

## Community Excellence Awards 2018 Application Form

Please complete and return the application form by Friday, May 25, 2018. All questions are required to be answered by typing directly in this form. If you have any questions, contact [awards@ubcm.ca](mailto:awards@ubcm.ca) or (250) 356-5193.

### SECTION 1: Applicant Information

Local Government: City of Campbell River	Complete Mailing Address: : 301 St. Ann's Rd., Campbell River BC, V9W 4C7
Contact Person: Ronald G Neufeld	Position: Deputy City Manager
Phone: 250-286-5765	E-mail: <a href="mailto:ron.neufeld@campbellriver.ca">ron.neufeld@campbellriver.ca</a>

### SECTION 2: Category

- Excellence in Governance.** *Governance processes or policies that are outcomes-based and consensus oriented; support and encourage citizen participation in civic decision-making; are efficient, equitable and inclusive, open and transparent; and exemplify best practices in accountability, effectiveness, and long term thinking.*
- Excellence in Service Delivery.** *Projects/programs that provide effective services in a proactive manner, demonstrate benefit to the community, and utilize performance measures, benchmarks and standards to ensure sustainable service delivery.*
- Excellence in Asset Management.** *Projects/programs that demonstrate a comprehensive system of asset management policies and practices, meeting and/or exceeding accepted best practices.*
- Excellence in Sustainability.** *Projects/programs that incorporate a long-term sustainability lens by considering cultural, social, economic and environmental issues in planning, policy and practice.*

### SECTION 3: Project/Program Details

1. **Name of the Project/Program:**  
Campbell River Water Supply Centre

**2. Project/Program Summary.** Please provide a summary of your project/program in 150 words or less.

The new water supply centre is the largest infrastructure project the City of Campbell River has ever undertaken. The water and pumping facility on the shores of John Hart Lake contains a direct, deep-water intake and consolidates water treatment under one roof, providing water in an efficient and safe manner to serve the residents of Campbell River for the next several decades. Water flowing from this new facility that has been built to post-disaster standards, is treated with both chlorination and ultra-violet radiation and the water quality consistently meets and exceeds Canadian drinking water quality standards. A decision was made to take a 'wood first' approach to design and construction, which allowed trees felled in the area to be used in constructing the exterior and interior of the building.

**3. Demonstrating Excellence.** Please describe how your project/program demonstrates excellence in meeting the purposes of local government in BC and provides promising practices for others to follow.

Campbell River's water system treats and distributes potable water for domestic, commercial and industrial use as well as fire protection via watermains running throughout the community and to customers on local First Nations reserves and in a portion of Strathcona Regional District Area D. The new water supply centre building includes a direct, deep-water intake and consolidation of two forms of water treatment under one roof providing water to residents in a reliable, efficient and safe manner for many decades to come.

The new system includes the water supply centre building, 3.5 kilometres of large diameter watermain, and a connection to the existing John Hart pump station on the north side of John Hart Lake. The building is constructed to post-disaster standards and the watermain is a seismically-resilient 48-inch diameter welded pipe, ensuring the right solution for the long term.

**4. Category Criteria.**

**A.** Please describe how your project/program meets the objectives of the category you have applied under. Refer to S. 3 of the Program & Application Guide.

The Campbell River water supply centre collects, treats and distributes potable water, safely and efficiently, to residents in the city, in a portion of an electoral (rural) area, and on local First Nations reserves. The new water supply facility provides this service even more efficiently than before, and consistently meets and exceeds Canadian drinking water standards. It was designed and constructed to be able to adapt to serve Campbell River's projected growth as projected within Campbell River's award winning Sustainable Official Community Plan and enabled significant cost-saving revisions to the City's long-term water supply strategy.

The City's portion (approximately one-third of \$29.1 million) of the water system infrastructure cost was paid through a combination of water capital reserves and long-term debt from borrowing. The City balances the use of internal reserves and debt borrowing to fund significant infrastructure upgrades to ensure sustainable and incremental user fee increases under the City's Financial Stability & Resiliency Program.

**B.** In many cases projects may meet the criteria of more than one category. If applicable, please describe how your project meets the criteria of one or more other categories.

N/A

#### **SECTION 4: Program Criteria**

**5. Leadership.** Describe the extent to which your local government acted as a local or regional leader in the development or implementation of the project/program.

When BC Hydro advised it would be removing its penstocks, formerly the City of Campbell River's connection to the water source, as part of its John Hart generating station redevelopment project, the City immediately began to explore options for a new water supply system. The City had never undertaken a project of this size and complexity. The time frame was very tight - a written agreement with BC Hydro required that all work on the project be complete by the end of 2017 - and conventional approaches would have taken too long and been too disruptive, so innovative thinking was required right from the start.

There was no time to wait for grant funding opportunities, so the City developed a financing structure that allowed the project to move forward, and to meet its schedule commitments. The project would be wholly-funded between the City and BC Hydro, with the City providing one-third of the cost of the project, and BC Hydro providing two-thirds. The agreement with BC Hydro saw the utility provide \$18.3 million of the \$29.1 million cost of the project, and allowed Campbell River to upgrade aging infrastructure in a sustainable and cost-effective way.

The whole project was built in phases over three years, maintaining the ecological integrity of the lake, creating no issues in construction, and being compliant with all provincial environmental requirements.

With the new lake intake, the water supply is now independent of BC Hydro's system, and in 2018 the new Campbell River system began delivering potable water to residents, with no interruption of service to residents during the construction and transition phases of the project.

**6. Partnerships and collaboration.** Describe the breadth and depth of community and/or regional partnerships that supported the project/program and the extent to which internal and/or external collaboration was evident.

The City of Campbell River worked closely with BC Hydro to develop mutually beneficial solutions to better meet both parties' future needs as Hydro shifted water flows from its 70-year old penstocks to a new underground tunnel. From concept to completion, this major infrastructure project was a complete cooperative effort, with City staff in many departments (capital works, water, finance, and more) working with BC Hydro, engineering firms, and a variety of governing bodies.

The City worked with BC Parks for permits and boundary adjustment, with the Ministry of Forestry, Lands & Natural Resource Operations and BC Environmental Assessment on all

project components, and Fisheries & Oceans Canada and the Vancouver Island Health Authority regarding the water intake and a section of the mainline on the lake bed. In all cases the processes were cooperative and expedient.

**7. Innovation and promising practices.** Describe the degree to which the project/program demonstrated creativity and innovation, and contributed to increased efficiency or effectiveness.

The project allowed Campbell River to consolidate treatment into a more efficient operation, by using a direct deep-water intake and housing under one roof two water treatment processes: chlorine and ultra-violet radiation. It also allowed operations to begin using on-site sodium hydrochloride for disinfection, which is less caustic to handle than chlorine gas, easier on the equipment and infrastructure, and significantly less of a risk to community safety.

The project team designed the water system to be connected directly to John Hart Lake through a deep-water intake, using micro-tunneling technology. Potable water leaves the water treatment facility and connects to the existing distribution system using a single, large diameter transmission line.

Smart technology was installed in the water supply centre, which allows for 24/7 monitoring of the system from off-site.

In terms of sustainability in design and construction, a 'Wood First' approach was used in constructing the water supply facility itself. Trees felled on the property were used on both the interior and exterior of the building, and local indigenous designers created three totems at the front of the building and the intricate design on the front doors.

**8. Public engagement and communications.** Describe the extent to which public engagement was foundational to the success of the project/program, including the use of communication tools such as social media.

A special section of the City of Campbell River website was created for the water supply project. The City of Campbell River used those web pages to provide an overview and background to the project, and from 2013 through 2018 regular updates on the project were posted there. Project milestones were depicted in time-lapse videos, photographs and brief explanations, and posted at least monthly over the three years. FAQ documents were created and updated, and were also housed on the special website.

News releases were issued regularly over the three years, and covered the agreement with BC Hydro, construction progress, and completion.

The City also used its Facebook page to provide updates, to "direct traffic" to deeper information on its website, and to allow for two-way dialogue with and questions from residents.

Regular project updates were provided to Mayor and Council as well as to community groups and to the BC Hydro liaison committee. First Nation communities were also kept informed on the status of the project and were consulted as strategic stages of the project to ensure their interests were properly considered in the design and construction stages.

**9. Transferability.** Describe the degree to which the process or outcomes of the project, or other learnings, could be conveyed to other UBCM members.

The City has already engaged with Comox Valley Regional District staff to share the experiences and the knowledge gained through this project for potential application to a similar project being developed for the Comox Valley. Presentations have been provided to the Vancouver Island Local Government Management Association members who attended the annual conference in Campbell River in 2016. Presentations have also been provided to the local chapter of Engineers and Geoscientists of BC and to local service clubs, and are being prepared for the BC Water and Waste Association. An application is also being submitted to Wood-Works BC to highlight the creative application of wood products in a utility building.

#### **SECTION 5: Additional Information**

**10.** Please share any other information you think may help support your submission.

The integration of First Nation art within the façade of the building has helped the City in its reconciliation efforts with local First Nations. These cultural features, along with inclusion of First Nation traditional blessings and dancing in the grand opening have helped improve relationships and cultural connections with local First Nations.

Inclusion of the Campbell River Arts Council in selecting artists and in creating a documentary film of the artists and artwork created has improved the relationship between the City and the local art community. A side product of this relationship has been the creation of a super hero comic book series that will be used as an educational tool targetted at elementary school students to help share the importance of the community water system.

Re-use of the wood recovered from the trees removed from the site also aid in highlighting the reforestation significance of the Snowden forest.

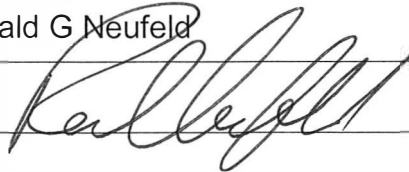
#### **SECTION 6: Signature**

Applications are required to be signed by an authorized representative of the applicant.

Name: Ronald G Neufeld

Title: Deputy City Manager

Signature:



Date: May 25, 2018

All applicants are required to submit:

- Signed application form. Applications should be submitted as Word or PDF files.
- Five representative photos of the project. Photos should be submitted as JPEG files.

If you choose to submit your application by e-mail, hard copies do not need to follow.

Submit applications to Local Government Program Services, Union of BC Municipalities

E-mail: [awards@ubcm.ca](mailto:awards@ubcm.ca)

Mail: 525 Government Street, Victoria, BC, V8V 0A8