the use does not affect public safety and circulation.

4.22.3 GUIDELINES

4.22.3.1 SIZE AND LOCATION:

- i. Where possible the area used should be adjacent to the building housing the ground floor business making the application, if not, then adjacent to the curb along the business frontage or flankage.
- ii. The exact location of the area to be used and its size in square metres shall be clearly shown on a site plan to be submitted with the application. The plan shall show relationship to adjacent businesses, building accesses, fire connection ports, hydrants, street light standards, landscaped areas, street furniture, adjacent sidewalk leases, curb lines, pedestrian ramps, parking, loading zones, bus stops and any other feature within 5 metres of the area's perimeter.

4.22.3.2 DESIGN STANDARDS:

- i. The use and improvements must conform to standards adopted by the Business Improvement Association in which the area is located.
- ii. A minimum unobstructed sidewalk width of 1.5 metres must be retained for pedestrian passage.
- iii. Unobstructed access to the entrance of the building and to the fire connection port must be maintained.
- iv. Unobstructed access to sidewalk pedestrian ramps, hydrants, loading zones and bus stops must be maintained.
- v. Use areas are not permitted on service grates and where sight lines at intersections will be obstructed.

4.22.3.3 APPROVAL PROCESS

- i. The City of Campbell River will give favourable consideration to a commercial sidewalk use application upon receipt of support from the appropriate Business Improvement Association provided there have been no objections from within the City organization or other agencies having jurisdiction.

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4.22.3.4 CONDITIONS OF APPROVAL:

- i. Sidewalk use approvals are valid for the current calendar year.
- ii. Improvements such as tables, chairs and portable fences must be removed at the end of each business day.
- iii. That the applicant purchase insurance in the amount of \$3,000,000 with the City of Campbell River as an additional named insured, and to indemnify and save harmless the City from and liability arising from the sidewalk use.
- iv. That the applicant is responsible for maintenance of the sidewalk area being utilized and the improvements added. Litter receptacles and ashtrays must be provided and emptied as needed. Landscaped areas are to be weeded as required.
- v. That non compliance with the conditions set out in the permit will result in one written warning and termination if not rectified within one week of official notification to rectify the situation.

New July/02 Res. #02-0506

4.23 DEVELOPMENT ON TYEE SPIT

The development of Tyee Spit shall occur in accordance with the Tyee Spit Long Range Plan.

July/02 Res. #02-0574, repealed by Sept/14 Res. #14-0399 and replaced by Dec/13 Res. #13-0505

4.24 PUBLIC ART POLICY

4.24.1 WHAT IS PUBLIC ART?

Public art plays a significant role in creating an authentic sense of place and community revitalization. As public art accumulates in a neighbourhood, it becomes a distinctive asset that not only adds to the area's general attractiveness, it also becomes a powerful tool to attract new residents, businesses and visitors.

The term Public Art refers to works of art in any medium that have been created with the specific intention of being sited or staged in a public space that is accessible to all.

It can be integrated into an environment taking on a functional form (i.e. seating, tree grates, fences, lighting, architectural elements) or it can manifest as a distinctive element (sculpture, mural, mobile, projection) or as a time based performance (music, poetry readings, dance, video).

Public art enhances the experience of a space and helps define a community by sharing

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stories, animating local traditions, transforming the landscape and expressing community aspirations.

4.24.2 VISION

To cultivate a more vibrant community where the place is visually exciting and spaces are identifiable. To cultivate a place where art in all its forms (music, dance, theatre, performance, sculpture, painting) is incorporated into everyday life.

Public art contributes to a city's unique community identity by affirming a sense of place, strengthening connections between people and place, and celebrating the social, historical, cultural, and natural environment.

This Public Art Policy will enrich the city both physically and intellectually by ensuring that a diversity of art forms and voices are integrated into the design of public spaces. It will also ensure that art is valued as an integral part of society and future development.

This inclusive Public Art policy will enable community participation in the building and embellishing of public spaces and allow residents of all ages, stages and abilities to take pride in local cultural expressions.

The Public Art Policy will contribute to the overall economic, social and cultural development of the City.

4.24.3 GOALS

4.24.3.1

The main goal of the Public Art Policy is to support Public Art in Campbell River and encourage respect within the community for the value of Public Art.

4.24.3.2

Have Public Art viewed as a valuable contributor to the economic, social and cultural development of Campbell River. Encourage local tourism and create signature features for international guests.

4.24.3.3

Incorporate Public Art into the design and execution of selected civic and private developments. Encourage partnerships between creative professionals, community groups, social development programs, artists, children and other cultural groups.

4.24.3.4

Inclusion of Artists in the design process of municipally owned spaces, including parks, pathways, benches, streets, lighting, etc.

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4.24.3.5

Encourage partnerships between Artists and Private Developers during the initial planning stages of a building/site development. Create a fluid process for developers to apply and install a Public Art Work.

A coherent and creative Public Art Policy demonstrates that Campbell River has vision and is providing cultural leadership to its citizens, while guiding the character development of the City.

4.24.3.6

A Public Art policy that fosters the engagement of the community in public spaces through storytelling, music, sound, performance, dance, literature, spoken word, new media and fine art. The Policy should encourage inclusion of all cultures and sectors of the community.

4.24.3.7

Foster active community participation in public spaces. Creating opportunities for the cross pollination of ideas, people, places and culture. Bring joy and a sense of wonder into people's daily lives with Public Art Projects.

4.24.4 GUIDELINES

4.24.4.1 QUALITY OF ARTWORK

Ensure that Art Work selected for placement in public facilities, parks, streets and squares exhibit excellence in design, execution and encourage community engagement. Public Art Works are created with the intention to enhance public space and encourage creative new ways of thinking, seeing and relating to the environment.

4.24.4.2 OPEN AND TRANSPARENT PROCESSES

The Public Art Policy, Advisor and Program will rely on open and transparent processes to ensure fair and equitable selection processes.

4.24.4.3 COMMUNITY INPUT AND ENGAGEMENT

The Public Art Policy will create a variety of opportunities for public input and involvement through community based programs, and will encourage youth involvement and bridge diverse community groups through art practices.

4.24.4.4 SUSTAINABILITY AND RESPONSIBILITY

Create a successful and enduring public art presence through sustainable funding, responsible management, integrated planning, responsive maintenance and fostering of both public and private partnerships.

4.24.4.5 ACCESSIBILITY

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Provide art opportunities across all media and initiatives that are accessible, equitable and responsive to the diversity of the community. Publish a public art website for Campbell River.

4.24.4.6 DIVERSITY OF OPPORTUNITIES FOR A DIVERSITY OF ARTISTS

Commit to aesthetic diversity by providing a wide range of public art opportunities for artists, including local, international, emerging and established. Be inclusive of practices that are innovative in technique, pro-active in social commentary and promotes citizen engagement.

4.24.4.7 STEWARDSHIP

Create and manage a Public Art Collection on behalf of the citizens of Campbell River. Preserve the integrity and security of public art through a framework that follows appropriate standards and procedures. Include existing works of Public Art and build an Archive that is integrated into other sectors of the community.

4.24.4.8 ARTISTS ON DESIGN TEAMS

The City will include an Artist on a pro bono basis on the design team for Capital Projects that are above ground and have a budget of at least \$100,000. Artists will collaborate with architects, engineers and designers to create integrated plans during the early stages of infrastructure design. As a member of the design team, the artist contributes to the overall design process, identifying opportunities for public art and heightening awareness of social values.

4.24.4.9 COMMUNITY BASED

Foster collaborative art making practices by integrating professional artists into various community groups or processes. Encourage a collective method of art making, engaging artists and communities through collaborative, creative expression.

4.24.4.10 SPECIAL PROJECTS

Embrace projects that encourage artists to explore the process of creating art through alternative approaches such as residencies, new media, interactive, video and sound based works.

4.24.5 FUNDING

4.24.5.1 GOAL

To establish a sustainable fund that supports the City's commitment to a Public Art Program.

4.24.6 PERCENT FOR PUBLIC ART

A Public Art Policy provides a 'percent for public art' funding strategy for the acquisition

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administration and management of public art.

[The remainder of this section has been deleted by Resolution 13-0505 and a funding strategy will be brought forward at a later date.]

4.24.7 PUBLIC ART BUDGET ALLOCATIONS

4.24.7.1

Selected capital projects involving the construction, rehabilitation, remodeling or improvements of any building, structure, park, public utility, street, sidewalk or parking facility.

4.24.7.2

Municipal capital improvement projects which are developed privately and leased back to the City.

4.24.7.3

Community sponsored public art projects proposed jointly by community non-profit organization(s) and artist(s). For example, an artist residency that produces a collaborative project involving community interaction.

4.24.8 SPENDING GUIDELINES:

4.24.8.1

Maintenance Fund: 10% of the total Public Art budget is allocated to a maintenance fund. The balance is carried forward yearly and drawn on only when necessary.

4.24.8.2

A minimum of 80% of the remaining Public Art budget must be used for the creation of Art Work and pay for the cost of design, fabrication and installation of the work.

4.24.8.3

A maximum of 10% of the Public Art budget may be allocated to project administration, programming, collection management and expenses associated with the jury selection process.

4.24.9 ENCOURAGING PRIVATE ART INITIATIVES

4.24.9.1

The Public Art Policy encourages the private sector to support the integration of Public Art Works into their projects. This may be achieved through the inclusion of Art Works in new and existing developments, donation to the Public Art Fund, sponsorship of art production,

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and partnerships with Artists and community groups.

4.24.9.2

The Municipality, in support of and to encourage private enterprise, will provide the jury process to individual projects that contain a public art component at no cost to the developer.

4.24.9.3

Developers of large projects who want to incorporate Art Work into spaces accessible or visible to the public on a regular basis [e.g. courtyards and fountains] should discuss the possible inclusion of art with municipal staff early in the planning process.

Developers will be given a copy of the Public Art Policy, including the criteria used for the selection of a Public Art Work. They will also have access to a database of local artists.

4.24.9.4

Major private proposals involving art installations should be referred to Municipal staff so that they may advise whether the art is appropriate to the location and is in the best interest of the community.

4.24.9.5

Art Work on or within private property is to be maintained in good repair. The care and maintenance of private Art Work is the responsibility of the owner.

Apr/18 Res. #18-0186 Sec. 4.24.10 – 4.24.17 deleted

4.24.10 PUBLIC ART COMMITTEE - deleted

New Jan/04 Res. #ic04-0047

4.25 DEVELOPMENT IN THE CAMPBELL AND QUINSAM RIVER FLOODPLAIN MAPPING AREAS

For the construction of buildings or additions and for the subdivision of land in the Campbell and Quinsam River Floodplain Mapping Areas, City building inspectors and approving officers follow legal advice wherein they should take the 1990 floodplain mapping into consideration when fulfilling their obligations. In this regard, the building inspectors should utilize the provisions of Section 695 of the Local Government Act where permits are sought within the affected area, to require construction in conformance with the recommended flood elevation requirements, or otherwise to require a report certified by a professional engineer with experience in geotechnical engineering that the land may be used for the use intended subject to conditions contained in the engineers report. Further, approving officers should utilize the amended provisions of the Land Title Act to require geotechnical reports and/or covenants for subdivisions within the affected area.

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New Mar 7/05 Res. # 05-0246, Amended May 30-05 Res#05-0567, Moved to Administrative Policy 2016

4.26 PUBLIC HEARING POLICY – MOVED TO ADMINISTRATIVE POLICY

Mar/13 Res. # 13-0117

4.27 COMMUNITY GARDEN POLICY

4.27.1 PURPOSE

The City of Campbell River recognizes community gardening as a valuable contributor to personal health and well being, positive social interaction, environmental awareness and a connection to nature. The Sustainable Official Community Plan identifies food self sufficiency and individual health as overarching sustainability priorities and community gardens help foster these goals. This policy will enable the City to support interested groups in the development of community gardens.

4.27.2 DEFINITIONS

In this Policy, unless the context otherwise requires:

“City”	means the City of Campbell River.
“Community Garden”	a plot of land open to the community at large for the production of food crops and horticultural products, on public lands.
“Non-profit organization”	a corporation or an association that conducts business for the benefit of the general public without shareholders and without a profit motive.
“Community association”	a non-governmental association of participating members of a community, such as a neighborhood, condominium, cooperative, or group of homeowners or property owners.
“Interest groups”	a group of persons having a common identifying interest that often provides a basis for action.

4.27.3 APPLICATION

This policy applies to community groups (non-profit/community associations) intending to establish a community garden in the City of Campbell River.

4.27.4 GENERAL CONDITIONS

A community garden on City property must be established under the following criteria:

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- i. A location must be identified and agreed upon by the City and the non-profit/community association as suitable for a community garden.
- ii. A “License of Use Agreement” must be established between the City and the non-profit/community association for all gardens on City lands. The community garden must be developed and maintained following this agreement.
- iii. The community garden must be developed at no cost to the City.

The City may undertake the following in support of community garden development:

- i. Increase awareness of community gardening opportunities and benefits.
- ii. Provide resource information for community garden development.
- iii. Establish guidelines for operation.

4.27.5 EXCEPTIONS

This policy applies only to non-profit organizations or community associations in Campbell River who seek assistance from the City in developing a community garden on City lands.

4.27.6 ENFORCEMENT

Failure of a proponent to comply with City bylaws and regulations may result in the “Licence of Use” Agreement being revoked.

Nov/15 Res. # 15-0492 add section 4.28

4.28 DISPOSAL OR RETENTION OF WOOD CARVINGS ON CITY OWNED PROPERTY POLICY

4.28.1 PURPOSE

The City of Campbell River (the “City”) is committed to working with the Campbell River Shoreline Arts Society (the “Society”) to ensure the continued success of the annual Transformations on the Shore chainsaw carving competition. This policy outlines the process that the City will follow in dealing with carvings that remain on City property following the completion of the Transformations on the Shore event.

4.28.2 SCOPE

This policy applies to all Transformations on the Shore carvings that are located on City owned property. This policy is intended to complement the Rules outlined on the Society’s webpage.

4.28.3 RESPONSIBILITIES

The City of Campbell River has the responsibility to communicate this policy to:

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- i. City staff and members of Council so that they are informed of the process that needs to be followed when approached by members of the public or the Society; and
- ii. The Society.
- iii. The Society has the responsibility to communicate this policy to:
- iv. All carvers registered to compete in the competition, and the creators of existing carvings.

4.28.4 PROCESS FOR DISPOSAL OR RETENTION OF CARVINGS

The City's Public Art Committee will periodically review carvings located on City property to determine whether specific pieces are suitable for disposal or removal from City owned property. The City recognizes that the Society has an expert maintenance team which reviews carvings in the City to ensure that they are in good condition. The City will communicate with the Society team to confirm that a carving should be repaired, moved, or destroyed for one or more of the following reasons:

- i. The ongoing good condition or security of the carving cannot be reasonably guaranteed
- ii. The carving requires excessive maintenance or repair
- iii. The carving endangers public safety
- iv. Significant alterations in the use, character or design of the site have occurred which affect the integrity of the work and its relation to its environment
- v. Adverse public reaction has continued over an extended period of time
- vi. The quality or authenticity of the carving is debatable and subsequently justified
- vii. Removal is requested by the Society
- viii. The site is no longer accessible to the public or the physical setting is to be re-developed

Reassessment of a carving's suitability on City property should take into account:

- i. The quality of the carving itself as representative of its style or genre, and its relation to the public context
- ii. Any contract or agreement with the Society which pertains to the removal or reassessment
- iii. All written correspondence, press notices, and other evidence of public reaction

If reasonable measures to resolve the concern have failed, the City will consider the following options:

- i. Removal or disposition of the carving by returning it to a site designated by the Society.
- ii. Removal of the carving to a new site that is consistent with the artist's original intention. The Society's assistance and consent will be required.

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- iii. Destruction of the carving in a manner that respects the best interest of the City and the Society.

Jul/17 Res. # 17-0286 Sec. 4.29 added

4.29 CODE OF CONDUCT FOR CITY FACILITIES AND PROPERTY POLICY

The City of Campbell River wishes to provide residents with the opportunity to participate in recreational and community activities in a safe and positive atmosphere. Additionally, the City is committed to providing a safe and respectful workplace to its employees while also ensuring the security of City infrastructure.

Each visitor to a City facility is expected to behave or act in a manner that respects the right of others, so that everyone may use and enjoy these facilities, programs and services. This Code of Conduct Policy will apply to the following City owned properties managed by the City:

Campbell River Airport	2000 Jubilee Parkway
Centennial Pool	230 4th Avenue
City Hall	301 St Ann's Road & 900 Alder Street
Community Centre	401 11th Avenue
Discovery Pier	655 Island Highway
Dogwood Operations Centre	385 S Dogwood Street
Fire Hall No.1	675 13th Avenue
Fire Hall No. 2	261 Larwood Road
Norm Wood Environmental Centre	4000 Island Highway
Robert Ostler Park	945 Island Highway
Sportsplex	1600 & 1800 Alder Street South
Other City Parks	Various locations

The City will be working with the following organizations that manage City-owned facilities to incorporate this Policy into their operations:

Campbell River & District Museum	470 Island Highway
Centennial Building	1235 Shoppers Row
Centennial Pool Concessions	230 4th Avenue
Discovery Pier Concessions	655 Island Highway
Enterprise Centre	900 Alder Street

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Haig-Brown House	2250 Campbell River Road
Maritime Heritage Centre	621 Island Highway
Police and Public Safety Building (RCMP)	275 S Dogwood Street
Spirit Square	1299 Shoppers Row
Sybil Andrews Cottage	2131 Island Highway South
Tidemark Theatre	1220 Shoppers Row
Vancouver Island Regional Library	1240 Shoppers Row

It is understood that organizations utilizing City facilities must take primary responsibility for the behaviour and actions of all persons associated with their program or event.

4.29.1 PURPOSE

- i. To provide safe City programs and services.
- ii. To decrease unsafe behaviours among residents, patrons, volunteers and staff.
- iii. To increase the level of understanding of the importance of creating positive and supportive environments in City-owned facilities.
- iv. To provide code of conduct guidelines for community organizations, residents, patrons, volunteers and staff.
- v. To protect City owned infrastructure and buildings.
- vi. To increase lifelong participation in activities offered by the City.

4.29.2 INAPPROPRIATE BEHAVIOUR

These behaviours can be intentional or unintentional and can be, but are not limited to: patron to patron, patron to volunteer, spectator to patron, patron to staff etc. Any inappropriate behaviour is a breach of the Code of Conduct.

Inappropriate behaviours are detailed and described in the City of Campbell River Public Nuisance Bylaw No. 3543, 2014 and include the following:

- i. Conduct or behaviour that may present a risk or hazard to City staff or City Facility users;
- ii. Conduct or behaviour in contravention of a City Bylaw regulation;
- iii. Conduct or behaviour in contravention of any Federal or Provincial criminal enactment; and
- iv. Inappropriate behaviours as listed in Schedule "D" of the Public Nuisance Bylaw

4.29.3 ENFORCEMENT OF THE POLICY

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Individual(s) and/or organizations that breach the Code of Conduct will be subject to the enforcement procedures as detailed below. Serious or continued breach of the Code of Conduct will result in expulsion from the facility at which the breach occurs. In the case of a breach by an organization, staff may take steps to shut down the specific function or otherwise make the facilities unusable by that organization.

Depending on the severity of the breach, a further suspension from all City facilities for a period of time to be determined by the City Manager or designate, may be imposed in accordance with the Public Nuisance Bylaw and the procedures therein.

4.29.4 ENFORCEMENT PROCEDURES

4.29.4.1 INITIAL ACTION

Staff who witness a breach of the Code of Conduct or to whom a breach is reported shall:

- i. if reported, obtain the following details:
 - Specific location of incident
 - Who is involved (descriptions)
 - Whether occurring at that time, or if not, when the incident occurred; and
 - contact details of person reporting incident.
- ii. determine appropriate action in accordance with the Incident Response Form. Note that where there is more than one option, the staff member may use their discretion to determine which to use depending on the circumstances.
- iii. for matters requiring RCMP attendance, phone the 24-hour emergency line (911).
- iv. for matters requiring City Bylaw Enforcement Officer attendance between 8:30am and 4:30pm Monday to Friday, phone the City Bylaw Enforcement office (250 286 5776). Calls outside those hours shall be directed to the RCMP.
- v. for matters requiring the attendance of the on-duty Downtown Security Officer (in the downtown core), phone (250 895 0380 during scheduled patrol hours).
- vi. for incidents which the staff member attends, approach the person and require them to cease the conduct or behaviour.
- vii. for incidents which the staff member attends and the person fails or refuses to cease the behaviour or conduct, call on the assistance of a Security Officer, Bylaw Enforcement Officer or RCMP (where available).
- viii. advise staff member's supervisor of incident as soon as is practicable.
- ix. log the incident details in the City Facility incident log as soon as practicable after the incident but in any case before the end of that working day.
- x. Include the following details in the log:

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- Date/time/location of incident
- Conduct observed/reported
- Action taken
- Details of person who breached code of conduct (if known)
- Details of person reporting incident (if known)

4.29.4.2 RESTRICTION OF ACCESS TO CITY FACILITIES

A City Facility Manager or Supervisor, Bylaw Enforcement Officer or RCMP Officer may impose a ban pursuant to the Public Nuisance Bylaw.

When determining to ban, consideration shall be given to the seriousness and/or frequency of the contravention.

Jan/18 Res. # 18-0021 Sec. 4.30 added

4.30 INCLUSION

Each visitor to a City facility and every employee of the City deserve a respectful and inclusive environment for participation and inclusion that values each individual's gender identity and gender expression. The City is committed to ensuring its residents have the opportunity to participate in recreational and community activities in a safe and inclusive atmosphere. Additionally, the City is committed to providing a safe, inclusive, and respectful workplace to its employees.

This Inclusion Policy will apply to the City-owned and managed facilities listed on the attached *Schedule A*. The City will be working with the organizations that manage City-owned facilities (also listed in *Schedule A*) to incorporate this Policy into their operations in the near future.

The City is committed to implementing this policy in a fair and equitable manner.

4.30.1 PURPOSE

- To provide safe City services and facilities.
- To decrease fear and anxiety for trans and gender diverse people while using City facilities.
- To increase the level of understanding of the importance of creating safe and inclusive environments in City-owned facilities.

4.30.2 ACTIONS FOR INCLUSION

- Update single-user washroom signage to reflect Universal, functions-based designations;

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- ii. Update gendered washroom signage to indicate the space is inclusive and respects a person's right to choose the washroom that is appropriate for them;
- iii. Update all other City signage to reflect gender neutral, inclusive terminology;
- iv. Provide and/or otherwise make available maps indicating the location of every all-gender washroom within City-owned facilities;
- v. Ensure staff resources to determine next steps, including associated budgets, to align municipal facilities with the goal of safety and inclusivity, which might include:
 - Retrofitting and increasing the number of single-user, Universal washrooms
 - Retrofitting and increasing the square footage of Universal (family) change rooms
 - Increasing privacy within shared spaces
 - Incorporating single-user, Universal washrooms into planning for new design and construction of all civic facilities

4.30.3 ACCOMMODATION OPTIONS

4.30.3.1 WASHROOM ACCESS

Employees and visitors have the right to use a washroom that corresponds to their expressed gender identity, regardless of the sex assigned to them at birth. Gender identity is based on self-determination only. No one will be required to provide medical documentation or any other form of "proof" to establish gender identity. Self-identification is the only criterion required to determine which washroom a person uses.

City employees should not direct people to a gendered washroom, but should instead inform people of the various washroom options available so that a person can decide which one to use. If people raise concerns about trans or gender non-conforming people's use of a multi-stall washroom, employees may respectfully suggest to those who raise the concerns that they may use a single-stall washroom if one is available.

4.30.3.2 LOCKER ROOMS AND CHANGE FACILITIES

Employees and visitors have the right to use a locker room or change facility that corresponds to their gender identity, regardless of their sex assigned at birth. Where gender neutral spaces do not exist and/or have not been created yet, private spaces will be provided within a gender-specific locker room or change facility.

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Reasonable accommodations shall be made upon the request of a person seeking accommodation, which may include (subject to availabilities):

- Access to a single-use facility
- Use of a nearby private area (e.g. washroom or office)
- Use of a private area within a public area (e.g. stall doors)

4.30.4 SCHEDULE A

City-Owned Properties Managed by External Groups	City-Owned Properties Managed by the City
Campbell River & District Museum	Campbell River Airport
Centennial Building	Centennial Pool
Centennial Pool Concessions	City Hall
Discovery Pier Concessions	Community Centre
Enterprise Centre	Discovery Pier
Haig-Brown House	Dogwood Operations Centre
Maritime Heritage Centre	Fire Hall No. 1
Police and Public Safety Building (RCMP)	Fire Hall No. 2
Sybil Andrews Cottage	Norm Wood Environmental Centre
Tidemark Theatre	Sportsplex
Vancouver Island Regional Library	

Amended: Oct 18-04; Sept 22-05; Jul 7-09; Nov 2-10, Jan 8-18

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Appendix A: Prioritizing Method

The following method prioritizes traffic calming requests. As City funding is limited, this prioritizing method will determine which projects receive funding first.

Criteria	Points	Basis for Point Assignment
Speed	0 to 50	85 th percentile speed on the primary road. 5 points for every kph that the 85 th percentile speed is over the posted speed limit, to be confirmed by Speed Watch.
Volume	0 to 50	Average daily traffic volumes (AADT). 1 point for every 100 vehicles based on traffic count data.
Collisions	0 to 25	Average number of collisions in the past 3 years, based on ICBC reports. 5 points will be allocated for each collision in the average year.
School zone	0 to 10	5 points for each school zone (usually reduced to 30km/hr) along the primary road
Presence of pedestrian generators	0 to 15	5 points assigned for each public facility (such as park, community centre, high school) that generates a significant number of pedestrians on the primary road
Safe routes to school program	0 to 5	5 points assigned for a safe route to school on the primary road
Bicycle routes	0 to 5	5 points assigned if the primary road is a designated bicycle route
Transit routes	0 to 5	5 points if the primary street accommodates transit service
Pedestrian facilities	0 to 5	5 points assigned if there is no continuous sidewalk on at least one side of the primary road
Total possible points	170	



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1.0 Introduction

Local residential roads are multi-purpose roads that should be designed to balance the needs of pedestrians, cyclists and vehicles. On most roads, these uses coexist and people feel safe walking, cycling and driving on local roads. On some roads, the volume or the speed of traffic can detract from the livability of a neighbourhood and the implementation of traffic calming can help mitigate this.

Traffic calming is the combination of mainly physical measures that mitigate the negative effects of motor vehicle use by altering driver behaviour and improving conditions for non-motorized street users. They include measures such as vertical deflection, horizontal deflection, obstructions and signage. Some examples are speed humps, traffic circles and diverters.

Additional information may be found in the "Canadian Guide to Neighbourhood Traffic Calming," published by TAC (Transportation Association of Canada) and ITE (Institute of Traffic Engineers). This policy is based on this guide.

2.0 Goals of Traffic Calming

Residential local roads should carry primarily local traffic and should allow for safe and convenient passage for pedestrians and cyclists. Traffic calming generally aims to achieve one of the four goals as detailed below.

Reduce Vehicular Speeds: Excessive vehicle speed creates a safety concern, as it doesn't allow drivers enough time to stop for a child at a crosswalk or a cyclist on the road. Speeds which are appropriate on major arterials are often excessive on a local road, even though they have the same posted speed limit. High speeds detract from the livability of a neighbourhood and increase the risk to pedestrians and cyclists.

Discourage "Through" Traffic: Some neighbourhoods become "short-cuts" where non-local traffic uses local roads instead of collector or arterial roads and cuts through the area. This can lead to excessive speeds, noise, pollution, congestion and decrease the quality of living of residents who live on the street.

Minimize Conflicts Between Street Users: Local roads are meant to be shared between pedestrians, cyclists, motorists and others. Minimizing conflict between the different groups increases safety for all road users and encourages walking and cycling.

Improve the Neighbourhood Environment: By reducing vehicle speeds, lowering traffic volumes and decreasing conflict, a neighbourhood becomes a more pleasant place to live. This makes for healthier neighbourhoods and more livable communities.



In short, traffic calming aims to increase the safety and livability of a neighbourhood and can help promote “greener,” alternate modes of travel.

3.0 Principles of Traffic Calming

The following principles of traffic calming are meant to provide overall direction and guidance to the proper application of traffic calming measures.

Identify the actual problem: It is important to identify the actual problem, and to differentiate it from a perceived problem. Only when the true problem is identified can appropriate solutions be found. The actual problem is found by collecting data and by consulting with local residents who are often very familiar with traffic patterns in their area.

Quantify the problem: It is necessary to quantify the problem to determine the best solution. Does the problem exist all day or only during certain times of the year, or in certain directions? Data collection is necessary to ensure an accurate problem statement.

Consider improvements to the arterial street network: Traffic problems in neighbourhoods often result because the arterial network is congested. Most drivers short-cut through a neighbourhood for a reason, and that reason is often congestion on nearby arterial roads. Improving flow on the main roads will often improve traffic conditions in neighbourhoods.

Apply traffic calming measures on an area-wide basis: To avoid moving the problem to another street or another neighbourhood, a defined area should be studied and reviewed. This area is usually bounded by major arterials or geographic landmarks such as rivers or ravines.

Avoid restricting access and egress: Generally residents and businesses are more supportive of traffic calming measures that maintain their access into and out of a neighbourhood. Any diversionary measure should only be used as a last resort when all other measures have failed.

Use self-enforcing measures: Self-enforcing measures such as speed humps, diverters or traffic circles are much more effective than measures which require police enforcement such as speed limit signs or turn prohibition signs.

Do not impede non-motorized modes: The purpose of traffic calming is to calm motor vehicle traffic while improving conditions for other modes, such as pedestrians and cyclists. As such, traffic calming should be directed at vehicles, and should accommodate non-motorized modes.

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Consider all services: Transit, emergency vehicles, garbage trucks and snow plows should be considered in the design of any traffic calming. Service providers often have concerns as to how their vehicles can safely and efficiently navigate through a traffic calmed area.

Monitor and follow-up: It is valuable to monitor the traffic calmed area to determine the effect of the traffic calming. It is also possible to implement temporary traffic calming measures and to observe their effectiveness before making them permanent.

Adhering to these principles will help create a successful traffic calming program with optimal results for all involved.

4.0 Traffic Calming Process

The following process should be employed for all traffic calming requests. This ensures a consistent approach. There are four main stages to a traffic calming project:

1. Initiate the study
2. Identify problems
3. Develop a plan
4. Implement the plan

The following is a more in-depth review of each stage.

4.1 Initiate the study

Activities undertaken at the beginning of a traffic calming study can determine whether or not the resulting plan will be successful.

Identify the need for a traffic calming study. This can include requests from residents, or ongoing monitoring from the City. Some preliminary measure of traffic volume and speed should be completed at this time.

Define the study scope and study area. Determine the limits of the study area by looking at predominant travel patterns and major arterials or dividing geographic features.

Depending on the extent and nature of the traffic calming study, decide if the traffic calming study can be done in house with staff expertise or if a consultant should be hired. If a consultant is to be hired, City staff should develop a terms of reference.

If a consultant is hired, hold an initial meeting with the consultant and confirm scope of work, work program, schedule and budget. A study initiation meeting should be held immediately after project award with the selected consultant, and



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municipal staff to ensure all parties are satisfied with and aware of the issues and scope of work.

Hold the first open house. Invitations to the open house should be sent directly to homes in the study area. The invitation should also include a page for residents to return with their comments. At the open house staff should review the traffic calming process and show some traffic calming measures. Solicit comments from the neighbourhood in terms of what they perceive the problem to be. An Advisory Committee comprising community representatives should be established to effectively involve the community. The Advisory Committee should include community representatives from different streets, with different perspectives (walkers, cyclists, drivers, physically challenged etc). The open house is another good indicator of public interest and support.

4.2 Identify problems

At the outset of a traffic calming study, it is important to clearly identify the magnitude and nature of traffic and transportation problems to be addressed.

Collect data. Data should be collected to identify, confirm and quantify the extent of any problems. This information will be used to identify appropriate traffic calming measures, and to establish "before" conditions for subsequent monitoring.

Quantify problems. Based on an analysis of the collected data, quantify the magnitude of reported problems, the duration, the direction and route of traffic and other key characteristics. This will aid discussion for finding the "best" solution and will justify the improvements.

Confirm the identified problems. Ensure that the descriptions of problems are consistent with the community's perceptions. The results of the technical data collection and the quantification of problems should be discussed with the Advisory Committee to ensure that they agree with the problems.

4.3 Develop a Plan

Once problems have been identified and quantified, the next stage of the study involves developing the traffic calming plan.

Examine arterial streets. A cursory review of arterial network performance should be conducted, and any identified problems dealt with separately. If arterial performance is poor, improving it will improve conditions on the local roads.

Select potential traffic calming measures. Consider safety, access, cost and traffic conditions. Hold a workshop with the Advisory Committee to develop solutions. With the Advisory Committee, come up with one plan.

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Present the plan to transit, emergency service providers and maintenance providers to solicit their input. Revise as necessary to satisfy all parties, including the Advisory Committee.

Measure community support for the traffic calming plan via a second open house. Residents should be asked if they support the plan as presented, with a "Yes," "No," or "Neutral" vote. If necessary, modify the plan to address additional problems and issues raised by the community.

Develop an implementation strategy. Prepare cost estimates and identify priorities, timing and staging of implementation.

Prepare final report and submit the final plan for approval to Council.

4.4 Implement the Plan

After the traffic calming plan has been approved, the final stage involves a feasibility check, design, implementation and monitoring. At this point in the process, municipal staff typically assume the lead.

Prepare designs. Construction drawings should be prepared based on technical guidelines found in the "Canadian Guide to Neighbourhood Traffic Calming," 1998 by TAC / ITE. City staff or the consultant if one was hired will prepare the terms of reference for detailed design by a consultant.

Implement measures. The design consultant will budget and tender the traffic calming measures. The contractor will construct the traffic calming measures.

Monitor conditions. Collect "after" traffic data to determine if the measures are functioning as intended. If the traffic calming measures were temporary, collect data after installation, review in house or with the hired consultant, and hold a third open house. If the traffic calming measures were permanent, collect data based on complaints or if necessary.

5.0 Traffic Calming Measures

There are a variety of different traffic calming measures which may be used to reduce vehicles volumes, lower speeds, decrease conflicts and increase aesthetics. They can be grouped into four categories:

1. Vertical Deflection – Traffic calming measures which cause a vertical deflection of the vehicle generally reduces vehicle speeds and may also decrease volume. Examples are raised crosswalks, speed bumps and raised intersections.
2. Horizontal Deflection – Traffic calming measures which cause a horizontal deflection of vehicles generally discourage short-cutting of vehicles. Examples are chicanes, curb extensions and traffic circles.
3. Obstruction – Traffic calming measures which obstruct specific vehicle movements are typically used at intersections. They discourage or eliminate short-cutting or “through” traffic. Examples are partial closures, diverters and intersection channelization.
4. Signing – Installing signage such as stop signs, reduced speed signs or turn restriction signs are generally not an effective traffic calming measure, but are discussed in this policy.

5.1 Raised Crosswalk

A raised crosswalk is a marked pedestrian crosswalk at an intersection or mid-block location constructed at a higher elevation than the adjacent roadway. The purpose of a raised crosswalk is to reduce vehicle speeds, improve pedestrian visibility and reduce pedestrian-vehicle conflicts.



Photo: Melissa Heidema

5.2 Raised Intersection

A raised intersection is an intersection, including crosswalks, constructed at a higher elevation than the adjacent roadways. The purpose of a raised intersection is to reduce vehicle speeds, better define crosswalk areas and reduce pedestrian – vehicle conflicts.



Photo: Livable Streets Network

5.3 Speed Humps

A speed hump is a raised area of roadway, which deflects both the wheels and the frame of the traversing vehicle. The primary purpose of a speed hump is to reduce vehicle speeds.



Photo: Richard Drdul

5.4 Textured Crosswalk

A textured crosswalk is a crosswalk incorporating a textured and/or patterned surface which contrasts with the adjacent roadway. The purpose is to better define the crossing location for pedestrians and to reduce pedestrian – vehicle conflict.



Photo: Melissa Heidema

5.5 Curb Bulges

Curb bulges are horizontal intrusions of the curb into the roadway resulting in a narrower section of roadway. The purpose of a curb extension is to reduce crossing distances for pedestrians, increase pedestrian visibility and prevent parking close to an intersection. The narrowing of the roadway may also reduce vehicle speeds.



Photo: Melissa Heidema

5.6 Curb Radius Reduction

A curb radius reduction is the reconstruction of an intersection corner with a smaller radius, usually in the 3.0 to 5.0m range. The purpose of a reduced curb radius is to slow right turning vehicles, reduce crossing distances for pedestrians and improve pedestrian visibility.



Photo: Richard Drdul

5.7 On Street Parking

On street parking is allowing motor vehicles to park adjacent and parallel to the curb which creates a reduction of the allowable roadway width available for vehicle movement. Angle parking is not appropriate as a traffic calming measure, due to the increased potential for conflicts.



Photo: Richard Drdul

5.8 Raised Median Island

A raised median island is an elevated median constructed on the centerline of a two-way roadway to reduce the overall width of the adjacent travel lanes. If required, bicycle lanes can be included to prevent motorists from intruding into the path of cyclists. The purpose of a median island is to reduce vehicle speeds and to give a pedestrian refuge when crossing the road.



Photo: Richard Drdul

5.9 Traffic Circle

A traffic circle is a raised island located in the centre of an intersection, which requires vehicles to travel through the intersection in a counter-clockwise direction around the island. The turning path for left turning buses, long service vehicles and some emergency vehicles should be a factor in design. Traffic circles differ from roundabouts in that roundabouts are larger, have raised median islands on all approaches and may have more than one lane. When driving through a traffic circle, a motorist should yield to vehicles already in the intersection.



Photo: Richard Drdul

Traffic circles also provide the opportunity for landscaping. Landscaping can be “hard” or “soft.” The City’s Parks, Recreation and Culture Department has expressed a preference for hard landscaping, and the use of stamped concrete, coloured concrete or river rocks, as opposed to greenery.

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5.10 Gateway Median

A gateway median is a treatment that indicates to motorists that they are leaving an arterial street and entering a residential neighbourhood. They can be physical roadway features such as landscaped islands, or coloured-textured pavement and they can include public artwork. The purpose is to send visual cues to drivers to alert them that they are entering a residential neighbourhood.



Photo: City of Bellevue, WA

5.11 Partial Closure

A partial closure is a curb extension or vertical barrier extending to approximately the centerline of a roadway, effectively obstructing (prohibiting) one direction of traffic. Bicycles should be permitted to travel through a directional closure in both directions. Directional closures are very successful at obstructing short cutting traffic.



Photo: Richard Drdul

5.12 Diagonal Diverter

A diagonal diverter is a raised barrier placed diagonally across an intersection that forces traffic to turn and prevents traffic from proceeding straight through the intersection. Diverters can incorporate gaps for pedestrians, wheelchairs and bicycles and can be mountable by emergency vehicles.





5.13 Intersection Channelization

Intersection channelization is the use of raised island located in an intersection to obstruct specific traffic movements and physically direct traffic through an intersection. Intersection channelization can improve pedestrian crossing safety by reducing crossing distances and providing refuge areas. Bicycles should be permitted to make all movements, including those prohibited to motor vehicles.



Photo: Melissa Heidema

5.14 Raised Median Through an Intersection

A raised median through an intersection is an elevated median located on the centerline of a two-way roadway through an intersection, which prevents left turns and through movements to and from the intersecting roadways. It can create a refuge for pedestrians and cyclists.



Photo: Richard Drdul

5.15 Right-In / Right-Out Island

A right-in / right-out island is a raised triangular island at an intersection approach which obstructs left turns and through movements to and from the intersecting street or driveway. Bicycles should be permitted to make the prohibited movements. Variations include right-in / all-out and all-in / right-out.



Photo: Richard Drdul

5.16 Traffic Calmed Neighbourhood Sign

The “Traffic Calmed Neighbourhood” sign, if installed in conjunction with traffic calming measures, can reinforce to drivers that this area is traffic calmed. However, signing on its own does not provide much benefit for traffic calming. As such, it is not recommended to use signing alone to calm an area.



Photo: Richard Drdul

6.0 Measures Not Generally Recommended

While the following traffic calming measures are recognized in the “Canadian Guide to Neighbourhood Traffic Calming”, they are not recommended for use in Campbell River.

6.1 Chicane

A chicane is a series of curb extensions on alternating sides of the roadway, which narrow the roadway and require drivers to steer from one side of the roadway to the other to travel through the chicane. Typically, a series of at least three curb extensions is used. While one-lane chicanes have been successful at reducing vehicle volumes and vehicle speeds, they have higher maintenance costs, including snow clearing and street sweeping.

6.2 Rumble Strip

Rumble strips are raised buttons, bars or grooves closely spaced at regular intervals on the roadway that create both noise and vibration in a moving vehicle. It is not a common traffic calming measure and creates additional noise for nearby residents.

6.3 Full Closure

A full closure is a barrier extending the entire width of a roadway, which obstructs all motor vehicle traffic movements from continuing along the roadway. They severely restrict resident access and may divert significant volumes to parallel streets. They should only be used as a last resort when other traffic calming measures have failed.

6.4 All-Way Stop Signs

The purpose of a stop sign is to indicate to drivers that they must stop their vehicles completely before entering the intersection area and must not proceed until it is safe to do so. Unwarranted and overused all-way stop signs create compliance problems, increase breaking / accelerating noise and increase speeds mid-block.

6.5 Other Signage

Except for the "Traffic Calmed Neighbourhood" detailed in 5.16, other signs are not recommended as a traffic calming measure. Examples are maximum speed signs, turn prohibited signs, one-way signs or through traffic prohibited signs. Without physical measures that restrict movements, signage is likely to be ignored, creating enforcement issues, and ultimately leading to a disrespect for all signs.

7.0 Budget and Implementation

It is suggested that funding for traffic calming in Campbell River will typically come from general revenue unless other appropriate sources can be identified. This should be accomplished by allocating funds to specific projects through the yearly budget cycle. A corresponding increase in the maintenance budget should also be sought for a traffic calming project (including additional annual landscaping costs if applicable).

Other municipalities were consulted to determine how traffic calming projects are funded elsewhere. The majority of municipalities in British Columbia fund traffic calming through general revenue. Some municipalities have unsuccessfully



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attempted to levy traffic calming costs through local improvement fees or local service areas; however, residents in a neighbourhood are often not responsible for traffic patterns in their neighbourhood and they perceive it unfair to be made to pay to improve the streets. The basic rationale for City-wide funded traffic calming is further supported by the fact that most other road and transportation improvements are typically funded in this manner.

As City funding is limited, a means of prioritizing requests is needed. This prioritizing method includes data such as speed, volume, collisions, presence of nearby schools, presence of pedestrian generators, safe routes to school program, bicycle routes, transit routes and pedestrian facilities. See Appendix A for the prioritizing method.

It is also possible that a neighbourhood group comes forward willing to partially fund traffic calming in their neighbourhood. If this is the case, the implementation could be accelerated.

For each project, the Insurance Corporation of BC (ICBC) should be contacted to determine if there is any funding available. ICBC will typically fund a road improvement project if it can be proven that the improvement will result in a decrease in collisions, and consequently a decrease in ICBC claims. Since traffic calming usually involves low volume residential roads with existing low number of collisions, this method of funding will not be common.

8.0 Conclusion

In conclusion, neighbourhood traffic management has the potential to increase livability, decrease negative aspects of the car, promote walking and cycling, and improve the neighbourhood environment. The appropriate steps need to be taken to ensure that the needs of all user groups are identified and addressed. By following these procedures, the City will ensure that all traffic calming requests are dealt with in a fair and equitable manner.

This set of Neighbourhood Traffic Management Procedures is meant to be a living document that can be changed and adapted to different situations and standards as necessary.



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5.1 FIRE HYDRANT MAINTENANCE – (DELETED)

Deleted 5.1 Oct 18-04 Res #ic04-0220

5.2 CITY CONSTRUCTION CREWS

City construction crews will practice due diligence on construction projects to minimize sediment runoff into creeks and will receive training to keep them up to date on the best management practices in this area.

5.3 CITY DAMAGE TO DRIVEWAYS

Where a driveway for which a driveway permit had been issued is disrupted by the City, the City will repair any damage, with like materials as much as is reasonably possible.

5.4 CITY DAMAGE TO PROPERTY

When Public Works crews or contractors engaged by the City disturb private property the property will be restored to its earlier condition as much as reasonably possible.

5.5 NO CURB CUTS ON VACANT PROPERTY

After the acceptance of a Local Improvement Project, owners of vacant properties will be advised that driveway curb cuts for a vacant property will not be considered until such time as a building is constructed.

5.6 NOXIOUS WEEDS

The City will only take action where complaints are received with regard to noxious weeds on City property.

5.7 PARK FENCING

A park will not be fenced, unless it has been determined by the City that there is a safety hazard to children.

5.8 PARK PLAYGROUND EQUIPMENT – (DELETED)

Deleted 5.8 Oct 18-04 Res #ic04-0220

5.9 ROAD DRAINAGE DITCH – (DELETED)

Deleted 5.9 Oct 18-04 Res #ic04-0220

5.10 ROAD MAINTENANCE – (DELETED)

Deleted 5.10 Oct 18-04 Res #ic04-0220



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5.11 ROADSIDE BRUSHING – (DELETED)

Deleted 5.11 Oct 18-04 Res #ic04-0220

5.12 ROTATION SYSTEM FOR RENTAL EQUIPMENT

The Public Works Department will use a rotation system in rentals wherever possible with the lowest price and performance also being a factor in the choice of rentals.

5.13 SANITARY SEWER MAINTENANCE – (DELETED)

Deleted 5.13 Oct 18-04 Res #ic04-0220

5.14 SEWER CONNECTION BREAKS

5.14.1 RESPONSIBILITIES

The property owner is responsible for the sewer connections from the house to the main. The City will only assume charges in connection with work on a public right-of-way, where the problem is caused by the faulty workmanship of the City or a breakage in a pipe that is not caused directly or indirectly by the property owner.

5.14.2 INVESTIGATION

If a property owner is unable to unplug a sewer connection from the house to the main, the Public Works Crew will investigate the reported blockage and determine its location.

5.14.3 COST

The entire cost of the inspection and repairs, including any charge for overtime, will be borne by the property owner if it is determined to be the owners responsibility under Section 15.1.

5.15 WATER CONNECTION LEAKS OR BREAKS

5.15.1 RESPONSIBILITIES

The City of Campbell River is responsible for the water connection from the main up to and including the property line shut-off. The property owner is responsible for the water connection from the house to the property line. The City will only assume charges in connection with work on a public right-of-way, where the problem is caused by the faulty workmanship of the City or a breakage in the pipe that is not caused directly or indirectly by the property owner.

5.15.2 INVESTIGATION

If the water leak is near the property line shut-off, a Public Works Crew will investigate and determine who is responsible for the repair.

5.15.3 COST

If the leak is on the property owner's side of the property line shut-off, all costs for the repair will be borne by the property owner. If the water repair necessitates turning off the water,



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only Public Works personnel shall operate the property line shut-off valve. The cost for this turn-off and subsequent turn-on, shall be paid by the property owner at a rate set by the City of Campbell River's Finance Department.

5.16 SIDEWALK MAINTENANCE – (DELETED)

Deleted 5.16 Oct 18-04 Res #ic04-0220

5.17 SIDEWALK (WINTER MAINTENANCE) – (DELETED)

Deleted 5.17 Oct 18-04 Res #ic04-0220

5.18 SIDEWALK WHEELCHAIR RAMPS

Due to financial considerations, an average of twenty (20) wheelchair ramps per year be retrofitted to the standards set out in the Master City Specifications.

5.19 WINTER ROADS MANAGEMENT (FORMERLY TITLED “SNOW REMOVAL AND ICE MANAGEMENT”)

Amended Nov 9/10 Res #10-0757, Amended Jan 8/18 Res #18-0007 section replaced

5.19.1 PURPOSE

The purpose of the Winter Roads Management Policy is to:

- a) establish an acceptable balance between the community's transportation and safety needs and its financial capacity;
- b) ensure that the City transportation infrastructure is managed appropriately during snow and ice conditions;
- c) to recognize the operational direction of the *Winter Roads Management Guidelines* as attached;
- d) Provide a consistent level of service throughout the community.

5.19.2 SCOPE

The *Winter Roads Management Policy* applies to the City's roads, lanes, parking lots and trail networks, as defined in the City's Official Community Plan. Snow and ice management along provincial highways is managed by the BC Ministry of Transportation and Infrastructure (MoTI) by their contractor (Emcon).

Priority levels are established to ensure that emergency response routes are maintained, transit services can continue, the public has reasonable access to arterial and collector roadways throughout the community and to mitigate or reduce hazards to the community.

5.19.3 DEFINITIONS

Anti-icing:	is the application of a chemical or other agent to prevent or reduce the
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	opportunity for precipitation or frost to bond to the road surface (Brine)
Deicing:	is the application of a deicer to the top of the snow, frost or iced surface to promote melting of the snow, frost or ice
Minor Storm:	a storm that produces less than 15 cm of snow in one continuous event (start to finish as reported by Environment Canada)
Major Storm:	a storm that produces more than 15 cm of snow in one continuous event (start to finish as reported by Environment Canada)
Pre-wetting:	the application of a liquid deicer into the sand or salt at time of application
Snow Plowing:	the use of equipment to move or remove snow from accumulating on the roadway surfaces
Passable Lane:	Cleared roadway that may have accumulation of snow or slippery surfaces. May be limited to a single cleared lane on a local roadway. Drivable by most vehicles with suitable winter tires or equivalent
Traveled Lane:	the traveled lane is the asphalt surface from the road centerline, the width of the marked lane (multi-lane roadways) or equivalent of a lane width on a two-lane roadway. (Traveled lanes on multi-lane roadways or those with marked bike lane would be addressed as per the <i>policy</i> and <i>guidelines</i> outlined below)
Highways:	Inland Highway 19, Jubilee Parkway and Highway 19A (from downtown at the ferry to the connection to Highway 19 - Campbellton and south of Jubilee Parkway) are the responsibility of the MoTI
Arterial Roadways:	Major roadways within the community generally connecting the north and south portions of the community. They include, but are not limited to Dogwood, Alder, Island Highway (19A); Hilchey and Petersen (refer to the Master Transportation Plan)
Collector Roadways:	Roadways that connect to the main arterial roadways. They include but are not limited to Erickson, Evergreen, McPhedran, Willis, Rockland, 2 nd , 7 th & 9 th Ave., Merecroft. (Refer to the Master Transportation Plan)
Local Roadways:	The remainder of the roadways within the community that feed into the collector roadways. These do not include lanes or private property (strata's, etc.)
Commercial/Downtown Core:	Areas as identified in the OCP as commercial in designation and the areas around Shoppers Row
Public Parking Areas:	Parking lots or areas owned and maintained by the City and may include

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	parking lots for City parks or facilities
Transit Routes:	Those route on which BC transit operates regularly scheduled transit service that may change at time with schedule adjustments, etc. These routes do not include areas serviced by custom transit (HandyDART) services
Winter Roads Management Guidelines:	This refers to the procedural guidelines established to evaluate and undertake the appropriate actions to carry out the operations related to the <i>Winter Roads Management Policy</i> . These procedures are to be operationally reviewed by the Transportation Department annual and amended as required to reflect best management practices.

5.19.4 PRIORITY

First Priority shall be given to the City's arterial road network; and any designated emergency routes and facilities. The objective is to ensure passable driving lanes along the major road networks and to emergency service providers.

Secondary Priority shall be given to winter roads management along collector roads, transit routes and most commercial areas, which may include select public parking facilities. The objective is to provide passable driving lanes along collector roadways that connect local roads to the arterial road network. This will also provide access to transit services within the community and to most commercial areas. School zones that are not on arterial or collector roadways will be included in this level of service wherever practical.

Third Priority for winter roads management will be along local roads and responses to site-specific hazards. The objective is to provide passable driving lane(s) from the local roadways to the collector road network. Site-specific locations/hazards may receive more timely service based on the assessment of those conditions.

5.19.5 LEVELS OF SERVICE

The City shall apply snow and ice management levels of service as described in the *Winter Roads Management Guidelines* component for each of its priority areas. This *Policy* applies to the winter months of November 1 to March 1. Snowfalls and ice maintenance outside of this time frame will be responded to based on the equipment and manpower available, and may vary from the policy and procedures outlined.

The goal of snow removal is to open up a driving lane (or bi-directional lanes on arterial and collector roadways) to provide the public and emergency vehicles reasonable access around the community. As outlined in the *Guidelines*, this may not provide or maintain a "bare asphalt surface," but passable driving lanes based on the rate and accumulation of the snowfall event.

Regular application of an anti-icing solution will be used as a preventative measure to control the development of ice/frost, and delay the accumulation of snow on the road surface. The solution will be applied on prescribed routes generally considering the priority routes for snow plowing.

Service levels for a minor storm event will focus on salting/sanding streets and intersections with plowing of the streets as a secondary goal. In major events (or forecasted major events), the focus



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will shift to plowing operations followed by sanding and salting operations. Winter storm events vary in duration, intensity and potential accumulation. These factors will all be considered in the deployment of resources to deal with any occurrence. Focus will continue, in most cases on the first and second priority until the end of the storm event. This will result in a limited number of residential roads being plowed prior to the end of an event.

In response to snow and ice management requests, the City will:

- a) Focus efforts on first priority routes until they are safe and passable.
- b) Emergency Services requests will be given priority for assistance responding to a call.
- c) Receive the requests and prioritize the requests
- d) Investigate, if deemed necessary; or undertake appropriate action based on the location of the issue (based on the priority schedule and management guidelines)
- e) Requests will only consider the emergent issues versus a request for service in an area as all areas of the City need to be considered and systematically dealt with to ensure efficiencies.

Inspection of the key roadways is to be used as a preventative approach to possible developing problems. This will be done under the direction of the Roads & Drainage Supervisor and/or the Transportation Manager; and will be scheduled based on existing conditions and short term forecasting by Environment Canada. Service level inspections and actions will be based on the *guidelines*.

Third Priority roadways shall be dealt with generally during normal operating hours (Monday to Friday) unless directed otherwise, based on the event and overall conditions. Work outside of normal hours shall be based on recommendations of the Roads & Drainage Supervisor and requires the approval of the Transportation Manager or General Manager of Operations.

5.19.6 SIDEWALK AND ROADSIDE MAINTENANCE

Snow and ice maintenance for sidewalks is outlined in the *Traffic and Highways Regulation Bylaw* (No. 3043, Part III, Section 20 or current Bylaw) that requires:

- a) the owners or occupiers (tenants) to remove snow or ice from any roof or other part of a structure that is situated adjacent to or abutting any portion of the highway (roadway) that constitutes a danger to persons or property using the highway by imposing a threat of falling on the highway (roadway)
- b) owner or tenants of all commercial, industrial or institutional premises are required to clear snow and ice from the sidewalks abutting their premises by 10 am on any day that the premise is open to the public
- c) owners or managers of all multi-unit residential premises are required to clear snow and ice from the sidewalks abutting their premises by 10 am on any day the premises are occupied
- d) owners or residents of single or duplex residences are requested to clear snow and ice abutting their premises.
- e) No person shall remove snow or ice from the sidewalks abutting their premises and place it on the roadway except where the removal of the snow or ice is impractical.



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Sidewalks adjacent to City properties will be dealt with to coincide with the priority removal of snow and ice from the roadway. Service levels are to be determined based on the storm event, sidewalk conditions, and needs and safety of the greater public. City maintained sidewalks might be delayed based on other priorities and available equipment/resources.

Sidewalks along major roadways and primary pedestrian corridors shall be cleared by the City as equipment/resources allow. The goal of this service is to provide pedestrians areas to walk off the roadways and access transit stops on these routes.

The City shall endeavor to clear snow adjacent bus stops when practical based on location and equipment available. Snow and ice management at the bus stop locations will be dealt with on an as needed basis.

Pathways and similar structures will be given a low priority. Culverts and catch basins shall be dealt with on an as needed basis.

5.19.7 ENVIRONMENTAL AWARENESS

In light of a heightened awareness of environmental impacts that winter maintenance services may impose, the City will:

- a) Assign a heightened priority to environmental impositions;
- b) Annually review and evaluate the environmental impact of maintenance operations;
- c) Be proactive in researching and implementing methodologies to mitigate negative impact;
- d) Snow removal from the roadways and dumping shall be discouraged due the potential impact on the environment through concentrated salt accumulation

5.19.8 EMERGENCY RESPONSE

Emergency response to snow and ice management will be evaluated and determined by the Roads Supervisor and/or the Transportation Manager. Any conditions that exceed the City's normal operational capacity to manage snow and ice conditions will be brought to the General Manager of Operation for further support.

Response to calls from emergency agencies and the public will be dealt with as per response plan under levels of service. Variation on this response to local issues or specific hazards will be solely at the discretion the Roads Supervisor and/or the Transportation Manager.

Focus must be maintained on the priority routes and the systematic plowing of these areas unless deemed an emergent issue. This can result in delays to local roads due to the urgent nature to maintain these priority routes.

5.19.9 COMMUNICATIONS

The City will work to advise the public of any significant changes forecasted in the weather between November 1 and March 1. These advisories could be in the form of using the City's website, multi-media, local radio and paper. Situations occur where sudden changes in the weather happen or forecasts change, that reduce the ability for the City to provide significant warning.

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Ongoing information will be made available on the City's website that will include the current *policy* and *guidelines* undertaken by City staff during this period.

Staff will endeavor to provide updates during events to keep the public, other City staff and the elected officials informed of work being undertaken to deal with the weather conditions. Due to the volume of requests for service during major events, staff may not be able to provide detailed information to the public related to maintenance activities in specific areas.

5.19.10 WINTER ROADS MANAGEMENT GUIDELINES

5.19.10.1 PURPOSE:

The following is the City of Campbell River's guidelines to be utilized as per the *Winter Roads Management Policy*

5.19.10.2 SCOPE:

These guidelines will identify the desired level of service attribute to *First, Second and Third Priorities* for winter road maintenance based on specific class of road as well as warrants for starting and finishing winter maintenance operations for each class of road.

These guidelines are to assist the priorities of the operations and meet the application of the *Policy*. There will undoubtedly be isolated exceptions; however, the intent of the guidelines will prevail with those exceptions being resolved at the discretion of the Roads & Drainage Supervisor in consultation with the Foreman.

Hours of operations shall generally be during normal working hours, Monday to Friday. Operations outside of this time will be as recommended by the Roads & Drainage Supervisor and shall proceed only when approved by the Transportation Manager or General Manager of Operations. Overtime will generally be limited to *First and Second Priority* routes unless otherwise approved by the Transportation Manager or General Manager of Operations.

5.19.10.3 LEVELS OF SERVICE:

- Maximum Allowable Accumulation for snow during **Minor and Major Storm** events:
(Measurements at Dogwood Operations Centre)

Road Class	Maximum Allowable Accumulation Primary Lane	Maximum Allowable Accumulation Secondary Lane
Arterial	*50mm	*125mm
Collector	*75mm	*125mm
Local	*150mm	

* At the discretion of the Foreman. Local roadways **may exceed** this amount based on the priority of the work and the intensity/duration of the event.

- The following are anticipated levels of service and the estimated time to complete the primary routes. (^The time to complete will vary based on the changing conditions and reassessments during the event – time to complete **after the event is ended**)

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Road Class	Level of Service [^]	Time to Complete [^]
First Priority (Arterial)	Passable or better	2 to 6 hrs.
Second Priority (Collector)	Passable or better	6 to 24 hrs.
Third Priority (Local)	Passable or better	24 to 48 hrs.
City Parking Lots and Facilities	Passable or better	24 to 48 hrs.

It is the intent of this procedure to service the roadways based on the *Policy*. The focus on snow and ice management will differ based on the type of event, and the anticipated or experienced snow accumulations. During *Minor Events*, the focus will be on salting and sanding; and may shift based on the conditions experienced. Service delivery will be re-evaluated during the event and may require re-focusing the City's efforts back to the *first* or *second* priorities.

Priority sidewalks and City facilities will be completed based on equipment/resources available. The level of service and areas included will be reviewed annually, and maintenance routes will be established.

5.19.10.4 WINTER ABRASIVE & CHEMICAL CONTROLS:

Winter abrasives (sand) and chemical controls (de-icers/anti-icing agents) are to be used to facilitate the safe and efficient movement of traffic on municipal roadways during winter conditions. Preference will be given to the application of anti-icing solutions as the most effective method for prevention. Existing conditions and forecasts from Environment Canada shall be used to assist in the scheduling of the application of these products.

Performance goals/expected timelines based on regular operating hours

CONDITION	LOCATION	ARTERIAL	COLLECTOR	LOCAL
From beginning of or during snowfall event	Hills over 5% grade	1-4 hrs.	2-8 hrs.	8-24 hrs.
	Curves at 60 km/h or less	1-4 hrs.	2-8 hrs.	8-24 hrs.
	School zones & intersections (near schools)	1 hr prior to school opening	1 hr prior to school opening	1 hr prior to school opening
	Controlled intersections	1 hr	2 hrs.	8-24 hrs.

CONDITION	LOCATION	ARTERIAL	COLLECTOR	LOCAL
Freezing Rain	Hills over 5% grade	1 hr	2-4 hrs.	4-24 hrs.
	Curves under 60 km/h	1 hr	2-4 hrs.	4-24 hrs.
	*Near School intersections	1 hr	1 hr	4-24 hrs.
	Controlled intersections	1 hr	2-4 hrs.	4-24 hrs.

*during school hours/days

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CONDITION	LOCATION	ARTERIAL	COLLECTOR	LOCAL
Black ice	Hills over 5% grade	1 hr	2-4 hrs.	4-24 hrs.
	Curves under 60 km\h	1 hr	2-4 hrs.	4-24 hrs.
	School controlled intersections	1 hr	1 hr	4-24 hrs.
	Stop controlled intersections	1 hr	2-4 hrs.	4-24 hrs.

CONDITION	LOCATION	ARTERIAL	COLLECTOR	LOCAL
After snowfall	All hills	1-6 hrs.	6-24 hrs.	24-48 hrs.
	All curves	1-6 hrs.	6-24 hrs.	24-48 hrs.
	All other locations	1-6 hrs.	6-24 hrs.	24-48 hrs.

CONDITION	LOCATION	ARTERIAL	COLLECTOR	LOCAL
Slippery conditions noted from inspections	Municipal facilities	Immediate application	Immediate application	Immediate application

5.19.10.5 MATERIALS:

Winter Sand shall meet the following sieve criteria:

Maximum Particle Size	Percent Passing
12.5 mm	100%
9.5 mm	100%
4.75 mm	90% - 100%
2.36 mm	70% - 90%
0-0.6 mm	50% - 70%
0-0.3 mm	25% - 50%
0.075 -0.1 mm	5% - 25%

When winter sand is stock piled, it is to be blended with coarse salt at a ratio of 1:5 that being 1 part salt to 5 parts sand. Ratios may vary up to a 1:1 ratio. Weather and road conditions may require truck batching of the mixture to a higher ratio.

Calcium chloride liquid (Brine) solution shall be a 20% to 30% (ideally 23%) concentration and applied via an on board truck distribution system.

5.19.10.6 ROAD SIDE MAINTENANCE:

Roadside maintenance should address sight line obstruction removal, off road walkway - stairway snow/ice removal, and catch basin/culvert clearing.

Sight line obstruction removal requirements will be at the discretion of the Foreman and shall be coordinated with other removal operations, typically undertaken through a night shift.



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Off road walkway – stairway snow and ice removal shall be given the least priority save and except stairways which shall be in a bared off state within 48 hrs. of the cessation of a snowfall event.

Catch basin/culvert clearing shall be performed on an as needed basis.

5.20 STORM SEWER MAINTENANCE – (DELETED)

Deleted 5.20 Oct 18-04 Res #ic04-0220

5.21 STREET SIGNS TO INCLUDE BLOCK NUMBER

When street signs are replaced they will be replaced with street signs that include the street block number.

5.22 TRAFFIC SIGN MAINTENANCE – (DELETED)

Deleted 5.22 Oct 18-04 Res #ic04-0220

5.23 USE OF CITY GRAVEL PIT

The material from the City gravel pit may be used only for City purposes.

5.24 STOP SIGN POLICY

This policy applies to new installations of Stop Signs at the following locations:

5.24.1 LOCAL/LOCAL STREET

At the intersection of a Local Street and another Local Street:

- a) On the lower volume local street when the normal “yield to the vehicle on the right” (Section 173 of the Motor Vehicle Act) is considered unsafe or
- b) When there have consistently been three or more reportable right-angle type accidents per year and the accident rate cannot be reduced by other means.
- c) Otherwise, intersections of local streets should be uncontrolled.

5.24.2 LOCAL/COLLECTOR OR ARTERIAL STREET

At the intersection of a Local street with a Collector Street or an Arterial Street the stop sign will be installed on the local street.

5.24.3 COLLECTOR/COLLECTOR STREET

At the intersection of a Collector Street with another Collector Street the stop sign will be installed on the lower volume collector street.

5.24.4 COLLECTOR/ARTERIAL STREET

At intersections of a Collector Street and an Arterial Street the stop sign will be installed on the collector street, provided that the traffic volume is higher on the arterial street, otherwise the stop signs should be placed on the arterial street.

5.24.5 ARTERIAL/ARTERIAL STREET

At intersections of an Arterial Street with another Arterial Street the stop sign will be installed on the lower volume arterial street.

5.24.6 FOUR-WAY STOPS

At Four-Way Stops:

- a) When the traffic volumes on the two intersecting streets are approximately equal (i.e.: the spread is no greater than a 60/40 split) ~ the average delay at the two-way stop is more than 30 seconds during peak traffic conditions. This delay is approximately equal to the delay at a traffic signal, or:
- b) When traffic signals are not warranted and there are five or more reported accidents per year that can be potentially prevented by the installation of a four-way stop, or
- c) On an interim basis when switching two-way stop signs from one road, at an intersection, to the other road, thus requiring removal of existing stop signs.

5.24.7 VISIBILITY INTERSECTIONS

At limited visibility intersections:

- a) As recommended by the City's Technical Traffic Committee.

*Amendment July 7/09 Res #09-0276 *New- Section 5.25*

5.25 NEIGHBOURHOOD TRAFFIC MANAGEMENT

5.25.1 PURPOSE

The purpose of the Neighbourhood Traffic Management Policy is to:

- a) balance the needs of vehicles, pedestrians and cyclists within neighborhoods;
- b) ensure that roads are being used for their intended purpose.

5.25.2 SCOPE

The Neighbourhood Traffic Management Policy applies to local and collector roads, as defined in the City's Official Community Plan. Traffic concerns along arterial roads are managed with different processes.

5.25.3 DEFINITIONS

5.25.3.1 TRAFFIC CALMING

Shall refer to physical measures that mitigate the negative effects of motor vehicle use by altering driver behaviour and improving conditions for non motorized street users.

5.25.4 OBJECTIVES

Traffic calming generally aims to achieve one of the four goals as detailed below.

- a) Reduce Vehicular Speeds;



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- b) Discourage "Through" Traffic;
- c) Minimize Conflicts Between Street Users;
- d) Improve the Neighbourhood Environment.

5.25.5 PROCEDURES

5.25.5.1 NEW DEVELOPMENT

Traffic calming shall be considered during the design, approval and construction of all newly developed or re-developed City roads in accordance with the City's Neighborhood Traffic Management Procedures.

5.25.5.2 EXISTING NEIGHBORHOODS

In response to traffic calming requests from existing neighborhoods, the City will:

- a) Prioritize the request;
- b) Initiate a study;
- c) Identify/quantify the problem;
- d) Develop a plan;
- e) Implement the plan;

in accordance with the City's Neighborhood Traffic Management Procedures.

5.25.6 NEIGHBOURHOOD TRAFFIC MANAGEMENT PROCEDURES REPORT ATTACHED



NEIGHBOURHOOD TRAFFIC MANAGEMENT PROCEDURES

CITY OF CAMPBELL RIVER



16 JUNE, 2009

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Appendix A: Prioritizing Method

The following method prioritizes traffic calming requests. As City funding is limited, this prioritizing method will determine which projects receive funding first.

Criteria	Points	Basis for Point Assignment
Speed	0 to 50	85 th percentile speed on the primary road. 5 points for every kph that the 85 th percentile speed is over the posted speed limit, to be confirmed by Speed Watch.
Volume	0 to 50	Average daily traffic volumes (AADT). 1 point for every 100 vehicles based on traffic count data.
Collisions	0 to 25	Average number of collisions in the past 3 years, based on ICBC reports. 5 points will be allocated for each collision in the average year.
School zone	0 to 10	5 points for each school zone (usually reduced to 30km/hr) along the primary road
Presence of pedestrian generators	0 to 15	5 points assigned for each public facility (such as park, community centre, high school) that generates a significant number of pedestrians on the primary road
Safe routes to school program	0 to 5	5 points assigned for a safe route to school on the primary road
Bicycle routes	0 to 5	5 points assigned if the primary road is a designated bicycle route
Transit routes	0 to 5	5 points if the primary street accommodates transit service
Pedestrian facilities	0 to 5	5 points assigned if there is no continuous sidewalk on at least one side of the primary road
Total possible points	170	



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1.0 Introduction

Local residential roads are multi-purpose roads that should be designed to balance the needs of pedestrians, cyclists and vehicles. On most roads, these uses coexist and people feel safe walking, cycling and driving on local roads. On some roads, the volume or the speed of traffic can detract from the livability of a neighbourhood and the implementation of traffic calming can help mitigate this.

Traffic calming is the combination of mainly physical measures that mitigate the negative effects of motor vehicle use by altering driver behaviour and improving conditions for non-motorized street users. They include measures such as vertical deflection, horizontal deflection, obstructions and signage. Some examples are speed humps, traffic circles and diverters.

Additional information may be found in the "Canadian Guide to Neighbourhood Traffic Calming," published by TAC (Transportation Association of Canada) and ITE (Institute of Traffic Engineers). This policy is based on this guide.

2.0 Goals of Traffic Calming

Residential local roads should carry primarily local traffic and should allow for safe and convenient passage for pedestrians and cyclists. Traffic calming generally aims to achieve one of the four goals as detailed below.

Reduce Vehicular Speeds: Excessive vehicle speed creates a safety concern, as it doesn't allow drivers enough time to stop for a child at a crosswalk or a cyclist on the road. Speeds which are appropriate on major arterials are often excessive on a local road, even though they have the same posted speed limit. High speeds detract from the livability of a neighbourhood and increase the risk to pedestrians and cyclists.

Discourage "Through" Traffic: Some neighbourhoods become "short-cuts" where non-local traffic uses local roads instead of collector or arterial roads and cuts through the area. This can lead to excessive speeds, noise, pollution, congestion and decrease the quality of living of residents who live on the street.

Minimize Conflicts Between Street Users: Local roads are meant to be shared between pedestrians, cyclists, motorists and others. Minimizing conflict between the different groups increases safety for all road users and encourages walking and cycling.

Improve the Neighbourhood Environment: By reducing vehicle speeds, lowering traffic volumes and decreasing conflict, a neighbourhood becomes a more pleasant place to live. This makes for healthier neighbourhoods and more livable communities.



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In short, traffic calming aims to increase the safety and livability of a neighbourhood and can help promote “greener,” alternate modes of travel.

3.0 Principles of Traffic Calming

The following principles of traffic calming are meant to provide overall direction and guidance to the proper application of traffic calming measures.

Identify the actual problem: It is important to identify the actual problem, and to differentiate it from a perceived problem. Only when the true problem is identified can appropriate solutions be found. The actual problem is found by collecting data and by consulting with local residents who are often very familiar with traffic patterns in their area.

Quantify the problem: It is necessary to quantify the problem to determine the best solution. Does the problem exist all day or only during certain times of the year, or in certain directions? Data collection is necessary to ensure an accurate problem statement.

Consider improvements to the arterial street network: Traffic problems in neighbourhoods often result because the arterial network is congested. Most drivers short-cut through a neighbourhood for a reason, and that reason is often congestion on nearby arterial roads. Improving flow on the main roads will often improve traffic conditions in neighbourhoods.

Apply traffic calming measures on an area-wide basis: To avoid moving the problem to another street or another neighbourhood, a defined area should be studied and reviewed. This area is usually bounded by major arterials or geographic landmarks such as rivers or ravines.

Avoid restricting access and egress: Generally residents and businesses are more supportive of traffic calming measures that maintain their access into and out of a neighbourhood. Any diversionary measure should only be used as a last resort when all other measures have failed.

Use self-enforcing measures: Self-enforcing measures such as speed humps, diverters or traffic circles are much more effective than measures which require police enforcement such as speed limit signs or turn prohibition signs.

Do not impede non-motorized modes: The purpose of traffic calming is to calm motor vehicle traffic while improving conditions for other modes, such as pedestrians and cyclists. As such, traffic calming should be directed at vehicles, and should accommodate non-motorized modes.

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Consider all services: Transit, emergency vehicles, garbage trucks and snow plows should be considered in the design of any traffic calming. Service providers often have concerns as to how their vehicles can safely and efficiently navigate through a traffic calmed area.

Monitor and follow-up: It is valuable to monitor the traffic calmed area to determine the effect of the traffic calming. It is also possible to implement temporary traffic calming measures and to observe their effectiveness before making them permanent.

Adhering to these principles will help create a successful traffic calming program with optimal results for all involved.

4.0 Traffic Calming Process

The following process should be employed for all traffic calming requests. This ensures a consistent approach. There are four main stages to a traffic calming project:

1. Initiate the study
2. Identify problems
3. Develop a plan
4. Implement the plan

The following is a more in-depth review of each stage.

4.1 Initiate the study

Activities undertaken at the beginning of a traffic calming study can determine whether or not the resulting plan will be successful.

Identify the need for a traffic calming study. This can include requests from residents, or ongoing monitoring from the City. Some preliminary measure of traffic volume and speed should be completed at this time.

Define the study scope and study area. Determine the limits of the study area by looking at predominant travel patterns and major arterials or dividing geographic features.

Depending on the extent and nature of the traffic calming study, decide if the traffic calming study can be done in house with staff expertise or if a consultant should be hired. If a consultant is to be hired, City staff should develop a terms of reference.

If a consultant is hired, hold an initial meeting with the consultant and confirm scope of work, work program, schedule and budget. A study initiation meeting should be held immediately after project award with the selected consultant, and

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municipal staff to ensure all parties are satisfied with and aware of the issues and scope of work.

Hold the first open house. Invitations to the open house should be sent directly to homes in the study area. The invitation should also include a page for residents to return with their comments. At the open house staff should review the traffic calming process and show some traffic calming measures. Solicit comments from the neighbourhood in terms of what they perceive the problem to be. An Advisory Committee comprising community representatives should be established to effectively involve the community. The Advisory Committee should include community representatives from different streets, with different perspectives (walkers, cyclists, drivers, physically challenged etc). The open house is another good indicator of public interest and support.

4.2 Identify problems

At the outset of a traffic calming study, it is important to clearly identify the magnitude and nature of traffic and transportation problems to be addressed.

Collect data. Data should be collected to identify, confirm and quantify the extent of any problems. This information will be used to identify appropriate traffic calming measures, and to establish "before" conditions for subsequent monitoring.

Quantify problems. Based on an analysis of the collected data, quantify the magnitude of reported problems, the duration, the direction and route of traffic and other key characteristics. This will aid discussion for finding the "best" solution and will justify the improvements.

Confirm the identified problems. Ensure that the descriptions of problems are consistent with the community's perceptions. The results of the technical data collection and the quantification of problems should be discussed with the Advisory Committee to ensure that they agree with the problems.

4.3 Develop a Plan

Once problems have been identified and quantified, the next stage of the study involves developing the traffic calming plan.

Examine arterial streets. A cursory review of arterial network performance should be conducted, and any identified problems dealt with separately. If arterial performance is poor, improving it will improve conditions on the local roads.

Select potential traffic calming measures. Consider safety, access, cost and traffic conditions. Hold a workshop with the Advisory Committee to develop solutions. With the Advisory Committee, come up with one plan.



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Present the plan to transit, emergency service providers and maintenance providers to solicit their input. Revise as necessary to satisfy all parties, including the Advisory Committee.

Measure community support for the traffic calming plan via a second open house. Residents should be asked if they support the plan as presented, with a "Yes," "No," or "Neutral" vote. If necessary, modify the plan to address additional problems and issues raised by the community.

Develop an implementation strategy. Prepare cost estimates and identify priorities, timing and staging of implementation.

Prepare final report and submit the final plan for approval to Council.

4.4 Implement the Plan

After the traffic calming plan has been approved, the final stage involves a feasibility check, design, implementation and monitoring. At this point in the process, municipal staff typically assume the lead.

Prepare designs. Construction drawings should be prepared based on technical guidelines found in the "Canadian Guide to Neighbourhood Traffic Calming," 1998 by TAC / ITE. City staff or the consultant if one was hired will prepare the terms of reference for detailed design by a consultant.

Implement measures. The design consultant will budget and tender the traffic calming measures. The contractor will construct the traffic calming measures.

Monitor conditions. Collect "after" traffic data to determine if the measures are functioning as intended. If the traffic calming measures were temporary, collect data after installation, review in house or with the hired consultant, and hold a third open house. If the traffic calming measures were permanent, collect data based on complaints or if necessary.

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5.0 Traffic Calming Measures

There are a variety of different traffic calming measures which may be used to reduce vehicles volumes, lower speeds, decrease conflicts and increase aesthetics. They can be grouped into four categories:

1. Vertical Deflection – Traffic calming measures which cause a vertical deflection of the vehicle generally reduces vehicle speeds and may also decrease volume. Examples are raised crosswalks, speed bumps and raised intersections.
2. Horizontal Deflection – Traffic calming measures which cause a horizontal deflection of vehicles generally discourage short-cutting of vehicles. Examples are chicanes, curb extensions and traffic circles.
3. Obstruction – Traffic calming measures which obstruct specific vehicle movements are typically used at intersections. They discourage or eliminate short-cutting or “through” traffic. Examples are partial closures, diverters and intersection channelization.
4. Signing – Installing signage such as stop signs, reduced speed signs or turn restriction signs are generally not an effective traffic calming measure, but are discussed in this policy.

5.1 Raised Crosswalk

A raised crosswalk is a marked pedestrian crosswalk at an intersection or mid-block location constructed at a higher elevation than the adjacent roadway. The purpose of a raised crosswalk is to reduce vehicle speeds, improve pedestrian visibility and reduce pedestrian-vehicle conflicts.



Photo: Melissa Heidema

5.2 Raised Intersection

A raised intersection is an intersection, including crosswalks, constructed at a higher elevation than the adjacent roadways. The purpose of a raised intersection is to reduce vehicle speeds, better define crosswalk areas and reduce pedestrian – vehicle conflicts.



Photo: Livable Streets Network

5.3 Speed Humps

A speed hump is a raised area of roadway, which deflects both the wheels and the frame of the traversing vehicle. The primary purpose of a speed hump is to reduce vehicle speeds.



Photo: Richard Drdul

5.4 Textured Crosswalk

A textured crosswalk is a crosswalk incorporating a textured and/or patterned surface which contrasts with the adjacent roadway. The purpose is to better define the crossing location for pedestrians and to reduce pedestrian – vehicle conflict.



Photo: Melissa Heidema

5.5 Curb Bulges

Curb bulges are horizontal intrusions of the curb into the roadway resulting in a narrower section of roadway. The purpose of a curb extension is to reduce crossing distances for pedestrians, increase pedestrian visibility and prevent parking close to an intersection. The narrowing of the roadway may also reduce vehicle speeds.



Photo: Melissa Heidema

5.6 Curb Radius Reduction

A curb radius reduction is the reconstruction of an intersection corner with a smaller radius, usually in the 3.0 to 5.0m range. The purpose of a reduced curb radius is to slow right turning vehicles, reduce crossing distances for pedestrians and improve pedestrian visibility.



Photo: Richard Drdul

5.7 On Street Parking

On street parking is allowing motor vehicles to park adjacent and parallel to the curb which creates a reduction of the allowable roadway width available for vehicle movement. Angle parking is not appropriate as a traffic calming measure, due to the increased potential for conflicts.



Photo: Richard Drdul



5.8 Raised Median Island

A raised median island is an elevated median constructed on the centerline of a two-way roadway to reduce the overall width of the adjacent travel lanes. If required, bicycle lanes can be included to prevent motorists from intruding into the path of cyclists. The purpose of a median island is to reduce vehicle speeds and to give a pedestrian refuge when crossing the road.



Photo: Richard Drdul

5.9 Traffic Circle

A traffic circle is a raised island located in the centre of an intersection, which requires vehicles to travel through the intersection in a counter-clockwise direction around the island. The turning path for left turning buses, long service vehicles and some emergency vehicles should be a factor in design. Traffic circles differ from roundabouts in that roundabouts are larger, have raised median islands on all approaches and may have more than one lane. When driving through a traffic circle, a motorist should yield to vehicles already in the intersection.



Photo: Richard Drdul

Traffic circles also provide the opportunity for landscaping. Landscaping can be “hard” or “soft.” The City’s Parks, Recreation and Culture Department has expressed a preference for hard landscaping, and the use of stamped concrete, coloured concrete or river rocks, as opposed to greenery.



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5.10 Gateway Median

A gateway median is a treatment that indicates to motorists that they are leaving an arterial street and entering a residential neighbourhood. They can be physical roadway features such as landscaped islands, or coloured-textured pavement and they can include public artwork. The purpose is to send visual cues to drivers to alert them that they are entering a residential neighbourhood.



Photo: City of Bellevue, WA

5.11 Partial Closure

A partial closure is a curb extension or vertical barrier extending to approximately the centerline of a roadway, effectively obstructing (prohibiting) one direction of traffic. Bicycles should be permitted to travel through a directional closure in both directions. Directional closures are very successful at obstructing short cutting traffic.



Photo: Richard Drdul

5.12 Diagonal Diverter

A diagonal diverter is a raised barrier placed diagonally across an intersection that forces traffic to turn and prevents traffic from proceeding straight through the intersection. Diverters can incorporate gaps for pedestrians, wheelchairs and bicycles and can be mountable by emergency vehicles.



11 Photo: Richard Drdul Page 43 of 112



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5.13 Intersection Channelization

Intersection channelization is the use of raised island located in an intersection to obstruct specific traffic movements and physically direct traffic through an intersection. Intersection channelization can improve pedestrian crossing safety by reducing crossing distances and providing refuge areas. Bicycles should be permitted to make all movements, including those prohibited to motor vehicles.



Photo: Melissa Heidema

5.14 Raised Median Through an Intersection

A raised median through an intersection is an elevated median located on the centerline of a two-way roadway through an intersection, which prevents left turns and through movements to and from the intersecting roadways. It can create a refuge for pedestrians and cyclists.



Photo: Richard Drdul

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5.15 Right-In / Right-Out Island

A right-in / right-out island is a raised triangular island at an intersection approach which obstructs left turns and through movements to and from the intersecting street or driveway. Bicycles should be permitted to make the prohibited movements. Variations include right-in / all-out and all-in / right-out.



Photo: Richard Drdul

5.16 Traffic Calmed Neighbourhood Sign

The “Traffic Calmed Neighbourhood” sign, if installed in conjunction with traffic calming measures, can reinforce to drivers that this area is traffic calmed. However, signing on its own does not provide much benefit for traffic calming. As such, it is not recommended to use signing alone to calm an area.



Photo: Richard Drdul

6.0 Measures Not Generally Recommended

While the following traffic calming measures are recognized in the “Canadian Guide to Neighbourhood Traffic Calming”, they are not recommended for use in Campbell River.

6.1 Chicane

A chicane is a series of curb extensions on alternating sides of the roadway, which narrow the roadway and require drivers to steer from one side of the roadway to the other to travel through the chicane. Typically, a series of at least three curb extensions is used. While one-lane chicanes have been successful at reducing vehicle volumes and vehicle speeds, they have higher maintenance costs, including snow clearing and street sweeping.



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6.2 Rumble Strip

Rumble strips are raised buttons, bars or grooves closely spaced at regular intervals on the roadway that create both noise and vibration in a moving vehicle. It is not a common traffic calming measure and creates additional noise for nearby residents.

6.3 Full Closure

A full closure is a barrier extending the entire width of a roadway, which obstructs all motor vehicle traffic movements from continuing along the roadway. They severely restrict resident access and may divert significant volumes to parallel streets. They should only be used as a last resort when other traffic calming measures have failed.

6.4 All-Way Stop Signs

The purpose of a stop sign is to indicate to drivers that they must stop their vehicles completely before entering the intersection area and must not proceed until it is safe to do so. Unwarranted and overused all-way stop signs create compliance problems, increase breaking / accelerating noise and increase speeds mid-block.

6.5 Other Signage

Except for the "Traffic Calmed Neighbourhood" detailed in 5.16, other signs are not recommended as a traffic calming measure. Examples are maximum speed signs, turn prohibited signs, one-way signs or through traffic prohibited signs. Without physical measures that restrict movements, signage is likely to be ignored, creating enforcement issues, and ultimately leading to a disrespect for all signs.

7.0 Budget and Implementation

It is suggested that funding for traffic calming in Campbell River will typically come from general revenue unless other appropriate sources can be identified. This should be accomplished by allocating funds to specific projects through the yearly budget cycle. A corresponding increase in the maintenance budget should also be sought for a traffic calming project (including additional annual landscaping costs if applicable).

Other municipalities were consulted to determine how traffic calming projects are funded elsewhere. The majority of municipalities in British Columbia fund traffic calming through general revenue. Some municipalities have unsuccessfully

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attempted to levy traffic calming costs through local improvement fees or local service areas; however, residents in a neighbourhood are often not responsible for traffic patterns in their neighbourhood and they perceive it unfair to be made to pay to improve the streets. The basic rationale for City-wide funded traffic calming is further supported by the fact that most other road and transportation improvements are typically funded in this manner.

As City funding is limited, a means of prioritizing requests is needed. This prioritizing method includes data such as speed, volume, collisions, presence of nearby schools, presence of pedestrian generators, safe routes to school program, bicycle routes, transit routes and pedestrian facilities. See Appendix A for the prioritizing method.

It is also possible that a neighbourhood group comes forward willing to partially fund traffic calming in their neighbourhood. If this is the case, the implementation could be accelerated.

For each project, the Insurance Corporation of BC (ICBC) should be contacted to determine if there is any funding available. ICBC will typically fund a road improvement project if it can be proven that the improvement will result in a decrease in collisions, and consequently a decrease in ICBC claims. Since traffic calming usually involves low volume residential roads with existing low number of collisions, this method of funding will not be common.

8.0 Conclusion

In conclusion, neighbourhood traffic management has the potential to increase livability, decrease negative aspects of the car, promote walking and cycling, and improve the neighbourhood environment. The appropriate steps need to be taken to ensure that the needs of all user groups are identified and addressed. By following these procedures, the City will ensure that all traffic calming requests are dealt with in a fair and equitable manner.

This set of Neighbourhood Traffic Management Procedures is meant to be a living document that can be changed and adapted to different situations and standards as necessary.

Section:	Council Policy	
Sub-Section:	Council Purchasing Policy	6

RELATED POLICIES

Number	Title
Administrative Policy 03	Code of Conduct
Council Policy	Wood First

APPROVALS

Approval Date: November 15, 2021	Resolution: 21-0541
Approval Date: May 11, 2021	Resolution: 23-0205

1. POLICY STATEMENT

- 1.1. The City looks to purchase goods, services and construction in a manner that offers the best overall value to the City. Best overall value is the process of considering all identifiable life cycle costs including disposal and environmental considerations, when purchasing goods, services, or construction as opposed to simply considering the lowest price.

2. PURPOSE

- 2.1. This Policy has been established to ensure the City's purchasing decisions are made in a consistent manner using best practice methods. A comprehensive purchasing policy helps to retain the stability and consistency of the municipality. It also outlines the authorities and responsibilities of expenditures and ensures that everyone follows this Policy.
- 2.2. Effective procurement is an essential service in the public sector to ensure the best value is found and that purchasing decisions are made without bias or favour. It allows an equal opportunity for qualified suppliers to bid for City business and to maintain a high standard of financial stewardship. This will ensure that purchases are consistent, provide accountability and transparency by reducing ambiguity as to the goods and or services that are procured using public funds.

3. SCOPE

- 3.1. This Purchasing Policy (the “Policy”) applies to all employees and any third parties hired by the City involved in the procurement of goods, services, or construction for use by the City and is to be used in conjunction with the City’s administrative purchasing procedures.
- 3.2. This Policy applies to all departments, corporations and commissions over which the City of Campbell River has jurisdiction. This facilitates the process of obtaining goods, services and construction along with the disposal of surplus supplies according to this Policy. The considerations outline herein are to be used as a guideline and used in tandem with discretion, good judgment and the City’s administrative purchasing procedures.

4. PRINCIPLES

- 4.1. The effectiveness of professional government procurement ensures that:
 - 4.1.1. The City’s needs for goods and services are conducted in an open, fair, and transparent process.
 - 4.1.2. Procurement decisions are not necessarily based on the lowest price but considers the best overall value for its purchasing dollar.
 - 4.1.3. Procurement decisions are made in a responsible and ethical manner.
 - 4.1.4. Procurement decisions are based on best local government practices and contribute to the City’s sustainability.
 - 4.1.5. All suppliers have a fair and equal opportunity to provide their goods and services.
 - 4.1.6. It encourages competitiveness which will contribute to the overall success of the City.
 - 4.1.7. The City adheres to all applicable trade agreements to ensure a fair and level playing field for all and to further economic opportunities.
 - 4.1.8. Procurement decisions are accountable.
- 4.2. Professional Ethics
 - 4.2.1. Employees shall not use their authority or office for personal gain and shall seek to uphold and enhance the City’s image by:
 - (a) complying with the City of Campbell River’s Code of Conduct Policy which includes Conflict of Interest;
 - (b) maintaining unimpeachable standards of integrity in all their business relationships;
 - (c) fostering the highest standard of professional competence amongst City employees;
 - (d) maximizing the use of resources for which they are responsible so as to receive maximum benefit for the City; and
 - (e) ensuring purchasing procedures demonstrate that the provisions of this Policy have been reasonably observed.
- 4.3. Declaration of Interest
 - 4.3.1. Any personal interest which may encroach or might reasonably be deemed by others to affect the impartiality of an employee in any matter relevant to their duties, should be declared by the employee to their supervisor.
- 4.4. Confidentiality and Accuracy of Information
 - 4.4.1. Information received in the course of duty must be respected and shall not be used for personal gain. Information given in the course of duty should be true, fair and not designed to mislead.
- 4.5. Competition

4.5.1. Purchasing activities are to be carried out in a manner that enhances competitive bidding so that required materials or services are obtained in a timely manner, in the desired quantity, of the desired quality, and in the most cost-effective manner possible.

4.6. Equal Opportunity

4.6.1. Purchasing activities are to be conducted in a manner that assures all qualified suppliers have an equal opportunity to participate and to be treated fairly and without bias.

4.7. Wood First

4.7.1. Council Wood First Policy provides favourable consideration when utilizing wood as a key qualifying criterion for the design, construction and installation of wood structures or wood-use in energy production in City funded projects.

4.8. Life Cycle

4.8.1. Where practical, purchasing decisions are to consider the life cycle costs of the acquisition rather than just the initial purchase price. Life cycle costs include acquisition, operational, maintenance, and disposition costs.

4.9. Gifts

4.9.1. To preserve the image and integrity of employees and the City, business gifts should be actively discouraged. Gifts, other than those of small intrinsic value, shall not be accepted.

4.10. Sustainability

4.10.1 The City of Campbell River supports the use of sustainable products and practices and expects staff to pursue this objective in the acquisition of goods and services for the City. This will be accomplished by ensuring that sustainable choices are made subject to both suitability and cost using:

- (a) Environmental Considerations - products that do not harm the environment in their manufacturing, use or disposal and would lead to greenhouse gas reduction, waste reduction, toxic use reduction, etc.
- (b) Economic Considerations – to into account the life cycle costs, fiscal responsibility, performance, value, etc.
- (c) Social Considerations – products that ensures employee health and safety, inclusiveness, supplier code of conduct, etc.

4.11. Community Benefits

4.11.1 When feasible, the City is to consider community benefits in procurement decisions and to proactively leverage the supply chain in a manner that aligns and supports Councils strategic priorities, as stated in the City's strategic plan and in the Official Community Plan (OCP).

4.11.2 The City of Campbell River is to meet the taxpayer's expectations of financial prudence by leveraging procurement dollars already within the Council approved budget to simultaneously fulfill the procurement need as well as to contribute to the City's community benefit objectives.

4.11.3 This Policy directs staff to conduct procurement in a manner that contributes to the development of a supportive supply chain and to make positive contributions to the local economy and the overall vibrancy of the community.

4.12. Opportunities for Local Business

4.12.1 Purchasing from local business has the benefits of nurturing economic development and reducing transportation costs and carbon emissions. When a purchase is not publicly posted, the City will endeavor to obtain three (3) bids, with a minimum of one (1) being from a local business when possible.

4.13. Trade Agreements

4.13.1 The City will abide by the provisions of all applicable regional, national, and international trade agreements that have been given force of law through legislations of the appropriate level of government. Where possible, the spirit of the trade agreements is expected to be followed for acquisitions less than the stated trade agreement thresholds.

4.14. Indigenous Procurement

4.14.1 The City of Campbell River encourages Indigenous entrepreneurship, business, and economic development, providing Indigenous vendors with more opportunities to participate in the economy. Under the following trade agreements procurement from an Indigenous business is exempt from the requirements of a public competition process:

- (a) Canada Free Trade Agreement (Part IV, Article 800);
- (b) New West Partnership Trade Agreement (Part V, A. General Exceptions).

4.14.2 This permits the City to develop procurement programs, including set-aside programs, make direct awards of contracts, and otherwise conduct procurements that are intended to encourage participation of Indigenous businesses. Contracts awarded to an Indigenous business under those programs shall:

- (a) be awarded at market competitive rates;
- (b) meet City expectations with respect to safety and performance standards of the work;
- (c) meet all technical qualifications; and
- (d) take into account operational factors including, but not limited to, supply, competitive market impacts, program costs and efficiencies.

4.14.3 Indigenous Procurement is open to all Indigenous businesses, including sole proprietorships, limited companies, co-operatives, partnerships, and not-for-profit organizations. To be considered an Indigenous business, the following criteria must be met:

- (a) at least 50.1 per cent of the organization must be owned or controlled by Indigenous people, and
- (b) if the organization has six or more full-time staff, at least one third of the employees must be Indigenous.

4.14.4 Awards for Indigenous Procurement are subject to the award authority levels as stated in the Authorities section of this Policy.

4.15. Authorities

4.15.1 Through Council resolution for the adoption of this policy, Council budget approval is the approval of the purchasing spend. Council provides the authorization for staff to perform and oversee the various steps of the procurement process as outlined within this policy and the City's administrative purchasing procedures.

- (a) Contracting Authority is granted to the City Manager or delegate to commit the City to a procurement contract or agreement.
- (b) Policy Authority is granted to the Purchasing & Risk Management Officer through the Chief Financial Officer and the City Manager to implement and to enforce this policy and procedures.

4.16. Purchases Under \$10,000, GST Excluded

4.16.1 Purchases are to be conducted by the Department Manager who should obtain a minimum of three written quotes, where available.

4.16.2 Authority to approve the expenditure is granted to the Department Manager.

4.17. Purchases Between \$10,000 and \$75,000 (Goods or Services) or \$200,000 (Construction), GST Excluded

4.17.1 Purchases are to be conducted by the Purchasing Department who will determine the best method of procurement.

4.17.2 Authority to approve the expenditure is granted to the Purchasing & Risk Management Officer.

4.18. Purchases Exceeding \$75,000 (Goods or Services) or \$200,000 (Construction) GST Excluded

4.18.1 Purchases are to be conducted by the ~~Finance~~ Purchasing Department who shall conduct a public competition process.

4.18.2 Authority to approve the expenditure is granted to:

- (a) The Chief Financial Officer or delegate for purchases exceeding \$75,000 (Goods or Services) or \$200,000 (Construction) to \$1,000,000, GST excluded;
- (b) Council for purchases exceeding \$1,000,000, GST excluded.

4.18.3 All capital project public procurements exceeding \$75,000 (Goods or Services) or \$200,000 (Construction), GST excluded, requires the Purchasing Department to:

- (a) Submit a status memo to Council, to be received as information, summarizing the competition process, the evaluation criteria, the awarded amount and successful proponent.

4.19. Debriefing

4.19.1 The debriefing process provides a mechanism for proponents to obtain information regarding the quality of their submission following a competitive procurement process to obtain feedback on their submission.

4.19.2 The Purchasing Department will facilitate the debriefing process with proponents and may request assistance from other City departments as required.

4.20. Dispute Resolution

4.20.1 The dispute resolution process provides a process to ensure that any dispute is handled in an ethical, fair, reasonable, and timely fashion. If a proponent wishes to dispute the outcome of a bid, subsequent to a debriefing with the Purchasing Department, the process outlined below is to be followed:

- (a) The proponent shall contact the Purchasing Department in writing within five (5) business days of the debriefing meeting stating their concerns.
- (b) The City will attempt to resolve the proponent's concerns. If the concerns cannot be resolved administratively, proponents may request that City Council hear their challenge.
- (c) Once the City Council adjudicates the concerns all proponents shall be advised of the decision and the reasons therefore. The decision of City Council shall be considered final.

4.21. Asset Disposal

4.21.1 The City's Purchasing Department is responsible for the disposal of surplus items which may be obsolete, worn out, too costly to maintain, or no longer required. All surplus assets estimated to have monetary value shall be disposed of in a manner which will receive the best possible return to the City.

4.22. Review

4.22.1 The Purchasing Department shall periodically review this Policy and its procedures to evaluate its effectiveness and that the best value procurement practices are being followed and update accordingly.

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Adopted: October 18, 2004

Council Resolution No. ic04-0220

Amended: Sept 22-05

7. RISK MANAGEMENT POLICY

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7.1 RISK MANAGEMENT GOALS

- i. Council recognizes the importance of a City of Campbell River Risk Management Program in developing and implementing policies and procedures aimed at reducing the financial exposure of the City, as it relates to controllable incidents of property damage and personal injury.
- ii. The City's Risk Management Program will include the ongoing review of the existing program, as well as identify and address future concerns.
- iii. The Risk Management Program will be an integral part of the financial plan and capital planning process.
- iv. The Risk Management Program will recognize the importance and necessity of involving all staff levels and positions, toward achieving a successful risk management program.

7.2 TERMS OF REFERENCE FOR THE RISK MANAGER

- i. To assess the current City Risk Management Program
- ii. To develop a City Risk Management Strategy aimed at the control and reduction of risks
- iii. To adapt to changes and implement these changes in the City Risk Management Program
- iv. To provide Risk Management strategic planning aimed at the control and reduction on City risk
- v. To provide for departmental cost accountability related to Risk Management

7.3 RISK MANAGEMENT PROGRAM GUIDELINES

- i. The authority of the Risk Manager will include, but not be limited to, requiring the implementation of and adherence to the procedures prescribed by this policy.
- ii. The Risk Manager will determine the current status of Risk Management in each department or operational area, through departmental review of the risk management policies and procedures initiated by each area.
- iii. Managers will identify past risks in their departments or operational area, including self-insured losses, and provide this information to the Risk Manager. (see Schedule A)
- iv. Managers will identify current potential risk exposures in their departments and provide this information to the Risk Manager.
- v. The Risk Manager will develop a rating system for prioritizing the identified risks.
- vi. The Risk Manager and other managers will cooperate to identify and implement possible risk control measures, appropriate to the level of risk rating.
- vii. Departments will develop Risk Management policies and procedures applicable to the risk control measures identified. Risk Management procedures will be forwarded to the City Manager through the Risk Manager and will become part of the Council Policy Manual.
- viii. As required, Departments will implement routine risk management inspections and reports related to the risk exposures identified. Copies of the reports will be forwarded to the Risk Manager.

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- ix. Departments will develop annual strategic planning objectives to implement risk control measures. These objectives will be developed in accordance with the rating system priorities and will be presented to Council during the financial plan process. Collectively, these will also form part of the organization's Risk Management strategic planning objectives.
- x. The Risk Manager will identify possible methods of risk transfer. The Risk Manager will identify and monitor financial liabilities incurred including:
 - Insurance premiums
 - Insured losses
 - Self-insured losses
 - Budgeted funds for Risk Management and control
 - Insurance required by third parties using City property or entering into agreements with the City
- xi. All departments will forward information to the Risk Manager related to all losses incurred, including all in-house, self-insured losses. (see Schedule B)
- xii. The Risk Manager will implement a departmental reporting system to analyze damage claim incidents. Reports (Schedule B) will be forwarded to the Risk Manager immediately after an incident, and will include:
 - Cause of incident
 - Real or potential loss involved
 - Any applicable existing policy or procedure
 - Possible measures to prevent reoccurrence of the incident
- xiii. Managers will develop greater awareness of Risk Management at all levels in the organization through:
 - Provision of written information on an as required basis
 - Identifying departmental Risk Management strategic objectives/issues
 - Occasional education presentations
 - Including staff in the drafting and/or review of policies and procedure drafts, to ensure both familiarity and commitment
- xiv. The Risk Manager will release annual statistical information to Council and all departments related to all Risk Management losses, including self-insured losses. This report will identify problems, progress and accomplishments under the program as well as losses and program expenditures.

7.4 INSURANCE REQUIREMENTS and LIABILITY WAIVERS

7.4.1 LIABILITY INSURANCE

- i. The City requires proof of current liability insurance from any applicant proposing to use City property or streets for a special event, or who enters into an agreement with the City. An agreement shall include leases, rental or licence of occupation, but shall not be limited to

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these. Special events shall include all activities at which alcohol is to be served and any major festival or activity open to the public at large. The applicants' liability insurance will include:

- \$2,000,000 minimum third party liability insurance. If alcohol is to be served at the event a minimum of \$3,000,000 will be required. The Risk Manager may request a higher amount if the event includes a high risk activity
 - \$1,000,000 "Broad Form" property damage on an occurrence basis, including loss of use of property
 - Cross liability clause
 - Host liquor liability (if applicable)
 - Non-Owned Auto (if applicable)
 - Contingent employers liability (if applicable)
 - Owners protective liability (if applicable)
 - Contractual liability assumed under an agreement (if applicable)
 - The City to be named as an additional insured
- ii. All community organizations requesting to reserve City parks or school fields for the purpose of an activity must provide the City with a copy of their insurance policy complete with liability insurance as per City policy. Both the City and School City No. 72 shall be named as an additional insured where a school field is reserved. This insurance policy must be presented to the Parks and Recreation Manager prior to any confirmation of a use being approved. User groups providing proper liability insurance with a current schedule will not be required to sign a liability waiver clause.
- iii. In the case of individual users or one-time use of a playing field or park, a facility permit with a liability waiver, must be completed and signed by the permit holder prior to confirmation of use being approved.
- iv. The Manager responsible for the program or facility must receive confirmation that the necessary liability insurance has been obtained at least one week prior to the event taking place.
- v. In any program where there may be an inherent risk in the program (i.e. rock climbing, scuba diving, skiing, etc.) the participant must complete an informed consent (see Schedule C) and waiver form (see Schedule D). The purpose of an informed consent form is to make the parents or participants aware of the inherent risk of the program.
- vi. Where the program participant is a minor, the minor as well as their parent/guardian is required to sign the informed consent and waiver form as an acknowledgement that they accept that the program, because of the nature of the activity, includes inherent risk, which they accept on the basis of informed consent. (see Schedule E, Schedule F, Schedule G)
- vii. All participants in unsupervised activities (ie. pick-up hockey, weight room use, drop in basketball, etc.) must be logged in the Sign In and Release Form. (see Schedule H, Schedule I, Schedule J, Schedule K)

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7.4.2 VEHICLE INSURANCE REQUIREMENTS

- i. All City vehicles are to be properly insured according to the type of vehicle and the use of the vehicle.
- ii. A minimum of \$ 5 million third party liability is to be carried on all City vehicles.
- iii. For Fire Department vehicles, Parks and Recreation vans or vehicles with a gross vehicle weight greater than 4,000 kg a minimum of \$ 10 million third party liability is to be carried.
- iv. These insurance amounts are to be reviewed annually by the Risk Manager to determine if proper coverage is in place.
- v. Council and employees required to use their vehicle for City business should carry a minimum of \$2 million third party liability coverage. The City will reimburse (annually) the difference between the third party liability insurance premium for to and from work and business use.

7.5 PUBLIC WORKS DEPARTMENT INSPECTION POLICY AND PROCEDURES

- i. The City of Campbell River, Public Works Department, is determined to promote public safety in and around all City areas.
- ii. Management is responsible for establishing and maintaining inspection records and procedures. Levels of service and inspection schedule for Public Works are established in Schedule L to this policy.
- iii. It shall be the obligation of every manager and employee to follow proper inspection procedures during their tour of duty. (see Schedule M and Section 7.8) Managers and employees have the responsibility to be constantly observant of public safety hazards and report such to their supervisor immediately. (see Schedule A) While the City will strive for a safe environment, repairs to any hazard will be done in a reasonable time, dependent on the nature of the defect, demands on available manpower, materials, equipment and financial resources.
- iv. The co-operation of all employees is required in order to attain the objective of a hazard-free environment where users can enjoy participating in their activities.
- v. When an employee is involved in an incident that involves the public and there is the potential of a civil law suit the employee must obtain the required information as per the approved forms (see Schedule B) and advise their supervisor immediately. The employee shall provide a written report of the actions that led up to the incident and the actions taken. Guidance on claims procedures is contained in Section 7.7 of this Policy.
- vi. **DO NOT ADMIT LIABILITY ON YOUR OR THE CITY'S BEHALF.**

7.5.1 FIRE HYDRANT MAINTENANCE

7.5.1.1 PURPOSE

- i. To ensure that all fire hydrants in the City are in operational condition and are free of defects.

7.5.1.2 POLICY

- i. The Public Works Department will inspect all City fire hydrants after use by the Fire Department or any other organization given permission to draw water from hydrants.

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- ii. If in the course of other duties Public Works Department personnel observe fire hydrants defects, they will report them to the Public Works Dispatcher, who will arrange for the inspection and repair of the defect.
- iii. Where the public reports a potential fire hydrant defect it will be referred to the Public Works Department, an inspection will be arranged.
- iv. After inspecting a fire hydrant defect, the Public Works Manager or designate shall prescribe an appropriate remedy in a reasonable period of time, given the nature of the defect, demands on available manpower, materials, equipment and financial resources.
- v. The Public Works Department shall notify the Fire Department, anytime a fire hydrant is taken out of service and when hydrant service has been re-instated.

7.5.2 HAZARDOUS TREE ASSESSMENTS

7.5.2.1 PURPOSE

- i. To ensure all trees on City property are safe and do not pose a threat to the public.

7.5.2.2 POLICY

- i. The City of Campbell River will strive to eliminate, in a timely fashion, any tree deemed hazardous. When available fiscal and human resources limit the ability of the City to remove high-risk trees, priority shall be placed on trees deemed to carry the highest risk. The standard for rating the hazardousness of a tree will be the International Society of Arboriculture 12 point hazard evaluation system. The Public Works Manager will administer this program and have final judgment on all matters concerning any measures taken for any tree deemed hazardous.

7.5.3 SIDEWALKS – WINTER MAINTENANCE

7.5.3.1 PURPOSE

- i. To ensure that the sidewalks, through out the City are safe for public use, when winter conditions exist.

7.5.3.2 POLICY

- i. If, in the course of other duties, Public Works Personnel observe winter sidewalk hazards, they will report them to the Public Works Dispatcher, who will arrange for the inspection of the hazard.
- ii. Where the public reports a potential winter sidewalk hazard to the Public Works Department, an inspection will be arranged.
- iii. After inspecting a winter sidewalk hazard, the Public Works Manager or designate shall prescribe an appropriate remedy in a reasonable period of time, given the nature of the conditions, demands on available manpower, materials, equipment and financial resources.

7.5.4 SIDEWALKS AND SEAWALK – GENERAL MAINTENANCE

7.5.4.1 PURPOSE

- i. To provide the Department of Public Works with an assessment of the condition of the sidewalks within the City in order to identify and repair any defects or hazards on the sidewalk and to establish priorities for repair of sidewalks in the City according to the resources available.

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7.5.4.2 INSPECTION

- i. All sidewalks with the City are designated as Zone A or B, based on the number and type of pedestrian traffic using the particular sidewalk. (see Schedule N)

Zone A – Commercial, School and Hospital; and

For example a high pedestrian traffic volume can be found in commercial shopping areas and tourist attractions. Include in this section areas such as plaza's where the City is not the owner, but is responsible for maintenance.

Zone B – Residential, (Light) Commercial and Industrial

For example this section would include all residential sidewalks based on the criteria noted in subsections (a) to (e). Light commercial and industrial areas with low pedestrian traffic volumes could also be included in this section.

- ii. All sidewalks designated as Zone A shall be inspected every year, in the spring, to assess their condition and identify any defects of hazards to pedestrians. *Frequency of inspection shall be based on the City's available resources.*
- iii. All sidewalks designated as Zone B shall be inspected every 3 years on a rotating annual basis, either in the spring or in the fall. *Frequency of inspection shall be based on the mCity's available resources.*
- iv. The results of the sidewalk inspections shall be recorded on the "Sidewalk Field Survey Form". (see Schedule O).

All defects or hazards identified shall be classified on a 3 point rating scale:

1. Minor defect - no effect on service
2. Moderate defect – serviceable
3. Major defect - requiring immediate repair/not serviceable

- v. The inspection shall include checking for the specific defects as set out in Section 2 of this policy.

7.5.4.3 SIDEWALK DEFECTS

- i) Cracks/separations:

(a) Cracks are defects that do not result in displacement. The level of defect would be determined by how the crack affects the immediate area, such as surface flaking off or missing pieces.

(b) Separations are cracks that have resulted in displacement either vertical or Horizontal.

(c) Separations are rated by height or depth:

<u>Rating Scale</u>	<u>Definition</u>
Level 1:	less than 1.25 cm height/depth
Level 2:	1.25 cm to 2.5 cm height/depth
Level 3:	more than 2.5 cm height/depth

- ii) Heave or Settlement:

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Heaving or settling does not have separation; the surface is still continuous. Heave and settlement are rated by change in the grade of the sidewalk.

<u>Rating Scale</u>	<u>Definition</u>
Level 1:	2.5 to 5 cm change over one panel
Level 3:	more than 5 cm change over one panel

iii) Fillets

Fillets are repair patches resulting from previous maintenance. Fillets are rated according to their condition.

<u>Rating Scale</u>	<u>Definition</u>
Level 1:	0 cm to 5 cm missing
Level 2:	5 cm to 10 cm missing
Level 3:	more than 10 cm missing

All fillets must have a minimum rating of Level 1.

iv) Scaling:

Scaling is spalling or flaking of the surface of concrete, brick or paved sidewalks. Scaling is rated according to depth.

<u>Rating Scale</u>	<u>Definition</u>
Level 1:	less than 1.25 cm depth
Level 2:	1.25 cm to 2.5 cm depth
Level 3:	more than 2.5 cm depth

v) Obstacles

a) Obstacles and broken sidewalk pieces including items set in the sidewalk such as water meter boxes, curb stops, tree grates, junction boxes, manhole lids, sign post sleeves, etc. which are affecting the serviceability of the sidewalk.

b) Obstacles are rated according to vertical displacement.

<u>Rating Scale</u>	<u>Definition</u>
Level 1:	less than 1.25 cm projection/depression
Level 2:	1.25 cm to 2.5 cm projection/depression
Level 3:	more than 2.5 cm projection/depression

vi) Repair

a) All defects classified as level 3 shall be scheduled for repair as quickly as possible and, if necessary, marked for public notice immediately.

b) All defects and hazards classified as Level 2 shall be documented and reviewed on the next scheduled inspection.

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- c) If any defects or hazards on sidewalks are reported outside of the regularly scheduled inspections, either by a member of the public or an employee of the City, the reported defect or hazard shall be inspected by a member of the Public Works Department as soon as possible (see Schedule O) and repaired in accordance with the classification as described above.

7.5.4.4 SIDEWALK WHEEL CHAIR ACCESS RAMPS

Access ramps should be examined on the same basis as sidewalks.

Other obstacles to note include:

- water pooling
- steep ramp radius
- catch basin location
- entry into unmarked high traffic area crosswalks

7.6 PARKS AND RECREATION DEPARTMENT INSPECTION POLICY AND PROCEDURES

- i) The Parks and Recreation Department of the City of Campbell River is determined to promote public safety in and around all parks and recreation facilities.
- ii) Management is responsible for establishing and maintaining inspection procedures and records.
- iii) It shall be the duty of every manager and employee to follow and document proper inspection procedures. (see Schedule M and Section 7.8) During their tour of duty, managers and employees have the responsibility to be constantly vigilant of public safety hazards, and to take reasonable action where necessary to protect the public from an identified hazard. All identified hazards and actions taken are to be reported by the employee to their supervisor immediately. (see Schedule A)
- iv) The City will respond and investigate complaints and/or concerns from the general public. All complaints and concerns will be documented and reported to the Parks and Recreation Manager and the Risk Manager. (see Schedule A)
- v) The co-operation of all employees is required in order to attain the objective of a hazard-free environment where users can enjoy participating in their leisure activities safely.
- vi) Parks and Recreation will use the appropriate waiver forms for all activities. (see Schedules C, D, E, F, G, H, I, J, and K,)
- vii) **DO NOT ADMIT LIABILITY ON YOUR OR THE CITY'S BEHALF.**

7.6.1 SPECIAL OCCASION LICENCES

7.6.1.1 C.A.P.E. ESTABLISHED

- i) A Committee to Approve Public Events (C.A.P.E.) is established to make recommendations to Council on the issuance of Special Occasion Licences.

7.6.1.2 GENERAL RULES

- i) The applicant must be a bona fide community organization.

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- ii) Applications must be submitted to C.A.P.E. by March 1 of the year. If, after the March 1st deadline, there are any permits left, late applications will be considered on an individual basis.
- iii) Application forms are available from the Parks and Recreation Department during regular office hours Monday to Friday.

7.6.1.3 CONDITIONS TO BE ATTACHED TO THE LICENCE

- i) the event must be recognized as a public or community celebration;
- ii) the event must be approved by the City and the RCMP;
- iii) no “hard” liquor may be sold at a public event;
- iv) the prices of beer and wine to be sold at the event must fall within the established rates as set by the Liquor Control and Licensing Branch;
- v) adequate food service must be available either inside or adjacent to the “Beer Gardens”;
- vi) allotted hours dictating the opening and closing times of the “Beer Gardens” must be strictly adhered to;
- vii) beer or wine may only be served inside the designated area and only consumed by patrons 19 years of age or older;
- viii) the public must drink from paper or plastic cups only and not from the bottle or can;
- ix) the area to be used as the “Beer Garden” must be fenced with only one entrance and exit;
- x) the event must be supervised at all times in accordance with the following:
 - (a) two responsible adults must be on duty at the “Beer Gardens” at all times with one of the adults being the “Manager” responsible for the beverage service and has successfully completed the “Serving It Right” program;
 - (b) security staff must ensure that rowdy or intoxicated persons are removed from the site and in extreme cases call the RCMP. Alcohol may not be served to anyone suspected of being impaired; and
 - (c) the licence holder must be on-site at the event at all times, with the exception that in an emergency an alternate person may be put in charge, provided that the alternate has successfully completed the “Serving It Right” program.
- xi) the number of licences issued for each event will be decided by the C.A.P.E. Committee;
- xii) extra policing costs relating to an approved event will be paid by the licence holder;
- xiii) adequate washroom facilities must be provided at the event site by the licence holder;
- xiv) alcohol may not be used in any form as prizes at events and drinking contests are prohibited;

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- xv) the licence holder must submit to the Parks and Recreation Department within 60 days of the event a financial statement disclosing the revenues and expenses relating to the liquor service along with evidence that the proceeds have been given to a designated charity, which evidence must be in the form of a letter from an officer of the charity acknowledging receipt of the funds.;
- xvi) a \$500.00 security deposit is required from the licence holder prior to an event taking place; and,
- xvii) insurance coverage from the Licence holder is required in accordance with the following:
 - (a) comprehensive general liability policy in an amount not less than \$3,000,000;
 - (b) the City is named as an additional named insured;
 - (c) cross liability clause; and,
- xviii) receipt of evidence of insurance coverage must be submitted to the Parks and Recreation Manager or designate a minimum of four weeks prior to the event taking place.

7.6.2 HAZARD ACTION PLAN

- i) Once a hazard is identified, corrective action will take place immediately.
- ii) If the hazard cannot be corrected immediately, the hazard must be clearly identified to prevent public access and the employee must forward a written report to their supervisor who will advise the Community Services Director with copy to the Risk Manager. (see Schedule A)
- iii) The Community Services Director will forward a report to the Risk Manager identifying the hazard, its location, action taken and a deadline for completion. (see Schedule A)
- iv) The Risk Manager may do a follow-up to confirm completion.

7.6.3 INSPECTION PROCEDURES – RECREATION FACILITIES

7.6.3.1 PURPOSE

- i) To ensure the Community Centre, Sportsplex and Centennial Pool are hazard free.

7.6.3.2 POLICY

- i) The Manager or designate will inspect the Community Centre and the Sportsplex a minimum of once a month. These inspections will be documented on a Facility Inspection Sheet. (see Schedule Q)
- ii) Whenever Management or staff enters any portion of any Parks and Recreation facility, they will continuously inspect these areas for hazards and take reasonable actions to warn/remove any identified hazard and report any hazards and action taken to their supervisor.
- iii) When Parks and Recreation facilities are rented for special events, staff will inspect these areas prior to being used by the public, and report hazards to the Parks and Recreation Manager or designate. (see Schedule A)

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- iv) If the City does identify a hazard, the Parks and Recreation Manager or designate, will advise the renter and make arrangements to have the hazard corrected immediately.

7.6.4 SIDEWALKS, STEPS AND WALKWAYS AT RECREATION FACILITIES

7.6.4.1 PURPOSE

- i) To ensure that the sidewalks, steps and walkways around the Community Centre, Sportsplex and Centennial Pool are safe for public use.

7.6.4.2 POLICY

- i) The Manager or designate will inspect the sidewalks, steps and walkways a minimum of once a month. Results will be documented on a Facility Inspection Checklist. (see Schedule P)
- ii) During winter months, November to March, custodial staff will do daily inspections of the sidewalks, steps and walkways around the Community Centre and Sportsplex and remove snow and apply ice melt as conditions warrant. If the snow fall is excessive then Public Works will be responsible for the snow removal.
- iii) A record must be kept on the custodial daily work sheet and forwarded to the Parks and Recreation Manager or designate.

7.6.5 ATHLETIC FIELDS

7.6.5.1 PURPOSE

- i) To ensure all Athletic Fields are hazard free.

7.6.5.2 POLICY

- i) The Parks and Recreation Manager or designate and the President of each league who use the City fields, will inspect all fields, fences, dugouts and surrounding areas three times each year:
 1. Prior to the start of season:
 2. Mid season: and
 3. After the season is over.Each inspection will be documented on a Facility Inspection Checklist (see Schedule Q).
- ii) Prior to each season, the President of each league will be advised of their responsibility and the responsibility of the umpires/referees and coaches to ensure that the fields and equipment including but not limited to fencing, players benches, bases, home plate, pitcher plate, goals, etc., are hazard-free prior to each game.
- iii) In addition, the Parks and Recreation Manager or designate will inspect not only the fields, but will also inspect bleachers and fences and any other areas with the City may have concerns, i.e. parking lots, picnic areas, etc., once per month and forward a written report to the President of the leagues or other users of the area, identifying the hazards which are their responsibility to correct. (see Schedule Q)

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- iv) These inspections will be done over and above the routine inspections that Public Works do when working on the fields.

7.6.6 TRAILS, PARKS AND PLAYGROUNDS PLAYGROUND EQUIPMENT, AND TENNIS COURTS

7.6.6.1 PURPOSE

- i) To ensure all Parks and Recreation Department trails, parks, playgrounds, playground equipment, ball hockey and tennis courts are hazard free.

7.6.6.2 POLICY

- i) The Manager or designate shall inspect parks, trails, playgrounds, playground equipment and tennis courts a minimum of once a month, inspection results will be documented on the appropriate checklist. (see Schedules Q and R)
- ii) Park trails, playgrounds, playground equipment and tennis courts will be inspected for hazards by custodial staff three times per week, and the results recorded on the custodial daily sheet. Any hazards and action taken will be reported immediately to the Parks and Recreation Manager or designate.

7.7 CLAIM PROCEDURES

- i) All complainants are to be directed to the Bylaw Enforcement/Property Services Department for the filing of a prescribed form. (see Schedule S)
- ii) Elected and appointed officials and employees are not to admit to City liability, do anything or say anything which may result in or support a claim for damages against the City by a third party.
- iii) The Department Manager or employee, involved in the incident, will arrange for photos and recording of witnesses. This information along with a Report of New Incident/Claim Form (see Schedule B) must be forwarded to the Risk Manager no later than five (5) working days after the incident.
- iv) The appropriate reporting guideline is to be used in conjunction with the Report of New Incident/Claim Form. (see Schedule B) Employees when questioned by a third party should state that they are preparing a preliminary report for submission to their insurer and that a representative of the insurer will contact them as soon as possible.

7.7.1 CLAIM REPORTING GUIDELINES

7.7.1.1 PURPOSE

- i) To ensure that the City obtain the proper information for our defense where there is the potential for litigation against the City.

7.7.1.2 INJURIES

- i) All staff who are advised of a potential injury in incident must use the appropriate forms to record the information of the parties involved and notify their manager as soon as possible. (see Schedule B) The manager will forward this information onto the Risk Manager, who will determine the appropriate course of action. Staff must attempt to answer the questions outlined in the approved incident guidelines and include this information with the incident form.

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7.7.1.3 CITY TREE DAMAGES TO PRIVATE PROPERTY

- i) Determine the exact location where the tree was standing. Include whether the tree was located adjacent to a sidewalk, boulevard, park or green space.
- ii) Record the names of property owners affected by the fallen tree including what damage was caused by the fallen tree together with maps or diagrams of the area. Photographs should be taken of the site and the damage.
- iii) When did the incident occur? Include day, date and time.
- iv) What was the cause of the incident? Include information on the weather conditions which may have affected or contributed to the incident. If weather was a factor obtain information from local sources for documentation and to support your position. If applicable, obtain copy of police report.
- v) How did the City become aware of the incident? Include who, how and at what time the City was advised of the incident.
- vi) What action was taken by the City upon notification of the incident and arrival at the scene of the incident? Include names of employees who responded.
- vii) What action was taken by the claimants to mitigate damages?
- viii) Was the City aware of any previous problems in this area or complaints received from local residents? If yes, what action did the City take in response to the previous problems and/or concerns of the residents? Is this information documented? If yes, provide a copy with the incident report.

7.7.1.4 TRIP AND FALL CLAIM INCIDENTS – EXCLUDING SNOW AND ICE

- i) Determine the exact location where the trip and fall occurred. Include a detailed drawing or photographs of the location which clearly define the location and condition of the sidewalk.
- ii) Who was the injured person? Include names of any witnesses or individuals who came to the aid of the injured person.
- iii) When did the incident occur? Include day, date and time. If the incident occurred at night, indicate level of lighting and where the nearest light standard is located and was it functioning?
- iv) What was the direct cause of the incident? If weather was a factor obtain information from local sources to support your position. If the sidewalk is uneven, include measurements of the sidewalk lip, or difference between the sidewalk and utility cover or sidewalk and roadway, etc.? If the incident occurred as a result of a protruding object, what was the object and the height of the difference between the object and the sidewalk?
- v) How did the City become aware of the incident? Include who, how and at what time the City was advised of the incident.
- vi) What action was taken by the City upon notification of the incident and arrival at the scene of the incident? Include names of employees who responded.
- vii) (a) If this incident occurred as a result of construction in the area, what steps had been taken by the City to warn individuals of the pending hazard. If the

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construction project was under the control of a contractor, what actions were taken by the contractor to prevent the potential for injury?

(b) If the contractor is deemed to be responsible for the incident, they should be put on Notice and required to advise their insurer of the incident.

- viii) In your opinion did the injured person contribute to their misfortune? If yes, provide an explanation.
- ix) Was the City aware of any previous problems in this area or complaints received from local residents or businesses? If yes, what action did the City take in response to the previous problems and / or concerns of the residents? Is this information documented? If yes, provide a copy with the incident report.

7.7.1.5 TRIP AND FALL INCIDENTS – SNOW AND ICE

- i) Determine the exact location where the trip and fall occurred. Include a detailed drawing or photographs of the location, which clearly define the location and condition of the sidewalk prior to any corrective work being done.
- ii) Who was the injured person? Include names of any witnesses or individuals who came to the aid of the injured person.
- iii) When did the incident occur? Include day, date and time. If the incident occurred at night, indicate level of lighting and where the nearest light standard is located and was it functioning?
- iv) What was the direct cause of the incident? If the incident occurred as the result of snow and ice buildup, refer to the City's bylaw with regard to the clearing of snow and ice from City sidewalks
- v) If the incident occurred on City property, when was the area last cleaned? Is there a record on file as to when it was cleaned and by whom?
- vi) How did the City become aware of the incident? Include who, how and at what time the City was advised of the incident.
- vii) What action was taken by the City upon notification of the incident and arrival at the scene of the incident? Include names of employees who responded.
- viii) Was the City aware of any previous problems in this area or complaints received? If yes, what action did the City take in response to the previous problems and / or concerns? Is this information documented? If yes, provide a copy with the incident report.

7.7.1.6 FLOODING INCIDENTS

- i) Determine the exact location where the incident occurred. Include whether the incident occurred on City or private property.
- ii) Record the names of property owners affected by the incident, including the extent of damage was caused by the flooding together with maps or diagrams of the area and photographs.
- iii) When did the incident occur? Include day, date and time.
- iv) What was the direct cause of the incident? If weather was a factor, obtain information from local sources to support your position.

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- v) How did the City become aware of the incident? Include who, how and at what time the City was advised of the incident.
- vi) What action was taken by the City upon notification of the incident and arrival at the scene of the incident? Please include time of arrival and departure.
- vii) What actions were taken by the claimants to mitigate their damages? For example, did they move items out of harms way and / or did they attempt to divert water from entering their building?
- viii) (a) If this incident occurred as the result of construction in the area, and a contractor is deemed to be responsible for the incident, the contractor should be placed on Notice by the City and require the contractor to advise their insurer of the incident.

(b) Was the contractor directly supervised by City employees or provided with inaccurate information or drawings?
- ix) Was the City aware of any previous problems in this area or complaints? If yes, what action did the City take in response to the previous problems and/or concerns? Is this information documented? If yes, provide a copy with the incident report.

7.7.1.7 ROAD DESIGN, CONSTRUCTION AND TRAFFIC CONTROLS

- i) What is the exact location where the incident occurred? Include whether the incident occurred on City or private property.
- ii) Record the names of individuals affected by the incident including the extent of damage and / or injury caused by the incident together with maps or diagrams of the area and photographs.
- iii) When did the incident occur? Include day, date and time.
- iv) What was the direct cause of the incident? If weather was a factor, obtain information from local sources to support your position. If applicable obtain a copy of the police report relative to this incident.
- v) How did the City become aware of the incident? Include who, how and at what time the City was advised of the incident.
- vi) What action was taken by the City upon notification of the incident and arrival at the scene of the incident? Please include time of arrival and departure.
- vii) (a) If this incident occurred as the result of construction in the area, and a contractor or other service agency is deemed to be responsible for the incident, they should be placed on Notice by the Risk Manager and require the contractor to advise their insurer of the incident. Include a copy of the contract and certificate of insurance with your incident report.

(b) Was the contractor directly supervised by City employees or provided with inaccurate information or drawings?
- viii) Was the City aware of any previous problems in this area or complaints? If yes, what action did the City take in response to the previous problems and / or concerns? Is this information documented? If yes, provide a copy with the incident report.

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7.7.1.8 RECREATION INJURIES – EXCLUDING PLAYGROUND EQUIPMENT

- i) Determine the exact location where the incident occurred? Include whether the incident occurred indoors or outside. If the incident occurred at a location not owned or under the control of the City, include the name of the property owners or business establishment.
- ii) Record the names of persons injured by the incident including the extent of their injury or loss caused by the incident together with maps or diagrams of the area and photographs. If there were witnesses to the incident, record their names, addresses and telephone numbers. If a police report was filed, obtain a copy.
- iii) When did the incident occur? Include day, date and time. If this incident occurred outside at night, what was the level of lighting and was it a factor?
- iv) What activity was the injured person participating in at the time of the incident? Include the name of the program, activity or group.
- v) Who was supervising the activity and what are their qualifications?
- vi) From your observation, what was the direct cause of the incident? If weather was a factor obtain information from local sources to support your position.
- vii) If the incident was caused by a maintenance failure, does the establishment have a policy with regard to the inspection of City properties, equipment, sidewalks and parking lots to name a few? If yes, is there a record of the last inspection on file? (Include details in the investigation.)
- viii) If the incident was caused or contributed by the failure of the injured party to follow instructions or posted regulations, describe the instructions or posted regulations which were not followed.
- ix) If the injury occurred during an activity which required a level of skill, what was the injured person's level of skill and what level of skill would be required to have avoided the injury?
- x) If the incident occurred in an unsupervised area, how did the City become aware of the incident? Include who, how and at what time the City was advised of the incident.
- xi) What action was taken by the City upon notification of the incident and arrival at the scene of the incident?
- xii) Was the City aware of any previous problems in this area or complaints received from other users that may have contributed to the injury? If yes, what action did the City take in response to the previous problems and / or concerns of the residents? Is this information documented? If yes, provide copies with your incident report.
- xiii) If this incident occurred as the result of a User Group and it is deemed to be their responsibility for the incident, they should be placed on Notice by the Risk Manager and required to contact their insurer.

7.7.2 PLAYGROUND EQUIPMENT

- i) Determine the exact location where the incident occurred.

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- ii) When did the incident occur? Include day, date and time.
- iii) What type of the equipment was being used at the time of the incident?
- iv) Who was injured including age, name, address, and telephone number?
- v) Was the injured person's activity being supervised? If yes, by whom?
- vi) What was the direct cause of the incident? If weather was a factor, obtain information from local sources to support your position.
- vii) Include the City's policy with regard to the inspection of playground equipment? Is there a record of the last inspection on file?
- viii) Was the City aware of any previous problems in this area or complaints received? If yes, what action did the City take in response to the previous problems and / or concerns? Is this information documented? If yes, provide copies with your incident report.
- ix) How did the City become aware of the incident? Include who, how and at what time the City was advised of the incident.
- x) What action was taken by the City upon notification of the incident and arrival at the scene of the incident? Include a photograph of the equipment with your incident report prior to any corrective action being taken.
- xi) What is the name of the equipment that caused the injury? What is the history of the playground equipment that allegedly caused the injury?
- xii) Who is the manufacturer, when was it installed, and who installed it. If there is an installation manual or instructions available or any other information related to the equipment, please provide a copy of the relevant material.
- xiii) If the equipment is home made or has been altered from a manufacturing standard, how was it designed? If there is an installation manual or instructions available or any other information related to the equipment, please provide a copy of the relevant material.

7.7.3 BUILDING INSPECTION CLAIMS

- i) Where is the property located including civic and legal description?
- ii) Who is the registered property owner? Were there any previous registered property owners? If yes please provide the name and current address (if available) of the previous owners?
- iii) When was the building constructed and by whom?
- iv) During the planning and construction phase, was a building permit obtained and the inspections called for in compliance with our then City bylaw? If no, include an explanation as to the approval system for construction as well as the building code or bylaw at the time of construction. If yes, provide a copy of the original building permit and inspection reports.
- v) Was an occupancy permit granted? If yes, when. Provide a copy of the permit.

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- vi) Is the damage claimed as a result of poor workmanship by the builder or contractor? Could the problem have been discovered by the building inspector during the inspection process? If no, explain why.
- vii) When did the damages first occur and become noticeable to the claimant?
- viii) What is the extent of damage and could the damage have been caused by other circumstances?
- ix) What is the history of the land use prior to construction? For example, were creeks diverted, landfill added, previous commercial area etc?
- x) Is an engineering report required to determine the cause of the damage?
- xi) What action was taken by the City upon notification of the problem?
- xii) What is the estimated cost of repair?

7.8 GUIDELINES FOR FACILITY/PROPERTY INSPECTIONS

Inspections play important roles in three steps of the risk management process:

7.8.1 INSPECTIONS AND IDENTIFICATION

- i) Sometimes, you cannot identify loss exposures unless you physically see them. Inspections allow you to see facilities, equipment and employee practices that could create a loss for the City.

7.8.2 TREATMENT

- i) Inspections, by their very nature, necessitate action. Inspections will:
 - a) prevent and reduce accidental losses; and
 - b) preserve assets through extended usage when maintained according to standards.

7.8.3 MONITORING:

- i) Inspections not only identify a risk or potential hazard, they also show how well the City deals with the hazard. By monitoring efforts to make a safer environment, it can be determined if the efforts are successful.
- ii) Inspections are conducted to:
 - (a) Confirm safe conditions for those who enter, use and work at City facilities
 - (b) Identify hazards that cause accidents
 - (c) Review and follow-up on safety measures
 - (d) Document actions taken to correct hazards
- iii) To be effective, inspections must be:
 - (a) Structured, with a written format
 - (b) Ongoing
 - (c) Reviewed periodically
 - (d) Action-oriented

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- (e) Followed through, with feedback from employees to ensure correction of problems or hazards
- iv) Inspections should be conducted of:
 - a) Buildings and office areas
 - b) Machinery
 - c) Work areas
 - d) Streets, sidewalks, owned bridges, signs and traffic signals
 - e) Temporary structures
 - f) Grounds and landscaping
 - g) Parks and Playgrounds
 - h) Recreational facilities, including all recreational equipment
 - i) Vehicles
 - j) Utilities
 - k) Waterfront and dock areas (including boat launches)
 - l) Waste disposal facilities

7.8.4 HOW TO CONDUCT INSPECTIONS

- i) Use the Risk Management General Safety Checklist (see Schedule P) for each department and facility to determine where City procedures or policies might affect losses. Separate self-inspection forms designed for different types of facilities such as a Recreational Facility (see Schedule Q), Parks and Playground (see Schedule R) or the City Hall (see Schedule Q) can assist in the inspections.
- ii) Facility managers, supervisors or employees are to conduct inspections regularly.
- iii) Review the inspections to determine what actions need to be taken to correct hazardous conditions or practices.
- iv) Make sure that all recommended actions are taken. This could be done through a follow-up inspection and/or through memos from the appropriate department head confirming that the appropriate action has been taken to comply with the recommendation(s).

7.8.5 WHAT TO LOOK FOR DURING INSPECTIONS

- i) Protruding objects and areas where people can slip, trip and fall;
- ii) Undesirable discharges into the environment, or potential discharges;
- iii) Deterioration, deformation and abrasion;
- iv) Inadequate lighting (interior, exterior and parking lots);
- v) Effects of weather conditions (snow, ice, flood, water build-up);
- vi) Wear, leaks, corrosion, scaling, erosion, cracks, rotting;



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- vi) Improper function of alarm systems;
 - vii) Inadequate and/or unserviced fire extinguishers;
 - viii) Obstructed access to entrances, exits, emergency exits and halls;
 - ix) Improperly marked and lighted exits;
 - x) Hazardous conditions in electrical, heating, wiring, ventilation and plumbing systems;
 - xi) Inappropriate or inaccessible first-aid supplies;
 - xii) Improper safeguards for belts, pulleys, gears, flywheels, shafts, couplings and point-of-operation of machines including unlocked doors to restricted areas; Unprotected openings, holes or defects in floors or floor coverings; Improper maintenance-related items such as unmarked wet floors or loose wiring across floors;
 - xiii) Improper storage/handling of hazardous materials (unlocked doors, chemicals not segregated).



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CITY OF CAMPBELL RIVER
301 St. Ann's Road, Campbell River, B.C.
V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE A - RISK REPORT

PLEASE!! REPORT ANY POTENTIAL RISK MANAGEMENT ISSUES YOU MAY OBSERVE
- YOU MAY BE THE ONLY PERSON WHO HAS SEEN OR NOTICED THIS SITUATION

DATE: _____ FROM: _____

TO: RISK/CLAIMS MANAGEMENT DEPARTMENT: _____

I wish to report the following information on a situation, which I believe may represent a potential liability to the City of Campbell River.

LOCATION: _____

POTENTIAL LIABILITY: _____

SUGGESTED SOLUTION
(optional):

RESPONSE

DATE: _____ FROM: _____

TO: _____ DEPARTMENT: _____

In response to your report, the following action has been taken:



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SCHEDULE B - REPORT OF NEW INCIDENT / CLAIM

ACCIDENT DESCRIPTION	Date: _____, 20__	Date Reported: _____, 20__
	Time: _____ AM / PM	Reported By: _____
	Accident Location: _____	Phone No.: _____
	Details of Accident (describe in detail how loss occurred. Draw diagram on back page and preserve all evidence including alleged defective parts.) _____ _____ _____	
PROPERTY DAMAGE	Name: _____	Phone No.: _____
	Address: _____	
	Extent of Damage: _____ _____ _____	

BODILY INJURY	Name: _____	Age: ____ Phone No.: _____
	Address: _____	
	Extent of Injury: _____	
	Where was Injured Taken: _____	
	Doctor's Name: _____	
	Guardian's Name: _____	
WITNESSES	Name: _____	Phone No.: _____
	Address: _____	
	Name: _____	Phone No.: _____
	Address: _____	
	Constable's Name:	Police Case No.:



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Recommended Corrective Measures:	
Actioned by:	Date: 20

Report Completed by:	Department:	Date:	20
Supervisor's Signature:		Date:	20
Management Review:		Date:	20

DO NOT ASSUME ANY RESPONSIBILITY

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CITY OF CAMPBELL RIVER
301 St. Ann's Road, Campbell River, B.C.
V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE C - INFORMED CONSENT

**Program
Name:**

Date:

Thank you for choosing to use the facilities, services or programs of the City of Campbell River Parks and Recreation Department. We request your understanding and cooperation in maintaining both your and our safety and health by reading and signing the following **INFORMED CONSENT**.

I, _____ declare that I intend to use some or all of the activities, facilities, programs and services offered by the City of Campbell River Parks and Recreation Department and I understand that each person, (myself included), has a different capacity of participating in such activities, facilities, programs and services. I am aware that all activities, services and programs offered are either educational, recreational, or self directed in nature. I assume full responsibility during and after my participation, for my choices to use or apply, at my own risk, any portion of the information or instruction I receive.

I understand that part of the risk involved in undertaking any activity or program is relative to my own state of fitness or health (physical, mental or emotional) and the awareness, care and skill with which I conduct myself in that activity or program. I acknowledge that my choice to participate in any activity, service and program brings with it the assumption by me of those risks or results stemming from this/these choice(s) and the fitness, health, awareness, care and skill that I possess and use. In addition, I understand that I am free to withdraw from, reduce or modify my involvement in any program activity and I realize that I should do so upon recognition of any signs of transient lightheadness, fainting, chest discomfort, leg cramps, nausea, etc.

I further understand that the activities, programs and services offered by the City of Campbell River Parks and Recreation Department are sometimes conducted by personnel who may not be licensed, certified, or registered instructors or professionals. I accept the fact that the skills and competencies of some employees and/or volunteers will vary according to their training and experience and that no claim is made to offer assessment or treatment of any mental or physical disease or condition by those who are not duly licensed, certified or registered and herein employed to provide such professional services.

In addition, I acknowledge that I have inquired about the nature of any activity, program or services that I am not completely familiar with and I have been informed of any inherent risks.

I declare that I have read, understood and agree to the contents of this **INFORMED CONSENT AGREEMENT** in its entirety.

Participant

Witness

Parent/Guardian

Date

Date

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Adopted: October 18, 2004

Council Resolution No. ic04-0220

SCHEDULE D - RELEASE OF LIABILITY
BY SIGNING THIS DOCUMENT YOU ARE WAIVING CERTAIN LEGAL RIGHTS,
INCLUDING THE RIGHT TO SUE
PLEASE READ CAREFULLY

To: City of Campbell River and its employees, officers, agents, affiliated community associations and volunteers (collectively, the "City of Campbell River")

Re: _____ (the "Program") Facility: _____
(Name of Program)

Awareness of Risk

I acknowledge that there are risks associated with participation in any physical training, exercise, sports, adventure or activity program. I have informed myself and understand the risks associated with my participation in the Program and (where applicable) my use of the facilities, including the risk of personal injury, and freely accept these risks.

I understand that I am free to withdraw from or reduce my participation in the Program at any time.

I acknowledge that facility staff may limit my access to the Program or facilities in the event of any misuse of the facilities or misconduct on my part.

I have completed a Physical Activity Readiness Questionnaire (PAR-Q) and I confirm that the answers I have given are correct. **Circle: YES NO**

I am not aware of any medical condition that would affect my ability to participate in the Program. If I have any concerns about my medical condition, I will consult with my physician before participating in the Program.



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Release and Waiver

In consideration of the acceptance of my registration for the Program, I hereby for myself, my heirs, executors, administrators, or any others who may claim on my behalf, **covenant not to sue**, and hereby **waive, release and discharge** the City of Campbell River, and anyone acting for or on the City of Campbell River behalf, from **any and all claims of liability** for personal injury, illness, loss of life or property damage of any kind or nature, arising out of or sustained in the course of my participation in the Program. This Release and Waiver applies to all claims, foreseen or unforeseen, including negligence and breach of statutory or other duty of care (including that owed under the *Occupier's Liability Act*).

I recognize that by signing this document I am waiving certain legal rights, including the right to sue.

Participant Signature

Witness Signature

Participant Name

Witness Name (Please Print)

Date



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CITY OF CAMPBELL RIVER
301 St. Ann's Road, Campbell River, B.C.
V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE E - PARENTAL CONSENT FORM

Program: _____ Program Date: _____

Name of Child: _____ Date of Birth: _____

I consent to my child's participation in the Program. I am aware that there are risks associated with participation in the Program, including the risk of injury, and I consent to my child's participation in spite of such risks.

I acknowledge that it is my responsibility to advise the City of Campbell River of any medical or other conditions which may affect my child's participation in the Program and have listed them below:

Medical Conditions (eg. Asthma) _____

Medications _____

Allergies (food, medications, bees, etc.) _____

Other _____

In the event that my child requires medical attention, I consent to my child being transported to the nearest emergency centre, including by ambulance if necessary, and accept that I am responsible for any costs of such ambulance service.

Photos and video footage that includes my child may be used for publicity purposes.

Yes ___ No ___ Initials ___

I have read this Consent Form and understand and accept its terms

Parent's Signature

Parent's Name (please print)

Alternate/Emergency Contact

Telephone Number

Telephone Number

Cellular Phone Number

Cellular Phone Number

Date



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

CITY OF CAMPBELL RIVER
301 St. Ann's Road, Campbell River, B.C.
V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE F - TOT/PRESCHOOL PARENTAL CONSENT FORM

PLEASE PRINT, AND RETURN AT THE FIRST CLASS.

Child's Name _____ Birthdate: _____ Age: _____ Sex: _____

Address: _____

Phone Numbers: _____ Cell: _____ Work: _____ Other: _____
Home: _____

Parents/Guardians Names: _____

PARENTAL CONSENT

I, _____ of _____
(Full Name Parent/Guardian) (Address)

consent to my child's participation in the Program. I am aware that there are risks associated with participation in the Program, including the risk of injury, and I consent to my child's participation in spite of such risks.

I acknowledge that it is my responsibility to advise the city of any medical or other conditions which may affect my child's participation in the Program and have listed them below.

In case of Emergency: (Please provide an emergency contact person other than parents/guardians)

Name _____ Relationship: _____
:

Addresses: _____ Phone Numbers: _____ Work: _____
Home: _____ :

Children will only be released to persons named here. *Who is authorized to pick up your child?*

Name: _____ Relationship to child: _____

CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

Name: _____ Relationship to child: _____

Child's Energy Level: _____ Siblings Names and Ages: _____

Child's previous experience in a group: _____

Child's play interests when alone: _____

Child's likes and dislikes: _____

What do you hope your child will gain from participating in this recreational program?

Please describe any family situations, health factors or disabilities that may be important for us to be aware of:

Does your child have any allergies? _____

Family Doctor: _____ Medical Centre: _____ Phone: _____

Care Card No. _____

Photos and video footage that includes my child may be used for publicity purposes. Yes _____
No _____

I HAVE READ THIS CONSENT FORM AND UNDERSTAND AND ACCEPT ITS TERMS.

Parent's Signature: _____ Date: _____



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

CITY OF CAMPBELL RIVER
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SCHEDULE G - KIDS KLUB PARENTAL CONSENT FORM

One form is required for September through June of the following year. All information is confidential.

Children must not attend the program until the information is received.

A. PERSONAL

Child's Name: _____ Birthdate: _____ Age: _____

Address: _____ Postal Code: _____

Phone Numbers: _____

Parents/Guardian Name: _____ Home: _____ Work: _____ Cell: _____

Parents/Guardian Name: _____ Home: _____ Work: _____ Cell: _____

Is your child bringing a support worker? Yes _____ No _____

If **yes**, please contact the Kids Klub Supervisor for specific guidelines for support workers.

IN CASE OF EMERGENCY (Please provide at least two contact persons other than parent/guardian.)

Name: _____ Relationship: _____

Phone Numbers: _____ Work: _____ Cell: _____

Home: _____

Name: _____ Relationship: _____

Phone Numbers: _____ Work: _____ Cell: _____



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

Home: _____

Children will only be released to persons named below. Who is authorized to pick up your child?

B. SCHOOL

School Name: _____

Phone Number: _____

Teacher: _____

Grade/Class: _____

C. OUT OF SCHOOL CARE

How does your child get to Kids Klub?

Walk _____

Van Pick up _____

School Bus _____

City Bus _____

Other _____

	Monday	Tuesday	Wednesday	Thursday	Friday
Estimated Arrival Time					
Estimated Departure Time					



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

SCHEDULE G Cont'd

D. FAMILY

Child's energy level: _____

Likes: _____ Dislikes: _____

If there is anything you feel we should know about your child or family situation to better care for your child,

please explain

Siblings: _____ Age: _____ Name: _____ Age: _____
Name: _____

E. MEDICAL

Please describe any health factors or disabilities that may limit participation in scheduled program activities:

Please list any allergies and potential reactions:

Does your child require prescribed medication? YES _____ No _____

If yes, please complete a "Request for Assistance with Medication Form".

Care Card Number _____ Dr: _____

Medical _____ Phone _____



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

Centre _____

Number: _____

PARENTAL CONSENT

I consent to my child's participation in the Kids Klub program. I am aware that there are risks associated with participation in Kids Klub, including the risk of injury, and I consent to my child's participation in spite of such risks.

I acknowledge that it is my responsibility to advise the City of any medical or other conditions that may affect my child's participation in the program and have listed them above.

In the event that my child requires medication attention, I consent to my child being transported to the nearest emergency centre, including by ambulance if necessary, and accept that I am responsible for any costs of such ambulance service.

Photos and video footage that includes my child may be used for publicity purposes.

I acknowledge that it is my responsibility to advise the City of any medical or other conditions that may affect my child's participation in the program and have listed them above.

In the event that my child requires medication attention, I consent to my child being transported to the nearest emergency centre, including by ambulance if necessary, and accept that I am responsible for any costs of such ambulance service.

Photos and video footage that includes my child may be used for publicity purposes. Yes _____ No _____

I have read this Consent Form and understand and accept its terms.

Parent/Guardian Signature

Date



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

CITY OF CAMPBELL RIVER
301 St. Ann's Road, Campbell River, B.C.
V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE H - SIGN-IN AND RELEASE FORM FOR DROP-IN GYM

Date: _____

**BY SIGNING THIS DOCUMENT YOU ARE WAIVING CERTAIN LEGAL RIGHTS,
INCLUDING THE RIGHT TO SUE PLEASE READ CAREFULLY**

I wish to participate in this activity/make use of this facility. I acknowledge that the City of Campbell River does not supervise this activity and that there are risks associated with my participation, including the risk of physical injury, illness, loss of life, and property damage. I agree to **release and hold harmless** the City of Campbell River, its employees, officers, agents, affiliated community associations and volunteers, from any claims for injury, loss or damage that I may sustain while participating, including claims of negligence.

Code:01-147311-0000 (120)

NAME	PAYMENT PER PERSON	SIGNATURE	REC'D. BY:
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
10.			
11.			
12.			
13.			
14.			
15.			

**** PLEASE FILE COPY IN PROGRAM BINDER ****



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

CITY OF CAMPBELL RIVER
301 St. Ann's Road, Campbell River, B.C.
V9W 4C7 Phone: 286-5700 Fax: 286 5761

Council Resolution No. ic04-0220

SCHEDULE I - SIGN-IN AND RELEASE FORM FOR DROP IN BADMINTON

Date: _____

**BY SIGNING THIS DOCUMENT YOU ARE WAIVING CERTAIN LEGAL RIGHTS,
INCLUDING THE RIGHT TO SUE
PLEASE READ CAREFULLY**

I wish to participate in this activity/make use of this facility. I acknowledge that there are risks associated with my participation, including the risk of physical injury, illness, loss of life, and property damage. I agree to **release and hold harmless** the City of Campbell River, its employees, officers, agents, affiliated community associations and volunteers, from any claims for injury, loss or damage that I may sustain while participating, including claims of negligence.

Code: 01-147713-0000 (164)

NAME PLEASE PRINT	PARTICIPANT RATE	SIGNATURE	BY
1.			
2.			
3.			
4.			
5.			
6.			
7.			
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9.			
10.			
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12.			
13.			
14.			
15.			



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

CITY OF CAMPBELL RIVER
301 St. Ann's Road, Campbell River, B.C.
V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE J - SIGN-IN AND RELEASE FORM FOR WEIGHT ROOM

Date: _____

BY SIGNING THIS DOCUMENT YOU ARE WAIVING CERTAIN LEGAL RIGHTS, INCLUDING THE RIGHT TO SUE PLEASE READ CAREFULLY

I wish to participate in this activity/make use of this facility. I acknowledge that the City of Campbell River does not supervise this activity and that there are risks associated with my participation, including the risk of physical injury, illness, loss of life, and property damage. I agree to **release and hold harmless** the City of Campbell River, its employees, officers, agents, affiliated community associations and volunteers, from any claims for injury, loss or damage that I may sustain while participating, including claims of negligence.

Code: 01-147708-0000 (162)

NAME PLEASE PRINT	ADULT PAYMENT	60+ / STUDENT YOUTH PAYMENT	SIGNATURE	PASS TYPE USED and EXPIRY DATE OFFICE USE ONLY	REC'D BY
1.					
2.					
3.					
4.					
5.					
6.					
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8.					
9.					
10.					
11.					
12.					
13.					
14.					

PLEASE RECORD EMPLOYEE WEIGHT ROOM PARTICIPANTS # _____



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

CITY OF CAMPBELL RIVER
301 St. Ann's Road, Campbell River, B.C.
V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE K - SIGN-IN AND RELEASE FORM FOR CHILDMINDING

Date: _____

**BY SIGNING THIS DOCUMENT YOU ARE WAIVING CERTAIN LEGAL RIGHTS,
INCLUDING THE RIGHT TO SUE
PLEASE READ CAREFULLY**

I wish to participate in this activity/make use of this facility. I acknowledge there are risks associated with my participation, including the risk of physical injury, illness, loss of life, and property damage. I agree to **release and hold harmless** the City of Campbell River, its employees, officers, agents, affiliated community associations and volunteers, from any claims for injury, loss or damage that I may sustain while participating, including claims of negligence.

Code: 01-147504--0000 (113)

NAME	PAYMENT	SIGNATURE	REC'D BY:
1.			
2.			
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CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

CITY OF CAMPBELL RIVER
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SCHEDULE L - INSPECTION CHART

<i>AREA</i>	<i>ITEM</i>	<i>DESCRIPTION</i>	<i>LEVEL OF SERVICE</i>	<i>SCHEDULE</i>
<i>Traffic Lights/Signals</i>	Inspection		Once per year	Early Fall
	Repair		Demand	
<i>Sidewalks</i>	Inspection	Schools/Commercial/Hospital	Annual	
		Residential/Mun. Parks	Every 5 years	Spring
	Repair	Based on Damage	As required	All year
<i>Roads</i>	Inspection		Every 5 years	Spring
	Pot Holes		Demand	
	Major Patch		Demand	
	Crack Sealing		Yearly	Spring and Summer
	Overlays		Yearly	Spring and Summer
	Shouldering		Annually	Winter
	Grading	Gravel roads and lanes	Demand	
	Street Sweeping	Industrial	Quarterly	All year
		Residential	Semi-annually	All year
		Commercial	Weekly	All year
		Others	Demand	All year
		Construction zones	Demand	All year
		Vehicle Bridge Inspections		Annually



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

AREA	ITEM	DESCRIPTION	LEVEL OF SERVICE	SCHEDULE
-------------	-------------	--------------------	-------------------------	-----------------

<i>Roadside Brushing</i>	Inspection	Inspect all roadsides and determine brush removal program	As required.	
	Repairs		As required	

<i>Drainage</i>	Ditch Cleaning	High volume flows	Once a year	Early Fall
		Medium flows	Demand	
		Minimum flows	Demand	
	Culvert Cleaning/Inspection.		Demand	
	Culvert Repair		Demand	As required
	Catch Basin Cleaning	Commercial/Light Industry	Yearly	Late Fall
		Residential	Yearly	Late Fall
	Storm Drain Flushing		Demand	
	Storm Drain Repairs		Demand	
	Drainage General	Blockages	Demand	

<i>Sanitary Sewer Line and Manholes</i>	Video Inspection	Sanitary Mains	10 – 20 years	
	Sewer Flushing and/or Rodding	Flat and Standard Grades	5 years	
		Standard Grades	5 years	
	Repair Sanitary Sewer lines		Demand	
	Sewer Flushing and/or Rodding	Hot spots	Semi-Annual	

<i>Sewer Pump Stations:</i>	Operational Check		Daily check	All year
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CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

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AREA	ITEM	DESCRIPTION	LEVEL OF SERVICE	SCHEDULE
	Cleaning		Once/per 2 weeks	All year
	Scheduled Maintenance		Annual Contract	Once per year
	Alarm check		Monthly	
	Repairs		Demand	
	Odour Control Facilities		Daily Check	All year
	Stand by power		Monthly	

<i>Street Lighting</i>	Inspection	City	Demand	
	Repairs	City	Demand	

* B.C. Hydro lights on hydro poles are referred to Hydro as reported.

<i>Water</i>	Hydrants	Inspections/Service	Once/per year	Winter
	Valves	Exercising	Once/per year	Fall
	Meters	Repairs	Demand	
	Water Lines/Mains	Repairs	Demand	
	Pump Chlorine Stations	Inspection	Daily	Mon-Fri
		Repairs		Demand
	PRV Chambers	Inspections	Yearly	

<i>Parks</i>				
	Hazard tree inspection		Demand	
	Inspection of developed parks, playgrounds and playground		Once/per month	



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

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AREA	ITEM	DESCRIPTION	LEVEL OF SERVICE	SCHEDULE
	equipment			
	Hazard tree inspection		Demand	

<i>Snow and Ice Control</i>	Sanding/Salting	Based on inspections, weather reports and notification from RCMP	Demand	Winter
	Snow Plowing	Based on inspections, weather reports and notification from RCMP	Demand	Winter



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

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Council Resolution No. ic04-0220

CITY OF CAMPBELL RIVER
301 St. Ann's Road, Campbell River, B.C.
V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE M – INSPECTION CHECKLISTS – SUMMARY OF INSPECTIONS

Type of Inspection	Location	Frequency	Recorded
Parks & Playgrounds	_____	_____	_____
City Facilities (Animal Shelter)	_____	_____	_____
Streets & Sidewalks	_____	_____	_____
Watermains/Reservoirs/Chlorination Stn.	_____	_____	_____
Sewer Lines/Pump Station	_____	_____	_____
Fire Hydrants	_____	_____	_____
Cemeteries	_____	_____	_____
Bus Shelters	_____	_____	_____



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

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SCHEDULE N - INSPECTION AND MAINTENANCE OF SIDEWALKS

Zone A - Commercial, School and Hospital Areas

Frequency	Area Inspected	Date Inspected
Every Spring		

Zone B - Residential Areas and (Light) Commercial and Industrial Areas

Year (5 Year Rotation)	Area Inspected	Date Inspected
Year 1		
Year 2		
Year 3		
Year 4		



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

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Year 5		



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

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SCHEDULE O - INSPECTION AND MAINTENANCE OF SIDEWALKS SIDEWALK FIELD SURVEY FORM

Street or Route: _____ Zone: _____

Date: _____ Inspector: _____ Direction: N S E W

Sidewalk Type:

Exposed Aggregate _____ Width _____
Broom Finish _____ Year of Construction _____
Brick _____ Other _____

Pedestrian Traffic:

Low _____ Moderate _____ High _____

Sidewalk Defect Inventory

Defect	Level 1	Level 2	Level 3 (Note Station)
A(i). Cracks			
B(ii). Separations			
C. Heaves/Settlement			
D. Fillets			
E. Scaling			
F. Missing Pieces			
G. Obstacles			
Wheel Chair Access Ramp			

Exposures Requiring Repair (Detail comments on reverse)

- _____ Estimated Sidewalk Footage Needing Repair
- _____ Grass/Weeds in Joints or Cracks
- _____ Roots Causing Heaving or Humps
- _____ Overhanging Branches or Limbs _____ less than 8 feet clearance from sidewalk
- _____ Low Signs _____ less than 7 feet to bottom of sign
- _____ Sewer Manholes, Water Valve Boxes or Meters Needing Adjustment
- _____ Guy Wires in Walking Area _____ Width of Sidewalk to 8 feet
- _____ Pole or Wall Mounted Utility Boxes



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

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CITY OF CAMPBELL RIVER
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V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE P - GENERAL SAFETY CHECKLIST - CITY FACILITIES (PAGE 1 of 4)

Date of Inspection: _____ Name of Facility: _____

Date of Last Inspection: _____

Grounds and Building Entrances	OK	Deficiency	Recommendations
---------------------------------------	-----------	-------------------	------------------------

Grounds are free of unusual hazards such as holes, protrusions and other obstacles.	_____	_____	_____
---	-------	-------	-------

Trees are free of loose or broken branches or protruding roots.	_____	_____	_____
---	-------	-------	-------

Fences are structurally sound and free of holes.	_____	_____	_____
--	-------	-------	-------

Sidewalks, entrances steps and lawns are properly maintained.	_____	_____	_____
---	-------	-------	-------

Walkways and paved areas are free of cracks and loose pavement.	_____	_____	_____
---	-------	-------	-------

All doors and windows are in working condition	_____	_____	_____
--	-------	-------	-------

Outside lighting is sufficient and functioning around pedestrian traffic and parking areas.	_____	_____	_____
---	-------	-------	-------

Buildings and Structures	OK	Deficiency	Recommendations
---------------------------------	-----------	-------------------	------------------------

Ceilings are free of cracks.	_____	_____	_____
------------------------------	-------	-------	-------

Rest rooms are free of water hazards.	_____	_____	_____
---------------------------------------	-------	-------	-------

Handrails and treads on stairways are in good condition.	_____	_____	_____
--	-------	-------	-------

Stairway risers are of proper height.	_____	_____	_____
---------------------------------------	-------	-------	-------



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

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SCHEDULE P (PAGE 2 OF 4)

	Ok	Deficiency	Recommendations
Lighting in stairways and work areas is adequate.	_____	_____	_____
Floors are free of holes, splinters, protruding nails, slippery areas and loose boards.	_____	_____	_____
All openings in floors are covered and marked.	_____	_____	_____
Aisles and passageways have adequate width and are unobstructed.	_____	_____	_____
Work areas are well-ventilated and free of fumes.	_____	_____	_____

Fire Safety	Ok	Deficiency	Recommendations
All emergency exits are properly marked.	_____	_____	_____
Each building and department has an evacuation and emergency preparedness plan posted and employees are familiar with evacuation plans.	_____	_____	_____
Evacuation plans are predominantly displayed for the public.	_____	_____	_____
Employees are trained in fire fighting.	_____	_____	_____
Fire extinguishers and other fire fighting equipment is checked regularly.	_____	_____	_____

	Ok	Deficiency	Recommendations
Sprinkler system is in good working condition and checked annually.	_____	_____	_____
Fire alarms and smoke detectors are checked regularly.	_____	_____	_____



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

SCHEDULE P (PAGE 3 OF 4)

	Ok	Deficiency	Recommendations
Rubbish and used chemicals are disposed of properly.	_____	_____	_____
Explosive or flammable materials are properly stored and ventilated.	_____	_____	_____
Machinery, Tools and Equipment	Ok	Deficiency	Recommendations
All machinery and equipment is maintained properly.	_____	_____	_____
All machinery and equipment is maintained properly.	_____	_____	_____
Belts, gears, chains, clutches and shafting are properly guarded.	_____	_____	_____
Effective point-of-operation guards are in place.	_____	_____	_____
Equipment and facilities are free of oil or grease spills	_____	_____	_____
Gas cylinders are in working condition.	_____	_____	_____
Tampering or unauthorized use of any machinery or equipment is prohibited.	_____	_____	_____
Tools and machines are free of split or loose handles.	_____	_____	_____
All cutting edges are sharp.	_____	_____	_____
All tools are maintained in good state of repair.	_____	_____	_____
Ladders, scaffolds and horses are of standard construction and are in good condition.	_____	_____	_____

CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

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SCHEDULE P (PAGE 4 OF 4)

	Ok	Deficiency	Recommendations
Ladders or self-locking step stools are of an approved design.	_____	_____	_____
Electrical tools, switch boxes and fixtures are properly grounded.	_____	_____	_____
Wiring, fixtures, connections, and extension or portable cords are safely insulated and installed properly.	_____	_____	_____
Extension cords are free of frays, breaks and potential tripping hazards.	_____	_____	_____
All electrical wall outlets and switches are in working order.	_____	_____	_____
Housekeeping	Ok	Deficiency	Recommendations
Materials are properly stacked and stored according to established guidelines.	_____	_____	_____
Overhead clearance is ample.	_____	_____	_____
Work areas are neat and clean.	_____	_____	_____
Work areas are free of hazardous materials.	_____	_____	_____
Desks, cabinets, and file drawers and/or doors are maintained properly.	_____	_____	_____
Aisles and walkways are kept clear at all times.	_____	_____	_____
Access to all emergency equipment such as fire extinguishers, emergency eye wash and showers are kept clear of obstacles.	_____	_____	_____

CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

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CITY OF CAMPBELL RIVER
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V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE Q - RECREATION FACILITY INSPECTION CHECKLIST

If facility has exterior playground please also complete the Children's Playspaces Checklist.

Location: _____

Inspected by: _____

Date: _____

Time: _____

✓ Satisfactory
X Attention Required

ITEM	OK	Deficiency Noted (Describe Problem and Location or Action Taken)	Correction Action Required and Date	Follow Up Scheduled
Stairs – Interior				
Stairs – Exterior				
Handrails – Interior				
Handrails – Exterior				
Sidewalks / Pathways				
Elevators				
Parking				
Signs				
Fences				
Fountains – Drinking				
Seating / Benches				
Lighting – General				
Lighting – Emergency				
Exit Signs				
Fire Extinguishers				
Kitchen / Concession				
Washrooms				
Maintenance Area				



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

Changing Rooms				
Lobby Doors				
Emergency Exits				
Meeting Rooms				
General Offices				
Other				

Note: Pictures or drawings may assist in explaining the problem.

CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

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CITY OF CAMPBELL RIVER
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SCHEDULE R - CHILDREN'S PLAYSPACES AND EQUIPMENT MAINTENANCE CHECKLIST

Recommended by the Canadian Standards Association (CSA) in their publication "A Guideline on Children's Playspaces and Equipment", CSA – Z614-M90.

Location: _____

Inspected by: _____

Date: _____

Time: _____

✓	Satisfactory
X	Attention Required

Equipment	Swings	Slides	Rocking Equip	Teeter Totters	Climbers	Merry-go-rounds	Creative Play Structures	General Site Conditions	Action Taken	Date Comp.
Chains										
S-Hooks										
Seats										
Hanger Bearings										
Grease Fittings										
Stability in ground										
Exposed concrete										
Tilting										
End/Centre Fittings										
Chain pipe covers										
Hand Railings										
Support bars/legs										
Fastening points										
Side walls and bedway										
Entrapment point areas										
Sharp edges/points										
Stairs of slide										
Tube slides										
Cracking / damage										
Spring and bar										



CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

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Handles										
Pivot point for wear										
Nuts and Bolts										
Ground clearance										
Locking devices – in/text										
Wood checking – max 3/4"										
Protrusions										
Protection caps/plugs										
Surface below equipment										
Wooden borders										
Benches										
Debris/broken glass										
Asphalt paths etc										
Lighting										
Sign(s)										
Fencing										

CITY OF CAMPBELL RIVER COUNCIL RISK MANAGEMENT POLICY

Adopted: October 18, 2004

Council Resolution No. ic04-0220

CITY OF CAMPBELL RIVER
301 St. Ann's Road, Campbell River, B.C.
V9W 4C7 Phone: 286-5700 Fax: 286 5761

SCHEDULE S - STATEMENT OF PROPERTY DAMAGE

Note: for completion by a party claiming the City is responsible for damages to their property.

1. Owner's Name: _____ Phone No. _____

Address: _____

2. Type of Property Damage _____

3. Time, Date and Place of Damage _____ AM/PM, D _____ M _____ Y _____

to property at: _____

4. Indicated Cause of Damage _____

5. Estimate Cost of Repairing/Replacing Property Damaged/Destroyed \$ _____
(Attach repair invoices, estimates and/or original receipts and/or complete on reverse.)

6. To whom were damages first reported? _____

7. When were damages first reported? _____

8. Names, addresses and phone numbers of witnesses and/or City staff involved:

Name _____ Address _____ Phone _____

9. State why you feel the City should be responsible for your damages: _____

10. I solemnly swear that I am the owner of the property damaged, that the foregoing is a correct and accurate statement as to the damages incurred and that I have no Insurance of any type under which such damages may be recovered:

(Owner)

(Witness)

Date: _____ 20_____

Position: _____

IMPORTANT NOTE

This statement is for information purposes only and its receipt in no way infers acceptance of any responsibility for the stated damages.

CITY OF CAMPBELL RIVER COUNCIL CAPITAL PROJECT MANAGEMENT POLICY

Adopted: March 13, 2006

Council Resolution No. ic06-0065

8. CAPITAL PROJECT MANAGEMENT

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CITY OF CAMPBELL RIVER COUNCIL CAPITAL PROJECT MANAGEMENT POLICY

Adopted: March 13, 2006

Council Resolution No. ic06-0065

8.1 CAPITAL PROJECT MANAGEMENT

8.1.1 PURPOSE

- To achieve the best value, to protect the integrity of the City's infrastructure, and to provide a logical and transparent process for the delivery of all capital projects.

8.1.2 GENERAL STATEMENT

The City, through the provision of services as a local government, must undertake capital projects of various scope and size. The responsibility for capital project administration (from design through to construction) is generally positioned within the Engineering Services Department.

The considerations outline herein are to be used as guidelines and used in tandem with the Engineering Services Manager's professional discretion and judgment.

8.1.3 CORPORATE PRINCIPLES

8.1.3.1 PROFESSIONAL ETHICS

Employees shall not use their authority or office for personal gain and shall seek to uphold and enhance the City's image by:

- maintaining unimpeachable standards of integrity in all their business relationships;
- fostering the highest standard of professional competence amongst City employees;
- maximizing the use of resources for which they are responsible so as to receive the maximum benefit for the City.

8.1.3.2 DECLARATION OF INTEREST

Any personal interest which may encroach or may reasonably be deemed by others to affect the impartiality of an employee in any matter relevant to their duties, should be declared by the employee to their supervisor.

8.1.3.3 CONFIDENTIALITY & ACCURACY OF INFORMATION

Information received in the course of duty must be respected and shall not be used for personal gain. Information given in the course of duty should be true, fair and not designed to mislead.

8.1.3.4 COMPETITION

When considering the advantages to the City of maintaining a continuing relationship with a contractor, any arrangement which might in the long term prevent the effective operation of fair competition, should be avoided.

8.1.3.5 GIFTS

To preserve the image and integrity of employees and the City, business gifts should be actively discouraged. Gifts, other than those of very small intrinsic value, shall not be accepted.

CITY OF CAMPBELL RIVER COUNCIL CAPITAL PROJECT MANAGEMENT POLICY

Adopted: March 13, 2006

Council Resolution No. ic06-0065

8.1.4 BUDGET

Department Managers are responsible for ensuring budget funds are available in duly authorized accounts before making commitments for any capital projects.

8.1.5 CAPITAL PROJECT MANAGEMENT GUIDELINES

8.1.5.1 CAPITAL PROJECTS TO BE COMPLETED BY CITY FORCES

The City is the owner and operator of the public utilities which includes the potable water treatment and delivery system, the sanitary sewage collection and treatment system and the rainwater collection and treatment system. The City recognizes its legal and moral obligations to ensure the integrity and effectiveness of these systems and as such will retain all responsibilities for the operations, maintenance and capital renewal of all existing underground City utilities. Should circumstances be such that in-house resources are not available to undertake such operations, maintenance and capital renewal works, this work may be contracted out if so approved by the appropriate authority as detailed in section 8.1.6.

8.1.5.2 CAPITAL PROJECTS TO BE COMPLETED BY EXTERNAL FORCES

Apart from incidental works and repairs, the City will contract out all capital works not specifically described in section 8.1.5.1 above. This would generally include roads, sidewalk, curbing, electrical, traffic signals, landscaping, pumping and treatment facilities and also includes the installation of any new or extended underground utilities. Should circumstances be such that contracted services are not readily available or should there be evidence that suggests that alternate means of completing these capital works would be in the City's best interest, then alternate construction means may be pursued subject to the approval of the appropriate authority as detailed in section 8.1.6.

8.1.6 CAPITAL PROJECT MANAGEMENT PROCEDURE

8.1.6.1 CAPITAL PROJECTS UNDER \$250,000

For capital projects with a total value of less than \$250,000, the Department Manager or designate will evaluate the capital project in terms of the estimated cost, budget availability, anticipated construction schedule, and construction management alternatives and will obtain the approval of the Director as to how the capital project shall be managed.

8.1.6.2 CAPITAL PROJECTS BETWEEN \$250,000 AND \$1 MILLION

For capital projects with a total value between \$250,001 and \$ 1 million, the Department Manager or designate will evaluate the capital project in terms of the estimated cost, budget availability, anticipated construction schedule, and construction management alternatives and will obtain the approval of the Director and the City Manager as to how the capital project shall be managed.

8.1.6.3 CAPITAL PROJECTS EXCEEDING \$1 MILLION

For all projects with a total value exceeding \$1 million, the Department Manager or designate will evaluate the capital project in terms of the estimated cost, budget availability, anticipated construction schedule, and construction management alternatives and will obtain the approval of the Director, City Manager and Council as to how the capital project shall be managed.

CITY OF CAMPBELL RIVER COUNCIL CAPITAL PROJECT MANAGEMENT POLICY

Adopted: March 13, 2006

Council Resolution No. ic06-0065

Such approval by Council to proceed with construction should not be given for any capital project exceeding \$1,000,000 unless all of the following steps have first been completed:

- i) Capital project concept is proposed (by staff, Council or general public) and presented to Council for formal consideration.
- ii) Council endorses the capital project concept and directs staff to proceed with a feasibility study. The feasibility study must define the anticipated scope of the project concept, review the technical merits of the project concept, provide order of magnitude cost estimates (Class 'D'), review the financial impacts of the project concept and review the City's financial capacity, establish probable project start and completion dates, and identify all available options for managing the conceptual project through to completion.
- iii) Council reviews and accepts the findings of the feasibility study and then directs staff to proceed with a preliminary design. The preliminary design must include a recommendation on the final scope of the project, provide a Class 'C' cost estimate, establish a preliminary financing strategy for the project, provide a preliminary construction schedule and a recommended project management strategy.
- iv) Council reviews and accepts the findings of the preliminary design and directs staff to proceed with detailed design. The detailed design would provide a clearly defined detailed final scope of work, a Class 'A' or pre-tender cost estimate, a detailed project schedule, a detailed financing strategy and a detailed project management strategy.
- v) Council reviews and accepts the findings of the detailed design and directs staff to proceed to tender (if constructed by outside forces) or to construction (if constructed with in-house forces). If required, tenders would be prepared and issued in accordance with the City's purchasing policies.
- vi) If the project is tendered, Council reviews and awards the tender, subject to the project budget, schedule and management strategy being consistent with the final detailed design report.
- vii) Upon project completion, a final post-construction review report on the project will be presented to Council. The final post-construction report must provide a description of the final scope of work, a summary of actual construction costs, a summary of the actual construction schedule, a comparison with the detailed design report and a list of recommendations for further improving future capital projects.

8.1.7 DEFINITIONS

8.1.7.1 CLASS A ESTIMATE (FINAL DESIGN OR PRE-TENDER)

This is the highest level of estimate, based on quantities and unit prices from a detailed design or direct quotation by supplier. The detailed design should be in the order of 95% to 100% complete. This category is to be used to confirm that the project is within available budget prior to proceeding or prior to issuing tender documents and is also used to evaluate tender submissions. Class A estimates will be reviewed and approved by a qualified professional engineer with appropriate project-related experience and expertise.

Class A estimates to include the following:

- 10% general contingency allowance

CITY OF CAMPBELL RIVER COUNCIL CAPITAL PROJECT MANAGEMENT POLICY

Adopted: March 13, 2006

Council Resolution No. ic06-0065

- 10% allowance for engineering, legal, construction, financial and administration costs
- 5% contingency allowance for inflation
- review and approval by a qualified professional engineer

8.1.7.2 CLASS B ESTIMATE (50% DESIGN)

This estimate is based on the early stages of detailed design work and is used as a check to ensure that the project is not substantially outside of the budgetary estimates established during the preliminary design stage. The detailed design should be between 40 and 60% complete, with all necessary site investigations and studies completed. Quantities should be accurate within 80% of the final design.

Class B estimates to include the following:

- 20% general contingency allowance
- 20% allowance for engineering, legal, construction, financial and administration costs
- 15% contingency allowance for inflation

8.1.7.3 CLASS C ESTIMATE (PRELIMINARY DESIGN)

This estimate is based on the preliminary design that provides a recommended scope of work for the specific project. It includes estimates for consultant design fees where a proposal has not been received. This category is prepared with limited site information and is based on probable conditions affecting the project and past experiences with similar projects.

Class C estimates to include the following:

- 25% general contingency allowance
- 25% allowance for engineering, legal, construction, financial and administration costs
- 20% contingency allowance for inflation

8.1.7.4 CLASS D ESTIMATE (FEASIBILITY STUDY)

This estimate is based on little or no site specific detailed engineering but provides magnitude of order or 'ball park' estimates and is derived from lump sum or unit costs from comparable projects of similar magnitude. This category is used in developing long term capital plans and for comparing conceptual options.

Class D estimates to include the following:

- 30% general contingency allowance
- 30% allowance for engineering, legal, construction, financial and administration costs
- 25% contingency allowance for inflation



CITY OF CAMPBELL RIVER COUNCIL ENVIRONMENT POLICY

Adopted: November 4, 2008

Council Resolution No. 08-0540

Amended: July 25-13

9. ENVIRONMENT

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CITY OF CAMPBELL RIVER COUNCIL ENVIRONMENT POLICY

Adopted: November 4, 2008

Council Resolution No. 08-0540

9.1 ANTI-IDLING

9.1.2 PURPOSE

To reduce unnecessary idling of City vehicles and equipment as a means of reducing noise pollution and air pollution in the form of greenhouse gas emissions while making efficient use of the City's resources.

9.1.3 GENERAL STATEMENT

In the normal course of providing services to the public, City employees are frequently required to operate City vehicles and equipment powered by the internal combustion of fossil fuels. Recognizing that the idling of motor vehicles and equipment has a negative impact on human health and the environment by way of greenhouse gas emissions and particulates released during the combustion process, this policy seeks to eliminate all unnecessary idling of City vehicles. The procedures laid out herein are to be used as a guideline that all City staff should follow in the operation of City vehicles at all times.

9.1.4 SCOPE

This policy shall apply to all City staff who operate vehicles or equipment owned, leased, rented or operated by the City of Campbell River. This policy also applies to contractors working directly or indirectly for the City and to contractors working on City-owned property.

9.1.5 DEFINITIONS

For the purposes of this Policy, anti-idling measures shall be administered under the terms set out below:

"Idling"	means the operation of a vehicle's engine while it is not in motion and is not being used to power auxiliary equipment that is essential to assigned tasks or the operation of equipment while it is not being actively used for its intended function.
"Vehicle"	means but is not limited to cars, light and heavy duty trucks, vans, snow moving vehicles, dump trucks, loaders, backhoes, street sweepers, forklifts, and any other vehicle powered by the internal combustion of fuel.
"Equipment"	means any equipment powered by the internal combustion of fuel including but not limited to generators, chainsaws, weed whackers, and lawnmowers.
"Fuel"	means gasoline, diesel (including biodiesel), propane, natural gas, ethanol and any other fuel that generates greenhouse gas emissions during the combustion process.
"Emergency Vehicle"	means any vehicle used in emergency services including but not limited to emergency medical vehicles, police vehicles, fire safety vehicles, or other City vehicles responding to a public safety emergency.



CITY OF CAMPBELL RIVER COUNCIL ENVIRONMENT POLICY

Adopted: November 4, 2008

Council Resolution No. 08-0540

9.1.6 PROCEDURES

9.1.6.1 GENERAL ANTI-IDLING PROCEDURES

All operators of City of Campbell River vehicles must ensure that when vehicles or equipment are not required to be running for operational purposes every effort is made to reduce or eliminate engine idling.

9.1.6.2 PRECEDENCE OF MANUFACTURERS GUIDELINES

In situations where idling of City vehicles or equipment is clearly defined in manufacturers operating instructions for warranty purposes, these instructions shall take precedence over sub-sections 9.1.6.1, 9.1.6.3 and 9.1.6.4.

9.1.6.3 INITIAL DAILY WARM-UP PERIOD

Idling time shall be permitted to provide safe and efficient warm-up of City vehicles and equipment.

9.1.6.3.1 Heavy-Duty Vehicles & Equipment

Idle times of up to 5 minutes are allowed for heavy-duty gasoline and diesel fueled vehicles and equipment during their initial shift warm-up and at any subsequent time during their use after a prolonged period of shut down that results in conditions comparable to those prior to the initial shift warm-up.

9.1.6.3.2 Light-Duty Vehicles & Equipment

Idle times of up to 1 minute are allowed for gasoline and diesel fueled equipment during the initial warm-up period and at any subsequent time during their use after a prolonged period of shut down that results in conditions comparable to those prior to the initial warm-up period.

9.1.6.4 FIELD OPERATION

The following policies apply to the operation of vehicles and equipment during regular use:

9.1.6.4.1 Non-Diesel Powered Vehicles & Equipment

No operator shall cause or permit their vehicle or equipment to idle in excess of 1 minute if the vehicle is stopped for a foreseeable period of time.

9.1.6.4.2 Diesel Powered Vehicles & Equipment

No operator shall cause or permit their vehicle or equipment to idle in excess of 3 minutes if the vehicle is stopped for a foreseeable period of time. Diesel fueled vehicles or equipment should only be turned off after enough time has passed to allow the proper circulation and cooling of engine oil, coolant, and turbochargers, not to exceed 3 minutes.

9.1.7 EXCEPTIONS

Section 1.5 does not apply to the following vehicles and situations:

- a) Any emergency vehicles engaged in operational activities such as public safety, fire services, police services, or responding to medical emergencies.
- b) Any vehicle assisting in emergency situations.
- c) Any vehicles or equipment while working on the Airport maneuvering area (runway).

CITY OF CAMPBELL RIVER COUNCIL ENVIRONMENT POLICY

Adopted: November 4, 2008

Council Resolution No. 08-0540

- d) Any vehicle without secondary batteries being used to power auxiliary equipment or other power needs including hydraulics, lifts, emergency lights, compressors, generators, or any other equipment requiring electric power.
- e) Any vehicle idling while passengers are embarking or disembarking.
- f) Any vehicle idling while stopped in traffic, at stop lights, stop signs, or while following any other road sign or person directing traffic.
- g) Any vehicle requiring idling while being serviced, maintained, repaired, or inspected.
- h) Any situation requiring idling to defog, defrost or de-ice windows provided a scraper is first attempted and idling ends when fog, frost, or ice has been safely eliminated.
- i) Any situation where no indoor shelter is provided at the work site and staff requires vehicle idling to dry off or remain warm.
- j) Any situation where extremely high or low temperatures require the idling to operate air conditioning or heating units to maintain the well-being of the operator and passengers.
- k) Any situation where the safety of the operator, passengers, or any other person shall be compromised by shutting down the engine.

Amendment July 25/13 Res #13-0287

9.2 INVASIVE PLANT SPECIES MANAGEMENT POLICY

9.2.2 PURPOSE

The City of Campbell River recognizes that the spread of invasive plant species is a serious threat to biodiversity world-wide, second only to habitat loss¹. This matters because biodiversity loss and the resulting imbalance in nature have wide ranging environmental, social and economic effects, and if left uncontrolled can have serious local impacts in the City's parks, public spaces, environmentally sensitive areas, and private lots. An invasive plant management strategy is an identified priority action in the *SCR Framework: Campbell River's Integrated Community Sustainability Plan*. This policy will guide the City's invasive plant species control efforts and help to address obligations imposed by the provincial *Weed Control Act*.

9.2.3 DEFINITIONS

In this Policy, unless the context otherwise requires:

“City”	means the City of Campbell River.
“Coastal Invasive Species Committee”	is a registered non-profit society that takes a leadership role to reduce the negative impacts of invasive alien species through outreach and education.
“Noxious Weed”	means a weed classed as noxious as listed in the most recent version of Schedule A under the provincial <i>Weed Control Act</i> .

¹ Government of Canada, Coastal Invasive Plant Council

CITY OF CAMPBELL RIVER COUNCIL ENVIRONMENT POLICY

Adopted: November 4, 2008

Council Resolution No. 08-0540

“Non-profit Organization”	a corporation or an association that conducts business for the benefit of the general public without shareholders and without a profit motive.
“Community Association”	a non-governmental association of participating members of a community , such as a neighborhood , condominium , cooperative , or group of homeowners or property owners.
“Interest Groups”	a group of persons having a common identifying interest that often provides a basis for action.
“Invasive Plant”	most often alien species that have become abundant and widespread in the landscape to such a degree that they replace or swamp the natural species assembly in an ecosystem, and cause havoc with ecosystem function

9.2.4 APPLICATION

This policy applies to the City of Campbell River’s efforts and partnerships with others to prevent, eradicate, contain and control invasive plant species.

9.2.5 GENERAL CONDITIONS

The City of Campbell River will work with Non-profit Organizations, Community Associations and Interest Groups to address the control of invasive plant species under the following criteria:

- a) Invasive species initiatives including removal and disposal will be based on best practices as recommended by the Coastal Invasive Species Committee.
- b) Environmentally sensitive public areas will be prioritized for control efforts.
- c) Initiatives to control Noxious Weeds will form a significant component of annual control efforts to ensure compliance with the provincial *Weed Control Act*. The *Weed Control Act* imposes a duty for every owner/occupier of land in BC to control Noxious Weeds on their property.
- d) High traffic and high value areas will also be considered as priority action areas.
- e) Where deemed necessary, some control efforts may require replanting to restore ecological functioning and this may involve a multi-year commitment between the City and Interest Groups.
- f) Prior to removal events, disposal arrangements must be determined between the City and Non-profit Organizations, Community Associations and Interest Groups hosting the events.
- g) Where chemical control is recommended by the Coastal Invasive Species Committee, applications will be consistent with the City’s Integrated Pest Management Policy and will be conducted by certified applicators.



CITY OF CAMPBELL RIVER COUNCIL ENVIRONMENT POLICY

Adopted: November 4, 2008

Council Resolution No. 08-0540

The City will undertake the following in support of invasive plant species management:

- a) In concert with project partners, increase awareness around the issues associated with invasive plants. These efforts will include continued targeting of Scotch broom as well as Noxious Weeds.
- b) As opportunities arise, review and update regulation to help manage invasive species on private land.
- c) Develop a detailed implementation plan to action this policy in an efficient manner through: inventory, data management, training, education and budgeting.

9.2.6 EXCEPTIONS

This policy applies to the City and Non-profit Organizations, Interest Groups or Community Associations in Campbell River working on invasive plant control initiatives. This policy also applies to other projects on public lands that disturb areas where invasive plants occur, especially Noxious Weeds in order to prevent their spread and to ensure proper disposal.

CITY OF CAMPBELL RIVER COUNCIL WOOD FIRST POLICY

Adopted: September 21, 2010

Council Resolution No. 10-0643

10. WOOD FIRST POLICY

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CITY OF CAMPBELL RIVER COUNCIL WOOD FIRST POLICY

Adopted: September 21, 2010

Council Resolution No. 10-0643

1.1 PURPOSE

This policy is enacted to facilitate a community culture of wood by requiring the use of wood as the primary building or energy production material in the design and construction of City-funded projects, buildings and major additions wherever practical and appropriate, in accordance with Bill 9 – Wood First Act, as set out by the Province of British Columbia and in a manner consistent with the British Columbia Building Code. Wood should be considered for all projects and construction where it is economically competitive with other materials. Local sawmills and wood industries within the municipality of Campbell River will be supported and encouraged to prosper as a result of the use of wood.

1.2 DEFINITIONS

In this Policy, unless the context otherwise requires:

“City”	means the City of Campbell River and its Departments.
“Council”	means the municipal Council of the City of Campbell River
“Proponent”	means any entity, including a company, firm, consortium or any legal entity, which has been invited to submit a proposal or to submit a tender for the design or construction of a City-funded project, building or structure.
“Primary building material”	means a building material that is used as a structural component or as a major architectural component in the design of a facility or structure.
“City-funded building”	means a building the City owns, or has contributed money to fund its design or construction.
“Wood product”	means wood that has been prepared for use in construction or energy production and may include but is not limited to sawn and dressed timber, plywood, fabricated wood, wooden structural components, fittings and joinery, oriented strand board, trusses, preservative treated wood, glulams and engineered wood products such as laminated veneer lumber and wooden furniture.

1.3 APPLICATION

This policy applies to City-funded projects and buildings or structures within the City of Campbell River.

1.4 GENERAL REQUIREMENTS

CITY OF CAMPBELL RIVER COUNCIL WOOD FIRST POLICY

Adopted: September 21, 2010

Council Resolution No. 10-0643

Projects for the design, construction and installation of wood structures or wood-use in energy production should ensure all requests for proposal outline experience and excellence in utilizing wood as a key qualifying criterion.

- a) Where practical and appropriate, design proposals for City-funded buildings or applicable projects shall include a detailed description of how wood will be used.
- b) Favourable consideration may be given to design proposals for City-funded projects that demonstrate a more substantial and/or innovative use of wood.
- c) Favourable consideration may be given to design proposals for City-funded projects from proponents that demonstrate a greater degree of expertise in the use of wood.
- d) Favourable consideration may be given to design proposals for City-funded projects that maximize the use of wood.

1.5 EXCEPTIONS

This policy applies only to projects funded by the City.

1.6 ENFORCEMENT

- a) Failure of a proponent to provide a detailed description of how wood will be used in the design of a City-funded project may result in a proposal not being considered.
- b) Failure of a proponent to demonstrate a clear understanding of available wood and how this wood may be incorporated into the design of a City-funded project may result in a proposal not being considered.

1.7 SEVERABILITY

The provisions of this policy are severable and the invalidity of any part of this policy will not affect the validity of the remainder of this policy.

CITY OF CAMPBELL RIVER COUNCIL YOUTH ENGAGEMENT POLICY

Adopted: May 7, 2013

Council Resolution No. 13-0207

1. YOUTH ENGAGEMENT POLICY

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CITY OF CAMPBELL RIVER COUNCIL YOUTH ENGAGEMENT POLICY

Adopted: May 7, 2013

Council Resolution No. 13-0207

1.1 YOUTH ENGAGEMENT STRATEGY

1.1.1 DESCRIPTION

The City of Campbell River adopted the Youth Engagement Strategy in 2013. The strategy was developed by the City's Youth Action Committee, and provides policy and guidance for ensuring meaningful inclusion of youth in public consultation processes, and in City planning and projects. The Youth Charter, a set of visionary guiding principles for the future for Campbell River, and guidelines for the Youth Action Committee are also contained in the strategy.

2.1 YOUTH ACTION CHARTER

In 2011/2012, the Campbell River Youth Action Committee developed a Youth Charter, a set of statements that reflect a youth vision for Campbell River. The Youth Charter guides the work of the Youth Action Committee and is designed to ensure that planning for the future of Campbell River includes a youth perspective. In order to encourage awareness and action in support of these statements, the Youth Action Committee has sought support from various stakeholders in the community. This Charter has been endorsed by the City of Campbell River, School District 72, and the RCMP.

See Appendix 'A' for Youth Action Charter.

3.1 YOUTH ACTION COMMITTEE

The City will maintain a Youth Action Committee to advise Council and staff

3.1.1 PURPOSE

The Youth Action Committee's purpose is to provide youth with an opportunity to share their perspectives and input in City decision making, and to learn about local government. Each year the Youth Action Committee will focus on a combination of providing feedback on City projects and initiatives, and carrying out a youth-led project, selected and steered by the Committee. The Youth Action Committee will be informed of all youth engagement activities taking place in the City, and where feasible, will be engaged in providing feedback on City projects.

3.1.2 STRUCTURE

The Youth Action Committee (YAC) will be made up of 10 to 12 youth in grades 9-12 who are interested in contributing to making Campbell River a youth friendly city. The committee will be facilitated by two city staff, one in Recreation and Culture, and one in the Sustainability Department, who will recruit members, book meeting space and provide guidance to the group. These adult allies will also serve as the bridge between the young committee

CITY OF CAMPBELL RIVER COUNCIL POLICY

Adopted: May 7, 2013

Council Resolution No. 13-0207

members and the adult municipal staff and politicians. There will also be a Chair, Co-Chair and rotating Secretary elected among the committee members.

3.1.3 ROLE OF THE YOUTH ACTION COMMITTEE

In September the YAC staff liaisons will meet with departmental managers at the City to remind them of the role of the YAC and develop a list of potential projects requiring youth input. This list of projects should represent the full spectrum of City business, including land use planning, waste management, arts and culture, parks and recreation, heritage conservation, transportation and other areas. From this list of projects, several initiatives will be selected and a timeline will be developed for soliciting input from the YAC. For additional projects requiring youth feedback, or those projects requiring broader engagement of youth, the YAC staff liaisons will work with City staff to identify other youth organizations and groups, and classes in the School District that could be consulted.

The City of Campbell River will aim to engage the YAC on up to five projects per year, including one larger project that requires peer to peer engagement, where the YAC will assist the City in soliciting broader input from youth in the community.

Secondary to providing input on City projects and programs, each year the YAC will spearhead a project. The project will be identified by the committee members and implemented with the support of the staff facilitators and other relevant stakeholders. These youth-led projects will seek to implement the vision outlined in the Youth Charter, but will not overshadow the consultative role of the YAC.

3.1.4 TERMS OF REFERENCE

See Youth Engagement Strategy (Appendix 'B') for Youth Action Committee Terms of Reference.

4.1 YOUTH ENGAGEMENT IN CITY PROJECTS AND PLANS

4.1.1 WHEN WILL THE CITY ENGAGE YOUTH

The City of Campbell River will engage youth in the development of a project, policy or plan when it directly impacts their quality of life from a social, emotional, physical or spiritual development aspect.

Youth should be involved in all major city plans and projects that shape the future of the community, and in any public engagement process where feedback from the public is being sought for a City initiative.

4.1.2 HOW MANY YOUTH SHOULD BE INVOLVED

10% of public input for any given project should be from youth.

CITY OF CAMPBELL RIVER COUNCIL POLICY

Adopted: May 7, 2013

Council Resolution No. 13-0207

5.1 YOUTH ENGAGEMENT TRAINING FOR CITY STAFF

5.1.1 YOUTH ENGAGEMENT CAPACITY BUILDING WORKSHOPS

The City will host youth engagement capacity building workshops for staff on a bi-annual basis or as feasible. The workshop will be organized by the YAC staff liaisons and will provide information on engaging young people in decision making processes, the reason for involving youth, and the tools that are available. The purpose of this is to build the confidence and competence of participants to meaningfully engage youth. The workshop may extend to School District 72 and other community organizations, as feasible.

CITY OF CAMPBELL RIVER COUNCIL POLICY

Adopted: May 7, 2013

Council Resolution No. 13-0207

APPENDIX 'A' YOUTH CHARTER

Youth Charter:

Vision for Campbell River's Future

Sustainable Campbell River is a City where...

- 1. Youth have diverse and age specific spaces to meet such as youth centres, coffee shops and restaurants where youth are able to socialize and be themselves.**
- 2. Youth voices and ideas are heard and influence decision-making in the community.**
- 3. There are indoor and outdoor venues to participate in and experience arts, culture, and musical performances.**
- 4. Frequent, affordable transit is available for school, work, and recreation, including service early in the morning, on evenings and weekends. Transit services to McIvor Lake, swimming beaches, Mt Washington and trails like Canyon View are available.**
- 5. Opportunities are available to help youth develop skills and access information relevant to future careers. Diverse job opportunities are available in Campbell River.**



CITY OF CAMPBELL RIVER COUNCIL POLICY

Adopted: May 7, 2013

Council Resolution No. 13-0207

6. Programs are available for everyone that support healthy lifestyles and address issues around body image, substance use, sexuality, healthy eating, and include peer teaching.
7. Sports and outdoor recreation opportunities are plentiful and there is access to nature, the beach, and cycling and walking trails.
8. Citizens live lifestyles with low environmental impacts, contributing to environmental protection, and reducing carbon emissions, waste and littering. Events bring people together to celebrate the environment.
9. A small town feel is maintained, and residents benefit from personal connections in the community.
10. Convenient, affordable local healthy food options are available in grocery stores, schools and at the farmers market.
11. Various social support programs are available that provide access to basic needs such as low-barrier shelters, clothing, food, and affordable housing.



CITY OF CAMPBELL RIVER COUNCIL POLICY

Adopted: May 7, 2013

Council Resolution No. 13-0207

**We, the undersigned, support this youth vision for
Sustainable Campbell River.**

Signed: June 12, 2012



Mayor Walter Jakeway, City of Campbell River



Tom Longridge, Superintendent
School District 72



Michele Babchuck, Chair
School District 72



Inspector Lyle Gelinas, RCMP



Mariah Carpenter, Chair Youth Action Committee



Rachel Lim, CoChair Youth Action Committee





CITY OF CAMPBELL RIVER COUNCIL POLICY

Adopted: May 7, 2013

Council Resolution No. 13-0207

APPENDIX 'B' YOUTH ENGAGEMENT STRATEGY

Youth Engagement Strategy

May 2013



Artwork: Jill Banting





This Youth Engagement Strategy was co-created by the City of Campbell River, and Sustainable Cities International.

Youth Engagement Strategy for Campbell River

The City of Campbell River, its staff and residents recognize the value of engaging youth in civic life and planning for the community's future. Fundamental to this understanding is the *right to the city* and the tenant that young people are not only the leaders of tomorrow but the citizens of today, with full rights to access, move around, benefit from, and shape opportunities in the community.

Young people possess a unique perspective, resulting from the very fact that they are young and experience the city as young people; they are experts in their own right on how cities can be made more inclusive of their needs and aspirations. Young people bring a fresh perspective to planning initiatives and cities benefit from the energy and enthusiasm that youth bring to the table.

That said, cities, including Campbell River, often struggle with providing the best support and structure to meaningfully engage youth. Young people have their own schedules, interests, ways of communicating and social norms, which are not always conducive to mainstream decision making. In order for cities to elicit the opinions and contributions of young citizens, a deliberate and focused approach is needed.

Photo Credit: Sustainable Cities

Through a number of initiatives, Campbell River has experienced success in including a youth perspective in community development and planning processes. The public process that informed the development of Campbell River's Sustainable Official Community Plan is a case in point. Here, the City enabled young people to contribute to the vision and direction of their community through youth focused engagement sessions and intergenerational workshops. Moreover, Campbell River has supported a Youth Advisory Committee in the past, and currently has a Youth Action Committee that provides advice to City staff, Mayor and Council.



The purpose of this document is to outline how the City of Campbell River will support further youth engagement in municipal decision making, while fostering youth-led development in the city. The engagement strategy is open ended in its time horizon, in that it does not expire at any point, however a sample work plan for the Youth Action Committee is provided for the 2011/12 and 2012/13 academic years in order to provide a roadmap for the immediate future and functioning of the Youth Action Committee.

Defining “Youth”

For the purposes of this strategy *youth* is defined as youth in Campbell River between the ages of 13 and 19. Youth 19 years and older are assumed to be young adults while elementary school-age students are considered to be children. Both young adults and children can also provide meaningful input to community visions and decision making processes, but outreach to these age groups is very different from middle and high school age students, and thus falls outside of the scope of this strategy.



Principles for Meaningful Youth Engagement

Campbell River’s youth engagement strategy is based on five principles for meaningful youth engagement. These five principles for meaningful *youth engagement* were developed at a Youth Peer Exchange in Whistler, BC (2011). The principles are the result of a comparison between the approaches taken by four BC municipalities, including Campbell River, to engaging youth in municipal decision making. Through this comparison, young people identified the strengths and weaknesses of the various approaches and collaboratively wrote these principles. Campbell River’s Youth Engagement Strategy embraces this good practice in order to engage youth in a meaningful way.

Honesty: Youth engagement processes should be honest and transparent so as to foster realistic expectations.

Respect: Youth engagement processes should encourage respectful sharing of ideas between young people and adults in an environment that values the unique ideas of youth and empowers them to express their opinions.

Diverse Approaches: Youth engagement activities should be varied in location, length of commitment and level of involvement, in order to ensure accessibility and get as much input as possible.

Capacity Building: Youth engagement processes should include opportunities for young people to acquire skills, experience and gain knowledge from unbiased sources so that they can participate fully and make educated decisions during the engagement process and later in life.

Diversity: Youth engagement processes should recognize that there are diverse social groupings (age, ethnicity, socio-economic status, etc.) within the youth population requiring different approaches to engagement. The opinions of *all* youth should be listened to.



Youth Charter for a Sustainable Campbell River

In 2011/2012, the Campbell River Youth Action Committee developed a Youth Charter, a set of statements that reflect a youth vision for Campbell River. The Youth Charter guides the work of the Youth Action Committee and is designed to ensure that planning for the future of Campbell River includes a youth perspective. In order to encourage awareness and action in support of these statements, the Youth Action Committee has sought support from various stakeholders in the community. To date, this Charter has been endorsed by the City of Campbell River, School District 72, and the RCMP. The Youth Charter is included on the following page of this document.

Youth Charter:

Vision for Campbell River's Future

Sustainable Campbell River is a City where...

1. Youth have diverse and age specific spaces to meet such as youth centres, coffee shops and restaurants where youth are able to socialize and be themselves.
2. Youth voices and ideas are heard and influence decision-making in the community.
3. There are indoor and outdoor venues to participate in and experience arts, culture, and musical performances.
4. Frequent, affordable transit is available for school, work, and recreation, including service early in the morning, on evenings and weekends. Transit services to McIvor Lake, swimming beaches, Mt Washington and trails like Canyon View are available.
5. Opportunities are available to help youth develop skills and access information relevant to future careers. Diverse job opportunities are available in Campbell River.
6. Programs are available for everyone that support healthy lifestyles and address issues around body image, substance use, sexuality, healthy eating, and include peer teaching.
7. Sports and outdoor recreation opportunities are plentiful and there is access to nature, the beach, and cycling and walking trails.
8. Citizens live lifestyles with low environmental impacts, contributing to environmental protection, and reducing carbon emissions, waste and littering. Events bring people together to celebrate the environment.
9. A small town feel is maintained, and residents benefit from personal connections in the community.
10. Convenient, affordable local healthy food options are available in grocery stores, schools and at the farmers market.
11. Various social support programs are available that provide access to basic needs such as low-barrier shelters, clothing, food, and affordable housing.



engagement of youth, the YAC staff liaisons will work with City staff to identify other youth organizations and groups, and classes in the School District that could be consulted.

The City of Campbell River will aim to engage the YAC on up to five projects per year, including one larger project that requires peer to peer engagement².

Secondary to providing input on City projects and programs, each year the YAC will spearhead a project. The project will be identified by the committee members and implemented with the support of the staff facilitators and other relevant stakeholders. These youth-led projects will seek to implement the vision outlined in the Youth Charter, but will not overshadow the consultative role of the YAC.

YAC and Council:

The Youth Action Committee will present to City Council at minimum one time per year to provide Council an update on projects and plans for the year. Additional presentations to City Council, School District 72 or other community organizations be scheduled as required.

Both City Council and the School District 72 Board will each be invited to at least one informal meeting over pizza each year, for the purposes of dialogue around youth issues.

The Youth Action Committee will also host an annual roundtable session for organizations that have signed the Youth Charter to report back on efforts they are making toward making Campbell River a youth friendly city. New organizations may be invited to this meeting to learn about and sign on to the Charter.



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Meeting Time, Location and Frequency:

The YAC will meet twice per month after school at Campbell River's City Hall. On average, one meeting per month will be dedicated to project planning and implementation, while one meeting per month will be dedicated to providing input on City projects and plans (as identified by City staff).

² Peer to peer engagement is when young people engage their peers in an issue or project, soliciting a broader perspective. This technique requires training of the youth facilitators and requires a co-created plan (youth and adults). As such, it is a more time intensive process, but it speaks to many of the principles for meaningful youth engagement by building capacity among youth as facilitators, engaging a diverse youth population and allowing for a variety of approaches and formats for engaging youth.

Each fall a work plan will be developed for the Youth Action Committee by the staff liaisons. Below is a sample work plan for 2011/2012 and 2012/2013.

Sample YAC Workplan for 2011/12 and 2012/13 Academic Years

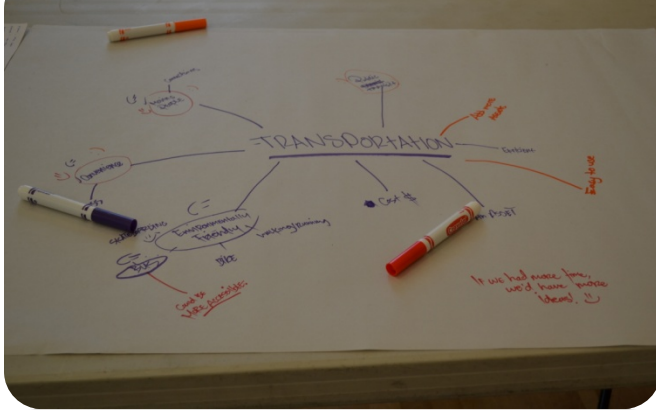
Fall 2011	<ul style="list-style-type: none"> • Recruitment of YAC Members (September) • 2 Day YAC Retreat (October) • Begin semi-monthly meetings
Winter/Spring 2012	<ul style="list-style-type: none"> • Continue semi-monthly meetings • Consultation regarding: <ul style="list-style-type: none"> ○ The Heritage Value of Big Rock ○ Watershed Management Plan ○ Programming for Spirit Square ○ Programming for the Tidemark Theatre ○ Transit Services ○ Youth Recreation Programming for the City • Develop Youth Engagement Strategy • Present Youth-Charter to Council, SD 72 and RCMP (Ceremonial signing inspiring 2012) • Develop concept/initial stages of business case for Youth Centre • Participate in Local Government Awareness Week • Wrap-up/self-evaluation
Fall 2012	<ul style="list-style-type: none"> • Recruitment of YAC Members (September) • Identify City projects requiring youth perspective • 1 to 2 Day YAC Retreat (October) • Begin semi-monthly meetings
Winter 2012	<ul style="list-style-type: none"> • Continue Semi-monthly meetings focused on YAC-led projects and City initiatives requiring youth input • Provide feedback to MLA Claire Trevena on provincial issues • Work on paper summarizing work completed for the Youth Centre
Spring 2013	<ul style="list-style-type: none"> • Provide feedback on community initiatives: <ul style="list-style-type: none"> ○ Campbellton Neighbourhood Association ○ Compost and Energy Challenge Development • Meet with MLA Claire Trevena to discuss the voting age and other Provincial political issues • Assist with Earth Week Film Festival • Participate in Local Government Awareness Week • Present Council with Youth Engagement Strategy • Complete Youth Centre Paper • Wrap-up/self-evaluation

YAC Recruitment:

The YAC should be made up of students from all middle and high schools in Campbell River and should endeavor to represent grades 9 to 12 evenly. In order to avoid the need to recruit an entirely new group of youth each year, recruitment should focus on grades 9, 10 and 11. Effective methods for recruiting members include announcements at the schools, classroom presentations (by existing members when possible) and Facebook (have YAC members promote using their accounts). Liaison with school counselors, leadership teachers, and Student Council's will also assist in attracting youth for the committee.

Youth Engagement in City Projects and Plans:

Photo Credit: Sustainable Cities



When will the City Engage Youth?

The City of Campbell River will engage youth in the development of a project, policy or plan when it directly impacts their quality of life from a social, emotional, physical or spiritual development aspect.

Youth should be involved in all major city plans and projects that shape the future of the community, and in any public engagement process where feedback from the public is being sought for a City initiative.

How many Youth Should be Involved?

10% of public input for any given project should be from youth.

Justification: As of 2012, 2,887 students are in middle and high schools in Campbell River. This number represents just over 9% of Campbell River’s population.

So, you want to engage youth...

The first thing City staff should do is approach the staff liaisons for the Youth Action Committee and ask for their advice on how to engage youth on the initiative in question. The staff liaisons will be able to determine whether the initiative should be presented to the YAC for their input, a peer to peer model should be used or another sub-section of youth in the community should be engaged.

Each year, the YAC staff liaisons will update and maintain a list of community organizations, groups, and teachers/classes that are interested in providing feedback on city projects. This list may include groups such as sports teams, Girl Guides/Scouts, John Howard Society, MISA (Campbell River Multi-cultural and Immigration Services Association), Youth4Diversity, and others. Due to time constraints, and the desire to reach a broad base of Campbell River’s youth, the Youth Action Committee may not always be the primary group consulted on City projects seeking youth feedback. However,

Photo Credit: Sustainable Cities



the staff liaisons will keep the YAC up to date on any youth outreach efforts taking place in the City, so they can get involved in the project if they so wish. Keeping the YAC up to date on youth outreach efforts is important as the committee will be the primary youth voice to the Community Services Commission and City Council.

The right strategy for youth engagement will depend on the initiative in question. In general, youth engagement is effective when it:

- Is fun and interactive
- Provides time for socializing as well as engagement with the issues
- Doesn't rely on long presentations or lots of reading
- Includes food
- Is peer driven (use youth facilitators in workshops and have young people invite their peers to events or to fill out surveys)
- Relies on existing youth groups, like the YAC, leadership classes, green teams, sports teams, church groups, etc.
- Uses Facebook and other social media (have young people engage their friends)
- Includes competition and prizes
- Invites young people to participate through their networks and sources of information (ie. Facebook, school announcements and classroom presentations, not the radio or local paper).



There are lots of tools for engaging young people. Each situation will require a different set of tools, depending on the complexity of the issue, the spectrum of decision making within the project, the timeframe, the budget, and other factors. The following are a few tools that have been used in Campbell River and other communities to successfully engage youth:

Simple Votes/Surveys



When an issue is fairly straight forward and does not require a lot of background information and/or discussion, surveys or voting can be an effective means of youth engagement. Surveys can be handed out in class or in the hallways at school. A quick classroom vote is also an effective way of soliciting the opinions of young people. Surveys should be done face to face- youth won't fill them out and bring them back at a later date. Often incentives encourage people to fill out surveys, and youth suggested that candies should be provided to survey participants.

Focus Groups



Hosting a workshop with a group of youth is an effective way to have them discuss an issue and provide their opinions. These should be held at convenient times for young people to participate (pro-d days, weekends, evenings, negotiated class time, etc) and should include food. Always begin with an icebreaker and include a number of different activities that draw out the information you are seeking. In order to keep the youth engaged and focused these workshops need to be interactive and youth will need to be able to move and change groups frequently.



Video/Photos

Video making and photography are an effective way of having youth capture and present their thoughts and feelings about a particular issue. You can ask youth to take photos or make videos addressing a particular question (eg. What is your favourite place in the city? What could be improved in this area?) or theme (eg. heritage). This can be done as part of a longer workshop or an ongoing contest (load them onto Facebook or youtube when they are done and ask the youth to share them with their peers). Advertising these types of contests in local newspapers does not reach youth. You may wish to work with school classes such as art or media classes or with a specific youth group.

Dotmocracy



This exercise can be held with groups who have come up with a number of characteristics that they value in a place/program. Participants are then asked to vote on their preferred characteristic(s) using sticky dots. At the end of the exercise, the facilitator is left with a visual representation of the relative importance of each characteristic.

Ex. A group of youth have identified trees, good lighting, picnic tables, water fountains and public art as the characteristics of a good park. Each of these characteristics is written on a piece of flip chart paper posted around the room. Participants are given three sticky dots that they can use to vote for the characteristic(s) that is/are most important to them. They can choose to put all three on one characteristic if they believe it is the one and only important characteristic, or they can divide them among three characteristics of equal importance. It is up to them to distribute their dots how they see fit.

Asset Mapping



Asset mapping requires a large format map of the area in question and sticky dots, stars or felt pens to mark up the map. The facilitator asks participants to identify places and things on a map that they value. The output of the process is a map with assets identified

by the community. The process also results in a better understanding of what makes a community strong, what makes a space valuable and what needs to be reserved/enhanced in a development process. There are many resources available on asset mapping, including *Mapped!*, a manual produced by Sustainable Cities International (www.sustainablecities.net) which focuses on asset mapping with youth.

These are just some of the many tools/approaches available to City of Campbell River staff who want to engage young people in decision making. The key to good engagement is to think about the information that is required, find the appropriate tool/approach and take a risk. City staff have the support of the YAC and the YAC staff liaisons to plan and problem solve. The important thing is to get out there and give it a shot!



Youth Engagement Training for City Staff

The City will host youth engagement capacity building workshops for staff on a bi-annual basis or as feasible. The workshop will be organized by the YAC staff liaisons and will provide information on engaging young people in decision making processes, the reason for involving youth, and the tools that are available. The purpose of this is to build the confidence and competence of participants to meaningfully engage youth. The workshop may extend to School District 72 and other community organizations, as feasible.

Share the Results

It is also important to follow up with young participants and let them know how the information and opinions they shared contributed to the overall process. City staff should take the time to share the results of their initiatives with the YAC and other engaged youth. This will engender a better understanding of the value of civic participation among young people and encourage them to continue contributing to their community.



Conclusion

By re-establishing the Youth Action Committee and identifying two staff liaisons that will support this group, the City of Campbell River has set up a structure for continuous, meaningful youth engagement. In order for young people to be meaningfully engaged in municipal decision making in Campbell River, City staff in all departments will have to work with the YAC and its staff liaisons to find creative ways of soliciting youth input, supporting the Youth Charter, providing young people with capacity building opportunities and truly reflecting their needs and aspirations in the process of creating a youth friendly Campbell River.

Photo Credit: Cal Fehr

