

# 2025 - 2034 Draft Base Operating Budget



City of  
Campbell  
River

# City of Campbell River Budget Summary

The base operating budget for the City of Campbell River represents a financial framework to deliver core municipal services and maintain City operations. This budget includes recurring expenses required to sustain services at their current levels, ensuring the City's essential functions and infrastructure continue to meet the needs of residents and businesses.

The City of Campbell River's Financial and Stability Policy provides a foundational framework for financial planning, ensuring that municipal financial practices are transparent, equitable, predictable, and accountable. This policy allows taxpayers to anticipate stable property taxation while enabling the City to meet its operational and strategic objectives. A cornerstone of the policy—and a long-standing financial practice—is maintaining a 'zero-base operating budget increase' approach. This means that any increase to the base operating budget, beyond contractual obligations or utility rate adjustments, is treated as a new ongoing service increase. Such increases are rigorously evaluated during the financial planning process against other corporate priorities to ensure alignment with community needs and strategic goals.

The base budget variance analysis identifies and outlines any contractual or operational changes from the prior year. Each segment, comprised of various departments, provides a detailed variance analysis. This variance analysis ensures transparency and allows Council and the public to understand if there are any changes to budgets. Overall changes to 2025 budgets include:

## Utility Increases

- Hydro costs are anticipated to increase by 4%, reflecting rate adjustments by the service provider and expanded energy usage due to growth in City facilities and operations.
- Tipping fees have increased approximately 3% which is based on increased tipping fee rates which has been partly offset by an estimated reduction in the overall amount of waste.

## Contracted Services

- Large contracts like RCMP and Transit are increased per contractual requirements.
- Smaller contracts like software and licenses are increased by an average 3% but often require higher annual increases; parking enforcement is increased 1.5% annually in accordance with the City's agreement with its contractor.
- Software contracts and licenses are typically increased 2% on average per year, but often require higher increases.

## Wages and Benefits

- Based on the newly signed ratified collective agreement. Included in the budget is \$960,000 for CUPE wages, \$480,000 cost of living adjustment estimate for exempt. Note, some Director wages are allocated to shared services or other funds to ensure those benefiting from the service are paying their share of expenses.
- Benefits:
  - Supplemental vacation benefits for employees with five years of service.
  - Adjustments to pension contributions.

### Operating Expense Changes

- Cost allocations are determined based on activity-based costing and are adjusted to reflect actual expenses incurred, ensuring accurate and fair distribution of shared costs across departments.
- Fuel and Oil costs are adjusted 2% annually to reflect the general overall increase in fuel costs.
- Insurance overall decreased by \$3,800 due to adjusting budgeted amounts to actual in the current year within the Risk Management Department. Individual departments having insurance budgets have received a 5% increase, however those increases have been offset by overall reductions within Risk Management

## 2025 City Budget Analysis

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>Revenue</b>					
Fees & Charges	(25,406,274)	(26,877,256)	(28,888,422)	(2,011,166)	7.0%
Investment Income	(5,149,442)	(3,331,693)	(3,311,655)	20,038	-0.6%
Other Revenue	(14,863,964)	(4,720,790)	(5,256,402)	(535,612)	10.2%
Sales of Goods & Services	(2,841,051)	(4,001,406)	(3,409,708)	591,698	-17.4%
Tax Revenue	(44,889,994)	(47,162,350)	(49,328,252)	(2,165,902)	4.4%
Transfers from own funds	(18,917,698)	(13,367,407)	(12,048,504)	1,318,903	-10.9%
<b>Revenue Total</b>	<b>(112,068,423)</b>	<b>(99,460,902)</b>	<b>(102,242,943)</b>	<b>(2,782,041)</b>	<b>2.7%</b>
<b>Expense</b>					
Amortization Expense	11,788,784	11,368,855	11,788,784	419,929	3.6%
Contracted Services	20,394,260	20,839,111	22,630,590	1,791,479	7.9%
Debt Servicing	1,356,014	1,076,933	1,169,313	92,380	7.9%
Insurance	788,077	933,183	929,372	(3,811)	-0.4%
Other Operating Expenses	14,434,269	9,669,248	9,398,155	(271,093)	-2.9%
Transfers from own funds	19,179,556	19,058,464	18,526,266	(532,198)	-2.9%
Utilities	2,584,494	3,031,298	2,936,088	(95,210)	-3.2%
Wages & Benefits	29,630,805	33,483,810	34,864,375	1,380,565	4.0%
<b>Expense Total</b>	<b>100,156,259</b>	<b>99,460,902</b>	<b>102,242,943</b>	<b>2,782,041</b>	<b>2.7%</b>
<b>Grand Total</b>	<b>(11,912,164)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

# 2025 City Operating Budget Segment Variance (All Funds)

## City of Campbell River

Increase in Fees (Building Permits and Licences, and Development Permit Fees)	(112,500)
Increase in E-911 Contract Revenue	(210,000)
Increase in Fire Municipal Fire Agreement Revenue	(114,333)
Increase in Victim Services Revenue from the Province	(3,563)
Increase in Recreation Fees	(135,000)
Increase in Water and Sewer User Fees	(633,710)
Increase in Solid Waste Revenues	(446,000)
Increase in Federal and Provincial Grants	(457,797)
Increase in Gaming Revenue and Franchise Fee Revenue	(75,000)
Net Decrease in Grant Revenue	189,000
Increase in Airport Property Leases Revenue	(134,000)
Increase in Tax Revenue & Parcel Taxes	(2,165,902)
Increase in Airport Fees and Other Airport Revenue	(39,000)
Net Decrease in Airport Fuel Sales and Inventory Costs	69,528
Increase in Amortization Expense	419,929
Increase in RCMP Contracted Services	1,016,000
Increase in Transit Contracted Costs	468,000
Increase on Interest on Prepaid Taxes	100,000
Reduction in Debt Servicing Costs on General Debt	(7,620)
Net Decrease in Insurance Premiums Based on Actual Expenses	(3,811)
Increase in Software licences to transition to Office 365 & OMS	207,270
Increase in Utilities	112,290
Net Transfers from Reserves to Fund Projects	786,705
Increase in Wages & Benefits	1,380,565
Other Revenues & Costs (Interest, Software & Licences, Fuel, Supplies, Training)	(211,051)
<b>Overall Segment Variance</b>	<b>-</b>
<b>VARIANCE %</b>	<b>0.0%</b>

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<b>Grand Total</b>	<b>(11,912,164)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

#### SEGMENT VARIANCE

##### City of Campbell River

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Increase in Wages & Benefits	1,380,565
Other Revenues & Costs (Interest, Software & Licences, Fuel, Supplies, Training)	(211,051)
<b>Overall Segment Variance</b>	<b>-</b>
<b>VARIANCE %</b>	<b>0.0%</b>

# Governance Budget Summary

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>GOVERNANCE</b>					
<b>Expense</b>					
Contracted Services	44,697	45,809	45,809	-	0.0%
Other Operating Expenses	157,166	127,500	127,500	-	0.0%
Utilities	16,376	20,930	20,930	-	0.0%
Wages & Benefits	623,790	796,311	789,477	(6,834)	-0.9%
<b>Expense Total</b>	<b>842,029</b>	<b>990,550</b>	<b>983,716</b>	<b>(6,834)</b>	<b>-0.7%</b>
<b>Grand Total</b>	<b>842,029</b>	<b>990,550</b>	<b>983,716</b>	<b>(6,834)</b>	<b>-0.7%</b>

## SEGMENT VARIANCE

### GOVERNANCE

Decrease in Wages & Benefits to Align with Actual Expenses	(6,834)
<b>Overall Segment Variance</b>	<b>(6,834)</b>
<b>VARIANCE %</b>	<b>-0.7%</b>

## MAYOR & COUNCIL

Encompasses Council's budget which includes statutory notification requirements, strategic planning, webcasting Council meetings, travel and conferences, training and development, and memberships to various external organizations, such as FCM, UBCM and AVICC.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>105 - MAYOR &amp; COUNCIL</b>					
<b>Expense</b>					
Contracted Services	12,697	8,530	8,530	-	0.0%
Other Operating Expenses	113,650	81,880	81,880	-	0.0%
Utilities	16,088	19,530	19,530	-	0.0%
Wages & Benefits	279,883	289,906	298,316	8,410	2.9%
<b>Expense Total</b>	<b>422,317</b>	<b>399,846</b>	<b>408,256</b>	<b>8,410</b>	<b>2.1%</b>
<b>Grand Total</b>	<b>422,317</b>	<b>399,846</b>	<b>408,256</b>	<b>8,410</b>	<b>2.1%</b>

## CITY MANAGER

The City Manager delivers on Council's strategic plan, drives forward the community's vision and takes the lead in managing the implementation of policy direction established by Council. The City Manager also provides managerial leadership, control and direction for all departments and is responsible for planning and implementing policies necessary for sustaining excellence in City operations and staffing.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>110 - CITY MANAGER</b>					
<b>Expense</b>					
Contracted Services	32,000	37,279	37,279	-	0.0%
Other Operating Expenses	43,516	45,620	45,620	-	0.0%
Utilities	289	1,400	1,400	-	0.0%
Wages & Benefits	343,907	506,405	491,161	(15,244)	-3.0%
<b>Expense Total</b>	<b>419,712</b>	<b>590,704</b>	<b>575,460</b>	<b>(15,244)</b>	<b>-2.6%</b>
<b>Grand Total</b>	<b>419,712</b>	<b>590,704</b>	<b>575,460</b>	<b>(15,244)</b>	<b>-2.6%</b>

# Financial Services Budget Summary

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>FINANCIAL SERVICES</b>					
<b>Revenue</b>					
Investment Income	(11,969)	(16,243)	(14,405)	1,838	-11.3%
<b>Revenue Total</b>	<b>(11,969)</b>	<b>(16,243)</b>	<b>(14,405)</b>	<b>1,838</b>	<b>-11.3%</b>
<b>Expense</b>					
Contracted Services	219,086	80,770	80,770	-	0.0%
Insurance	171,881	236,500	198,325	(38,175)	-16.1%
Other Operating Expenses	196,112	206,620	212,680	6,060	2.9%
Utilities	5,294	2,939	2,939	-	0.0%
Wages & Benefits	1,508,197	1,565,478	1,620,978	55,501	3.5%
<b>Expense Total</b>	<b>2,100,570</b>	<b>2,092,307</b>	<b>2,115,692</b>	<b>23,386</b>	<b>1.1%</b>
<b>Grand Total</b>	<b>2,088,601</b>	<b>2,076,064</b>	<b>2,101,287</b>	<b>25,223</b>	<b>1.2%</b>

## SEGMENT VARIANCE

### FINANCIAL SERVICES

Reduction in Municipal Insurance Association BC Premium	1,838
Decrease in Insurance Premiums Based on Actual Expenses	(38,175)
Increase in Wages & Benefits	55,501
Increase in Legal Settlements Based on Actual Expenses	6,060
<b>Overall Segment Variance</b>	<b>25,223</b>
<b>VARIANCE %</b>	<b>1.2%</b>



## DIRECTOR OF FINANCE

As a member of the Senior Leadership Team, the Director of Finance provides overall strategic direction and leadership for all financial services functions, procurement, and risk management. An emphasis is placed on stewarding the City's financial resources and assets, developing, and implementing strategic goals, and service delivery excellence.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>300 - DIRECTOR OF FINANCE</b>					
<b>Expense</b>					
Other Operating Expenses	15,783	12,030	12,030	-	0.0%
Utilities	720	660	660	-	0.0%
Wages & Benefits	174,652	197,910	203,613	5,703	2.9%
<b>Expense Total</b>	<b>191,156</b>	<b>210,600</b>	<b>216,303</b>	<b>5,703</b>	<b>2.7%</b>
<b>Grand Total</b>	<b>191,156</b>	<b>210,600</b>	<b>216,303</b>	<b>5,703</b>	<b>2.7%</b>

## FINANCE

The department oversees a \$102 million annual operating budget and the \$69 million annual capital budgets for numerous capital projects. A key function of the department is regular financial reporting, which aids in decision making and managing the City's finances according to budget. Financial reporting generated from the department includes monthly reporting to management, quarterly reporting to Council, and annual reporting to statutory authorities.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>310 - FINANCE</b>					
<b>Expense</b>					
Contracted Services	219,086	80,770	80,770	-	0.0%
Other Operating Expenses	72,541	84,480	84,480	-	0.0%
Utilities	3,156	1,279	1,279	-	0.0%
Wages & Benefits	1,103,677	1,122,016	1,163,505	41,489	3.7%
<b>Expense Total</b>	<b>1,398,460</b>	<b>1,288,545</b>	<b>1,330,034</b>	<b>41,489</b>	<b>3.2%</b>
<b>Grand Total</b>	<b>1,398,460</b>	<b>1,288,545</b>	<b>1,330,034</b>	<b>41,489</b>	<b>3.2%</b>

## RISK MANAGEMENT

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>330 - RISK MANAGEMENT</b>					
<b>Revenue</b>					
Investment Income	(11,969)	(16,243)	(14,405)	1,838	-11.3%
<b>Revenue Total</b>	<b>(11,969)</b>	<b>(16,243)</b>	<b>(14,405)</b>	<b>1,838</b>	<b>-11.3%</b>
<b>Expense</b>					
Insurance	171,881	236,500	198,325	(38,175)	-16.1%
Other Operating Expenses	97,757	103,940	110,000	6,060	5.8%
<b>Expense Total</b>	<b>269,637</b>	<b>340,440</b>	<b>308,325</b>	<b>(32,115)</b>	<b>-9.4%</b>
<b>Grand Total</b>	<b>257,668</b>	<b>324,197</b>	<b>293,920</b>	<b>(30,277)</b>	<b>-9.3%</b>

## SUPPLY MANAGEMENT

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>332 - SUPPLY MANAGEMENT</b>					
<b>Expense</b>					
Other Operating Expenses	10,031	6,170	6,170	-	0.0%
Utilities	1,418	1,000	1,000	-	0.0%
Wages & Benefits	229,868	245,552	253,860	8,308	3.4%
<b>Expense Total</b>	<b>241,318</b>	<b>252,722</b>	<b>261,030</b>	<b>8,308</b>	<b>3.3%</b>
<b>Grand Total</b>	<b>241,318</b>	<b>252,722</b>	<b>261,030</b>	<b>8,308</b>	<b>3.3%</b>

# Corporate Services Budget Summary

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>CORPORATE SERVICES</b>					
<b>Revenue</b>					
Other Revenue	(92,874)	(82,171)	(118,553)	(36,381)	44.3%
<b>Revenue Total</b>	<b>(92,874)</b>	<b>(82,171)</b>	<b>(118,553)</b>	<b>(36,381)</b>	<b>44.3%</b>
<b>Expense</b>					
Contracted Services	119,389	130,370	134,370	4,000	3.1%
Other Operating Expenses	871,763	897,902	1,105,172	207,270	23.1%
Utilities	68,803	81,790	82,270	480	0.6%
Wages & Benefits	2,434,786	2,877,062	2,991,301	114,238	4.0%
<b>Expense Total</b>	<b>3,494,741</b>	<b>3,987,124</b>	<b>4,313,112</b>	<b>325,988</b>	<b>8.2%</b>
<b>Grand Total</b>	<b>3,401,867</b>	<b>3,904,953</b>	<b>4,194,559</b>	<b>289,607</b>	<b>7.4%</b>

## SEGMENT VARIANCE

### CORPORATE SERVICES

Increase in IT RCMP Contract Revenue as a result from a new agreement	(36,381)
Increase in Contracted Services	4,000
Increase in Software licences to transition to Office 365	207,270
Increase in Utilities	480
Increase in Wages & Benefits	114,238
<b>Overall Segment Variance</b>	<b>289,607</b>
<b>VARIANCE %</b>	<b>7.4%</b>

## DIRECTOR OF CORPORATE SERVICES

As a member of the Senior Leadership Team, the Director of Corporate Services provides overall strategic direction and leadership for corporate communications, human resources, information technology, fulfilling the role of corporate privacy officer, and legislative services. An emphasis is placed on developing and implementing corporate strategic goals, driving progressive change, and contributing to a positive organizational culture through excellent service delivery.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>400 - DIRECTOR OF CORPORATE SERVICES</b>					
<b>Expense</b>					
Other Operating Expenses	12,720	34,985	34,985	-	0.0%
Utilities	675	660	660	-	0.0%
Wages & Benefits	189,632	199,131	204,894	5,763	2.9%
<b>Expense Total</b>	<b>203,028</b>	<b>234,776</b>	<b>240,539</b>	<b>5,763</b>	<b>2.5%</b>
<b>Grand Total</b>	<b>203,028</b>	<b>234,776</b>	<b>240,539</b>	<b>5,763</b>	<b>2.5%</b>

## COMMUNICATIONS

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

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>410 - COMMUNICATIONS</b>					
<b>Expense</b>					
Contracted Services	1,447	37,460	37,460	-	0.0%
Other Operating Expenses	15,087	22,661	22,661	-	0.0%
Utilities	870	700	700	-	0.0%
Wages & Benefits	268,991	351,033	363,399	12,367	3.5%
<b>Expense Total</b>	<b>286,396</b>	<b>411,854</b>	<b>424,220</b>	<b>12,367</b>	<b>3.0%</b>
<b>Grand Total</b>	<b>286,396</b>	<b>411,854</b>	<b>424,220</b>	<b>12,367</b>	<b>3.0%</b>

## HUMAN RESOURCES

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

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>420 - HUMAN RESOURCES</b>					
<b>Expense</b>					
Contracted Services	35,400	25,220	25,220	-	0.0%
Other Operating Expenses	92,000	117,755	117,755	-	0.0%
Utilities	3,757	2,370	2,850	480	20.3%
Wages & Benefits	682,824	789,499	812,381	22,882	2.9%
<b>Expense Total</b>	<b>813,982</b>	<b>934,844</b>	<b>958,206</b>	<b>23,362</b>	<b>2.5%</b>
<b>Grand Total</b>	<b>813,982</b>	<b>934,844</b>	<b>958,206</b>	<b>23,362</b>	<b>2.5%</b>

## INFORMATION TECHNOLOGY

As the central technology provider for the City of Campbell River, the Information Technology (IT) Department provides services encompassing enterprise-wide municipal applications, technology infrastructure and integration, IT security, geographic information systems (GIS), and local network and cloud strategic support. The IT team serves as technical consultants and provides desktop, network, application, and systems management services for all City departments.

The departmental objective is to provide secure, proven, innovative technologies that enhance operational efficiencies and convenient access to City information and services for citizens, visitors, and businesses. The HR Department acts as a strategic partner within the organization by developing forward thinking initiatives in the areas of talent acquisition, talent development and growth, workplace culture and employee health and safety.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>430 - INFORMATION TECHNOLOGY</b>					
<b>Revenue</b>					
Other Revenue	(92,874)	(82,171)	(118,553)	(36,381)	44.3%
<b>Revenue Total</b>	<b>(92,874)</b>	<b>(82,171)</b>	<b>(118,553)</b>	<b>(36,381)</b>	<b>44.3%</b>
<b>Expense</b>					
Contracted Services	25,403	62,150	66,150	4,000	6.4%
Other Operating Expenses	643,495	657,131	864,401	207,270	31.5%
Utilities	40,427	76,460	76,460	-	0.0%
Wages & Benefits	915,595	1,119,062	1,177,470	58,408	5.2%
<b>Expense Total</b>	<b>1,624,920</b>	<b>1,914,803</b>	<b>2,184,481</b>	<b>269,678</b>	<b>14.1%</b>
<b>Grand Total</b>	<b>1,532,046</b>	<b>1,832,631</b>	<b>2,065,928</b>	<b>233,297</b>	<b>12.7%</b>

## LEGISLATIVE SERVICES

The Legislative Services Department includes the office of the Corporate Officer and provides a primary communications link between City Council, staff, and the community. Responsibilities include: preparing agendas, minutes and action tracking reports for Council and Committee meetings; providing administrative support to Council and its Committees; managing corporate and official records, including bylaws and policies; and processing Freedom of Information requests; conducting local government elections; providing City Hall reception and switchboard services; administration of City correspondence; acting as the official signatory of the City; and providing legislative guidance and direction.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>440 - LEGISLATIVE SERVICES</b>					
<b>Expense</b>					
Contracted Services	57,139	5,540	5,540	-	0.0%
Other Operating Expenses	108,460	65,370	65,370	-	0.0%
Utilities	23,073	1,600	1,600	-	0.0%
Wages & Benefits	377,744	418,338	433,157	14,819	3.5%
<b>Expense Total</b>	<b>566,417</b>	<b>490,848</b>	<b>505,667</b>	<b>14,819</b>	<b>3.0%</b>
<b>Grand Total</b>	<b>566,417</b>	<b>490,848</b>	<b>505,667</b>	<b>14,819</b>	<b>3.0%</b>

# Development Services Budget Summary

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>DEVELOPMENT SERVICES</b>					
<b>Revenue</b>					
Fees & Charges	(1,205,829)	(1,170,100)	(1,280,600)	(110,500)	9.4%
Other Revenue	(31,941)	(206,500)	(206,500)	-	0.0%
Sales of Goods & Services	(24,750)	(30,000)	(32,000)	(2,000)	6.7%
<b>Revenue Total</b>	<b>(1,262,520)</b>	<b>(1,406,600)</b>	<b>(1,519,100)</b>	<b>(112,500)</b>	<b>8.0%</b>
<b>Expense</b>					
Contracted Services	62,156	212,600	212,600	-	0.0%
Other Operating Expenses	118,107	128,740	140,980	12,240	9.5%
Utilities	6,590	5,300	5,300	-	0.0%
Wages & Benefits	1,792,797	2,102,133	2,175,578	73,446	3.5%
<b>Expense Total</b>	<b>1,979,651</b>	<b>2,448,773</b>	<b>2,534,458</b>	<b>85,686</b>	<b>3.5%</b>
<b>Grand Total</b>	<b>717,131</b>	<b>1,042,173</b>	<b>1,015,358</b>	<b>(26,814)</b>	<b>-2.6%</b>

## SEGMENT VARIANCE

<b>DEVELOPMENT SERVICES</b>	
Increase in Building Permit Fees	(50,000)
Increase in Building Licence Fees	(25,000)
Increase in Development Permit Fees	(35,000)
Increase in Wages & Benefits	73,446
Increase in Equipment Cost Allocations	12,240
Other Miscellaneous Fees	(2,500)
<b>Overall Segment Variance</b>	<b>(26,814)</b>
<b>VARIANCE %</b>	<b>-2.6%</b>



## DIRECTOR OF DEVELOPMENT SERVICES

As a member of the Senior Leadership Team, the Director of Development Services provides overall strategic direction and leadership for development planning, development engineering, building inspection, and business licensing. An emphasis is placed on driving progressive change through a culture of efficiency, ongoing process improvement and accountability, to deliver the comprehensive, strategic goals set by Council while focused on excellent service delivery.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>500 - DIRECTOR OF DEVELOPMENT SERVICES</b>					
<b>Expense</b>					
Other Operating Expenses	7,827	13,430	13,430	-	0.0%
Utilities	621	660	660	-	0.0%
Wages & Benefits	194,262	199,741	205,508	5,767	2.9%
<b>Expense Total</b>	<b>202,710</b>	<b>213,831</b>	<b>219,598</b>	<b>5,767</b>	<b>2.7%</b>
<b>Grand Total</b>	<b>202,710</b>	<b>213,831</b>	<b>219,598</b>	<b>5,767</b>	<b>2.7%</b>

## DEVELOPMENT SERVICES

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>510 - DEVELOPMENT SERVICES</b>					
<b>Revenue</b>					
Fees & Charges	(1,205,829)	(1,170,100)	(1,280,600)	(110,500)	9.4%
Other Revenue	(31,941)	(206,500)	(206,500)	-	0
Sales of Goods & Services	(24,750)	(30,000)	(32,000)	(2,000)	6.7%
<b>Revenue Total</b>	<b>(1,262,520)</b>	<b>(1,406,600)</b>	<b>(1,519,100)</b>	<b>(112,500)</b>	<b>8.0%</b>
<b>Expense</b>					
Contracted Services	62,156	212,600	212,600	-	0.0%
Other Operating Expenses	110,280	115,310	127,550	12,240	10.6%
Utilities	5,969	4,640	4,640	-	0.0%
Wages & Benefits	1,598,535	1,902,391	1,970,070	67,679	3.6%
<b>Expense Total</b>	<b>1,776,941</b>	<b>2,234,941</b>	<b>2,314,860</b>	<b>79,919</b>	<b>3.6%</b>
<b>Grand Total</b>	<b>514,421</b>	<b>828,341</b>	<b>795,760</b>	<b>(32,581)</b>	<b>-3.9%</b>

# Community Safety Budget Summary

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>COMMUNITY SAFETY</b>					
<b>Revenue</b>					
Fees & Charges	(2,380,275)	(2,715,471)	(3,078,485)	(363,013)	13.4%
Other Revenue	(882,200)	(609,043)	(628,822)	(19,778)	3.2%
Sales of Goods & Services	(28,238)	(39,000)	(42,000)	(3,000)	7.7%
<b>Revenue Total</b>	<b>(3,290,713)</b>	<b>(3,363,515)</b>	<b>(3,749,306)</b>	<b>(385,792)</b>	<b>11.5%</b>
<b>Expense</b>					
Contracted Services	10,440,084	11,404,229	12,477,536	1,073,306	9.4%
Insurance	88,374	98,915	103,814	4,899	5.0%
Other Operating Expenses	828,974	1,142,193	1,230,315	88,122	7.7%
Utilities	91,527	98,457	107,510	9,053	9.2%
Wages & Benefits	9,884,789	10,880,539	11,766,321	885,782	8.1%
<b>Expense Total</b>	<b>21,333,747</b>	<b>23,624,334</b>	<b>25,685,495</b>	<b>2,061,162</b>	<b>8.7%</b>
<b>Grand Total</b>	<b>18,043,035</b>	<b>20,260,819</b>	<b>21,936,189</b>	<b>1,675,370</b>	<b>8.3%</b>

## SEGMENT VARIANCE

### COMMUNITY SAFETY

Increase in E-911 Contract Revenue	(210,000)
Increase in Fire Municipal Service Agreement Revenue	(114,333)
Increase in Victim Services Revenue from the Province	(3,563)
Increase in Fee Revenues Associated with Fee Review	(57,896)
Increase in RCMP Contracted Services	1,016,000
Net Increase due to the City taking over Animal Control Services	39,143
Increase in Prison Detention Contracted Services	57,306
Increase in Cost Allocations	87,617
Increase in Insurance	4,899
Increase in Wages & Benefits	842,075
Increase in Utilities	9,053
Other Miscellaneous Expenses	5,069
<b>Overall Segment Variance</b>	<b>1,675,370</b>
<b>VARIANCE %</b>	<b>8.3%</b>

## DIRECTOR OF COMMUNITY SAFETY

As a member of the Senior Leadership Team, the Director of Community Safety provides overall strategic direction and leadership for bylaw enforcement, fire services, fire dispatch for North Island 911, emergency program, RCMP municipal support services, and liaises with the Campbell River RCMP Detachment, with an emphasis on maintaining and enhancing community safety, particularly in response to the challenges associated with homelessness, mental health, and addictions.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>600 - DIRECTOR OF COMMUNITY SAFETY</b>					
<b>Expense</b>					
Other Operating Expenses	10,577	13,430	13,430	-	0.0%
Utilities	196	-	-	-	0.0%
Wages & Benefits	70,664	184,200	189,503	5,303	2.9%
<b>Expense Total</b>	<b>81,436</b>	<b>197,630</b>	<b>202,933</b>	<b>5,303</b>	<b>2.7%</b>
<b>Grand Total</b>	<b>81,436</b>	<b>197,630</b>	<b>202,933</b>	<b>5,303</b>	<b>2.7%</b>

## BYLAW ENFORCEMENT

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>610 - BYLAW ENFORCEMENT</b>					
<b>Revenue</b>					
Fees & Charges	(70,022)	(53,364)	(61,468)	(8,104)	15.2%
Other Revenue	(40,915)	(2,603)	(2,616)	(13)	0.5%
<b>Revenue Total</b>	<b>(110,937)</b>	<b>(55,968)</b>	<b>(64,084)</b>	<b>(8,117)</b>	<b>14.5%</b>
<b>Expense</b>					
Contracted Services	267,470	121,683	123,428	1,745	1.4%
Other Operating Expenses	40,890	28,509	46,771	18,262	64.1%
Utilities	3,280	2,220	2,220	-	0.0%
Wages & Benefits	357,892	527,410	547,070	19,659	3.7%
<b>Expense Total</b>	<b>669,533</b>	<b>679,822</b>	<b>719,489</b>	<b>39,666</b>	<b>5.8%</b>
<b>Grand Total</b>	<b>558,596</b>	<b>623,855</b>	<b>655,404</b>	<b>31,550</b>	<b>5.1%</b>

## ANIMAL CONTROL

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>612 - ANIMAL CONTROL</b>					
<b>Revenue</b>					
Fees & Charges	(131,863)	(114,176)	(144,190)	(30,014)	26.3%
<b>Revenue Total</b>	<b>(131,863)</b>	<b>(114,176)</b>	<b>(144,190)</b>	<b>(30,014)</b>	<b>26.3%</b>
<b>Expense</b>					
Contracted Services	178,706	38,279	15,000	(23,279)	-60.8%
Insurance	2,372	2,796	2,889	93	3.3%
Other Operating Expenses	11,283	9,098	21,803	12,705	139.6%
Utilities	511	2,387	8,305	5,918	247.9%
Wages & Benefits	48,431	249,446	293,153	43,707	17.5%
<b>Expense Total</b>	<b>241,303</b>	<b>302,007</b>	<b>341,150</b>	<b>39,143</b>	<b>13.0%</b>
<b>Grand Total</b>	<b>109,440</b>	<b>187,830</b>	<b>196,960</b>	<b>9,129</b>	<b>4.9%</b>

## FIRE SERVICES

City of Campbell River fire services are delivered to the citizens and visitors of Campbell River, including three First Nation communities and a portion of Area D of the Strathcona Regional District south of Campbell River, from two fire stations. Fire protection services are maintained 24 hours a day by 27 career firefighters, 49 paid-on-call (POC) firefighters, one fire mechanic and one fire prevention officer.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>620 - FIRE SERVICES</b>					
<b>Revenue</b>					
Fees & Charges	(601,353)	(639,476)	(751,809)	(112,333)	17.6%
Other Revenue	(115,127)	(21,563)	(36,794)	(15,231)	70.6%
<b>Revenue Total</b>	<b>(716,480)</b>	<b>(661,039)</b>	<b>(788,603)</b>	<b>(127,564)</b>	<b>19.3%</b>
<b>Expense</b>					
Contracted Services	55,278	50,790	45,100	(5,690)	-11.2%
Insurance	51,959	58,732	61,669	2,937	5.0%
Other Operating Expenses	628,407	907,091	972,280	65,190	7.2%
Utilities	29,214	24,845	25,351	507	2.0%
Wages & Benefits	5,897,322	5,862,264	6,384,709	522,445	8.9%
<b>Expense Total</b>	<b>6,662,181</b>	<b>6,903,721</b>	<b>7,489,110</b>	<b>585,388</b>	<b>8.5%</b>
<b>Grand Total</b>	<b>5,945,701</b>	<b>6,242,682</b>	<b>6,700,507</b>	<b>457,824</b>	<b>7.3%</b>

## E-911

This department delivers emergency fire dispatch communications to eight regional districts (80 fire departments) throughout Vancouver Island, the Qathet region, and the Peace River region, encompassing a service area of more than 180,000 square kilometres. Fire dispatch operations are maintained 24 hours a day.

Provision of 24/7/365 emergency dispatching service to support emergency responders in their response to incidents. Provide access to information related to reporting and tracking required of legislation. Provide professional and superior customer support. Provision of professional support and logistics for the City for emergency management planning, training, activation, demobilization, and recovery

The City provides emergency response fire dispatch services through contract with the North Island 9-1-1 Corporation. The City provides fire dispatch services to not only the City of Campbell River but all fire departments who are parties to the agreement with the North Island 9-1-1 Corporation.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>623 - E-911</b>					
<b>Revenue</b>					
Fees & Charges	(1,469,615)	(1,799,000)	(2,009,000)	(210,000)	11.7%
Other Revenue	(2,405)	-	-	-	0
<b>Revenue Total</b>	<b>(1,472,020)</b>	<b>(1,799,000)</b>	<b>(2,009,000)</b>	<b>(210,000)</b>	<b>11.7%</b>
<b>Expense</b>					
Contracted Services	6,247	5,000	5,000	-	0.0%
Insurance	578	636	668	32	5.0%
Other Operating Expenses	15,901	44,507	46,488	1,981	4.5%
Utilities	2,390	1,300	1,300	-	0.0%
Wages & Benefits	1,424,246	1,691,958	1,895,971	204,013	12.1%
<b>Expense Total</b>	<b>1,449,361</b>	<b>1,743,401</b>	<b>1,949,427</b>	<b>206,026</b>	<b>11.8%</b>
<b>Grand Total</b>	<b>(22,659)</b>	<b>(55,599)</b>	<b>(59,573)</b>	<b>(3,974)</b>	<b>7.1%</b>

## RCMP MUNICIPAL SUPPORT

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

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>630 - RCMP MUNICIPAL SUPPORT</b>					
<b>Revenue</b>					
Fees & Charges	(20,052)	(22,000)	(21,000)	1,000	-4.5%
Other Revenue	(358,753)	(181,500)	(182,000)	(500)	0.3%
Sales of Goods & Services	(28,238)	(39,000)	(42,000)	(3,000)	7.7%
<b>Revenue Total</b>	<b>(407,043)</b>	<b>(242,500)</b>	<b>(245,000)</b>	<b>(2,500)</b>	<b>1.0%</b>
<b>Expense</b>					
Contracted Services	421,248	439,321	528,863	89,542	20.4%
Insurance	33,464	36,751	38,589	1,838	5.0%
Other Operating Expenses	99,895	111,530	105,240	(6,290)	-5.6%
Utilities	54,888	67,139	69,768	2,628	3.9%
Wages & Benefits	1,977,207	2,248,453	2,327,734	79,281	3.5%
<b>Expense Total</b>	<b>2,586,702</b>	<b>2,903,195</b>	<b>3,070,194</b>	<b>166,999</b>	<b>5.8%</b>
<b>Grand Total</b>	<b>2,179,659</b>	<b>2,660,695</b>	<b>2,825,194</b>	<b>164,499</b>	<b>6.2%</b>

## VICTIM SERVICES

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>632 - VICTIM SERVICES</b>					
<b>Revenue</b>					
Fees & Charges	(87,370)	(87,454)	(91,017)	(3,563)	4.1%
<b>Revenue Total</b>	<b>(87,370)</b>	<b>(87,454)</b>	<b>(91,017)</b>	<b>(3,563)</b>	<b>4.1%</b>
<b>Expense</b>					
Contracted Services	-	5,000	-	(5,000)	-100.0%
Other Operating Expenses	21,396	23,398	19,673	(3,725)	-15.9%
Utilities	1,048	566	566	-	0.0%
Wages & Benefits	109,027	116,807	128,180	11,373	9.7%
<b>Expense Total</b>	<b>131,471</b>	<b>145,771</b>	<b>148,419</b>	<b>2,648</b>	<b>1.8%</b>
<b>Grand Total</b>	<b>44,101</b>	<b>58,317</b>	<b>57,402</b>	<b>(915)</b>	<b>-1.6%</b>

## RCMP

The City funds 49 RCMP Members in the Campbell River Detachment. The RCMP, through policing and protective services initiatives, address crimes related to substance abuse, property, and traffic law enforcement, as well as crime reduction strategies.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>640 - RCMP</b>					
<b>Revenue</b>					
Other Revenue	(365,000)	(403,378)	(407,411)	(4,034)	0.01
<b>Revenue Total</b>	<b>(365,000)</b>	<b>(403,378)</b>	<b>(407,411)</b>	<b>(4,034)</b>	<b>1.0%</b>
<b>Expense</b>					
Contracted Services	9,511,135	10,744,157	11,760,145	1,015,988	9.5%
Other Operating Expenses	625	4,630	4,630	-	0.0%
<b>Expense Total</b>	<b>9,511,760</b>	<b>10,748,787</b>	<b>11,764,775</b>	<b>1,015,988</b>	<b>9.5%</b>
<b>Grand Total</b>	<b>9,146,760</b>	<b>10,345,409</b>	<b>11,357,364</b>	<b>1,011,954</b>	<b>9.8%</b>

# Operations Summary

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>OPERATIONS</b>					
<b>Revenue</b>					
Fees & Charges	(30,818)	(36,000)	(55,000)	(19,000)	52.8%
Other Revenue	(357,798)	(73,043)	(74,334)	(1,292)	1.8%
Sales of Goods & Services	(67,402)	(70,052)	(82,460)	(12,408)	17.7%
<b>Revenue Total</b>	<b>(456,018)</b>	<b>(179,095)</b>	<b>(211,794)</b>	<b>(32,700)</b>	<b>18.3%</b>
<b>Expense</b>					
Contracted Services	1,703,471	1,629,311	1,646,811	17,500	1.1%
Insurance	263,790	298,344	312,839	14,495	4.9%
Other Operating Expenses	2,679,603	2,349,211	2,501,560	152,349	6.5%
Utilities	761,005	974,417	1,015,951	41,534	4.3%
Wages & Benefits	4,869,325	5,434,428	5,486,225	51,797	1.0%
<b>Expense Total</b>	<b>10,277,194</b>	<b>10,685,711</b>	<b>10,963,385</b>	<b>277,674</b>	<b>2.6%</b>
<b>Grand Total</b>	<b>9,821,176</b>	<b>10,506,616</b>	<b>10,751,591</b>	<b>244,975</b>	<b>2.3%</b>

## SEGMENT VARIANCE

### OPERATIONS

Increase in Fees and Charges Based on Fee Review	(20,292)
Increase in Revenue from Cemeteries Based on Fee Review	(12,408)
Increase in Costs from Micro Market Units offset by Properties Department revenue	17,500
Increase in Insurance Premiums	14,495
Increase in Cost Allocations Based on Actual Expenses	152,349
Increase in Utilities	41,534
Increase in Wages & Benefits	384,032
Wage Transfers to Capital Projects	(332,235)
<b>Overall Segment Variance</b>	<b>244,975</b>
<b>VARIANCE %</b>	<b>2.3%</b>



## DIRECTOR OF OPERATIONS

As a member of the Senior Leadership Team, the Director of Operations provides overall strategic direction and leadership for capital works project delivery, facilities, fleet, roads, parks, water, and liquid waste services, with an emphasis on asset management, implementing strategic goals, and delivery of essential services to the community. A portion of the Director's wages is charged back to the Water and Sewer utility funds.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>700 - DIRECTOR OF OPERATIONS</b>					
<b>Expense</b>					
Other Operating Expenses	15,771	29,560	29,560	-	0.0%
Utilities	1,806	1,000	1,000	-	0.0%
Wages & Benefits	96,703	98,500	97,631	(869)	-0.9%
<b>Expense Total</b>	<b>114,280</b>	<b>129,060</b>	<b>128,191</b>	<b>(869)</b>	<b>-0.7%</b>
<b>Grand Total</b>	<b>114,280</b>	<b>129,060</b>	<b>128,191</b>	<b>(869)</b>	<b>-0.7%</b>

## FLEET

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>720 - FLEET</b>					
<b>Expense</b>					
Contracted Services	228,929	180,880	180,880	-	0.0%
Insurance	96,119	113,553	118,662	5,110	4.5%
Other Operating Expenses	836,955	723,826	739,382	15,556	2.1%
Utilities	4,567	2,200	2,200	-	0.0%
Wages & Benefits	479,769	570,010	592,272	22,262	3.9%
<b>Expense Total</b>	<b>1,646,339</b>	<b>1,590,468</b>	<b>1,633,396</b>	<b>42,928</b>	<b>2.7%</b>
<b>Grand Total</b>	<b>1,646,339</b>	<b>1,590,468</b>	<b>1,633,396</b>	<b>42,928</b>	<b>2.7%</b>

## FACILITIES

The department is responsible for maintenance and repair of more than 300,000 square feet of a 30-plus mixed-use office, recreational, operational, cultural and residential portfolio with a total replacement value of approximately \$200 million. The department also supports non-profit tenants in City-owned facilities and manages corporate security initiatives, including the City's networked video surveillance system and access control. Station one dispatch at the Dogwood Operations Centre, the City's primary operations reporting line, handles approximately 5,500 requests for service annually while also providing radio dispatch and other support functions for the City's Operations Division.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>724 - FACILITIES</b>					
<b>Revenue</b>					
Other Revenue	(5,032)	(8,080)	(8,121)	(40)	0.5%
<b>Revenue Total</b>	<b>(5,032)</b>	<b>(8,080)</b>	<b>(8,121)</b>	<b>(40)</b>	<b>0.5%</b>
<b>Expense</b>					
Contracted Services	789,144	814,449	824,449	10,000	1.2%
Insurance	149,561	164,889	173,378	8,489	5.1%
Other Operating Expense	194,054	174,253	179,887	5,635	3.2%
Utilities	183,901	216,510	224,883	8,373	3.9%
Wages & Benefits	512,407	580,954	602,151	21,197	3.6%
<b>Expense Total</b>	<b>1,829,066</b>	<b>1,951,055</b>	<b>2,004,749</b>	<b>53,694</b>	<b>2.8%</b>
<b>Grand Total</b>	<b>1,824,035</b>	<b>1,942,975</b>	<b>1,996,628</b>	<b>53,654</b>	<b>2.8%</b>

## ROADS

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>730 - ROADS</b>					
<b>Revenue</b>					
Other Revenue	(317,010)	(35,000)	(35,000)	-	0.0%
<b>Revenue Total</b>	<b>(317,010)</b>	<b>(35,000)</b>	<b>(35,000)</b>	<b>-</b>	<b>0.0%</b>
<b>Expense</b>					
Contracted Services	392,362	418,972	418,972	-	0.0%
Insurance	3,043	3,324	3,390	66	2.0%
Other Operating Expense	941,157	800,983	826,081	25,098	3.1%
Utilities	437,241	581,800	604,812	23,012	4.0%
Wages & Benefits	1,190,505	1,391,794	1,444,710	52,917	3.8%
<b>Expense Total</b>	<b>2,964,307</b>	<b>3,196,873</b>	<b>3,297,966</b>	<b>101,093</b>	<b>3.2%</b>
<b>Grand Total</b>	<b>2,647,297</b>	<b>3,161,873</b>	<b>3,262,966</b>	<b>101,093</b>	<b>3.2%</b>

## PARKS

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>732 - PARKS</b>					
<b>Revenue</b>					
Fees & Charges	(30,818)	(36,000)	(55,000)	(19,000)	52.8%
Other Revenue	(20,794)	(15,000)	(15,000)	-	0.0%
<b>Revenue Total</b>	<b>(51,613)</b>	<b>(51,000)</b>	<b>(70,000)</b>	<b>(19,000)</b>	<b>37.3%</b>
<b>Expense</b>					
Contracted Services	281,101	204,200	211,700	7,500	3.7%
Insurance	14,972	16,471	17,294	824	5.0%
Other Operating Expense	675,820	611,622	717,302	105,680	17.3%
Utilities	122,710	161,616	171,135	9,518	5.9%
Wages & Benefits	2,301,960	2,308,988	2,434,986	125,998	5.5%
<b>Expense Total</b>	<b>3,396,563</b>	<b>3,302,897</b>	<b>3,552,416</b>	<b>249,520</b>	<b>7.6%</b>
<b>Grand Total</b>	<b>3,344,951</b>	<b>3,251,897</b>	<b>3,482,416</b>	<b>230,520</b>	<b>7.1%</b>

## CEMETERIES

This department operates and maintains Campbell River (Hwy 19A) and Elk Falls cemeteries.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>734 - CEMETERIES</b>					
<b>Revenue</b>					
Other Revenue	(14,962)	(14,962)	(16,214)	(1,251)	0.083628071
Sales of Goods & Services	(67,402)	(70,052)	(82,460)	(12,408)	0.177125564
<b>Revenue Total</b>	<b>(82,364)</b>	<b>(85,014)</b>	<b>(98,674)</b>	<b>(13,659)</b>	<b>16.1%</b>
<b>Expense</b>					
Contracted Services	11,904	10,280	10,280	-	0.0%
Insurance	95	108	114	5	5.0%
Other Operating Expense	21,925	19,570	20,001	431	2.2%
Utilities	8,026	8,810	9,441	631	7.2%
Wages & Benefits	60,254	79,115	82,265	3,149	4.0%
<b>Expense Total</b>	<b>102,203</b>	<b>117,884</b>	<b>122,100</b>	<b>4,216</b>	<b>3.6%</b>
<b>Grand Total</b>	<b>19,840</b>	<b>32,869</b>	<b>23,426</b>	<b>(9,443)</b>	<b>-28.7%</b>

## CAPITAL PROJECTS

This department focuses on the consistent delivery of all of the major capital projects approved for design and/or construction in the City's long range Capital Plan. Services provided by the department align with the key phases of project delivery, evolving from a support role early in the project life cycle and transitioning into to the lead role when the project enters detailed design and construction which is followed by support during the maintenance period. The projects and infrastructure delivered by this department directly addresses the City's infrastructure gap identified within our Capital Plans to support the City's asset management strategy. To that end, Capital Projects is leading the implementation of the new Operations Management System (OMS) in 2025. This corporate-wide implementation incorporates infrastructure assets data into the decision-making process for our 10-year Capital Plan.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>320 - CAPITAL PROJECTS</b>					
<b>Expense</b>					
Contracted Services	31	530	530	-	0.0%
Other Operating Expense	25,610	19,860	20,725	865	4.4%
Utilities	1,814	1,980	1,980	-	0.0%
Wages & Benefits	134,410	306,533	129,929	(176,604)	-57.6%
<b>Expense Total</b>	<b>161,865</b>	<b>328,903</b>	<b>153,164</b>	<b>(175,739)</b>	<b>-53.4%</b>
<b>Grand Total</b>	<b>161,865</b>	<b>328,903</b>	<b>153,164</b>	<b>(175,739)</b>	<b>-53.4%</b>

# Utilities Summary

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>UTILITIES</b>					
<b>Revenue</b>					
Fees & Charges	(16,639,031)	(17,450,500)	(18,084,210)	(633,710)	3.6%
Investment Income	(1,554,825)	(1,455,000)	(1,453,500)	1,500	-0.1%
Other Revenue	(676,871)	(10,000)	(55,200)	(45,200)	452.0%
Tax Revenue	(756,217)	(741,300)	(749,500)	(8,200)	1.1%
<b>Revenue Total</b>	<b>(19,626,943)</b>	<b>(19,656,800)</b>	<b>(20,342,410)</b>	<b>(685,610)</b>	<b>3.5%</b>
<b>Expense</b>					
Contracted Services	1,139,415	900,497	920,997	20,500	2.3%
Insurance	162,695	178,983	187,932	8,949	5.0%
Other Operating Expenses	4,491,555	3,361,922	3,496,349	134,427	4.0%
Utilities	565,568	698,056	728,954	30,898	4.4%
Wages & Benefits	3,458,386	4,077,494	4,228,235	150,742	3.7%
<b>Expense Total</b>	<b>9,817,618</b>	<b>9,216,951</b>	<b>9,562,467</b>	<b>345,516</b>	<b>3.7%</b>
<b>Grand Total</b>	<b>(9,809,325)</b>	<b>(10,439,849)</b>	<b>(10,779,943)</b>	<b>(340,094)</b>	<b>3.3%</b>

## SEGMENT VARIANCE

### UTILITIES

Increase in User Fees	(633,710)
Increase in Work Orders	(45,200)
Increase in Parcel Taxes	(8,200)
Decrease in Investment Income	1,500
Increase in Contracted Services Based on Actual Expenses	20,500
Increase in Insurance Premiums	8,949
Increase in Cost Allocations	134,427
Increase in Utilities	30,898
Increase in Wages & Benefits	150,742
<b>Overall Segment Variance</b>	<b>(340,094)</b>
<b>VARIANCE %</b>	<b>3.3%</b>

## SEWER

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>780 - SEWER</b>					
<b>Revenue</b>					
Fees & Charges	(7,312,625)	(7,552,100)	(7,846,500)	(294,400)	3.9%
Investment Income	(445,319)	(447,500)	(446,000)	1,500	-0.3%
Other Revenue	(113,006)	(10,000)	(5,000)	5,000	-50.0%
Tax Revenue	(744,229)	(737,000)	(741,500)	(4,500)	0.6%
Transfers from own funds	5,980	-	-	-	0.0%
<b>Revenue Total</b>	<b>(8,609,200)</b>	<b>(8,746,600)</b>	<b>(9,039,000)</b>	<b>(292,400)</b>	<b>3.3%</b>
<b>Expense</b>					
Contracted Services	473,389	481,100	441,600	(39,500)	-8.2%
Insurance	81,740	89,923	94,419	4,496	5.0%
Other Operating Expenses	2,198,437	1,158,826	1,245,748	86,922	7.5%
Transfers from own funds	33,480	35,000	35,000	-	0
Utilities	345,175	484,807	508,381	23,574	4.9%
Wages & Benefits	1,296,318	1,492,118	1,545,554	53,436	3.6%
<b>Expense Total</b>	<b>4,428,540</b>	<b>3,741,774</b>	<b>3,870,703</b>	<b>128,929</b>	<b>3.4%</b>
<b>Grand Total</b>	<b>(4,180,660)</b>	<b>(5,004,827)</b>	<b>(5,168,297)</b>	<b>(163,471)</b>	<b>3.3%</b>

## SEWER FISCAL SERVICES

Sewer Fiscal Services manages the financial transactions related to the City's sewer operating and capital projects. Responsibilities include:

- Reserve Transfers: Managing contributions to and withdrawals from sewer reserves for operational and capital projects.
- Revenue Management: Allocating excess user fees to sewer reserves to support future system enhancements.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>789 - SEWER FISCAL SERVICES</b>					
<b>Revenue</b>					
Transfers from own funds	(2,806,373)	(1,769,478)	(1,852,221)	(82,743)	4.7%
<b>Revenue Total</b>	<b>(2,806,373)</b>	<b>(1,769,478)</b>	<b>(1,852,221)</b>	<b>(82,743)</b>	<b>4.7%</b>
<b>Expense</b>					
Amortization Expense	1,852,221	1,769,478	1,852,221	82,743	4.7%
Other Operating Expenses	-	-	104,000	104,000	0.0%
Transfers from own funds	440,928	4,553,663	4,611,080	57,418	1.3%
<b>Expense Total</b>	<b>2,293,149</b>	<b>6,323,141</b>	<b>6,567,301</b>	<b>244,161</b>	<b>3.9%</b>
<b>Grand Total</b>	<b>(513,225)</b>	<b>4,553,663</b>	<b>4,715,080</b>	<b>161,418</b>	<b>3.5%</b>

## SEWER DEBT

Sewer Debt identifies principal and interest charges for debt related to sewer infrastructure. Sewer Fund long term debt will be fully repaid in 2034 and was originally procured for various sewer upgrade projects such as the Norm Woods Environmental Centre upgrades and waterfront sewer force main.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>785 - SEWER DEBT</b>					
<b>Expense</b>					
Debt Servicing	453,218	451,164	453,217	2,053	0.5%
<b>Expense Total</b>	<b>453,218</b>	<b>451,164</b>	<b>453,217</b>	<b>2,053</b>	<b>0.5%</b>
<b>Grand Total</b>	<b>453,218</b>	<b>451,164</b>	<b>453,217</b>	<b>2,053</b>	<b>0.5%</b>

## STORM DRAINS

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>782 - STORM DRAINS</b>					
<b>Revenue</b>					
Fees & Charges	-	(1,000)	-	1,000	-100.0%
Investment Income	-	(1,000)	(1,000)	-	0.0%
Other Revenue	(274,803)	-	-	-	0.0%
<b>Revenue Total</b>	<b>(274,803)</b>	<b>(2,000)</b>	<b>(1,000)</b>	<b>1,000</b>	<b>-50.0%</b>
<b>Expense</b>					
Contracted Services	89,591	48,880	48,880	-	0.0%
Other Operating Expenses	356,774	264,797	287,751	22,954	8.7%
Utilities	197	660	660	-	0.0%
Wages & Benefits	228,052	290,950	302,468	11,518	4.0%
<b>Expense Total</b>	<b>674,614</b>	<b>605,287</b>	<b>639,759</b>	<b>34,472</b>	<b>5.7%</b>
<b>Grand Total</b>	<b>399,811</b>	<b>603,287</b>	<b>638,759</b>	<b>35,472</b>	<b>5.9%</b>



## WATER

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>790 - WATER</b>					
<b>Revenue</b>					
Fees & Charges	(9,326,405)	(9,897,400)	(10,237,710)	(340,310)	3.4%
Investment Income	(1,109,505)	(1,006,500)	(1,006,500)	-	0.0%
Other Revenue	(289,061)	-	(50,200)	(50,200)	0.0%
Tax Revenue	(11,988)	(4,300)	(8,000)	(3,700)	86.0%
<b>Revenue Total</b>	<b>(10,736,960)</b>	<b>(10,908,200)</b>	<b>(11,302,410)</b>	<b>(394,210)</b>	<b>3.6%</b>
<b>Expense</b>					
Contracted Services	576,434	370,517	430,517	60,000	16.2%
Insurance	80,955	89,060	93,513	4,453	5.0%
Other Operating Expenses	1,936,343	1,938,299	1,962,850	24,551	1.3%
Utilities	220,196	212,589	219,913	7,324	3.4%
Wages & Benefits	1,934,016	2,294,426	2,380,213	85,788	3.7%
<b>Expense Total</b>	<b>4,747,944</b>	<b>4,904,891</b>	<b>5,087,006</b>	<b>182,115</b>	<b>3.7%</b>
<b>Grand Total</b>	<b>(5,989,016)</b>	<b>(6,003,309)</b>	<b>(6,215,404)</b>	<b>(212,095)</b>	<b>3.5%</b>

## WATER DEBT

Water Debt identifies principal and interest charges for debt related to water infrastructure. Water Fund long term debt will be fully repaid in 2033 and was originally procured in 2013 to help fund the new water treatment facility at John Hart Lake and watermain renewals.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>795 - WATER DEBT</b>					
<b>Expense</b>					
Debt Servicing	603,769	603,769	603,769	-	0.0%
<b>Expense Total</b>	<b>603,769</b>	<b>603,769</b>	<b>603,769</b>	<b>-</b>	<b>0.0%</b>
<b>Grand Total</b>	<b>603,769</b>	<b>603,769</b>	<b>603,769</b>	<b>-</b>	<b>0.0%</b>

## WATER FISCAL SERVICES

Water Fiscal Services manages the financial transactions related to the City's water operating and capital projects. Responsibilities include:

- Reserve Transfers: Allocating funds to and from water reserves to support operating projects or fund capital infrastructure.
- Revenue Oversight: Transferring surplus user fees to the water capital reserve for future system upgrades or expansions.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>799 - WATER FISCAL SERVICES</b>					
<b>Revenue</b>					
Transfers from own funds	(2,521,730)	(2,081,563)	(2,169,609)	(88,046)	4.2%
<b>Revenue Total</b>	<b>(2,521,730)</b>	<b>(2,081,563)</b>	<b>(2,169,609)</b>	<b>(88,046)</b>	<b>4.2%</b>
<b>Expense</b>					
Amortization Expense	2,169,608	2,081,563	2,169,609	88,046	4.2%
Other Operating Expenses	-	-	46,000	46,000	0.0%
Transfers from own funds	1,101,601	5,399,540	5,565,635	166,095	3.1%
<b>Expense Total</b>	<b>3,271,209</b>	<b>7,481,103</b>	<b>7,781,244</b>	<b>300,141</b>	<b>4.0%</b>
<b>Grand Total</b>	<b>749,479</b>	<b>5,399,540</b>	<b>5,611,635</b>	<b>212,095</b>	<b>3.9%</b>

# Community Planning and Livability Summary

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>COMMUNITY PLANNING AND LIVABILITY</b>					
<b>Revenue</b>					
Fees & Charges	(4,162,249)	(4,391,386)	(5,276,553)	(885,167)	20.2%
Other Revenue	(1,164,945)	(1,134,250)	(967,630)	166,620	-14.7%
Sales of Goods & Services	(50,124)	(70,654)	(71,248)	(594)	0.8%
<b>Revenue Total</b>	<b>(5,377,319)</b>	<b>(5,596,290)</b>	<b>(6,315,431)</b>	<b>(719,141)</b>	<b>12.9%</b>
<b>Expense</b>					
Contracted Services	5,273,388	5,279,915	6,071,765	791,850	15.0%
Insurance	51,154	56,430	59,251	2,821	5.0%
Other Operating Expenses	751,766	735,658	807,140	71,482	9.7%
Utilities	995,639	1,062,341	882,423	(179,918)	-16.9%
Wages & Benefits	3,685,084	4,466,752	4,716,718	249,966	5.6%
<b>Expense Total</b>	<b>10,757,031</b>	<b>11,601,096</b>	<b>12,537,297</b>	<b>936,201</b>	<b>8.1%</b>
<b>Grand Total</b>	<b>5,379,712</b>	<b>6,004,807</b>	<b>6,221,867</b>	<b>217,060</b>	<b>3.6%</b>

## SEGMENT VARIANCE

### COMMUNITY PLANNING AND LIVABILITY

Increase in Recreation Fees	(135,000)
Increase in Solid Waste Revenues	(744,000)
Increase in Transit Revenue	(7,500)
Net Decrease in Grant Revenue for the OCP	189,000
Increase in Lease Revenue from the Micro Market and the Library	(22,000)
Increase in Insurance Premiums	2,821
Increase in Transit Contracted Costs	468,000
Net Increase in Waste Collection Costs	90,500
Increase in Other Contracted Services	25,850
Increase in Cost Allocations based on actual expenses	67,000
Increase in Wages & Benefits	249,966
Other Miscellaneous	32,422
<b>Overall Segment Variance</b>	<b>217,060</b>
<b>VARIANCE %</b>	<b>3.6%</b>

## DIRECTOR OF PLANNING & RECREATION

As a member of the Senior Leadership Team, the Director of Community Planning and Livability provides overall strategic direction and leadership for community development (long range planning, sustainability, property management, solid waste, transportation) and recreation and culture. An emphasis is placed on promoting community livability and well-being in alignment with the City's Sustainable Official Community Plan. A portion of the Director's wages is allocated to Solid Waste.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>800 - DIRECTOR OF PLANNING &amp; RECREATION</b>					
<b>Expense</b>					
Contracted Services	4,474	1,430	1,430	-	0.0%
Other Operating Expenses	10,175	12,000	12,000	-	0.0%
Utilities	1,032	800	800	-	0.0%
Wages & Benefits	95,504	108,590	111,721	3,131	2.9%
<b>Expense Total</b>	<b>111,184</b>	<b>122,820</b>	<b>125,951</b>	<b>3,131</b>	<b>2.5%</b>
<b>Grand Total</b>	<b>111,184</b>	<b>122,820</b>	<b>125,951</b>	<b>3,131</b>	<b>2.5%</b>

## LONG RANGE PLANNING SERVICES

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>810 - LONG RANGE PLANNING SERVICES</b>					
<b>Revenue</b>					
Other Revenue	(58,995)	(200,000)	-	200,000	-100.0%
<b>Revenue Total</b>	<b>(58,995)</b>	<b>(200,000)</b>	<b>-</b>	<b>200,000</b>	<b>-100.0%</b>
<b>Expense</b>					
Contracted Services	127,917	70,270	78,270	8,000	11.4%
Other Operating Expenses	60,172	52,770	45,200	(7,570)	-14.3%
Utilities	1,771	1,980	1,980	-	0.0%
Wages & Benefits	589,703	701,284	727,984	26,700	3.8%
<b>Expense Total</b>	<b>779,564</b>	<b>826,304</b>	<b>853,434</b>	<b>27,130</b>	<b>3.3%</b>
<b>Grand Total</b>	<b>720,569</b>	<b>626,304</b>	<b>853,434</b>	<b>227,130</b>	<b>36.3%</b>

## RECREATION AND CULTURE

This department provides quality recreation and culture services for people of all ages, stages, and abilities, and helps make Campbell River an incredible place to live, play and grow. The Sportsplex houses a double gymnasium, squash and racquetball courts, a fitness centre, change rooms and showers, multipurpose rooms, and a commercial kitchen that supports programming and facility rentals. At Willow Point Park, where the Sportsplex is located, there are ball diamonds, outdoor volleyball courts, tennis courts, a BMX track, a soccer pitch, a skateboard park, a disc golf course, a play park and a splash park. The Community Centre houses a double gymnasium, craft room, commercial kitchen, multi-purpose rooms, Family Place preschool, and change rooms and showers. Rotary Club Fieldhouse is a stand-alone facility with a multipurpose room, kitchen, deck, changerooms and public washrooms. Surrounding the facility, in Robron Park, is an artificial turf, box lacrosse, soccer pitch and tennis courts.

The Centennial Outdoor Pool operates in the summer months and has a 6-lane 25-meter pool, slide, wading pool, change house and concession. Facilities, parks, and outdoor spaces are managed, programmed, and scheduled by the City Recreation and Culture Department. The Facility Services team provides custodial services for all recreation facilities, City Hall, the Enterprise Centre, Norm Wood Environmental Centre, and the Airport. These facilities attract visitors from Campbell River and all over the island.

The Recreation and Culture Department is responsible for programming in the downtown core and hosts events throughout the year. City programming and events are supported by community partners including the Downtown BIA, Tidemark Theatre, Library, the Arts Centre, and local businesses and community groups. Recurring events include CR Live Streets, Spirit Square Concert Series, Farmers Market, Coffee and Board Games, Yoga in the Park, Kite Flying, Canada Day celebrations, Orange Shirt Day, National Child Day and the Christmas Big Truck event and Gingerbread House Competition. These events attract people to the downtown core for connection and the community experience.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>820 - RECREATION &amp; CULTURE</b>					
<b>Revenue</b>					
Fees & Charges	(688,004)	(662,511)	(795,434)	(132,923)	20.1%
Other Revenue	(139,273)	(101,591)	(110,717)	(9,126)	9.0%
Sales of Goods & Services	(10,557)	(12,904)	(14,698)	(1,794)	13.9%
<b>Revenue Total</b>	<b>(837,833)</b>	<b>(777,006)</b>	<b>(920,848)</b>	<b>(143,843)</b>	<b>18.5%</b>
<b>Expense</b>					
Contracted Services	322,048	162,490	180,540	18,050	11.1%
Insurance	51,154	56,430	59,251	2,821	5.0%
Other Operating Expenses	379,933	444,980	509,935	64,956	14.6%
Utilities	114,325	151,021	152,502	1,481	1.0%
Wages & Benefits	2,816,442	3,326,523	3,535,910	209,386	6.3%
<b>Revenue Total</b>	<b>3,683,902</b>	<b>4,141,444</b>	<b>4,438,138</b>	<b>296,694</b>	<b>7.2%</b>
<b>Grand Total</b>	<b>2,846,069</b>	<b>3,364,438</b>	<b>3,517,290</b>	<b>152,852</b>	<b>4.5%</b>

## SOLID WASTE

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>830 - SOLID WASTE</b>					
<b>Revenue</b>					
Fees & Charges	(2,507,732)	(2,667,315)	(3,412,080)	(744,765)	27.9%
Other Revenue	(462,518)	(468,685)	(466,318)	2,368	-0.5%
Sales of Goods & Services	(39,568)	(57,750)	(56,550)	1,200	-2.1%
<b>Revenue Total</b>	<b>(3,009,818)</b>	<b>(3,193,750)</b>	<b>(3,934,948)</b>	<b>(741,197)</b>	<b>23.2%</b>
<b>Expense</b>					
Contracted Services	2,278,240	2,469,100	2,767,219	298,119	12.1%
Other Operating Expenses	101,232	104,027	111,297	7,271	7.0%
Utilities	878,511	908,540	727,141	(181,399)	-20.0%
Wages & Benefits	71,415	48,804	50,335	1,531	3.1%
<b>Expense Total</b>	<b>3,329,398</b>	<b>3,530,471</b>	<b>3,655,993</b>	<b>125,522</b>	<b>3.6%</b>
<b>Grand Total</b>	<b>319,580</b>	<b>336,721</b>	<b>(278,955)</b>	<b>(615,675)</b>	<b>-182.8%</b>

## PUBLIC TRANSIT

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>842 - PUBLIC TRANSIT</b>					
<b>Revenue</b>					
Fees & Charges	(966,513)	(1,061,559)	(1,069,039)	(7,480)	0.7%
Other Revenue	(180,448)	(25,000)	(30,000)	(5,000)	20.0%
<b>Revenue Total</b>	<b>(1,146,961)</b>	<b>(1,086,559)</b>	<b>(1,099,039)</b>	<b>(12,480)</b>	<b>1.1%</b>
<b>Expense</b>					
Contracted Services	2,537,844	2,565,966	3,033,646	467,680	18.2%
Other Operating Expenses	65,023	104,656	111,482	6,826	6.5%
Wages & Benefits	36,228	36,197	37,240	1,043	2.9%
<b>Expense Total</b>	<b>2,639,095</b>	<b>2,706,819</b>	<b>3,182,368</b>	<b>475,549</b>	<b>17.6%</b>
<b>Grand Total</b>	<b>1,492,134</b>	<b>1,620,260</b>	<b>2,083,329</b>	<b>463,069</b>	<b>28.6%</b>

## PROPERTY MANAGEMENT

The Property Management Department maintains land inventory and land reserve funds through strategic acquisition and disposition of land for maximum benefit to the community, now and in the future. Responsibilities include management of real estate assets and civic properties includes leases; operating agreements; purchase and sale negotiations; rights-of-way; easements; acquisitions/disposal of real property; and issues arising from occupants of City-owned property and property issues related to City capital projects.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>442 - PROPERTY MANAGEMENT</b>					
<b>Revenue</b>					
Other Revenue	(323,712)	(338,974)	(360,596)	(21,622)	0.0637851
<b>Revenue Total</b>	<b>(323,712)</b>	<b>(338,974)</b>	<b>(360,596)</b>	<b>(21,622)</b>	<b>6.4%</b>
<b>Expense</b>					
Contracted Services	2,866	10,660	10,660	-	0.0%
Other Operating Expenses	135,231	17,225	17,225	-	0.0%
Wages & Benefits	75,791	245,354	253,529	8,175	3.3%
<b>Expense Total</b>	<b>213,889</b>	<b>273,239</b>	<b>281,414</b>	<b>8,175</b>	<b>3.0%</b>
<b>Grand Total</b>	<b>(109,823)</b>	<b>(65,735)</b>	<b>(79,182)</b>	<b>(13,446)</b>	<b>20.5%</b>

# ECONOMIC DEVELOPMENT, INDIGENOUS RELATIONS, & AIRPORT SUMMARY

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>ECONOMIC DEVELOPMENT, INDIGENOUS RELATIONS, &amp; AIRPORT</b>					
<b>Revenue</b>					
Fees & Charges	(684,793)	(714,500)	(753,500)	(39,000)	5.5%
Investment Income	(16,660)	(22,000)	(300)	21,700	-98.6%
Other Revenue	(1,592,443)	(1,001,200)	(1,138,523)	(137,323)	13.7%
Sales of Goods & Services	(2,670,536)	(3,791,700)	(3,182,000)	609,700	-16.1%
<b>Revenue Total</b>	<b>(4,964,432)</b>	<b>(5,529,400)</b>	<b>(5,074,323)</b>	<b>455,077</b>	<b>-8.2%</b>
<b>Expense</b>					
Contracted Services	1,233,041	984,210	987,533	3,323	0.3%
Insurance	50,184	64,011	67,211	3,201	5.0%
Other Operating Expenses	2,670,470	3,615,722	3,077,050	(538,672)	-14.9%
Utilities	73,692	87,068	89,811	2,743	3.2%
Wages & Benefits	1,318,698	1,283,613	1,322,041	38,428	3.0%
<b>Expense Total</b>	<b>5,346,085</b>	<b>6,034,624</b>	<b>5,543,647</b>	<b>(490,977)</b>	<b>-8.1%</b>
<b>Grand Total</b>	<b>381,653</b>	<b>505,224</b>	<b>469,324</b>	<b>(35,900)</b>	<b>-7.1%</b>

## SEGMENT VARIANCE

<b>ECONOMIC DEVELOPMENT, INDIGENOUS RELATIONS, &amp; AIRPORT</b>	
Increase in Airport Fees and Other Revenue	(39,000)
Decrease in Investment Income	21,700
Increase in Property Leases Revenue	(134,000)
Net Decrease in Airport Fuel Sales and Inventory Costs	69,528
Increase in Contracted Services	3,323
Increase in Insurance Premiums	3,201
Increase in Utilities	2,743
Increase in Wages & Benefits	38,428
Other Miscellaneous Fees and Expenses	(1,823)
<b>Overall Segment Variance</b>	<b>(35,900)</b>
<b>VARIANCE %</b>	<b>-7.1%</b>



## DIRECTOR OF ECONOMIC DEVELOPMENT, INDIGENOUS RELATIONS, & AIRPORT

As a member of the Senior Leadership Team, the Director of Economic Development and Indigenous Relations is responsible for the design and implementation of the City's economic development strategy to enhance economic activity in the city and surrounding region and oversees area tourism. Additionally, the Director oversees the City's airport and Indigenous Relations.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>900 - DIRECTOR OF ECONOMIC DEV &amp; INDIGENOUS RELATIONS</b>					
<b>Expense</b>					
Other Operating Expenses	-	1,430	1,430	-	0.0%
Utilities	-	700	700	-	0.0%
Wages & Benefits	-	186,745	192,160	5,415	2.9%
<b>Expense Total</b>	<b>-</b>	<b>188,875</b>	<b>194,290</b>	<b>5,415</b>	<b>2.9%</b>
<b>Grand Total</b>	<b>-</b>	<b>188,875</b>	<b>194,290</b>	<b>5,415</b>	<b>2.9%</b>

## ECONOMIC DEVELOPMENT

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

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>112 - ECONOMIC DEVELOPMENT</b>					
<b>Revenue</b>					
Other Revenue	(1,182,146)	(575,000)	(578,323)	(3,323)	0.6%
<b>Revenue Total</b>	<b>(1,182,146)</b>	<b>(575,000)</b>	<b>(578,323)</b>	<b>(3,323)</b>	<b>0.6%</b>
<b>Expense</b>					
Contracted Services	1,093,278	898,950	902,273	3,323	0.4%
Other Operating Expenses	123,214	29,150	28,150	(1,000)	-3.4%
Utilities	2,886	500	500	-	0.0%
Wages & Benefits	396,738	186,234	193,676	7,442	4.0%
<b>Expense Total</b>	<b>1,616,116</b>	<b>1,114,834</b>	<b>1,124,599</b>	<b>9,765</b>	<b>0.9%</b>
<b>Grand Total</b>	<b>433,970</b>	<b>539,834</b>	<b>546,276</b>	<b>6,442</b>	<b>1.2%</b>

## AIRPORT

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

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>710 - AIRPORT</b>					
<b>Revenue</b>					
Fees & Charges	(684,793)	(714,500)	(753,500)	(39,000)	5.5%
Investment Income	(16,660)	(22,000)	(300)	21,700	-98.6%
Other Revenue	(410,297)	(426,200)	(560,200)	(134,000)	31.4%
Sales of Goods & Services	(2,670,536)	(3,791,700)	(3,182,000)	609,700	-16.1%
<b>Revenue Total</b>	<b>(3,782,286)</b>	<b>(4,954,400)</b>	<b>(4,496,000)</b>	<b>458,400</b>	<b>-9.3%</b>
<b>Expense</b>					
Contracted Services	139,763	85,260	85,260	-	0.0%
Insurance	50,184	64,011	67,211	3,201	5.0%
Other Operating Expenses	2,547,256	3,585,142	3,044,970	(540,172)	-15.1%
Utilities	70,806	85,868	88,611	2,743	3.2%
Wages & Benefits	921,960	910,633	936,205	25,572	2.8%
<b>Expense Total</b>	<b>3,729,969</b>	<b>4,730,915</b>	<b>4,222,258</b>	<b>(508,657)</b>	<b>-10.8%</b>
<b>Grand Total</b>	<b>(52,317)</b>	<b>(223,485)</b>	<b>(273,742)</b>	<b>(50,257)</b>	<b>22.5%</b>

## AIRPORT FISCAL SERVICES

Airport Fiscal Services manages the financial tracking transfers to and from the airport reserve. Key functions include:

- Reserve Transfers: Allocating funds to support airport operating projects or infrastructure investments.
- Revenue Contributions: Transferring excess airport improvement fees to the airport capital reserve to ensure financial sustainability.
- General Operating Support: Tracking subsidies required from the general operating budget if the airport is not self-sustaining.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>719 - AIRPORT FISCAL SERVICES</b>					
<b>Revenue</b>					
Transfers from own funds	(1,145,097)	(967,001)	(196,005)	770,996	-79.7%
<b>Revenue Total</b>	<b>(1,145,097)</b>	<b>(967,001)</b>	<b>(196,005)</b>	<b>770,996</b>	<b>-79.7%</b>
<b>Expense</b>					
Amortization Expense	770,671	640,521	770,671	130,150	20.3%
Other Operating Expenses	-	-	2,500	2,500	0.0%
Transfers from own funds	244,788	172,000	(300,924)	(472,924)	-275.0%
<b>Expense Total</b>	<b>1,015,459</b>	<b>812,521</b>	<b>472,247</b>	<b>(340,274)</b>	<b>-41.9%</b>
<b>Grand Total</b>	<b>(129,638)</b>	<b>(154,480)</b>	<b>276,242</b>	<b>430,722</b>	<b>-278.8%</b>

# FISCAL SERVICES BUDGET SUMMARY

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>FISCAL SERVICES</b>					
<b>Revenue</b>					
Fees & Charges	(303,278)	(399,300)	(360,076)	39,224	-9.8%
Investment Income	(3,565,988)	(1,838,450)	(1,843,450)	(5,000)	0.3%
Other Revenue	(10,064,893)	(1,604,582)	(2,066,840)	(462,258)	28.8%
Tax Revenue	(44,133,777)	(46,421,050)	(48,578,752)	(2,157,703)	4.6%
Transfers from own funds	(17,307,676)	(11,839,156)	(11,040,075)	799,081	-6.7%
<b>Revenue Total</b>	<b>(75,375,612)</b>	<b>(62,102,538)</b>	<b>(63,889,193)</b>	<b>(1,786,655)</b>	<b>2.9%</b>
<b>Expense</b>					
Amortization Expense	11,018,114	10,728,334	11,018,113	289,779	2.7%
Contracted Services	159,533	51,400	52,400	1,000	1.9%
Debt Servicing	1,356,014	1,076,933	1,169,313	92,381	8.6%
Other Operating Expenses	1,668,753	(2,896,219)	(3,300,591)	(404,371)	14.0%
Transfers from own funds	18,871,900	18,476,464	18,792,190	315,726	1.7%
Wages & Benefits	54,953	-	(232,500)	(232,500)	0.0%
<b>Expense Total</b>	<b>33,129,267</b>	<b>27,436,911</b>	<b>27,498,926</b>	<b>62,014</b>	<b>0.2%</b>
<b>Grand Total</b>	<b>(42,246,344)</b>	<b>(34,665,626)</b>	<b>(36,390,267)</b>	<b>(1,724,641)</b>	<b>5.0%</b>

## SEGMENT VARIANCE

### FISCAL SERVICES

Decrease in Municipal Service Agreement Revenue	39,224
Increase on Interest on Outstanding Taxes	(5,000)
Increase in Tax Revenue	(2,157,703)
Increase in Federal and Provincial Grants	(457,797)
Increase in Gaming Revenue	(50,000)
Increase in Revenue from Fortis BC	(25,000)
Net Transfers from Reserves for Projects	1,763,930
Increase in Amortization Expense	289,779
Increase in Contracted Services	1,000
Increase on Interest on Prepaid Taxes	100,000
Reduction in Debt Servicing Costs on General Debt	(7,620)
Change in Cost Allocations to Other Divisions	(487,000)
Decrease in Grants	(155,000)
Reduction in Benefits Costs	(100,000)
Increases in Advertising and Sponsorship Revenue	(25,000)
Reduction in Training and Development	(11,500)
Elimination of Building Inspector Position	(92,027)
Elimination of Planner 1	(63,364)
Reduction of Auxiliary Hours	(53,672)
Capital Works Funded by Reserve	(340,955)
General Increases in Labour	113,063
<b>Overall Segment Variance</b>	<b>(1,724,641)</b>
<b>VARIANCE %</b>	<b>5.0%</b>

## RESERVES

Reserve funds are established by Council pursuant to Section 188(1) of the Community Charter, providing a financial mechanism to set aside funds for specified purposes. Some reserves are discretionary and guided by City bylaws, reflecting Council's strategic priorities. This function facilitates the transfer of funds to and from reserves, ensuring adequate financial resources for critical investments. Examples include:

- Dedicated Taxation: A 1% tax increase earmarked for investing in crucial infrastructure renewal.
- Strategic Initiatives: Allocations from reserves to fund operating projects or strategic community investments.
- Infrastructure Investments: Contributions for long-term capital projects such as equipment, facilities, and capital works.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>312 - RESERVES</b>					
<b>Revenue</b>					
Transfers from own funds	(998,360)	(1,110,821)	(21,961)	1,088,860	-98.0%
<b>Revenue Total</b>	<b>(998,360)</b>	<b>(1,110,821)</b>	<b>(21,961)</b>	<b>1,088,860</b>	<b>-98.0%</b>
<b>Expense</b>					
Transfers from own funds	16,954,945	8,196,782	9,190,141	993,359	12.1%
<b>Expense Total</b>	<b>16,954,945</b>	<b>8,196,782</b>	<b>9,190,141</b>	<b>993,359</b>	<b>12.1%</b>
<b>Grand Total</b>	<b>15,956,585</b>	<b>7,085,961</b>	<b>9,168,180</b>	<b>2,082,219</b>	<b>29.4%</b>

## TAXATION

This function encompasses revenues and expenses associated with property taxation and related activities, forming a cornerstone of municipal funding. This function ensures the equitable collection and distribution of taxes in compliance with legislation and City policies. Key elements include:

- Property Tax Revenue: The primary funding source for municipal operations and infrastructure.
- Payments in Lieu of Taxes: Collected from organizations exempt from standard property taxes, such as federal or provincial entities.
- Business Improvement Associations (BIA): Administration, collection, and transfer of levies to support BIAs.
- Local Area Services Taxes: Taxes collected for specific community initiatives or services.
- Parcel Taxes: Flat-rate taxes applied to properties to fund specific projects or services, such as utility improvements.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>314 - TAXATION</b>					
<b>Revenue</b>					
Tax Revenue	(43,811,997)	(46,021,050)	(48,178,752)	(2,157,703)	4.7%
<b>Revenue Total</b>	<b>(43,811,997)</b>	<b>(46,021,050)</b>	<b>(48,178,752)</b>	<b>(2,157,703)</b>	<b>4.7%</b>
<b>Expense</b>					
Other Operating Expenses	111,862	115,800	117,326	1,526	1.3%
<b>Expense Total</b>	<b>111,862</b>	<b>115,800</b>	<b>117,326</b>	<b>1,526</b>	<b>1.3%</b>
<b>Grand Total</b>	<b>(43,700,135)</b>	<b>(45,905,250)</b>	<b>(48,061,426)</b>	<b>(2,156,177)</b>	<b>4.7%</b>

## FISCAL SERVICES

This function tracks corporate revenues and expenses that are not directly tied to a specific department, promoting enhanced reporting and accountability. This centralization ensures that corporate-wide financial activities are managed consistently and transparently. Examples of tracked activities include:

- Grant Funding: Such as the Climate Action Revenue Incentive Program (CARIP) and deferred revenue streams.
- Corporate Fees: Fees related to administrative functions, which are shared across departments.
- Cost Allocation Recoveries: Redistribution of shared costs among departments to accurately reflect their operational expenses.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>389 - FISCAL SERVICES</b>					
<b>Revenue</b>					
Transfers from own funds	(10,981,212)	(6,877,294)	(6,996,284)	(118,990)	1.7%
<b>Revenue Total</b>	<b>(10,981,212)</b>	<b>(6,877,294)</b>	<b>(6,996,284)</b>	<b>(118,990)</b>	<b>1.7%</b>
<b>Expense</b>					
Amortization Expense	6,996,284	6,877,293	6,996,283	118,990	1.7%
Transfers from own funds	374,427	326,480	(574,666)	(901,146)	-276.0%
<b>Expense Total</b>	<b>7,370,711</b>	<b>7,203,773</b>	<b>6,421,617</b>	<b>(782,156)</b>	<b>-10.9%</b>
<b>Grand Total</b>	<b>(3,610,502)</b>	<b>326,479</b>	<b>(574,667)</b>	<b>(901,146)</b>	<b>-276.0%</b>

## DEBT

Debt identifies principal and interest charges for the general operating debt. General Fund long term debt will be fully repaid in 2025 and was originally procured for local improvements in 2013.

	2023 Actual	2024 Budget	2025 Budget	Variance (\$)	Variance (%)
<b>385 - DEBT</b>					
<b>Revenue</b>					
Investment Income	(72,313)	-	-	-	0.0%
<b>Revenue Total</b>	<b>(72,313)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Expense</b>					
Debt Servicing	123,037	21,999	12,327	(9,672)	-44.0%
<b>Expense Total</b>	<b>123,037</b>	<b>21,999</b>	<b>12,327</b>	<b>(9,672)</b>	<b>-44.0%</b>
<b>Grand Total</b>	<b>50,724</b>	<b>21,999</b>	<b>12,327</b>	<b>(9,672)</b>	<b>-44.0%</b>