

# 2023 ANNUAL REPORT



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## FINANCIAL STATEMENTS

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## PHOTO CREDITS AND MANY THANKS GO TO:

Alison Dawn Photography, Brent Curtain, Island Life Photographics, Mathew Collins, Tanya Gunn Photography and Tyler Cave.

Have thoughts and feedback on the 2023 Annual Report? Connect with us!

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## Land Acknowledgment

The City acknowledges we are on the territory of the Laich-Kwil-Tach people of the Wei Wai Kum and We Wai Kai First Nations.

# Message from the Mayor



This Council spent 2023 laying solid foundations, planning for the future of the City of Campbell River, advocating to other levels of government for what Campbell River needs, and building relationships with local

partners who are essential to the success of this incredible community. These building blocks were vital so that we can realize our goals for a healthy and safe community, housing development and community growth, and so much more.

We began the year by appointing Elle Brovold as City Manager, to lead and inspire the organization with a fresh perspective, demonstrated experience, and in line with Council's strategic direction. Brovold is an integral part of realizing Council's vision and did an excellent job in supporting Council and keeping us focused on the priorities laid out and working within the means of the resources available to us. On behalf of Council, I thank Elle and the team of dedicated staff that she leads for all of the work the City completed in 2023 and beyond.

Council dedicated significant time in 2023 to working with, but also lobbying, other levels of government to ensure Campbell River gets the support it needs. Council met with officials throughout the year to:

- › Advocate for funding for low-barrier housing to address encampments and assist unhoused individuals.
- › Discuss actions to address the significant mental health and addiction challenges in Campbell River.
- › Request increased engagement with local government and First Nations regarding harm reduction policies, such as decriminalization, to ensure a balance is found that considers the well-being of all.

While working with and waiting for other levels of government to respond, Council acted by:

- › Opening City-operated warming centres during some of the coldest nights of the year
- › Adopting a bylaw which prohibits the consumption of controlled substances in City locations where children and families carry out recreational or leisure activities
- › Approving \$1.4 million to support a healthy and safe community through expanded Downtown Safety Office hours, public works clean-up activities, and community and downtown security patrols
- › Purchasing 1302 Shoppers Row, the Downtown Safety Office, in June 2023
- › Adding RCMP and Bylaw positions

As I reflect on 2023, it is clear that the efforts of our persistent advocacy are paying off. Many of the important projects that we are working on today are a direct result of the hard work from last year. After a year of advocacy, the City is partnering with the Province to bring 40 temporary housing units to Campbell River to assist people experiencing homelessness and address associated challenges, we are implementing the City's Housing Accelerator Fund Action Plan after securing over \$10 million from the Federal Government, we are making strides in the development of the Community Safety and Well-Being Plan, and so much more.

Moving forward, we will continue to focus on the priorities we laid out in 2022. We will continue to advocate for what residents need, and we will continue to deliver high-quality services to citizens while keeping budgets reasonable and continually searching for efficiencies.

It is a privilege to continue to serve the community as mayor and I appreciate all the feedback and insights from residents. We will continue to work for you to make Campbell River an even better place to live, work and call home for all.

A handwritten signature in blue ink, appearing to read 'Kermit Dahl'.

**KERMIT DAHL**  
Mayor

# Message from Chief Administrative Officer

With a clear mandate set by Council, Administration had some big changes before us in 2023. We needed to align resources and innovate so that we could set ourselves up to tackle the big issues identified by Council, while never losing sight of livability and serving the daily needs of the community.

The 2023 Annual Report highlights some of the important work that was completed across the community above and beyond the day-to-day. Some of these were straightforward and practical, such as increasing daily security patrols and clean-ups in the downtown, purchasing the downtown safety office, adding Bylaw and RCMP personnel positions, applying for provincial housing funding, progressing policy work on the Master Transportation Plan and Quinsam Heights Neighbourhood Plan. Other work was more visionary and not necessarily areas that local governments usually tackle, such as launching the Essential Workers Temporary Housing program that provides short-term rental accommodation to help attract healthcare professionals, and adopting and enforcing a new bylaw to address public consumption of controlled substances in certain public spaces.

Indigenous relationships were also a focus in 2023, and in March, the City expanded the Director of Economic Development position to include Indigenous Relations. The City held council-to-council meetings with First Nations governments and facilitated opportunities for City Council and staff to learn about Indigenous history and cultures through Indigenous knowledge-sharing sessions. I look forward to the progress that building meaningful relationships with the local First Nations is making possible.

City staff members, who show up and pour their expertise, energy, and commitment back into the community they serve, are who make all the above possible. Recognizing this value, the Senior Leadership Team, committed to workplace culture

efforts in 2023, supported by Council through ongoing funding. A Wellness and Social Committee was formed, and we increased internal communications efforts and added necessary staff



resources. I was proud to see that the community also recognized this, as during the 2023 Citizen Satisfaction Survey, staff feedback was excellent and highlighted that staff are knowledgeable, courteous, and helpful.

We closed out 2023 with budget deliberations. Staff diligently prepared a budget with a moderate tax increase, lower than many other municipalities, that added needed resources and investments, while allowing service levels to be maintained. It brought to life Council's commitment to a healthy and safe community, community growth, collaboration, housing and organizational capacity and illustrates the benefits of proactive action, fresh and unique perspectives, and focused goals.

As we look ahead, the horizon is busy and full of promise. The Community Safety and Well-Being plan is underway, and we will soon embark on the Official Community Plan, which looks at the growth and progression of the community over the next 20 years. These initiatives help us prepare for the future, maximize the potential of this incredible community, and equip Council with the necessary tools to remain focused on priorities.

Whether you are a resident, business owner, service user or visitor to the Campbell River community; thank you for being a part of the incredible place we call home. It is a privilege to continue serving Council and leading City staff, and we will continue to pour our all into Campbell River in the years ahead. Thank you for taking the time to read all that we have accomplished.

A handwritten signature in black ink, appearing to read 'E. Brovold'.

**ELLE BROVOLD**

City Manager and Chief Administrative Officer

# Our Financial Awards

## Distinguished Budget Presentation Award

In 2023, the City received a Distinguished Budget Presentation Award (DBPA). The Government Finance Officers Association of the United States and Canada (GFOA) presented the DBPA to the City of Campbell River, British Columbia, for the Annual Budget beginning January 1, 2023.

This was the eighth year that the City received this prestigious award for best practice budgeting principles. To receive this award, a government entity must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for one year only. See more details at [campbellriver.ca](http://campbellriver.ca) under City Honours.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Campbell River  
British Columbia**

For the Fiscal Year Beginning

**January 01, 2023**

*Christopher P. Morrill*

Executive Director

## Canadian Award for Financial Reporting

The City also received the Canadian Award for Financial Reporting for its Annual Financial Report for the Fiscal Year ended December 31, 2022. This was the sixth consecutive year that the City received this award.



Government Finance Officers Association

### **Canadian Award for Financial Reporting**

Presented to

**Campbell River  
British Columbia**

For its Annual  
Financial Report  
for the Year Ended

**December 31, 2022**

A handwritten signature in cursive script that reads "Christopher P. Merrill".

Executive Director/CEO

# About Us

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

We acknowledge we are located on the territory of the Laich-Kwil-Tach people of the Wei Wai Kum (Campbell River Indian Band) and We Wai Kai (Cape Mudge Indian Band) First Nations. Campbell River is also home to the Homalco First Nation.

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

Connections flow naturally here, starting with our central location's easy access by highways, air, and ferries. Campbell River is a base for recreation and industry throughout the north island and central coast.

With a rich natural resource background, integrated services, a number of stewardship firsts, award-winning drinking water quality and a world-class reputation as a tourism destination, the community is set for high levels of investment and even more diversity.

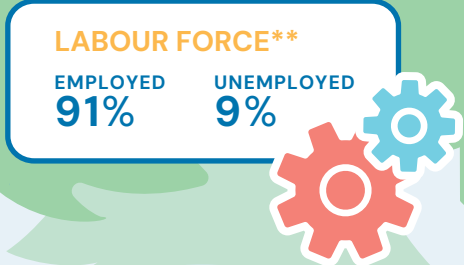
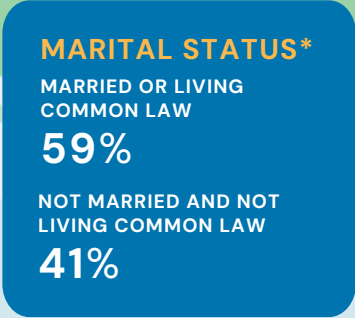
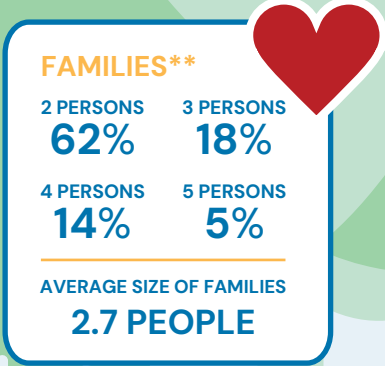
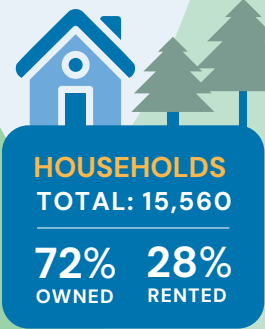
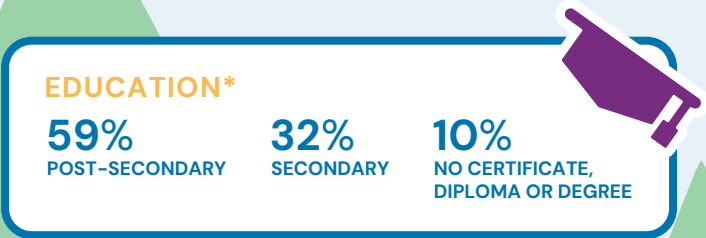
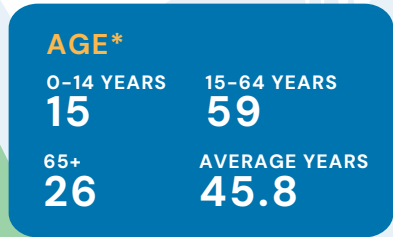
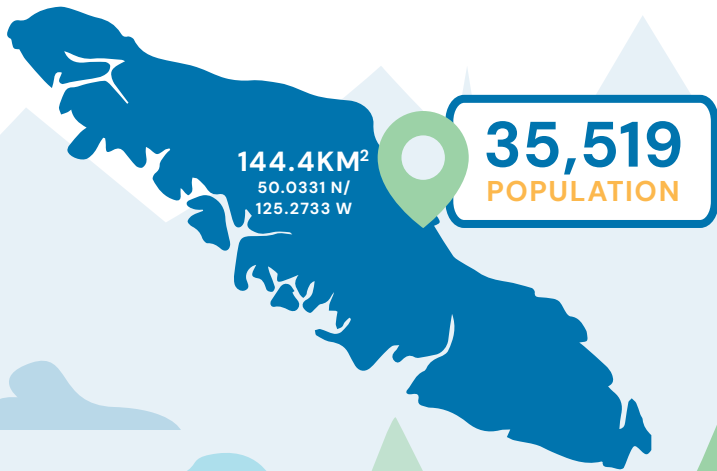
Incorporated as a village in 1947 and later designated a municipal district, Campbell River became a City in 2005. In 1948, the Elk Falls John Hart Dam hydro development project changed the landscape of Campbell River, enabling the growing community to prosper.

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

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



# Our Community at a Glance



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

# Our Elected Officials

Mayor Kermit Dahl was elected to office alongside Councillors Susan Sinnott, Ben Lanyon, Sean Smyth, Ron Kerr, Doug Chapman and Tanille Johnston in October 2022. Following the election, Mayor and Council swiftly began working on Strategic priorities for their 2022-2026 term.



**KERMIT DAHL**  
Mayor



**DOUG CHAPMAN**  
Councillor



**TANILLE JOHNSTON**  
Councillor



**RON KERR**  
Councillor



**BEN LANYON**  
Councillor



**SUSAN SINNOTT**  
Councillor



**SEAN SMYTH**  
Councillor

# Strategic Priorities 2023–2026



## HEALTHY AND SAFE COMMUNITY

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Downtown Revitalization  
Crime Reduction  
Livability



## HOUSING

---

Future Growth  
Attainable Housing Supply  
Infrastructure Readiness



## COMMUNITY GROWTH

---

Future Planning  
Asset Management  
Economic Vitality



## ORGANIZATIONAL CAPACITY

---

Fiscal Responsibility  
Workplace Culture  
Effective Governance



## COLLABORATION

---

Indigenous Relationships  
Strengthen Partnerships  
Advocacy

Find the Strategic Plan at [campbellriver.ca/strategic-plan](https://campbellriver.ca/strategic-plan)

# 2023

## YEAR IN REVIEW

On top of the City's day-to-day services, such as water delivery, sewer, roads and parks maintenance, recreational programming, customer and financial services, and so much more, the City is also working towards Council's 2023 to 2026 Strategic Plan. This plan outlines five strategic priorities: Housing, Organizational Capacity, Community Growth, Healthy and Safe Community, and Collaboration. The Year in Review section of the 2023 Annual Report highlights the progress made towards Council's 2023 to 2026 Strategic Plan in 2023



HEALTHY AND SAFE  
COMMUNITY



HOUSING



COMMUNITY  
GROWTH



COLLABORATION



ORGANIZATIONAL  
CAPACITY







Support a high quality of life and ensure Campbell River is safe and welcoming for residents, businesses and visitors. Foster a sense of place and pride, and incorporate healthy living opportunities for people of all ages.

## DOWNTOWN REVITALIZATION

- ✓ Council approved more than \$1.4 million of funding to support its commitment to a healthy and safe community. The funds will be dispersed over three years (\$471,000 per year) and used to further expand the Downtown Safety Office's hours, public works clean-up activities, and community and downtown security patrol.
- ✓ Completed daily downtown foot patrols and regular cleanups of encampments to promote downtown safety and cleanliness, and address bylaw violations, such as consumption of liquor, and other issues.
- ✓ Acquired 1302 Shoppers Row (the Downtown Safety Office) to enhance the City's downtown presence.



## CRIME REDUCTION

- ✓ The City was one of the first BC municipalities to amend the Public Nuisance Bylaw to proactively manage the use of controlled drugs at public facilities after the enactment of the *Controlled Drug and Substances Act*, including protocols to refer persons to safe use locations.
- ✓ Updated and relaunched the Crime Prevention through Environmental Design program with the Downtown BIA.
- ✓ Participated in the Downtown Safety Working Group.
- ✓ Increased the hours, patrol area and the number of contracted security staff working the downtown foot patrol shifts.
- ✓ Started working with the Canadian Centre for Safer Communities on the Community Safety and Well-being Plan, which looks to enhance safety, sense of safety, and overall well-being within the community.



## LIVABILITY

- ✓ Improved public transit by implementing the NextRide program with BC Transit's Transit App, launching UMO fare products, and installing bus bay pull-outs at four locations along Highway 19A in the Strathcona Regional District (SRD).
- ✓ Offered free admission for child and youth swims at the Centennial Outdoor Pool as part of a pilot program.
- ✓ Expanded the CR Live Streets and Spirit Square Concert Series events, alongside many other community events.
- ✓ Launched organics curbside collection.
- ✓ Completed the Ken Forde Park and foreshore restoration, Rotary Park restoration — including garden beds and memorial walls, the Willis Road pedestrian walkway and the Willow Creek Road connector.
- ✓ Participated in a study led by the Strathcona Regional District which looked at current service delivery and opportunities to increase regional collaboration for recreation facilities and programming.





Ensure that future community growth is carefully considered and strategically managed to ensure that available housing meets the community's diverse and emerging needs.

## FUTURE GROWTH

- ✓ Updated the Quinsam Heights Neighbourhood Plan, which will be an important growth area to address the community's future housing needs.
- ✓ The City processed approximately:
  - **75** development, land use and subdivision applications,
  - **250** building permit applications, creating over **280** new residential units
  - **2,000** business license applications.
- ✓ Initiated a review of the Subdivision and Development Servicing Bylaw.



## ATTAINABLE HOUSING SUPPLY

- ✓ Launched an Essential Workers Temporary Housing program and Welcome to Campbell River packages to support essential worker recruitment efforts. These programs offer available, affordable housing and help attract essential workers to the area.
- ✓ The City applied for funding from the Government of Canada's Housing Accelerator fund to increase the availability of housing in Campbell River.
- ✓ Campbell River requested provincial support for temporary housing units for the unhoused population. Opening and tenancing are set to take place in 2024.





## INFRASTRUCTURE READINESS

- ✓ Completed design, tender and construction of Downtown Stormwater Mitigation project.
- ✓ Completed construction of the Hilchey Watermain Renewal Phase Two – Cured in place pipe (CIPP) Sewermain Rehabilitation.
- ✓ Completed design and construction for renewal of approximately 3.4 kilometres of sewer main using trenchless methods.





Meet the growing needs of tomorrow through strategic and long-term planning and provide stability and support for residents, businesses and investors. Together we can continue to build a vibrant community based on economic resilience, sustainable infrastructure, quality of life amenities, environmental stewardship, and diverse employment.

## FUTURE PLANNING

- ✓ Engaged with the community on the Master Transportation Plan, Quinsam Heights Neighbourhood Plan, and Hazardous Conditions (Steep Slopes) Development Permit Area.
- ✓ Completed renovations in City Hall and the Enterprise Centre to accommodate the growth of City staff.



## ASSET MANAGEMENT

- ✓ Carried out a water main renewal and upsize at 6th Avenue, between Alder Street and Island Highway, and Thulin Street, between 6th Avenue and 5th Avenue.
- ✓ Migrated multiple departmental data sets to the Operational Management Software environment and implemented the OMS Service Request module for critical infrastructure.
- ✓ Supported the evaluation and selection of a vendor for the Financial Management Systems upgrade project.
- ✓ Enhanced snow maintenance through the purchase of a single-axle snow plow truck and a narrow-width municipal tractor, which will enhance snow and ice maintenance on roadways, sidewalks and pathways.



## ECONOMIC VITALITY

- ✓ Worked with the Regional District of Mount Waddington and SRD to deliver the Campbell River and North Island Labour Market Partnership Project, a labour market study encompassing Campbell River, the SRD and Vancouver Island North to address labour market challenges.
- ✓ Launched the “Spark” Mentorships and Grants Program, which supports innovative tourism ideas in Campbell River, with Destination Campbell River, 4VI and the Tourism Innovation Lab.
- ✓ Brought visitor information and tourism services in Campbell River in-house.
- ✓ Amended City bylaws to allow food trucks at designated locations in Campbell River.





Realize and leverage the maximum potential of the city through productive and effective resource management.

## FISCAL RESPONSIBILITY

- ✓ Completed an organization-wide review of the City's User Fees and Charges to shift the cost burden from the general taxpayer to the user who's benefiting from the services provided.
- ✓ Received the Distinguished Budget Presentation Award for the 2023-2032 Financial Plan from the Government Finance Officers Association of Canada and the United States.
- ✓ Received the Canadian Award for Financial Reporting from the Government Finance Officers Association of Canada and the United States.
- ✓ Modernized the City's Long Term Debt Policy.
- ✓ Conducted 134 purchasing competitions, which achieved approximately \$700,000 in savings.



## WORKPLACE CULTURE

- ✓ Completed and passed the City's first WorkSafeBC Certificate of Recognition audit.
- ✓ Implemented a Flexible Work Options program.
- ✓ Organized Respectful Workplace training, which **369** employees completed.
- ✓ Organized Prevention of Workplace Violence training, which **244** employees completed.



## EFFECTIVE GOVERNANCE

- ✓ Address resourcing needs by adding positions to Bylaw Enforcement, Parks, Policing, Fire and IT.
- ✓ Completed the 2023 Citizen Satisfaction Survey.
- ✓ Processed 52 Freedom of Information requests.





Work with First Nations and all key community partners collaboratively to develop synergies and innovation and achieve our common strategic goals.

## INDIGENOUS RELATIONSHIPS

- ✓ Enhanced partnerships with First Nations and community stakeholders to develop and improve the quality of protective services to the citizens and visitors of Campbell River.
- ✓ Held five council-to-council meetings with First Nations governments, focused on relationship building and reconciliation.
- ✓ Facilitated opportunities for City Council and staff to learn more about Indigenous history and cultures, including a viewing of Who We Are, an educational video prepared by Maya'xala, arranged by Azalea Milwid, First Nations Liaison at the SRD.
- ✓ Observed the National Day for Truth and Reconciliation.



## STRENGTHEN PARTNERSHIPS

- ✓ Proactively reached out to the Campbell River Downtown BIA, downtown businesses and social service providers to address downtown issues.
- ✓ Partnered with downtown businesses and organizations, including the Campbell River Downtown BIA, Tidemark Theatre, the Campbell River branch of the Vancouver Island Regional Library, and so many more on various downtown initiatives.



## ADVOCACY

- ✓ Council worked with and lobbied other levels of government throughout 2023 to ensure Campbell River gets the support it needs.
- ✓ Mayor and Council advocated to the Minister of Mental Health and Addictions for additional resources for Campbell River, which resulted in the creation of the Table of Partners, with representation from the City, the RCMP, the Ministry of Mental Health and Addictions and Island Health.
- ✓ At the 2023 UBCM Convention Council met with provincial officials to:
  - Discuss the Table of Partners working group and actions taken to date to address the significant mental health and addiction challenges in Campbell River.
  - Call on the Province to reimburse local government fire and rescue departments for the medical services they provide in response to the opioid crisis.
- Request increased engagement with local governments and First Nations when considering legislative changes to harm reduction policies, such as decriminalization.
- Advocate for funding for low-barrier housing solutions to address encampments and assist priority populations and unhoused individuals.
- Call for investment in treatment facilities and transition housing, such as Turning Point and Second Chance Recovery House.
- ✓ Council continues to advocate for action on initiatives beyond the City's scope, such as updates to legislation and investments in housing, mental health and addiction support and other avenues to address the root causes of crime, to the Federal and Provincial governments, Island Health, and BC Housing.



# Our Organizational Structure

COUNCIL

CITY MANAGER

**COMMUNITY PLANNING AND LIVABILITY**

- Long Range Planning and Sustainability
- Public Transit
- Recreation
- Solid Waste

**COMMUNITY SAFETY**

- Bylaw Enforcement Services
- Animal Control
- E911 Dispatch
- Fire Protection and Public Safety
- RCMP
- RCMP Municipal Support
- Victim Services

**CORPORATE SERVICES**

- Communications
- Human Resources
- Information Technology
- Legislative Services
- Property Management

**DEVELOPMENT SERVICES**

- Building Services
- Development Engineering
- Development Planning

**ECONOMIC DEVELOPMENT AND INDIGENOUS RELATIONS**

- Airport Marketing and Business Development
- Airport Operations
- Economic Development
- Tourism

**FINANCIAL SERVICES**

- Finance
- Risk Management
- Supply Management

**OPERATIONS**

- Capital Projects
- Cemeteries
- Facilities
- Fleet
- Liquid Waste
- Parks
- Roads
- Water





# Departmental Reviews

The following section summarizes each organizational division and department, reviews the highlights of 2023, and looks forward to the goals and objectives of 2024.

## **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.

DEPARTMENTAL OVERVIEWS

# Community Planning and Livability





## DIRECTOR OF COMMUNITY PLANNING AND LIVABILITY

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, and 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.

# Long Range Planning and Sustainability

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

## CORE SERVICES

- ✓ Land use planning, through the Official Community Plan, and neighbourhood, housing and parks planning
- ✓ Environmental planning; including natural environment policy, climate action and emissions reduction
- ✓ Transportation planning: active transportation, transit, road network and parking
- ✓ Social planning: affordable housing, homelessness, food security and agriculture, downtown revitalization



## 2023 HIGHLIGHTS

- › Carried out public engagement processes, including open houses and community workshops, for the Master Transportation Plan, Quinsam Heights Neighbourhood Plan, and Hazardous Conditions (Steep Slopes) Development Permit Area.
- › Provided \$350 per application to residents switching to heat pumps as part of the Clean BC energy rebate program offered by the Province and BC Hydro.
- › Updated and relaunched the Crime Prevention through Environmental Design program with the Campbell River Downtown BIA.



## 2024 GOALS AND OBJECTIVES

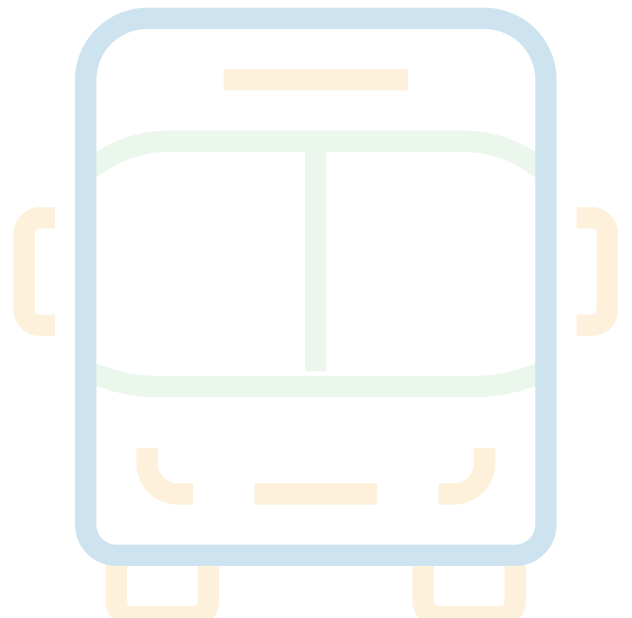
- › Launch the HEARTH Village, a project between the City and the Province, through BC Housing, which will provide people experiencing or at risk of homelessness in Campbell River access to 40 temporary housing units with supports.
- › Address barriers to development and begin the process of fast-tracking 282 housing units in Campbell River, using the \$10.4 million secured from the Government of Canada's Housing Accelerator Fund.
- › Conduct public engagement and complete drafts of the Official Community Plan and Zoning bylaw.
- › Complete the Master Transportation Plan.
- › Complete the Quinsam Heights Neighbourhood Plan.
- › Develop a Civic Lands Strategy.
- › Collaborate with the Campbell River Community Foundation to erect a donor monument.
- › Administer the Downtown Small Initiatives Fund and Beautification Programs.
- › Collaborate with the Campbell River Downtown BIA to implement crime prevention measures for businesses via the City's Crime Prevention through Environmental Design program.
- › Update the City's Housing Needs Report.

# Public Transit

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

## CORE SERVICES

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





## 2023 HIGHLIGHTS

- › Implemented the NextRide program with BC Transit's Transit App.
- › Installed bus bay pull-outs at four locations along Highway 19A in the SRD.
- › Launched UMO fare products.

## 2024 GOALS AND OBJECTIVES

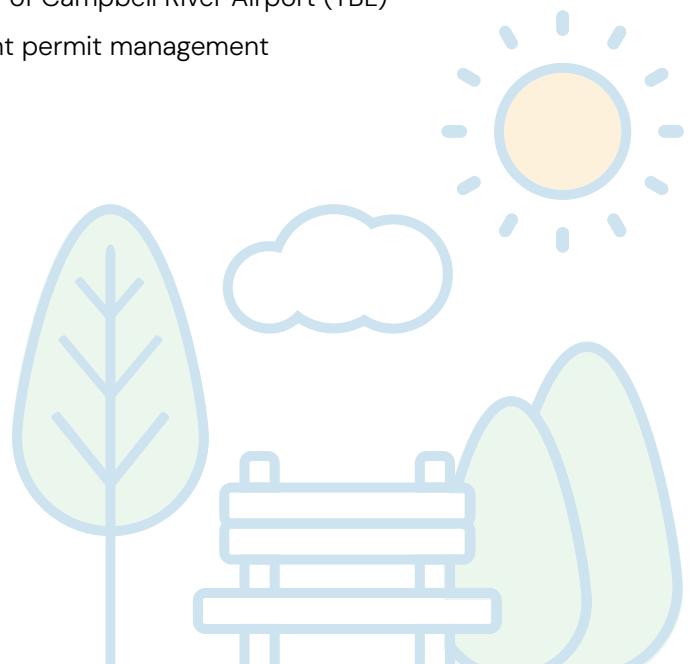
- › Continue to annually assess efficiencies and level of service for public transit routes in Campbell River with BC Transit.
- › Continue to promote new UMO fare products.
- › Continue to promote transit through public awareness campaigns.
- › Add transit shelters at high-use locations in the city and Area D in partnership with the SRD and Ministry of Transportation and Infrastructure.
- › Assist BC Transit with the update of the Transit Futures Action Plan.
- › Consider opportunities for digital on demand service in the future.

# Recreation and Culture

The Recreation and Culture Department provides a variety of quality recreation and culture services for people of all ages, stages and abilities in Campbell River. Campbell River is home to an active Sportsplex, Community Centre, Rotary Club Fieldhouse and Athletic Park, Willow Point Park, the Centennial Outdoor Pool, Spirit Square and the award-winning CR Live Streets.

## CORE SERVICES

- ✓ Classes and programming
- ✓ Operation of City recreation facilities, including rental scheduling
- ✓ Downtown core programming
- ✓ Hosting and partnering on annual community events
- ✓ Liaising with recreation and culture community partners
- ✓ Operates and programs the Centennial Outdoor Pool custodial services for all City recreation facilities, City Hall, the Enterprise Centre, Norm Wood Environmental Centre, and the City of Campbell River Airport (YBL)
- ✓ Special event permit management





## 2023 HIGHLIGHTS

- › Piloted a new program at the Centennial Outdoor Pool, offering free admission for child and youth swims.
- › Completed a recreation and culture rates and fees review. Going forward, fees will be adjusted every two years.
- › Expanded the CR Live Streets and Spirit Square Concert Series events, alongside many other community events.
- › Partnered with various downtown businesses and organizations, including the BIA, Tidemark Theatre, the Campbell River branch of the Vancouver Island Regional Library, and the Art Gallery and Art Hive.

## 2024 GOALS AND OBJECTIVES

- › Create a 10 Year Parks, Recreation and Culture Master Plan, which will set priorities and guide how the City provides and invests in facilities, programs and events over the next 10 years.
- › Enhance workplace culture and values for staff and the department.
- › Continue engaging with the community to ensure programs, events and services are meeting the community needs.
- › Continue managing City recreation facilities to support livability and health in the community.
- › Activate the downtown through the CR Live Streets event series, Spirit Square Concert Series, Yoga in the Park and other community events.
- › Continue the new Centennial Outdoor Pool program that offers free admission for child and youth swims.
- › Provide full-service rental spaces to support community organizations.



# Solid Waste

Waste reduction programs, including curbside collection of garbage, recyclables and organics, are provided for single-family and duplex residential properties, with optional services for triplexes and fourplexes. This department also works with Comox Strathcona Waste Management ([www.cswm.ca](http://www.cswm.ca)) on regional services such as landfill and organics.

## CORE SERVICES

- ✓ Weekly curbside collection of garbage, recyclables, and organics
- ✓ Year-round yard waste drop-off centre
- ✓ Public education
- ✓ Liaise with Comox Strathcona Waste Management





## 2023 HIGHLIGHTS

- › The Organics Curbside Collection program was launched in March.
- › The Request for Proposals process was initiated for a new 10-year curbside collection program.
- › Continued to support the ReCollect App (CR Recycles) for curbside collection notifications.
- › Reviewed existing collection routes.



## 2024 GOALS AND OBJECTIVES

- › Continue with the rollout of the Organics Curbside Collection program.
- › Participate in the Solid Waste Master Planning process with Comox Strathcona Waste Management.
- › Complete the Request for Proposals process for new curbside collection services.



DEPARTMENTAL OVERVIEWS

# Community Safety





## DIRECTOR OF COMMUNITY SAFETY

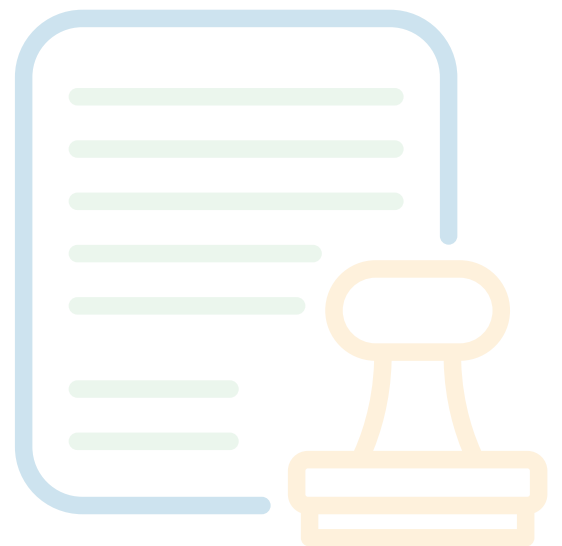
As a member of the Senior Leadership Team, the Director of Community Safety provides overall strategic direction and leadership for bylaw enforcement, fire services, fire dispatch for North Island 911, emergency program, RCMP municipal support services, and liaises with the Campbell River RCMP Detachment,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

# Bylaw Enforcement and Animal Control

The Bylaw Enforcement Department's role is to provide bylaw enforcement services focusing on community safety and security and maintaining the community standards reflected in regulatory bylaws adopted by the City. The department is further tasked to actively monitor the downtown core and environs, ensuring compliance with bylaws and code of conduct standards to enhance public safety in public spaces. The goal of the Bylaw Enforcement Department is to gain compliance with bylaw requirements by informing, educating and enforcing if needed.

## CORE SERVICES

- ✓ Addressing complaints regarding regulatory bylaw contraventions throughout the City.
- ✓ Proactive foot patrols in the downtown core to address and alleviate issues pertaining to City facility and public place bylaw contraventions.
- ✓ Management of the contracts providing services on behalf of the City in relation to animal control, downtown parking enforcement and downtown security services.





## 2023 HIGHLIGHTS

- › Completed daily downtown foot patrols and regular cleanups of encampments to promote downtown safety and cleanliness, and address bylaw violations, such as consumption of liquor, and other issues.
- › Participated in the Downtown Safety Working Group.
- › Proactive outreach with the Downtown Business Improvement Association, downtown businesses and social service providers to address downtown issues and assist in information sharing.
- › Responded to over 1,400 bylaw complaint files regarding various City bylaws.
- › Hired and onboarded a fourth Bylaw Enforcement Officer.
- › Amended the Animal Control Bylaw to enhance public safety in relation to nuisance, vicious and dangerous dogs.
- › Amended the Public Nuisance Bylaw to proactively manage the use of controlled drugs at public facilities after the enactment of the *Controlled Drug and Substances Act*, including protocols to refer persons to safe use locations.
- › Increased the hours, patrol area and the number of contracted security staff working the downtown foot patrol shifts.



## 2024 GOALS AND OBJECTIVES

- › Daily downtown foot patrols and regular cleanup of encampments to promote downtown safety and cleanliness, and address bylaw violations such as camping, consumption of liquor, and other issues.
- › Prompt response to all bylaw complaints, prioritizing health and safety issues.
- › Continue to participate in the Downtown Safety Working Group.
- › Continue to build relationships with downtown businesses, the Downtown BIA, and social service providers to address downtown issues, homelessness and social issues.
- › Recruit a Bylaw Services Manager and two additional Bylaw Enforcement Officers.
- › Enhance public safety by optimizing bylaw enforcement personnel's coverage of the downtown, through a new and improved bylaw enforcement strategy.
- › Implement a SharePoint file management system to document complaints and bylaw compliance investigations.
- › Identify and carry out training for staff in relation to engaging with vulnerable populations.

# Emergency Dispatching Services (E-911)

## Emergency Management

Campbell River's 911 Dispatch Service handles emergency fire dispatch for eight regional districts (81 fire departments) across Vancouver Island, the qathet Region, and the Peace River region, spanning over 180,000 square kilometres. Operating round-the-clock, the City's dispatch center, under a nearly 30-year contract with the North Island 9-1-1 Corporation (NI911), has achieved significant milestones.

### CORE SERVICES

- ✓ 24/7/365 emergency fire dispatching service to 81 fire departments, including Campbell River
- ✓ Access to legislative reporting and tracking info
- ✓ Liaison and support between the SRD and the City related to Emergency Management (EM) and the establishment of Emergency Operations Centres (EOC) and activation
- ✓ Professional support and logistics for EM planning, training, activation, demobilization, and recovery
- ✓ Push and update information to fire departments through the mobile computer-aided dispatch program
- ✓ Ongoing radio communications to the fire departments to support operations and access to resources
- ✓ Provision of additional resources in response to an emergency when requested by fire departments
- ✓ Radio communications training to fire agencies in the North Island 9-1-1 service area
- ✓ Deliver top-tier service for first responders and public safety
- ✓ EM readiness and access







## 2023 HIGHLIGHTS

- › Provided dispatch services for over 25,000 fire and medical emergency incidents to 81 fire departments within the NI911 Corporation Service area.
- › Continued compliance with National Fire Protection Association (NFPA) Standard 1225 — Standard for Emergency Services Communications.
- › Implemented and tested the reciprocal service agreement with the Regional District of Fraser-Fort George to provide backup fire dispatch services.
- › Created additional positions to further support the operations and technology needs of the 9-1-1 Fire Dispatch Centre in case of an emergency, evacuation, or disaster.
- › Provided competency training to maintain qualifications for public safety telecommunications personnel.
- › Purchased equipment and technology required to meet NG911 standards.



## 2024 GOALS AND OBJECTIVES

- › Design and install a clean agent extinguisher system in the server room at #1 Fire Station.
- › Amend the dispatch contract with NI911.
- › Hire and onboard additional dispatchers.
- › Deploy technology upgrades and training associated with Next Generation 9-1-1 (NG911).
- › Improve business continuity plans to ensure uninterrupted service provision.
- › Review call-taking and dispatch practices to meet NG911 standards and ensure a smooth transition to NG911.
- › Provide state-of-the-art dispatch and NG911 technology to support customers.
- › Collaborate with partners to develop and enhance the quality of fire dispatch and ensure a positive relationship with the fire departments and regional districts we serve.
- › Enhance the work environment focused on health, wellness and a positive culture so that all emergency service employees can feel supported physically and mentally.
- › Explore areas of growth and economic development for dispatch services.
- › Review EM plans and make recommendations for areas of growth.



# Fire Protection and Public Safety

Campbell River emergency services are delivered to the citizens and visitors of Campbell River, including three First Nation communities, and a portion of Area D of the SRD south of Campbell River, from two fire stations. Fire protection services are maintained 24 hours a day by 26 career firefighters, 50 paid-on-call firefighters, one fire mechanic and one fire prevention officer.

The department provides professional core services to nearly 4,400 incidents per year, as well as maintaining legislated obligations to life safety, and providing fire prevention services to the City and contract partners.

## CORE SERVICES

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



## 2023 HIGHLIGHTS

- › Responded to 4,376 calls for service.
- › Addressed strategic safety issues identified in the Fire Services Review.
- › Added six Paid-On-Call firefighters to the department through the in-house training program.
- › Completed IAFF negotiations for the 2022 contract.
- › Progressed the fire service agreement for coverage to unprotected residents in the SRD on Duncan Bay Road.
- › Enhanced wellness and positivity initiatives so that emergency service employees can feel supported physically and mentally.
- › Worked on building a decontamination unit to improve the health and safety of firefighters.
- › A pickup truck was secured to replace a small fleet vehicle.
- › Hired and onboarded an additional firefighter.
- › Council endorsed the Levels of Service and Service declaration.
- › Reviewed service agreements and resigned mutual aid agreement with Comox Valley mutual aid partners.
- › Enhanced partnerships with First Nations and community stakeholders to develop and improve the quality of protective services to the citizens and visitors of Campbell River.
- › Increase FireSmart Public Education around interface areas with funding from a UBCM grant.
- › Completed amended draft fire bylaws.
- › Rolled out a fire service communications plan.

## 2024 GOALS AND OBJECTIVES

- › Review internal service model and staffing requirements.
- › Revise the fire bylaws and present recommendations to Council.
- › Negotiate and renew the City's Collective Agreement with Local 1668.
- › Review and update of fire policies and procedures.
- › Review of operating and capital budgets.
- › Review fleet services to determine service needs and replacement intervals.
- › Continue to explore service agreements and future growth.
- › Enhance the City's FireSmart program through grant funding from UBCM.
- › Replace portable radio critical infrastructure.
- › Complete the new decontamination unit project.
- › Minimize risk by adding firefighters to the department and reducing the overtime hours worked.
- › Meet legislative requirements and reduce risk and liability by increasing our fire prevention capacity.
- › Hire and onboard additional administrative support.

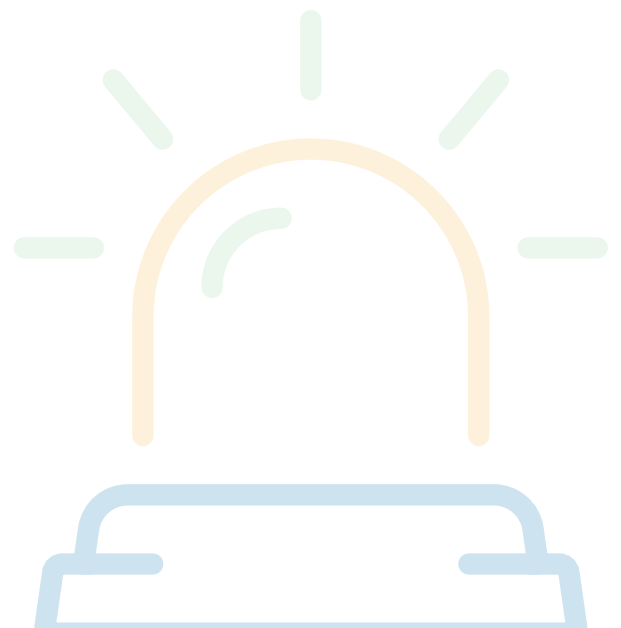


# RCMP

The City funds 46 RCMP Members in the Campbell River Detachment, bringing the authorized establishment to 49 officers for 2024. The RCMP, through policing and protective services initiatives, address crimes related to substance abuse, against persons and property, involving traffic law enforcement, as well as crime reduction strategies.

## CORE SERVICES

- ✓ Policing and protective services
- ✓ Enhanced community relations with participation in as many community events as possible
- ✓ Drug Enforcement
- ✓ Traffic Enforcement
- ✓ First Nations Policing
- ✓ Crime Reduction Strategies



## 2023 HIGHLIGHTS

- › 18,441 calls for service, which represents a 3.6 per cent increase over 2022 (17,808).
- › The monthly file count chart shows a breakdown in file counts per month with a peak in files in May.

## 2024 GOALS AND OBJECTIVES

- › Continue to address strategic initiatives through the development of the Annual Performance Plan in consultation with Mayor and Council.
- › Police/Community Relations: Continue to actively participate in as many community events.
- › Continue to combat the negative effects of alcohol/drug use within the community by teaching D.A.R.E. and Party Program to School District students, and target individuals within the community who sell drugs.
- › Continue to focus on distracted driving as well as impaired driving to keep roads safer.
- › Continue to contribute to safer and healthier First Nation Communities through proactive enforcement and cultural sensitivity training.
- › Decrease the effects of alcohol abuse by decreasing the number of incidents of Cause Disturbance/Drunk in a Public Place, through foot patrols and participation in the Downtown Safety Working Group.



# RCMP Municipal Support

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

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



## CORE SERVICES

- ✓ Administration of the Municipal Police Unit Agreement between the City and the Province
- ✓ Crime analysis
- ✓ Clerical and administrative support to the RCMP Members
- ✓ Records and crime statistics management
- ✓ Information requests and civil fingerprinting
- ✓ Phone/reception services
- ✓ Statement and audio/video transcription
- ✓ Exhibit maintenance
- ✓ Electronic file disclosure
- ✓ Forensic video support
- ✓ Court file/document processing
- ✓ Building and cellblock facilities cleaning and maintenance
- ✓ Community Policing Programs: Restorative Justice, Crime Stoppers and Victim Services

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## 2023 HIGHLIGHTS

- › Processed 1,345 police information checks, which represented a 25 per cent decrease over 2022.
- › Processed 469 fingerprint submissions, representing a five per cent decrease from 2022.

## 2024 GOALS AND OBJECTIVES

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

# Victim Services

Victim Services provides supports to victims and witnesses of all crimes and trauma.

## CORE SERVICES

- ✓ Help individuals understand and deal with the effects of crimes.
- ✓ Provide emotional support.
- ✓ Refer individuals to other community agencies that can help.
- ✓ Explain what happens in court and provide support and guidance through the process.
- ✓ Support access to information on financial benefits and applications.



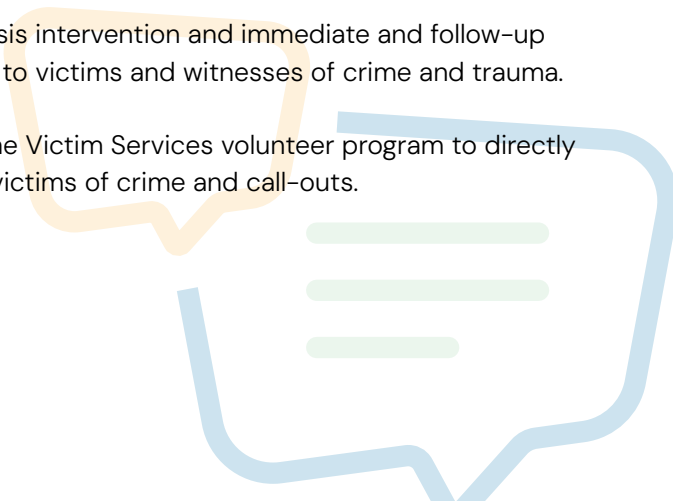
## 2023 HIGHLIGHTS

- › Provided continued support and assistance to victims and witnesses of crime and trauma, for 360 individuals from 298 incidents/files.
- › Supported the Restorative Justice program by providing paid and volunteer support to victims before, during and following Restorative Justice Forums.

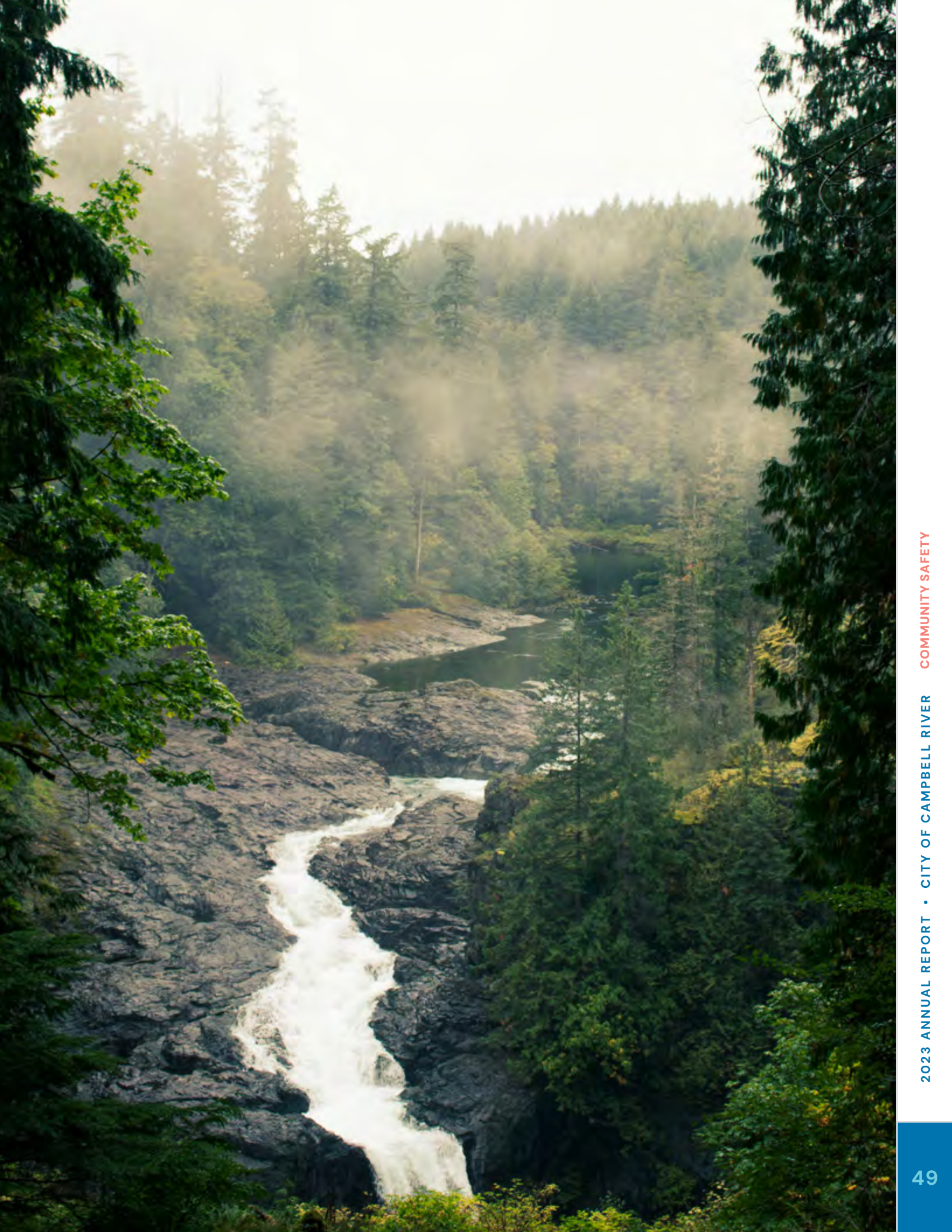


## 2024 GOALS AND OBJECTIVES

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







DEPARTMENTAL OVERVIEWS

# Corporate Services





## 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, legislative services and property management. 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.

# Communications

The Communications Department focuses on meaningful communications and relationship development with Campbell River residents and visitors, Indigenous Peoples and governments, organizational partners, City staff and the public, and is responsible for corporate communications initiatives.

Communications looks to ensure that clear, concise, and complete information on City programs, services, events and initiatives is shared and understood. Valuable feedback and positive working relationships that improve City services are encouraged and facilitated through engagement.

## CORE SERVICES

- ✔ Strategic communications planning
- ✔ Development and distribution of communications materials
- ✔ Community engagement and engagement support
- ✔ Communications support and training for City staff
- ✔ Manage and maintain the City's communications platforms
- ✔ Manage and maintain the City's image

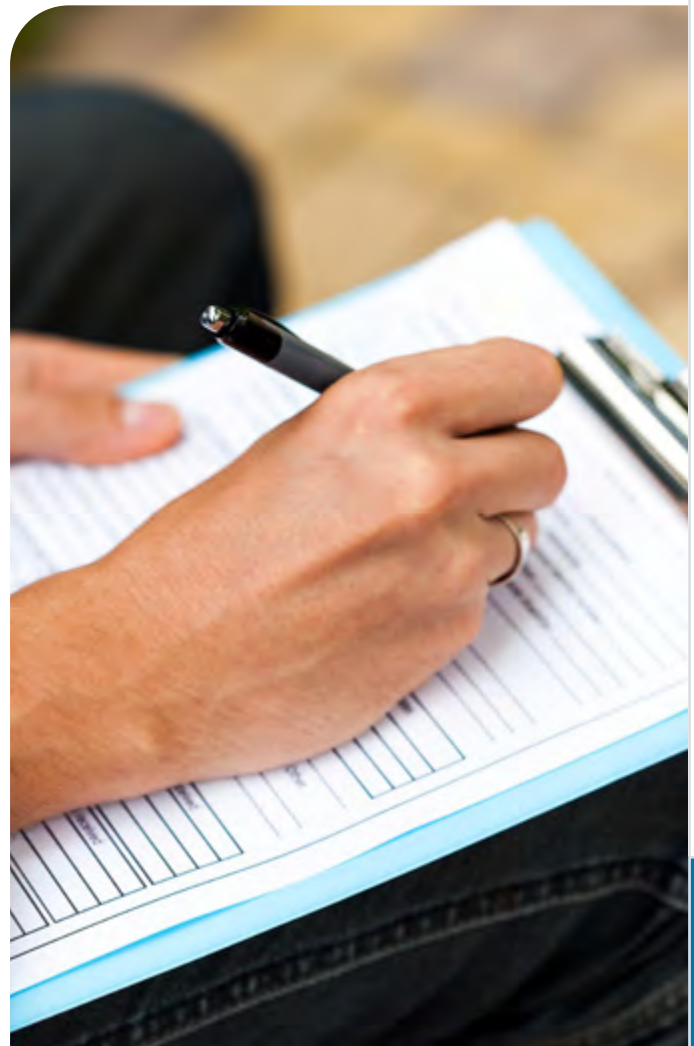


## 2023 HIGHLIGHTS

- › Completed the 2023 Citizen Satisfaction Survey and shared the results with Council, staff and the community.
- › Re-connected City staff through a bi-monthly employee newsletter.
- › Completed a Request-for-Proposals process that pre-approved specialist consultants to complete various communications initiatives as and when needed.
- › Published the 2022 Annual Report.
- › Hired and onboarded a temporary Administrative Assistant to the communications team.
- › Supported departments on key communications and engagement initiatives, including an Emergency Operations Centre activation, the Quinsam Heights Neighbourhood Plan, the Master Transportation Plan, the launch of Organics Waste Collection and more.

## 2024 GOALS AND OBJECTIVES

- › Complete the needs assessment phase of the Website Replacement project.
- › Update the City's communications policies and procedures.
- › Hire and onboard a Communications and Engagement Specialist.
- › Support departments on major communications and engagement initiatives.
- › Publish the 2023 Annual Report.



# Human Resources

The Human Resources Department (HR) delivers a wide range of core services to the organization including managing the employee life cycle for approximately 275 employees; recruiting and onboarding; applying 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; and promoting and advancing employee learning and development.

HR 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. HR staff are professional experts in a diversity of areas and focus on creating and maintaining a positive experience for City employees by providing timely and efficient service.

## CORE SERVICES

- ✓ Talent acquisition (staffing and retention)
- ✓ Health and safety
- ✓ Labour and employee relations
- ✓ Talent management, development and growth
- ✓ Compensation and benefits administration and management
- ✓ Workplace culture development
- ✓ Human Resources policy and program development



## 2023 HIGHLIGHTS

- › Intense recruitment: managed 135 job competitions.
- › Completed the City's first WorkSafeBC Certificate of Recognition audit.
- › Implemented a Flexible Work Options program.
- › Organized Respectful Workplace training, which 369 employees completed.
- › Organized Prevention of Workplace Violence training, which 244 employees completed.
- › Participated in the launch of the Unit4 project, which will update several City systems, including iCitizen and Info:HR.
- › Negotiated the 18th collective agreement between the City and IAFF Local 1668.
- › Supported the organization through leadership in Workplace Culture initiatives.

## 2024 GOALS AND OBJECTIVES

- › Support the Unit4 project, which will update several City systems, including iCitizen and Info:HR.
- › Renew the City's collective agreements with CUPE and IAFF through bargaining.
- › Lead organization-wide Workplace Culture initiatives, including an all-employee survey and follow-up action plans.
- › Implement WorkSafeBC Certificate of Recognition audit recommendations through a targeted action plan.
- › Develop and implement a corporate training strategy.
- › Replace the City's benefits provider.
- › Complete an exempt employee compensation review.



# Information Technology

As the central technology provider for the City, the Information Technology (IT) Department provides services encompassing enterprise-wide municipal applications, technology infrastructure and integration, IT security, geographic information systems, and local network and cloud strategic support. The IT Department serves as a technical consultant and provides desktop, network, application and systems management services for all City departments, and some IT-provided services are accessed by the public directly.

## CORE SERVICES

- ✓ Business technology support
- ✓ Geographic Information Systems (GIS)
- ✓ Strategic planning and coordination for all City technology initiatives
- ✓ Network services operations
- ✓ Maintain major business applications
- ✓ Stay current with new technology, data management and legislative requirements
- ✓ Support the City website, mobile and cloud-based business requirements
- ✓ Support the local Campbell River RCMP detachment's technology needs







## 2023 HIGHLIGHTS

- › Initiated an Request for Proposal (RFP) process for orthophoto imagery.
- › Migrated multiple departmental data sets to the Operational Management Software environment.
- › Supported the evaluation and awarding of a vendor contract for the Financial Management Systems upgrade project.
- › Revised and updated the City's Information Management/IT Appropriate Use Policy.
- › Hired and onboarded three new IT Department staff members.

## 2024 GOALS AND OBJECTIVES

- › Complete a RFP process for a Microsoft License, software, and hardware vendor.
- › Conduct readiness assessment and GIS data updates to support Next Gen 9-1-1 migration.
- › Install new tourism cameras at the Discovery Fishing Pier.
- › Continue the phased rollout of a network redesign and the decommissioning of legacy equipment.
- › Implement automated workstation program utilizing Microsoft Intune for Windows 11 devices.



# 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. The department is responsible for the organization and administration of the City's legislative, privacy and records management functions.

## CORE SERVICES

- ✓ Agendas, minutes and action follow-up reports for Council and Committee meetings
- ✓ Administrative support and legislative guidance for Council, Committees and the City
- ✓ Corporate and official records management, including bylaws and policies
- ✓ Acting as Privacy Head for the City
- ✓ Freedom of Information request processing
- ✓ Conduct local government elections
- ✓ City Hall reception and switchboard services
- ✓ Administration and coordination of City correspondence
- ✓ Official signatory of the City



## 2023 HIGHLIGHTS

- › Established a records management working group to begin gathering input for a corporate records management program.
- › Developed and implemented an Administrative Privacy Policy and Council Correspondence Policy.
- › Processed 52 Freedom of Information requests.
- › Made recommendation to Council to revise the City's public notice processes through the adoption of a Public Notice Bylaw.

## 2024 GOALS AND OBJECTIVES

- › Finalize a Records Management Bylaw, and develop a Records Management Policy and Manual of Procedures.
- › Provide organization-wide privacy and records management training.
- › Develop and begin implementation of an overall Corporate and Council policy development, review, and maintenance program.
- › Update procedural bylaws for corporate administration and governance.
- › Complete a review of the City's advisory committee structure and provide Council with recommendations.
- › Implement an updated Public Notice Bylaw.

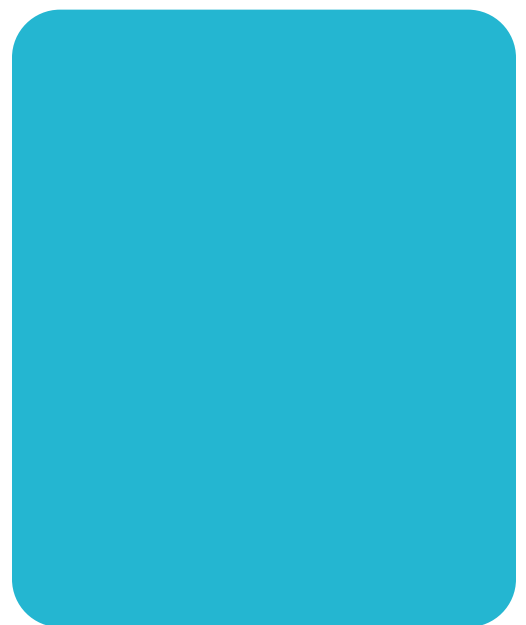
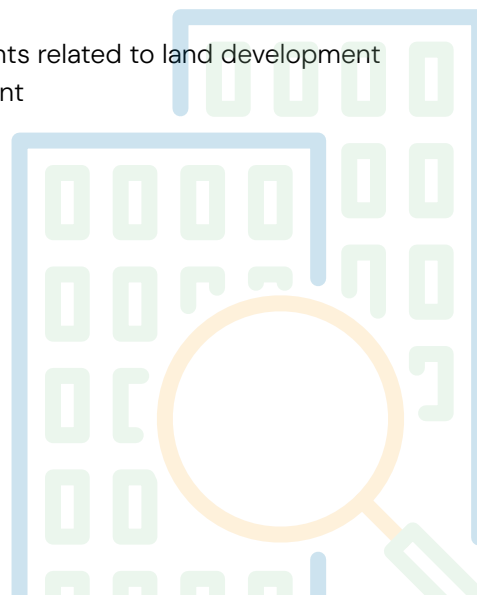


# Property Management

Property management for the City is administered by staff within the Legislative Services Department. This portfolio includes the management of the City's land inventory through strategic acquisition and disposition of land for maximum benefit to the community, now and in the future.

## CORE SERVICES

- ✓ City-owned properties lease management for community facilities, the Tyee Spit and Campbell River Airport
- ✓ Acquisition and disposal of real property
- ✓ Administration of tenancy policies and agreements
- ✓ Securing land tenures, including permits, easements, rights-of-way, licences, and releases
- ✓ Conducting field investigations and inspections to value property or portions of property
- ✓ Preparation, review and approval of legal agreements with existing or prospective tenants and/or property owners relative to negotiations
- ✓ Advises other departments related to land development and property management



## 2023 HIGHLIGHTS

- › Coordinated the necessary agreements to facilitate a variety of capital and community projects.
- › Reviewed and analyzed City land inventory for operational projects, long-term land management, and to support strategic priorities.
- › Continued transition to electronic contract and agreement tracking system.
- › Acquired 1302 Shoppers Row (Downtown Safety Office).
- › Provided property support for a variety of projects in relation to the revitalization of the downtown.
- › Completed road closure bylaws for three portions of City-owned roadway.

## 2024 GOALS AND OBJECTIVES

- › Complete transition to an electronic contract and agreement tracking system.
- › Work with other City departments to analyze City land inventory and consider strategic property acquisitions to support future asset management requirements and other strategic priorities.
- › Review and update corporate property policies.
- › Complete environmental remediation at the Campbell River Airport and continue work on an Airport Land Management Plan.



DEPARTMENTAL OVERVIEWS

# Development Services





## 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 remaining focused on excellent service delivery.



# Development Services

The Development Services Department provides a centralized, coordinated, one-stop service for all development applications, queries, permits and projects in Campbell River. Over the past three years, the department has processed an average of 320 building permit applications each year, with an annual construction value averaging over \$121 million, and approved roughly \$2 million of new public infrastructure. Land use and development applications involve preparing reports and recommendations for City Council's consideration and often involve public consultation.

## CORE SERVICES

- ✓ Building permits, inspections, and compliance Development and land use planning applications (Official Community Plan and zoning amendments, development permit, and variance permit applications)
- ✓ Subdivision review and approval
- ✓ Engineering infrastructure review and approvals for current and future development
- ✓ Information and support for the local real estate industry
- ✓ Business licensing and compliance





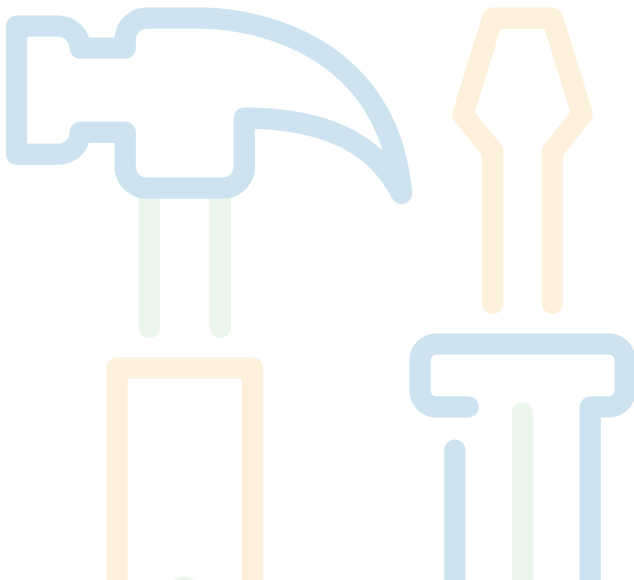
## 2023 HIGHLIGHTS

- › Building Bylaw No. 3899, 2023, was adopted. The new bylaw aligns the City with the Municipal Insurance Association of BC's model building bylaw and current City practices.
- › Processed approximately 75 development, land use and subdivision applications.
- › Processed 250 building permit applications, creating over 280 new residential units.
- › Processed 2,000 business license applications.
- › Initiated a review of the Subdivision and Development Servicing Bylaw.



## 2024 GOALS AND OBJECTIVES

- › Continue to implement recommendations outlined in the Development Approvals Processes Review.
- › Update the Planning Procedures Bylaw, Zoning Bylaw, and Subdivision and Development Servicing Bylaw.
- › Implement new Subdivision and Development Application Fees.



DEPARTMENTAL OVERVIEWS

# Economic Development and Indigenous Relations





## ECONOMIC DEVELOPMENT MANAGER

As a member of the Senior Leadership Team, the Economic Development Manager 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 also oversees area tourism.

# Airport

The Campbell River Airport (YBL) is owned by the City and operates 24 hours a day, seven days a week. The airport offers regularly 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 YBL. The airport is staffed from 5:30 a.m. to 8:30 p.m. daily to ensure compliance with Canadian Aviation Regulations.

## CORE SERVICES

- ✓ Airfield operation maintenance
- ✓ Snow and ice control
- ✓ Provision of Jet "A1" Fuel
- ✓ Wildlife control
- ✓ Field and ditch maintenance
- ✓ Access road maintenance (Jubilee Parkway)
- ✓ Drainage management
- ✓ Safety and security, including security for commercial apron, airside lands
- ✓ Airport buildings operations and maintenance



## 2023 HIGHLIGHTS

- › Completed a rehabilitation project for Taxiway B, Apron 1, airside lighting, and visual aids.
- › Started site preparation for two new hangars to be built on lease lands.
- › Installed public bike rack.
- › Completed a multi-agency, live disaster preparation exercise.
- › Completed a fee review.

## 2024 GOALS AND OBJECTIVES

- › Commission a new aircraft de-icer for use by commercial airlines.
- › Secure BC Air Access Program funding to increase jet fuel storage capacity.
- › Host the 2024 Wings 'n' Wheels public event.
- › Create a secure viewing area for the public to view airside operations.
- › Secure ACAP funding for runway 12/30 and Taxiway A rehabilitation.
- › Create new helicopter training areas and enact fees for use.
- › Complete public engagement and a marketing plan to support the draft Strategic Plan for YBL.



# Economic Development and Indigenous Relations

The Economic Development Department in Campbell River drives local investment and entrepreneurship, meeting global market demands. It collaborates with partners to achieve annual goals outlined in its Strategic Framework, focusing on business growth, collaboration, and communication.

Indigenous Relations emphasizes relationship-building with Indigenous communities, prioritizing engagement and communication to foster growth and collaboration.

## CORE SERVICES

- ✓ Develop programs supporting local economic growth and downtown vibrancy.
- ✓ Support local businesses and industries with information, support, and skill-building.
- ✓ Promote Campbell River to investors, visitors, and newcomers.
- ✓ Engage in industry, Indigenous, and government forums.
- ✓ Implement and enhance the City's Indigenous Relations Strategy, policies, and programs.
- ✓ Facilitate learning on Indigenous history and cultures for staff and the community.
- ✓ Serve as a liaison between the City and Indigenous Nations.
- ✓ Offer expertise and guidance on Indigenous Relations to Council and staff.



## 2023 HIGHLIGHTS

- › Continued working with the Regional District of Mount Waddington and SRD to deliver the Campbell River and North Island Labour Market Partnership Project to address labour market challenges for Campbell River, the SRD and Vancouver Island North.
- › Launched the “Spark” Mentorships and Grants Program, which supports innovative tourism ideas in Campbell River, with Destination Campbell River, 4VI and the Tourism Innovation Lab.
- › Brought visitor services and transitioned the location of the Visitor Centre to the Maritime Heritage Centre.
- › Implemented Essential Workers Temporary Housing and Welcome Packages to attract essential workers.
- › Approved Destination Campbell River’s 2024 Tactical Plan and submitted a report to Destination BC.
- › Updated City Bylaws to allow food trucks at designated locations.
- › Submitted the 2022 Annual Performance Report for Destination Campbell River.
- › Held five council-to-council meetings with First Nations, focusing on reconciliation.
- › Facilitated opportunities for City Council and staff to learn more about Indigenous history and cultures, including a viewing of Who We Are, an educational video prepared by Maya’xala, arranged by Azalea Milwid, First Nations Liaison at the SRD

## 2024 GOALS AND OBJECTIVES

- › Execute the 2024 Economic Development Annual Tactical Plan based on seven Strategic Goals from the department’s five-year plan.
- › Support workers, local businesses, and the community during the Myra Falls Mine curtailment, collaborating with various stakeholders.
- › Complete the Campbell River and North Island Labour Market Partnership Project to address labour market challenges.
- › Bolster local economic growth through business retention and expansion efforts.
- › Participate in the BC Provincial Nominee Program to attract foreign entrepreneurs, focusing on key sectors.
- › Collaborate with local, regional, provincial, and federal organizations to nurture Campbell River’s economy.
- › Partner with VICEDA, VIEA, and the Province on regional initiatives.
- › Collaborate with local partners including the Campbell River & District Chamber of Commerce and First Nations.
- › Serve as the President of VICEDA.
- › Facilitate regular community meetings between Nations and City Council.
- › Enhance Indigenous relations and collaborate with Wei Wai Kum and We Wai Kai First Nations on economic initiatives.



DEPARTMENTAL OVERVIEWS

# Financial Services





A photograph of an office workstation. In the foreground, a light-colored desk holds a large stack of papers, a silver calculator, and a laptop. Behind the desk, a large dual-monitor setup is visible, displaying spreadsheets. A purple office chair is positioned in front of the desk. The background shows a window with blinds and a shelf with some decorative items.

## DIRECTOR OF FINANCIAL SERVICES

As a member of the Senior Leadership Team, the Director of Financial Services 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.

# Finance

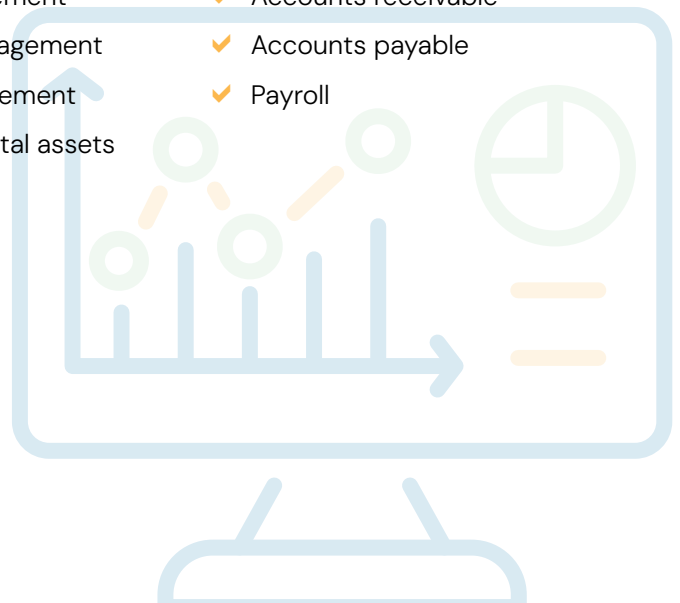
The Finance Department is responsible for all financial administration matters for the City. The department delivers services to the public, industry, and all City departments.

The department oversees a \$98 million annual operating budget and a \$70 million annual capital budget of 120 capital projects.

The City is the tax collector for other governments and agencies such as the regional district, School District No. 72 and the hospital, resulting in 15,000 tax notices being prepared and mailed, and payments being collected, each year.

## CORE SERVICES

- ✓ Financial planning and budgeting
- ✓ Financial reporting
- ✓ Investment management
- ✓ Debt management
- ✓ Reserve management
- ✓ Grant management
- ✓ Tangible capital assets management
- ✓ Property tax levy and collection
- ✓ Utility billing
- ✓ Accounts receivable
- ✓ Accounts payable
- ✓ Payroll



## 2023 HIGHLIGHTS

- › Received the Distinguished Budget Presentation Award for the 2023–2032 Financial Plan from the Government Finance Officers Association of Canada and the United States.
- › Received the Canadian Award for Financial Reporting from the Government Finance Officers Association of Canada and the United States.
- › Completed an organization-wide review of the City's User Fees and Charges.
- › Reviewed and modernized the City's Long Term Debt Policy.
- › Continued with a multi-year project to replace the City's legacy finance and human resources software.
- › Implemented eBilling to electronically provide residents with online bills for property taxes.
- › Reviewed and updated entity-wide cost allocations to ensure appropriate distribution of corporate administrative costs to other funds and other levels of government.

## 2024 GOALS AND OBJECTIVES

- › Obtain the Government Finance Officers Association of Canada and the United States Distinguished Budget Presentation Award for the 2024–2033 Budget and the Canadian Award for Financial Reporting for the 2023 Annual Report.
- › Complete the implementation of PSAS 3280 Asset Retirement Obligations.
- › Complete the required amendments to the Financial Stability and Resiliency policy to improve the City's Financial Planning process.
- › Continue with the implementation phase of the replacement of the City's Financial reporting software.
- › Review the City's Grant's and Permissive Tax Exemption Council Policies.



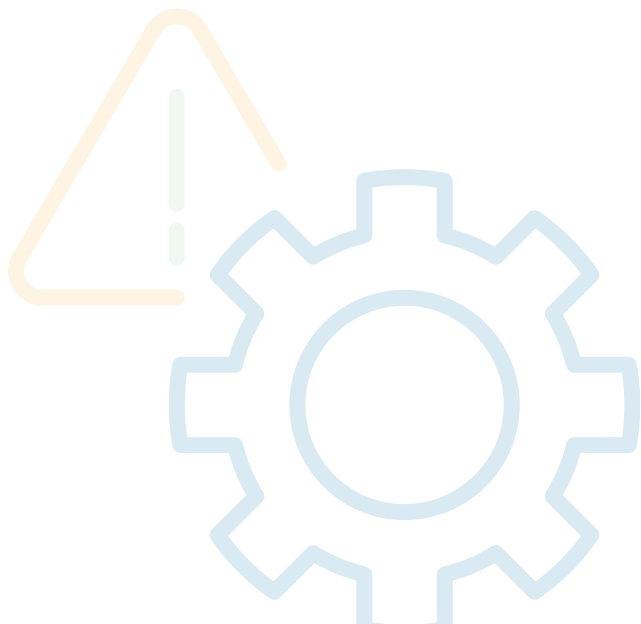
# Risk Management

This function coordinates the City's response to all property and liability claims by utilizing City staff, private adjusters, legal counsel, and City insurers. Risk Management advises all City departments on insurance requirements and agreement wording, and develops and implements policies and procedures that look to reduce the City's exposure to risk. The City averages approximately 10 to 20 claims per year.

Risk Management also oversees the placement of insurance and handles any related insurance claims and legal concerns.

## CORE SERVICES

- ✓ Risk management advice
- ✓ Claims management
- ✓ Insurance administration



## 2023 HIGHLIGHTS

- › Conducted inspections of various City facilities to identify potential liabilities, in conjunction with the Municipal Insurance Association of British Columbia.
- › Developed a new principles-based risk management and insurance program to implement policies and procedures aimed at reducing the impact of accidental losses and financial exposure to the City.

## 2024 GOALS AND OBJECTIVES

- › Roll out the new principles-based Risk Management Policy within the City.



# Supply Management

Procurement is an essential professional service that ensures the 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.

## CORE SERVICES

- ✓ Procurement
- ✓ Asset disposal





## 2023 HIGHLIGHTS

- › Conducted 134 competitions receiving over 275 bid submissions: 56 per cent of the competitions were for the purchase of services, 26 per cent for goods, and 18 per cent for construction projects.
- › Major acquisitions included:
  - Roof replacements for the RCMP Public Safety building, Community Centre and Haig Brown House;
  - Baseball netting panels for Willow Point Park;
  - Sportsplex acoustic panel system;
  - Citizen Satisfaction Survey consultant;
  - Traffic control upgrades and replacements;
  - City Hall and Community Centre lighting upgrades; and,
  - Parks, Recreation and Culture Master Plan.
- › Awarded projects with a total combined value of approximately \$8.3 million.
- › Annual savings achieved was approximately \$700,000.

## 2024 GOALS AND OBJECTIVES

- › Standardize the requisition and purchase order process to align with industry best practices within the new Unit4, Enterprise Resource Planning (ERP) system.
- › Provide ongoing procurement training to ensure staff understand Council policy and administrative processes.
- › Implement a vendor performance evaluation process.
- › Evaluate, determine, implement, and communicate a new purchasing ERP workflow process within the organization.
- › Explore additional cost saving opportunities for the City.



DEPARTMENTAL OVERVIEW

# Operations





## 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, liquid waste services, solid waste, and public transit, with an emphasis on asset management, implementing strategic goals, and delivery of essential services to the community.



# Capital Projects

This department focuses on the consistent delivery of all 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, transitioning to the lead role when the project enters detailed design and construction, and followed by support during the maintenance period.

## CORE SERVICES

- ✓ Capital Projects manages the construction and administration of all capital projects within the Operations Division, including land use services; environment; sanitary sewer collection and treatment; stormwater management; transportation; water supply, treatment and distribution; facilities; and parks.





## 2023 HIGHLIGHTS

- › Completed design, tender and construction of Downtown Storm Mitigation project.
- › Carried out the 6th Avenue Renewal project.
- › Completed detailed design and commenced construction of the Norm Wood Environmental Centre Phase Three project.
- › Completed design and construction of the Sportsplex Rehabilitation project.
- › Commenced redesign of the north section of Seagull Walkway.
- › Completed construction of the Hilchey Watermain Renewal Phase Two – CIPP Sewermain Rehabilitation.
- › Completed design and construction for renewal of approximately 3.4 km of sewer main using trenchless methods.
- › Carried out the Airport Taxiway C/Lighting Project.
- › Implemented the Operations Management System (OMS) Service Request module for critical infrastructure.



## 2024 GOALS AND OBJECTIVES

- › Address the infrastructure gap identified within Capital Plans to support the City's asset management strategy.
- › Continue implementing the new OMS, which incorporates infrastructure assets data into the decision-making process for the City's 10-year Capital Plan.
- › Redesign and complete construction on the Seagull Walkway North section, and begin habitat compensation.
- › Continue Phase Three construction of Norm Wood Environmental Centre.
- › Complete the detailed design and construction of approximately four kilometres of sewer main renewal through trenchless methods.
- › Complete construction and monitoring of the 6th Avenue Renewal project.
- › Complete construction and monitoring of the Airport Lighting project.
- › Support the Campbell River Airport on the Visual Aids and Taxiway Rehabilitation Project.
- › Expand the City's Asset Management practices, linking infrastructure performance to current levels of service.
- › Complete the detailed design for the Erickson Road Rehabilitation Project.

# Cemeteries

Cemeteries is responsible for the operation and maintenance of the Highway 19A and Elk Falls cemeteries.

## CORE SERVICES

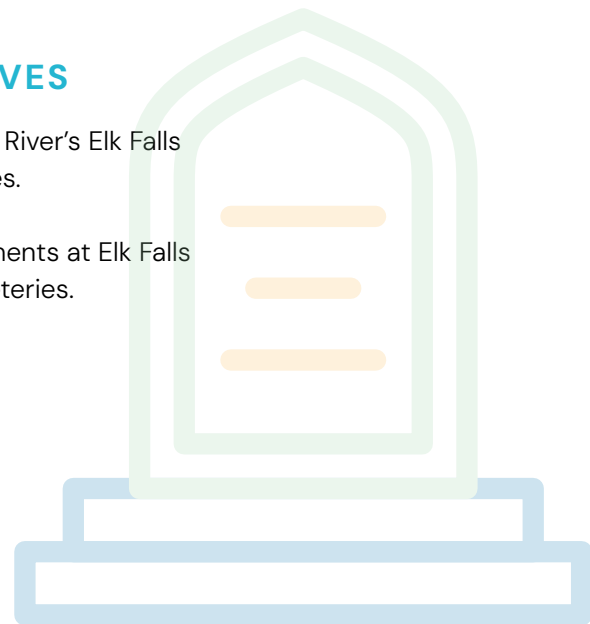
- ✓ Burials
- ✓ Interments (ashes)
- ✓ Place markers
- ✓ Horticulture, green space, and tree maintenance

## 2023 HIGHLIGHTS

- › Marketed plots in the newly expanded area of Elk Falls.
- › Continued tree infill at Elk Falls Cemetery and Highway 19A.
- › Installed Up Right Marker.
- › Completed 68 interments.

## 2024 GOALS AND OBJECTIVES

- › Maintenance of Campbell River's Elk Falls and Highway 19 cemeteries.
- › Burials and marker placements at Elk Falls and Campbell River Cemeteries.





# Facilities

Facilities is responsible for the 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.

## CORE SERVICES

- ✓ Operations and maintenance
- ✓ Occupancy and space management
- ✓ Security, access control and video surveillance
- ✓ Capital Project planning and execution



## 2023 HIGHLIGHTS

- › Completed renovations in City Hall and the Enterprise Centre to accommodate the growth of City staff.
- › Completed capital projects to address aging infrastructure.
- › In conjunction with Health and Safety, continued to review how the City manages contractors and documentation.

## 2024 GOALS AND OBJECTIVES

- › Implement and maintain the new OMS software and develop processes and procedures to align with new workflows.
- › Complete an audit and gap analysis on maintenance activities.
- › Execute key projects to address aging infrastructure.



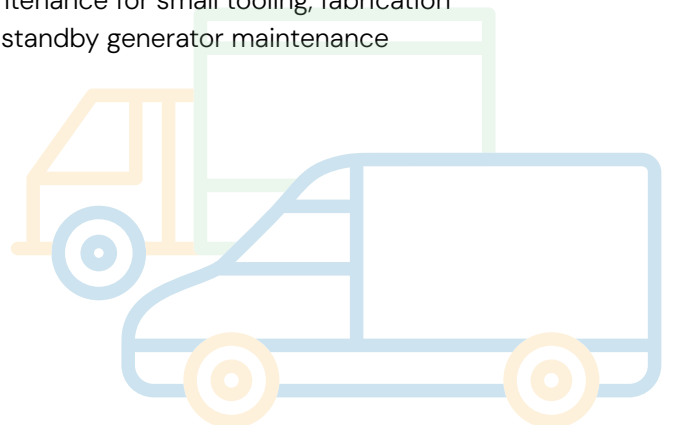
# Fleet

The City's Fleet Department plays a pivotal role in maintaining and managing its extensive fleet of vehicles and equipment. The department's primary focus is to ensure the safe operation and maintenance of its assets, which includes approximately 120 pieces of rolling stock and roughly 100 pieces of auxiliary equipment, including City facility backup generators, small engines, tow-behind equipment, and small tools. These assets collectively hold a replacement value of around \$10 million.

By effectively managing and maintaining these critical assets, the department contributes significantly to the seamless functioning of the City's operations, including the airport, thereby supporting the overall infrastructure and services provided to the community.

## CORE SERVICES

- ✓ Vehicle maintenance schedules
- ✓ Safety inspections
- ✓ Support for after-hours emergencies, breakdowns, and roadside assistance for City vehicles
- ✓ In-house maintenance for small tooling, fabrication services, and standby generator maintenance







## 2023 HIGHLIGHTS

- › Replaced a number of fleet units including several light-duty vehicles, two heavy service trucks used for winter snow and ice control, and a variety of support equipment.
- › Delivered a new single-axle snow plow truck to ensure baseline levels of service are maintained.
- › Worked closely with the Roads Department to tender and receive a new narrow-width municipal tractor which will significantly enhance the City's ability to maintain snow and ice from City sidewalks and pathways.
- › Utilized alternative purchasing methods, sourcing vehicles from local providers where appropriate, in light of global supply chain supply issues.

## 2024 GOALS AND OBJECTIVES

- › Prepare to transition to new fleet maintenance software, which will handle all preventative maintenance, service ticket and asset management tasks, as part of the OMS project.
- › Work with other departments to enhance fleet analytics using new and augmented existing data sources for better management planning and efficient operations.
- › Enhance customer department working arrangements and seek to streamline maintenance processes.
- › Work with the Utilities and Facilities Departments to establish an improved maintenance process for the City's standby generators to ensure essential service delivery.

# Stores

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

## 2023 HIGHLIGHTS

- › Began preparations for the implementation of OMS by auditing and modifying the inventory list.
- › Implemented a new process for managing the tool crib.
- › Changed the circulation of the Dogwood Operations yard to improve safety and efficiency.

## 2024 GOALS AND OBJECTIVES

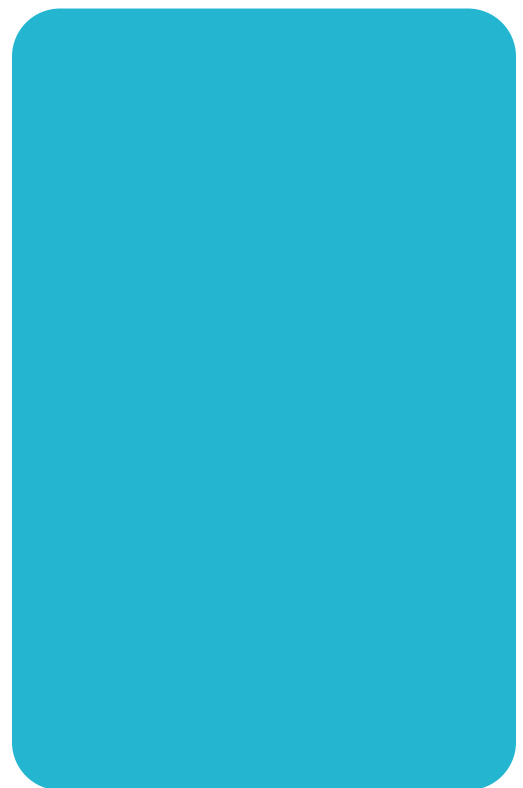
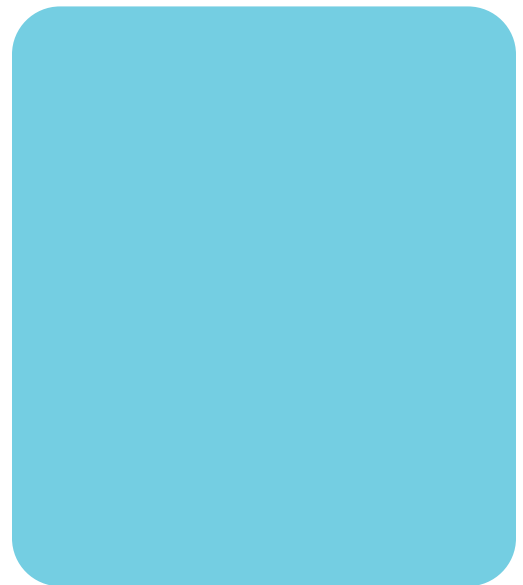
- › Prepare for the implementation of the City's new Operations Management System (OMS).
- › Purchase and install new fuel equipment.
- › Implement improved fuel management processes.
- › Review outdated stores processes and update in alignment with OMS workflows.





# Liquid Waste Services

The Liquid Waste Services Department provides collection and treatment of sanitary sewage for the City, as well as hauled sewage waste from nearby regional districts, and neighbouring First Nations communities. Norm Wood Environmental Centre (NWECC) treats an average of 14 million litres of wastewater per day, collecting and transferring via 260 kilometres of pipe and 15 lift stations. A smaller treatment lagoon serves the northern industrial park.



## 2023 HIGHLIGHTS

- › Lift station #4 Slope stabilization and repair (Anchor Inn).
- › Began implementation of Liquid Waste Services data into the City's new OMS program.
- › Completed the rehabilitation of 4.9 km of CIPP of sewer main.
- › Completed a SCADA Upgrade at NWEC and integrated it with the collections system.
- › Upgraded flow monitoring equipment and smoke tested the industrial lagoon to help plan future growth.
- › Completed pump and electrical upgrades at lift station #7.
- › Rehabilitated biofilters at NWEC and Lift station #11.

## 2024 GOALS AND OBJECTIVES

- › Complete NWEC Phase Three Upgrades, including generator installation, electrical and instrumentation, digester, and septage receiving station upgrades.
- › Renew approximately 2500 metres of aging sewer mains.
- › Rehabilitate Dogwood Pond to improve discharge water quality.
- › Continue planning for the Campbellton Sewer Improvements.
- › Complete the engineering and design for the lift station #1 Electrical Kiosk and controls upgrade.
- › Roll out the City-wide sewer modeling program.
- › Upgrade the NWEC Blower Intake filtration system.
- › Complete the NWEC Solids Handling Study.
- › Complete a collection system chemical addition station to control corrosion and odour complaints.
- › Continue collecting data for the implementation of the City's new OMS program.



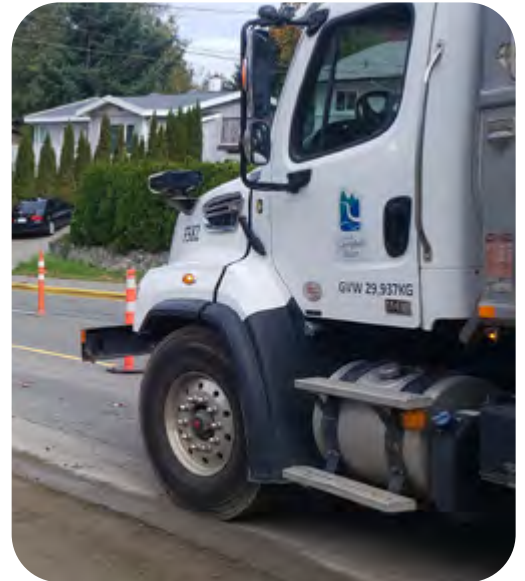
# Drainage (Storm Drains)

At a glance, the profile of the City's stormwater system is as follows (approximately):

- 220 km of drainage pipes
- 2,881 storm manholes
- 94 storm outlets/outfalls
- 23 storm retention facilities
- 4,244 catch basins
- Estimated replacement value: \$298 million

## CORE SERVICES

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



## 2023 HIGHLIGHTS

- › Responded to approximately 380 drainage service requests.
- › Performed maintenance at all 17 detention ponds, including the removal of excess sediment from three Rockland ponds.
- › Flushed 1.7 km of storm drains in the area south of the downtown core.
- › Installed a new major culvert on Detweiler Road at the highway.

## 2024 GOALS AND OBJECTIVES

- › Improve drainage at the Quinsam catchment area and lower Nunns Creek.
- › Expand downtown storm mitigation planning.
- › Complete a rehabilitation at Dogwood Pond.
- › Continue to expand the asset inventory documentation.
- › Continue and expand the flow/performance monitoring program.
- › Develop a Storm Water Drainage Model.
- › Develop a storm water pond monitoring program.



# Parks

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

## CORE SERVICES

- ✓ Community banner program and decorative lighting
- ✓ Maintenance of parks and outdoor sports facilities
- ✓ Seawalk, trails and subdivision walkway maintenance
- ✓ Marine foreshore restoration
- ✓ Outdoor washroom maintenance
- ✓ Garbage receptacles collections
- ✓ McIvor Lake beach maintenance
- ✓ Park furniture donation program
- ✓ Hazard Assessments for City property, greenspace and street trees
- ✓ Outdoor special events support
- ✓ Vandalism repairs, graffiti removal, biohazard disposal
- ✓ Invasive plant species removal and community beautification support





## 2023 HIGHLIGHTS

- › Completed Ken Forde Park and foreshore restoration.
- › Completed the Rotary Park Restoration, including Garden Beds and Memorial Walls.
- › Renewed the Maryland Park Conceptual Pathway.
- › Completed the Lilelana Park Irrigation Replacement.
- › Received and addressed 687 service requests.

## 2024 GOALS AND OBJECTIVES

- › Continue maintenance of Campbell River's greenspace and horticulture areas.
- › Continue development of asset management plan for parks standards.
- › Continue with Parks Irrigation Strategy/upgrades.
- › Continue implementation of Asset Management – Park Infrastructure Renewal.
- › Continue implementation of Urban Forestry Management Plan recommendations within the City.
- › Complete the Baikie Island Bridge Replacement project.
- › Cambridge Park Restoration work.
- › Install new protective netting at Willow Point Park.
- › Renew the Highway 19A median garden beds.



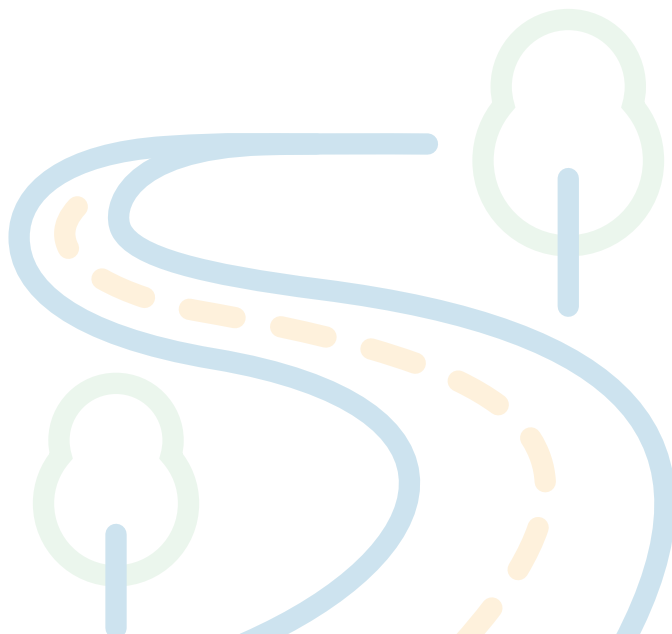
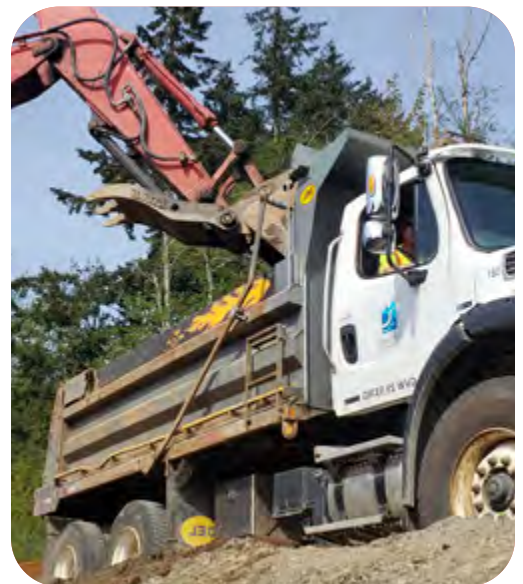
# Roads

The Roads Department is dedicated to maintaining and enhancing the road infrastructure within our community.

Our department is responsible for providing a range of essential services aimed at ensuring the safety, functionality, and sustainability of the city's roadways and related infrastructure.

## CORE SERVICES

- ✓ Road maintenance and repair
- ✓ Snow and ice control
- ✓ Traffic signage and signals
- ✓ Street lighting.
- ✓ Public parking lot maintenance
- ✓ Provision of labour and equipment for operations infrastructure repairs/upgrades
- ✓ Sidewalk and pathway maintenance
- ✓ Cleanups at homeless encampments
- ✓ Construction supervisor assistance to operations projects



## 2023 HIGHLIGHTS

- › Responded to more than 1,800 service requests.
- › Integrated a new winter brine system.
- › Completed the Willis Road Pedestrian walkway.
- › Completed the Willow Creek Road connector.
- › Completed road overlays on Alder Street, Discovery Drive, Glendinning Drive, and Birch Street.
- › Installed new bus shelters.

## 2024 GOALS AND OBJECTIVES

- › Install infrastructure for the HEARTH Village project located at 1299 Homewood Road.
- › Complete improvements and upgrades for the parking lot located at the north end of the Seawalk.
- › Repair and upgrade Argonaut Bridge.
- › Renew and update the City's Pavement Management Plan.
- › Complete City transfer site.

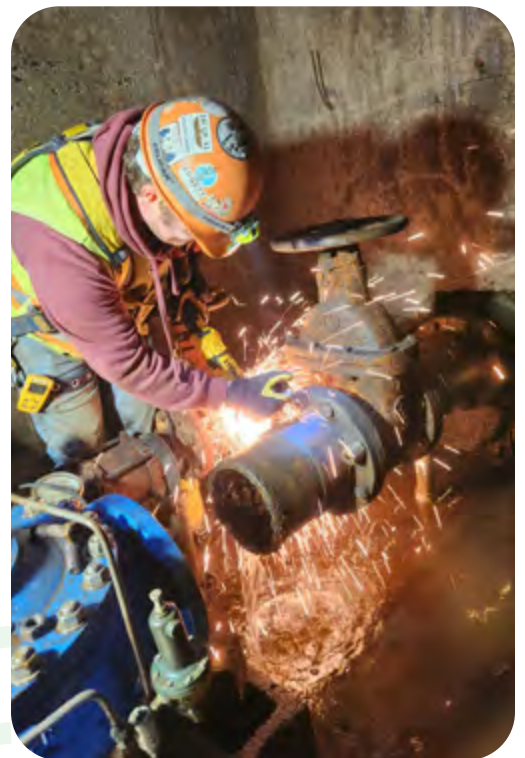


# Water

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 a 1,800-square-kilometre watershed, operation of dual disinfection methods (ultra violet [UV] and chlorination), management of a 300+ km water distribution system, and a comprehensive sampling and testing program to ensure the highest water quality.

## CORE SERVICES

- ✓ Operation and preventative maintenance of water infrastructure
- ✓ Emergency repair of watermains and service failures during and after regular work hours
- ✓ Manage requests for service, leak investigations, and customer concerns
- ✓ Manage water distribution maintenance programs, investigations and customer concerns



## WATERSHED PROTECTION

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

- › Ongoing confirmation that the source water is safe
- › Early identification of potential impacts on water quality
- › Necessary data to determine the level of treatment required

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

Through proactive watershed protection initiatives, the City has realized savings on ongoing operational and construction expenses for additional treatment systems and infrastructure such as filtration by demonstrating effective watershed protection. We check for degradation by monitoring levels of turbidity and the presence of protozoan pathogens. In 2023, turbidity remained below 1.0 NTU (nephelometric turbidity unit) throughout the year, indicating that our source water continues to be of a high quality. More than 200 hours are spent annually monitoring erosion and illegal dumping in the watershed.

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## WATER SAMPLING AND TESTING

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

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

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## 2023 HIGHLIGHTS

- › Carried out a water main renewal and upsize at 6th Avenue, between Alder Street and Island Highway, and Thulin Street, between 6th Avenue and 5th Avenue.
- › Initiated a comprehensive Water Model update.
- › Implemented the Water Department's new OMS.
- › Completed Automated Reservoir / PRV Control Upgrades.
- › Reviewed the Wei Wai Kum First Nation system separation.
- › Initiated the Water System Strategic Action Plan update.
- › Initiated the infrastructure Condition Assessments Program.
- › Completed 20 water service replacements, 18 water service repairs and three hydrant replacements.
- › Completed annual water conservation initiatives.



## 2024 GOALS AND OBJECTIVES

- › Complete water main renewal and upsize on 6th Avenue, between Alder Street and Island Highway, and Thulin Street, between 6th Avenue and 5th Avenue.
- › Complete Phase 1 (Land Negotiations) of the John Hart Reservoir and then begin planning and design.
- › Update the Water Model and Water System Strategic Action Plan.
- › Install a roof membrane on the Evergreen Reservoir.
- › Update the City's Cross Connection Control Program and Bylaw.
- › Commence the Leak Detection Pilot project.
- › Commence the Water System Cathodic Protection Survey.
- › Continue the Infrastructure Condition Assessments Program.
- › Optimize the Water Department's OMS.

### John Hart Lake Parameters

PARAMETER	JOHN HART LAKE (MG/L)	CDWQG(MG/L)
Aluminum	0.0126	< 0.1
Arsenic	0.00012	0.010
Barium	0.0026	2.0
Boron	< 0.050	5
Chloride	0.67	< 250
Chromium	< 0.0024	0.05
Copper	0.00081	2
Iron	0.019	< 0.3
Lead	< 0.00020	0.005
Manganese	0.0037	0.12
Nitrate (as Nitrogen)	0.027	10
Nitrite (as Nitrogen)	< 0.0050	1
Selenium	< 0.00050	0.05
Sodium	0.742	< 200
Zinc	0.0058	< 5.0

## Key Treated Drinking Water Parameters 2023

### SAMPLE LOCATION: ENTERING THE DISTRIBUTION SYSTEM

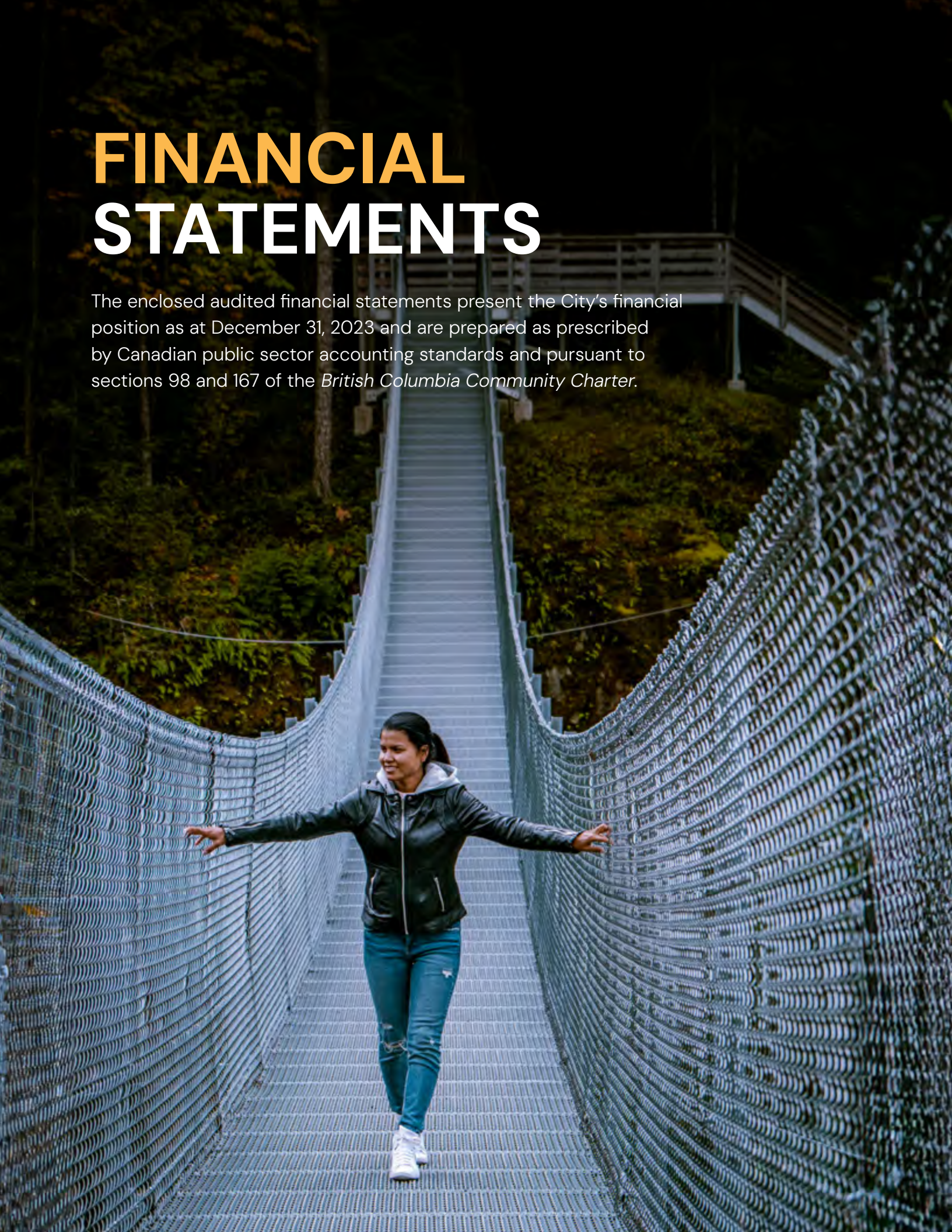
Treated Water Parameter	Units	City of Campbell River Drinking Water Annual Range/Average	Limit/Guideline As defined by Island Health and/or the Guidelines for Canadian Drinking Water Quality September 2020
<b>GENERAL WATER CHEMISTRY</b>			
pH		7.22	7-10.5
Turbidity	NTU	0.32	<1.0
Free Chlorine	mg/L	1.02	≥0.2 and ≤2.0
<b>INORGANIC PARAMETERS</b>			
Aluminium	mg/L	0.0087	<0.1
Arsenic	mg/L	0.00011	0.010
Barium	mg/L	0.0028	2.0
Cadmium	mg/L	0.000010	0.007
Calcium	mg/L	7.88	No limit
Chromium	mg/L	< 0.0010	0.05
Copper	mg/L	0.00612	≤2.0
Iron	mg/L	0.0179	≤0.3
Lead	mg/L	0.00107	0.005
Magnesium	mg/L	0.752	No limit
Manganese	mg/L	0.0021	≤0.02
Nitrate-N	mg/L	0.025	10
Potassium	mg/L	0.077	No limit
Sodium	mg/L	2.71	≤200
Zinc	mg/L	< 0.0463	≤5.0
Hardness (as CaCO <sub>3</sub> )	mg/L	22.8	No limit
Total Dissolved Solids	mg/L	45	≤500
Total (5) Haloacetic Acids	ug/L	0.026	0.08

### SAMPLE LOCATION: VARIOUS LOCATIONS WITHIN THE DISTRIBUTION SYSTEM

<b>INORGANIC PARAMETERS</b>					
Turbidity		NTU	0.33		<1.0
Free Chlorine		mg/L	0.63		≥0.2 and ≤2.0
<b>MICROBIOLOGICAL</b>					
Parameter	Samples Collected	Samples Tested	Negative	Positive	% Pos
Total Coliform	414	414	413	1	0.0024% of total
Escherichia coli	392	392	392	0	0% of total

# FINANCIAL STATEMENTS

The enclosed audited financial statements present the City's financial position as at December 31, 2023 and are prepared as prescribed by Canadian public sector accounting standards and pursuant to sections 98 and 167 of the *British Columbia Community Charter*.





# Report from the Director of Financial Services

We are pleased to present the City of Campbell River's audited financial statements for the year ended December 31, 2023, as well as detailed information concerning the financial position of the City.

The City's independent external auditors, MNP LLP, have audited the City's financial statements in accordance with Canadian generally accepted auditing standards and have issued an unqualified opinion on the City's 2023 financial statements. As expressed in the audit report, it is MNP LLP's opinion that the City's financial statements present fairly in all material respects, the financial position of the City of Campbell River as of December 31, 2023, and the results of operations and its cash flows for the year then ended are in accordance with Canadian public sector accounting standards.

Although the City relies on the standards and expertise of the City's external auditors, the financial statements are the responsibility

of management, which includes the oversight of strong internal controls for reliability purposes, accuracy, and to ensure City assets are safeguarded.

Management is also responsible for ensuring the City remains fiscally prudent

and financially sustainable through the ongoing oversight of all financial affairs for the City.

The City's 2023 financial statements have been prepared by City staff in accordance with generally accepted accounting principles, as prescribed by Canadian Public Sector Accounting Standards, pursuant to Sections 98 and 167 of the Community Charter.



**ALAINA MAHER**

Director of Financial Services /  
Chief Financial Officer

# Financial Statement Highlights

Public Sector Accounting Standards implemented a new accounting standard related to Asset Retirement Obligations (ARO) that was effective in 2023. An ARO is a legal obligation associated with the retirement of a tangible capital asset. The application of this complex standard requires the use of significant professional judgment and resulted in retrospective changes to the City's financial statements.

This new standard addresses the recognition, measurement, presentation, and disclosure of legal obligations with the retirement of certain tangible capital assets including buildings with asbestos and foreshore marine structures. The standard was retroactively applied (balances for 2022 have been restated) and recognizes \$9.2 million of future retirement costs as a financial liability. This liability currently is unfunded however retirement costs identified will be built into future capital plans to ensure that infrastructure is sustainably maintained.

The City ended the year with a \$18.9 million increase to its accumulated surplus, for a total accumulated surplus of \$371.6 million in 2023 (2022 – \$352.7 million). The accumulated surplus represents the net value of the City (the City's overall net assets, not just cash). This includes unappropriated surplus to meet cash flow needs, reserves to fund

infrastructure improvement projects and strategic initiatives, and the City's net value of infrastructure assets that provide services to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology.

The majority of the annual surplus is the result of the City receiving a Growing Communities Grant (\$8.46 million) and capital asset transactions in the year, (\$5.2 million) which includes the following revenue and expense items: taxation revenue associated with capital, contributed capital assets, and amortization expenses. The remaining surplus of \$2.9 million is attributable to general operations. As part of the City's Financial Stability & Resiliency Policy, the \$2.9 million annual surplus will flow through to the Financial Stabilization Reserve to fund emerging risks and/or other liabilities the City may incur in the future and then flows into various reserves to support the City's capital projects. The City has also been incrementally increasing sewer and water utility reserves to fund future planned capital projects and infrastructure upgrades.

Overall, the City's revenues were approximately \$100.3 million. Revenues from property and parcel taxes increased by \$4.5 million which was consistent with the 9.97% tax increase approved by Council for 2023 as well as

additional taxable properties within the City. The City's core service revenue, which consists of airport fuel sales, development fees, and recreation fees, increased by \$1.7 million. The increase in these core service revenues helps promote future tax stability as it provides the City with self-sustaining revenue to cover increasing expenditures. Funding from other governments included \$8.6 million received from the Growing Community Fund Grant and \$2.3 million for airport lighting upgrades. Investment income increased by \$2.8 million. The City has spent an extensive amount of time revamping its investment policy and implementing a framework to support prudent municipal investing over the last year. As a result, the City has benefited from rising interest rates over the last year and has seen investment returns increase significantly over the last 12 months.

Total expenditures were \$2.9 million over the operating budget identified in the 2023-2032 Financial Plan. The reason for the over expenditure as compared to budget is there was \$2.2 million of roof replacement costs for the RCMP facility and Community

Centre and \$760k of slope stabilization repairs. These projects were budgeted by reserve on the capital plan but had to be expensed in the statement of operations as they did not meet the requirements under PSAS to be capitalized as a tangible capital asset. As they were originally funded in the capital plan there would be no corresponding operational budget associated with these expenditures.

The audited financial statements demonstrate close alignment between actual financial results and the City's 2023 Financial Plan. The year-end results also demonstrate that the City's financial position continues to increase with a focus on reinvestment in infrastructure through tax and user fee increases. These increases are a key component of the City's Financial Stability and Resiliency Policy which ensures funding is available to maintain and upgrade the City's significant infrastructure across the City. This framework establishes guidelines for how the City will acquire and manage a portfolio of financial and physical assets to ensure that the City's current and future needs of our community are met.

## FORWARD FACING

The City is committed to continually improving its financial position to ensure sustainable service today and in the future. The City is undertaking various initiatives to support this by:

- › The Financial Stability and Resiliency Policy establishes a long-term framework that focuses on providing ongoing stable funding. This provides stability to the City, while maintaining services, providing for modest service enhancements and investing in critical infrastructure. Under the City's budget parameters, the annual tax rate provides funding to maintain base service inflationary increases, provide incremental service level increases to meet the needs of the growing community, and allocate funds to capital reserves to ensure ongoing maintenance and upgrade of infrastructure including roads, facilities, fleet, and fire.
- › By maintaining a fair and equitable property tax policy. This policy strives to maintain tax rates for all classes within the provincial average and each class is allocated the same tax percentage increase unless realignments are required. Any realignments are phased in and occur over a multi-year period to reduce volatility for taxpayers.
- › The City has developed an asset management investment plan (AMIP) to have a better understanding of the life-cycle costs of infrastructure and to fully integrate it into future financial planning. This plan also provides a comprehensive understanding of the City's asset inventory, condition and replacement/renewal needs for City assets. The AMIP not only provides a comprehensive framework for guiding long-term decision making for funding needs, but it also supports evidence-based decision-making when investing in critical infrastructure.
- › The City is committed to improving asset management practices by developing standard operating procedures and a corporate wide asset management plan.
- › Investigating ways to increase other sources of revenue to reduce the City's reliance on residential property taxes.
- › Review of City fees to ensure they are a fair representation of costs and equitable under a user pay model versus taxation.
- › Reviewing development cost charges to ensure that development is paying for itself and that projects related to growth are being properly captured and integrated into the financial plan.
- › Through the City's reserve policy, the City is maximizing the use of its resources, with funds available for cash flow, risks/emerging opportunities, capital infrastructure, and service enhancements. While the City is focused on asset renewal, funds are allocated in the financial plan to strategic initiatives that continue to enhance service levels to meet community demand/needs and that align with Council's strategic plan.

Campbell River continues to be an attractive place to live, work and play, resulting in growing development across the community. Key strengths of the current economy are reflected in a solid mix of residential, commercial, and industrial opportunities that continue to attract new investment and people. Strong community growth translates into increased revenue and property assessments, which have generated and will continue to generate additional funding for City services and projects. Increased growth can also create substantial challenges in terms of maintaining service levels and meeting a growing demand for new services. The City's 10-year financial plan helps to mitigate this by planning for incremental growth in service levels with a need for increased fire, RCMP, development and various other City services. It also demonstrates the need for even longer-term planning, especially with asset management and the maintenance of critical infrastructure through asset renewal and replacement.

The City of Campbell River continues to maintain a strong financial position and is well situated to continue to deliver the over 100 services the City provides. Through the multiple award-winning Financial Stability and Resiliency Policy, related financial policies and procedures, and long-term financial planning, the City continues to increase its

financial position and is well positioned to deliver the municipal services residents and businesses expect. Additionally, through quarterly financial reporting and the Government Finance Officers Association award-winning budget and year-end financial reporting, the City has a transparent process explaining what the City's priorities are and an accountable decision-making process to ensure sustainable service delivery today and in the future.

Working collaboratively, the City is dedicated to its commitment to continually improving its long-term financial sustainability as reflected in maintaining service levels, service enhancements, ensuring strong financial policies and processes, prudent management of debt and investment in capital assets and reserves.

Sincerely,



Alaina Maher, BCom, CPA, CMA

Director of Financial Services / Chief Financial Officer

May 31, 2024

## OVERVIEW OF THE FINANCIAL STATEMENTS

The 2023 financial statements provide a summary of the City's financial activity and financial assets, liabilities, and net equity position for the year ended December 31, 2023, with comparatives to the 2022 fiscal year. The 2022 figures have been restated to conform with new accounting standards related to Asset Retirement Obligations which were adopted for the 2023 fiscal year.

The financial statements include:

- › Statement of Financial Position — summarizes year-end balances of financial assets, liabilities, non-financial assets, and accumulated surplus.
- › Statement of Operations — summarizes annual surplus for the year, which consists of revenues earned during the year, expenses incurred, and the estimated usage of tangible capital assets.
- › Statement of Changes in Net Financial Assets — reconciles the annual surplus for the year to the change in value of net financial assets.
- › Statement of Cash Flows — summarizes how the City's cash and investments changed during the year, sorted into operating, capital, and financing transactions.
- › Notes and Schedules — provide additional detail and explanations to assist the reader's understanding and transparency of the City's financial results.

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## STATEMENT OF FINANCIAL POSITION

The Statement of Financial Position provides a summary of the City's economic resources available to meet its obligations (Net Financial Assets) and to provide services (Non-Financial Assets). During the year, the City improved its overall financial position which strengthens the City's ability to meet future demands for services.

Financial assets are assets such as cash, investments, accounts receivable, and inventory held for sale, which are available to meet current and future obligations. The City's financial assets have increased by approximately \$15.0 million to \$134.8 million in the current year. The change in the financial assets of the City is largely due to the timing of transactions as of December 31, 2023. The increase in total financial assets is from the \$8.6 million received for the Growing Communities Fund and the increase in investments by \$22.0 million due to a modernized investment policy that was adopted in 2021. The investment's

purpose is to maximize returns to generate additional revenue for the City to fund new and ongoing operating and capital projects while ensuring principal protection and liquidity are maintained. While total financial assets have increased in the year, the City does have approximately \$69.3 million in current liabilities that will need to be settled in the future.

Financial liabilities, which represent the City's current and long-term obligations, have increased by approximately \$3.9 million from the prior year. Financial liabilities are comprised of accounts payable, development cost charges, deposits and holdbacks, deferred revenue, asset retirement obligations, and long-term debt. Development cost charges (DCC) increased by \$2.5 million. The increase is due to the collection of \$1.9 million of DCCs from new subdivisions and \$600k from the allocation of interest on outstanding DCC balances. Deferred revenue increased by \$1.8 million. Deferred

revenue is comprised of prepaid property taxes or funding received for specific projects still in progress or not started as of December 31, 2023. The increase in the current year is attributable to \$1.5 million of funding received for the Community Works Fund which was not yet fully spent as of year-end. \$700k of this funding was spent in the year on projects such as asphalt overlays and replacement of the roof on the Haig-Brown house.

Long-term debt decreased by approximately \$900k, which is consistent with the principal repayment terms of the debt held with the Municipal Finance Authority. No additional debt was incurred in the year and the City paid approximately \$570k in interest. The remaining outstanding balance of debt in the year is \$8.9 million and is relatively low based on City policy and compared to other comparator communities. The City's debt balance will be fully repaid by 2034.

Non-financial assets are primarily comprised of the City's capital infrastructure and have increased by approximately \$7.2 million in the year. The City acquired a total of \$19.6 million (2022 - \$14.1 million) of new tangible capital assets in the year. \$11.2 million of new assets consisted of the airport lighting system, machinery and equipment, and linear infrastructure (watermains,

sewage pipes, and roads). Assets under construction totalled \$4.3 million which includes the upgrade to the Norm Wood Environmental Centre, ongoing development of the Operations Management Software, and the Unit4 Enterprise Resource Planning software.

Contributed tangible assets are assets such as roads, water, and sewer infrastructure that the City acquired through new subdivisions and development. Upon completion, ownership of these assets is transferred to the City who then is responsible for the ongoing operating and future replacement costs. In 2023, the City acquired \$4.2 million (2022 - \$350k) of contributed tangible capital assets as the result of the completion of the subdivisions on 2141 Willis Road, 2920 South Dogwood Street, Jubilee Parkway and Willow Creek Road.

The City's accumulated surplus is \$371.6 million and represents the net value of the City.

This includes unappropriated surplus to meet cash flow needs, reserves to fund infrastructure improvements and Council's strategic priorities, and the City's net value of infrastructure assets that provide service levels to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology.

## STATEMENT OF OPERATIONS

The City's revenues were approximately \$100.3 million (2022 - \$84 million). A portion of the increase is attributable to an increase in general taxation and parcel tax revenue of \$4.5 million. This increase is consistent with the 9.97% tax increase for 2023 approved by Council as well as additional taxable properties within the City. Tax revenue funds the City's operations/services, new services and investment in infrastructure. The City's core service revenue, which consists of airport fuel sales, development fees, and recreation fees, also increased by \$1.7 million. The increase to these core service revenues helps promote future tax stability as it provides the City with self-sustaining revenue to cover increasing expenditures.

There was also an increase of approximately \$4.6 million in transfers from other governments. The increase is largely attributable to \$8.6 million of funding received from the Provincial Government's Growing Communities Fund Grant and federal funding received for airport lighting upgrades of \$2.3 million (2022 - \$4.0 million). Investment and other revenue also increased by \$2.8 million which is the result of higher interest rates during 2023 as compared to 2022.

Other revenue increased by \$430k which is largely attributable to contributions from subdividers that did not individually meet the City's thresholds for capitalization or were not capital in nature. Contributions that are capital in nature were recorded as revenue under contributed capital assets and include subdividers such as Parkway Phase 10, 2141 Willis Road, and 2920 South Dogwood Street. These total an approximate \$4.2 million increase in contributed capital assets. The loss on disposal of tangible capital assets is largely made up of the disposal of asphalt overlays from various road projects.

Sewer and water had an operating and capital surplus of \$7.2 million (2022 - \$5.6 million). Overall revenue from users and sale of services fees in the current year was approximately \$16.5 million

(2022 - \$15.9 million). The increase in revenue is consistent with the increase in annual user fees and metered usage in the year.

Total expenses in the year were approximately \$81.4 million (2022 - \$75.9 million). Total expenditures were \$2.9 million over the operating budget identified in the 2023-2032 Financial Plan. The reason for the over expenditure as compared to budget is there was \$2.2 million of roof replacement costs for the RCMP facility and Community Centre and \$760k of slope stabilization repairs. These projects were budgeted by reserve on the capital plan but had to be expensed in the statement of operations as they did not meet the requirements under PSAS to be capitalized as a tangible capital asset. As they were originally funded in the capital plan there would be no corresponding operational budget associated with these expenditures. The presentation of these expenses within the statement of operations does not impact funding or taxation and is solely a presentation issue to meet PSAS requirements.

The budget variances compared to actual are largely the result of labour vacancies, insurance, supply and fuel costs, and other inflationary pressures. Protective services expenses are over budget due to additional fire overtime costs as well as increased fuel and supply costs. Costs were also higher in 2023 compared to the prior year as there were more active RCMP members as compared to 2022. Environmental health services were impacted by increases in contracted services associated with garbage, organics, and recycling services. Contracted services in Development Services were higher due to contracted work related to the Labour Market Partnership study which is offset by grant revenue received in the year. A total of 5 departments were over budget which is attributable to increased costs to contracted services and fuel costs as a result of inflationary pressures. 18 departments were also under budget largely due to labour vacancies.



The City's Airport had an operating deficit of \$42,000 (2022 - \$320,000). Overall revenue from fuel sales was \$2.7 million (2022 - \$2.6 million). The gross margin on fuel sales was 28% in 2023 (2022 - 19%). The increase in gross margin is attributed to increased fuel sales to the Province due to the active wildfire season. Total revenue from other services such as leases, service fees, and concessions was \$966k in 2023 (2022 - \$753k).

The annual surplus represents the economic resources gained by the City and totals \$18.9 million (2022 - \$8.1 million). Much of the annual surplus is

a result of the City receiving \$8.6 million from the Growing Communities Grant Fund Grant, and capital asset transactions in the year, (\$5.2 million) which includes the following revenue and expense items: taxation revenue associated with capital, contributed capital assets, and amortization expenses. The remaining surplus of \$2.9 million is attributable to general operations. As part of the City's Financial Stability & Resiliency Policy, the \$2.9 million surplus will flow through the Financial Stabilization Reserve to fund emerging risks and/or other liabilities the City may incur in the future.

A reconciliation of major items impacting the general fund operating annual surplus is outlined below:

Description	Increase (Decrease) to Surplus
Increase in investment revenue over budget	\$1,000,000
Labour vacancies (Wages and benefits)	900,000
Increase in revenue from fees and services (Recreation program fees, airport fuel, development permits, etc.)	400,000
Increase in fuel costs	(130,000)
Increase in insurance costs	(70,000)
Other increases in operating revenues and expenses (i.e. airport fuel sales and costs, contracted services, supplies, and licenses)	800,000
<b>Total increase (General Operating Surplus)</b>	<b>\$2,900,000</b>

A summary of changes in reserve balances is provided below which shows the allocation of the annual surplus in the year:

Description	Increase (Decrease)
Net increase in tangible capital assets	\$8,300,000
Net increase in general reserves	8,300,000
Net decrease in statutory reserves	(65,000)
Net decrease in airport reserves	(110,000)
Net decrease in sewer reserves	(1,100,000)
Net increase in water reserves	3,500,000
<b>Total increase (Annual Surplus)</b>	<b>\$18,835,000</b>

## STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

The statement of changes in net financial assets highlights the City's acquisition of purchased tangible capital assets which increased from \$13.7 million to \$15.4 million. The City also acquired \$4.2 million of assets from developers and community groups. The majority of these assets are comprised of new subdivisions including roads, streetlights, storm drains, water and sewer lines. The City receives these assets from developers on the completion of a development and then is required to maintain and upgrade them in the future. The City's overall net financial assets increased from \$53.9 million in 2022 to \$65.4 million in 2023.

## STATEMENT OF CHANGES IN CASH FLOWS

The statement of Changes in Cash Flows identifies a decrease in cash of \$5 million. The decrease in cash is due to a combination of spending for capital expenditures and investing surplus cash amounts in low-risk investments. Investments are comprised of guaranteed investment certificates, bonds, and Municipal Finance Authority Pooled Funds. The investment's purpose is to maximize returns to generate additional revenue for the City to fund new and ongoing operating and capital projects while ensuring principal protection and liquidity are maintained.

The Statement of Cash Flows also highlights the difference between the amount included in the Statement of Operations as amortization of Capital Assets for the period and the amount the City paid to acquire new assets during the year. The City paid \$15.4 million in cash to acquire new assets during the year to provide services to residents.

# Financial Indicators

The City is committed to continual improvement of public performance reporting. As a result, the City has incorporated key performance indicators (KPIs) as part of the 2023 annual report, which includes Public Sector Accounting Board issued Statement of Recommended Practices (SORP) financial ratios to provide insight into the City's financial sustainability, flexibility, and vulnerability. These indicators are helpful as they illustrate certain trends that are occurring. The SORP KPIs provide information on the financial condition of the City by demonstrating how the City may be able to respond to economic climate changes.

› **Sustainability indicators** provide a general indication of the City's financial position and whether the City is living within its means. The City's sustainability indicators are strong and remain steady year over year. The increase in assets is consistent with the increase in accrued liabilities and development cost charges which will be used for future infrastructure upgrades.

› **Flexibility indicators** provide a general indication of the City's reliance on long-term debt financing and whether the City can meet rising commitments by expanding its revenues or increasing its debt. This indicator identifies the City has very low debt levels and has been focused on repayment in recent years; with the focus on infrastructure maintenance and upgrade for utilities in the long-term financial plan, this ratio will slightly increase in coming years. However, the City's long-term debt policy ensures the debt servicing costs will remain at a maximum of 10% of ongoing revenues, therefore the City will continue to be well below that level.

› **Vulnerability indicators** provide a general indication of the City's reliance on transfers from senior levels of government. The City has been receiving significant grants in recent years for the airport and Sportsplex rehabilitation project. The City utilizes a balanced approach for the use of internal reserves, external debt, and government grants when funding the ten-year capital plan which ensures the City's tax rate and utility user fee increases are stable and incremental following the City's Financial Stability and Resiliency Policy.

## FINANCIAL INDICATORS

The below summary of financial indicators considered demonstrate the improved financial condition of the City.

SORP Ratio	2023	2022	2021	2020	2019
<p><b>Financial Sustainability (assets/liability)</b></p> <p>A ratio greater than 1.0 indicates that the City has sufficient financial resources to finance future operations. A ratio less than 1 means future revenues are required to pay for past transactions.</p>	6.4	6.4	7.2	6.9	7.0
<p><b>Financial Sustainability (financial assets/liability)</b></p> <p>This shows the extent to which the City finances its operations by issuing debt. A ratio greater than one indicates that the City does not require debt to fund its operations. The ratio increased as a result in the difference in timing between when the City receives funds and when capital projects are ultimately completed.</p>	1.9	1.8	2.0	1.9	1.8
<p><b>Financial Sustainability (net debt/taxable assessment)</b></p> <p>Provides a measure of sustainability of the municipal fiscal policies. If the ratio increasing, the municipal debt is becoming more onerous on the taxpayers which may lead to increased taxes and/or reduced program expenses.</p>	0.006	0.007	0.008	0.008	0.007
<p><b>Financial Sustainability (total expenses/taxable assessment)</b></p> <p>Provides the trend of municipal spending over time in relation to the growth of property values. A trend that shows that total spending is growing faster than the values may not be sustainable.</p>	0.008	0.008	0.009	0.009	0.010
<p><b>Flexibility (revenue)</b></p> <p>Rate of user fees and own source revenues to taxable assessments. A change in the size of a local government's taxable assessment or a change in the rate of growth in assessment in relation to changes in own-source revenues could influence flexibility. Over time, decreases in these ratios suggest increased flexibility.</p>	0.006	0.006	0.008	0.007	0.010
<p><b>Financial Flexibility (net debt/revenue)</b></p> <p>Provides a measure of the future revenue required to pay for past transactions and events. An increasing trend indicates that more time to eliminate net debt will be necessary. The ratio decreased as the City continues to pay down its long term debt in accordance with the terms of the debt.</p>	0.092	0.117	0.144	0.149	0.182
<p><b>Future Focused Financial Flexibility</b></p> <p>This shows the percentage of the estimated useful lives of the capital assets. Financial flexibility can be significantly impaired by the impending future costs of asset repair or replacement. The City continues to invest in its critical infrastructure which has resulted in steady trend from year to year.</p>	54%	55%	56%	56%	57%

SORP Ratio	2023	2022	2021	2020	2019
<p><b>Vulnerability (total government transfers to total revenues)</b></p> <p>This ratio shows the City's reliance on sources of revenue from other levels of government. The higher the ratio the more vulnerable the municipality is to the fiscal decisions of the provincial and federal governments. Transfers from the government are allocated to the City's capital and operating projects. The ratio increased significantly in the current year due to the City receiving \$8.6 million from the Growing Communities Fund.</p>	14%	11%	5%	17%	7%
<p><b>Financial Controls Reliability</b></p> <p>Measures the quality of financial accounting practises and procedures. The number reported reflects the number of items identified during the annual audit as possible areas for improvement.</p>	-	-	-	-	1
<p><b>Financial Planning Relevance</b></p> <p>Measures the number of days required to adopt the next year's financial plan bylaw. A lower number indicates faster approval times.</p>	34	40	14	14	16
<p><b>Automated Tax Payments</b></p> <p>Percentage taxes paid monthly via pre-authorized bank drafts</p>	7.8%	8.3%	8.1%	7.6%	7.3%
<p><b>Online Home Owner Grants</b></p> <p>Percentage of Home Owner Grants online applications</p>	49%	45%	42%	40%	37%
<p><b>Electronic EFT Payments to Vendors</b></p> <p>Provides a measure of the efficiency of the City's vendor payment processes. The higher the percentage the more efficient (cost and time) the City is in paying its suppliers.</p>	98%	97%	95%	94%	93%
<p><b>Vendors set up for EFT payments</b></p> <p>Provides a measure of the efficiency of the City's vendor payment processes. The higher the percentage the more efficient (cost and time) the City is in paying its suppliers.</p>	74%	65%	50%	44%	45%

Additional analysis on detailed financial figures are included in the Statistical Information section of the annual report. The graphical presentations provide a visual indication of the City's financial trends over the last five years.

# FINANCIAL AND STATISTICAL ANALYSIS

The City of Campbell River reports on a significant amount of financial and non-financial information. The City regularly reviews and analyzes data collected to ensure informed policy decisions are made.

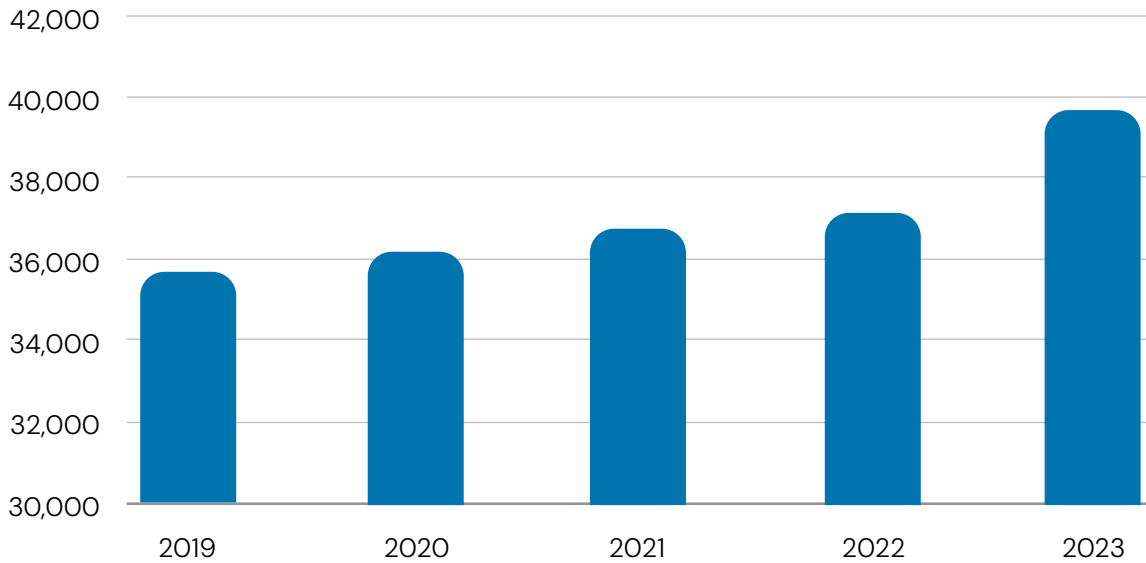


## DEMOGRAPHICS

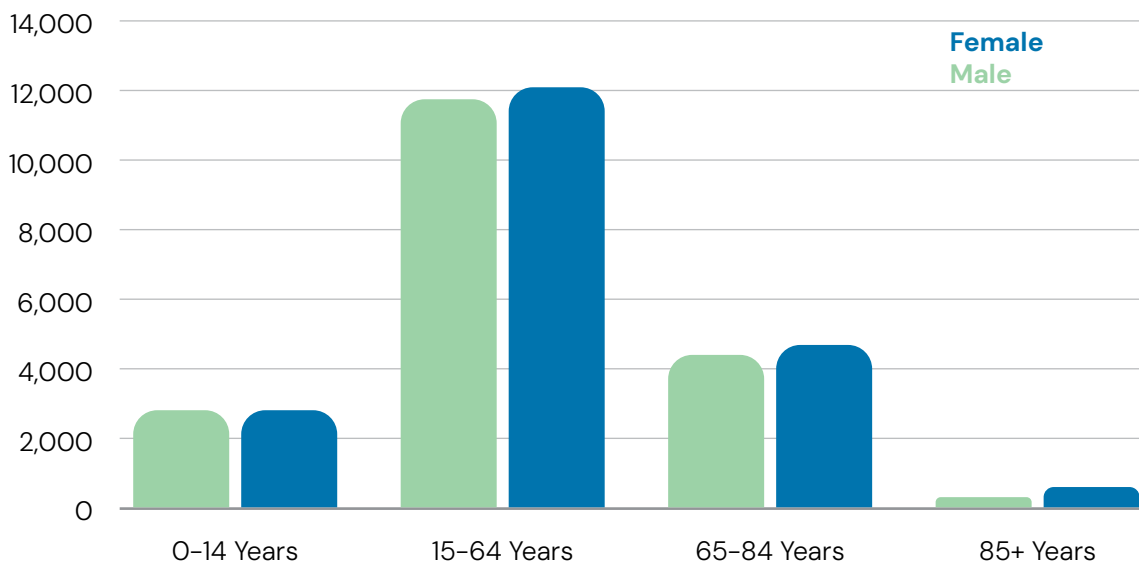
Population totals are based on population estimates from the provincial site referenced below

<https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>

### Population estimates



### Population dynamics

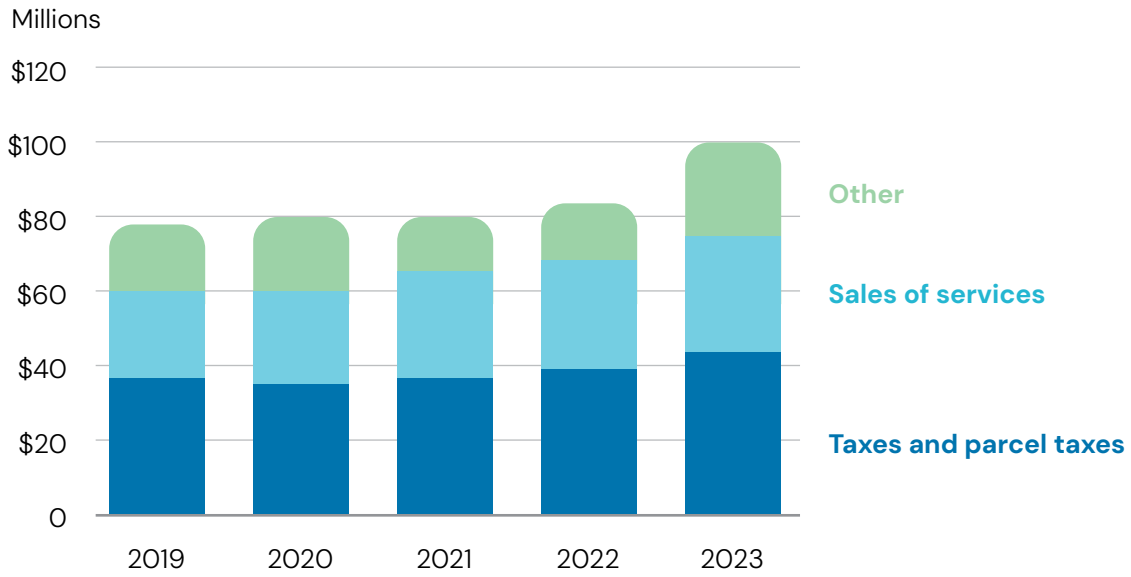


## REVENUES BY SOURCE

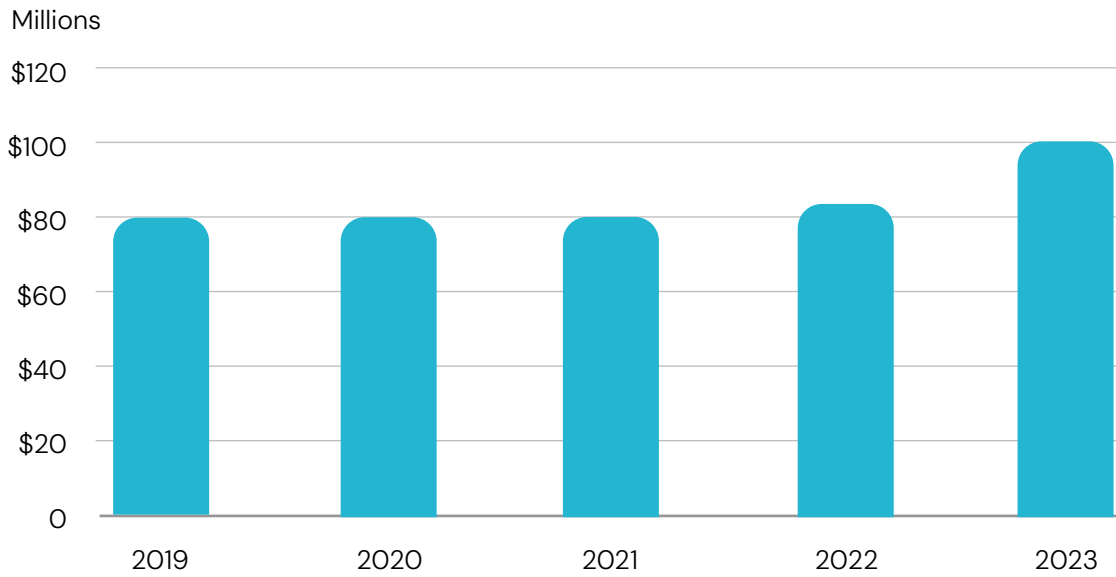
	2019	2020	2021	2022	2023
<b>Taxes and parcel taxes</b>	\$34,213,916	\$,854,588	\$37,329,041	\$39,229,522	\$43,629,305
<b>Payments in lieu of taxes</b>	683,089	711,370	760,729	793,684	912,698
<b>Sale of services</b>	25,065,270	23,816,603	27,139,784	28,480,632	30,160,733
<b>Services provided to other governments</b>	1,545,783	1,596,147	1,499,057	1,370,111	996,334
<b>Transfers from other governments</b>	4,961,949	13,423,631	3,586,616	9,378,944	13,982,392
<b>Investment and other income</b>	1,869,796	921,336	1,177,820	2,669,532	5,471,221
<b>Other revenue</b>	338,391	285,472	1,014,408	776,760	1,208,419
<b>Development cost charges recognized</b>	248,992	1,351,905	2,199,740	937,338	25,812
<b>Contributed tangible capital assets</b>	10,227,164	2,639,297	4,017,610	349,354	4,169,801
<b>Gain/(loss) on disposal of tangible capital assets</b>	(46,126)	(311,012)	(39,543)	18,262	(275,390)
<b>Total</b>	<b>\$79,108,224</b>	<b>\$80,289,337</b>	<b>\$78,685,262</b>	<b>\$84,004,139</b>	<b>\$100,281,325</b>



## Revenues by Source



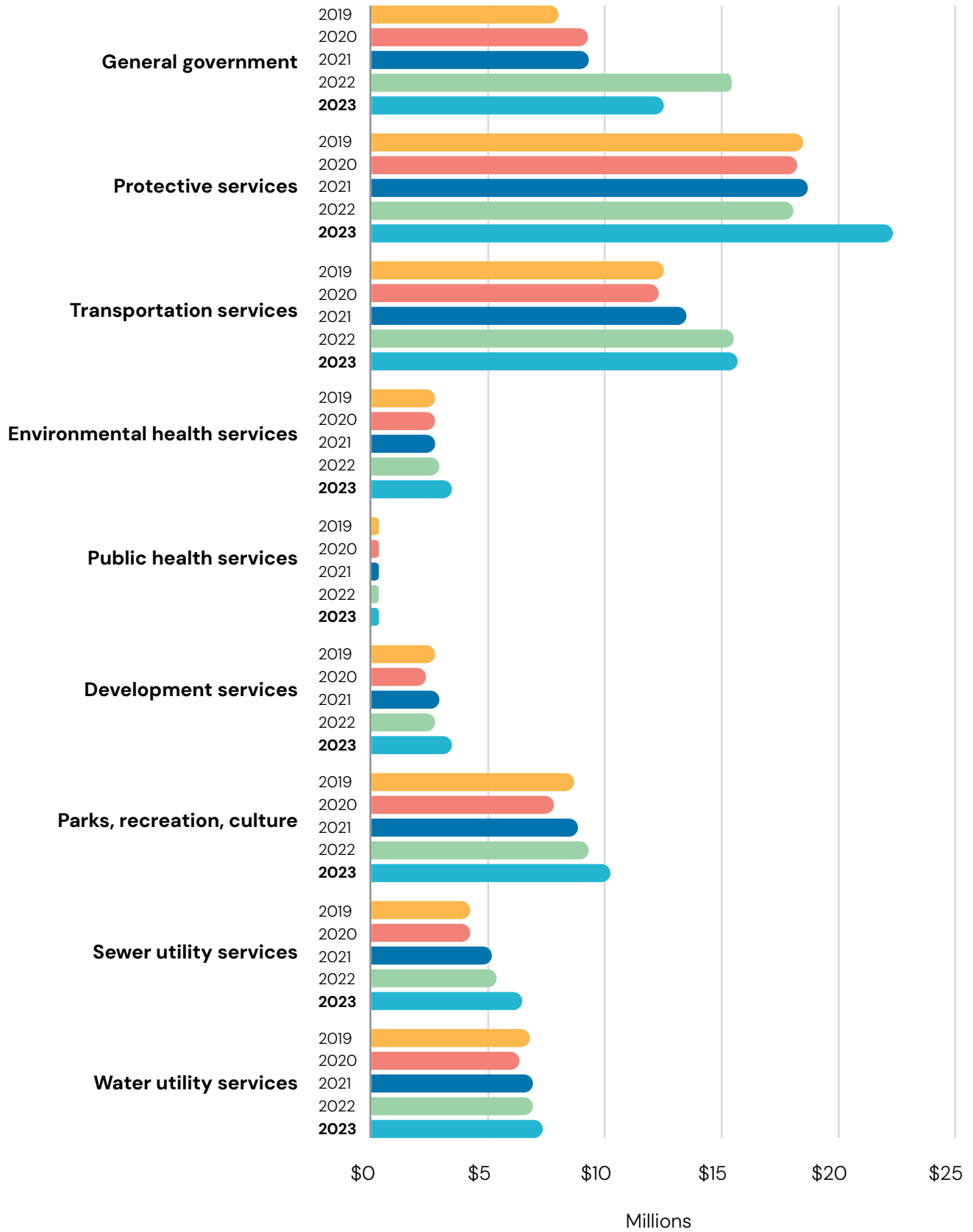
## Total Revenues



## EXPENSES BY FUNCTION

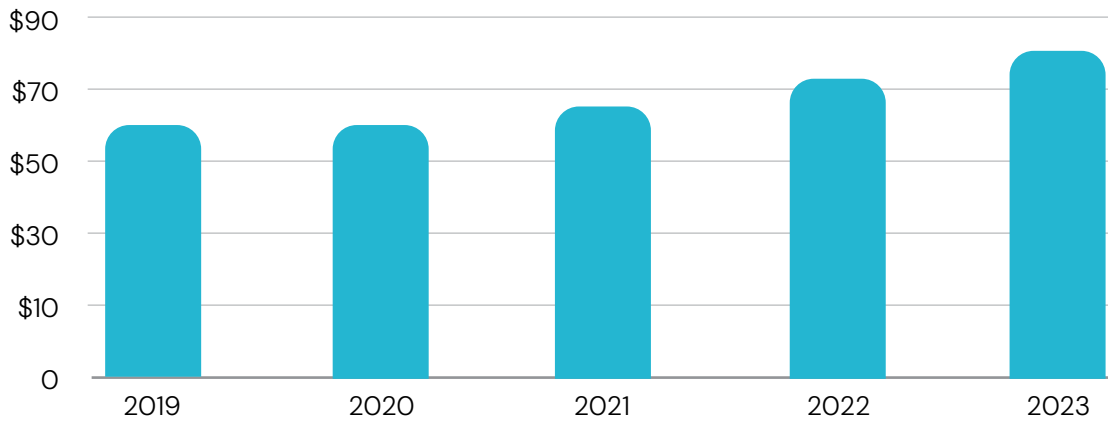
Expenses by Function	2019	2020	2021	2022	2023
<b>General government</b>	\$7,962,897	\$9,198,207	\$9,267,734	\$15,431,054	\$12,635,756
<b>Protective services</b>	18,506,359	18,127,980	18,693,861	18,036,917	22,330,420
<b>Transportation services</b>	12,442,699	12,188,199	13,508,920	15,504,150	15,663,091
<b>Environmental health services</b>	2,590,889	2,609,372	2,600,238	2,766,081	3,337,948
<b>Public health services</b>	199,877	229,155	247,658	254,088	266,482
<b>Development services</b>	2,634,950	2,244,067	2,780,745	2,579,250	3,292,808
<b>Parks, recreation, culture</b>	8,674,083	7,758,785	8,760,780	9,284,480	10,223,763
<b>Sewer utility services</b>	4,149,424	4,184,035	5,055,377	5,281,576	6,424,406
<b>Water utility services</b>	6,723,650	6,247,816	6,811,304	6,802,425	7,235,895
<b>Total expenses by function</b>	<b>\$63,884,828</b>	<b>\$62,787,616</b>	<b>\$67,726,617</b>	<b>\$75,940,021</b>	<b>\$81,410,569</b>

## Expenses by Function



## Total Expenses

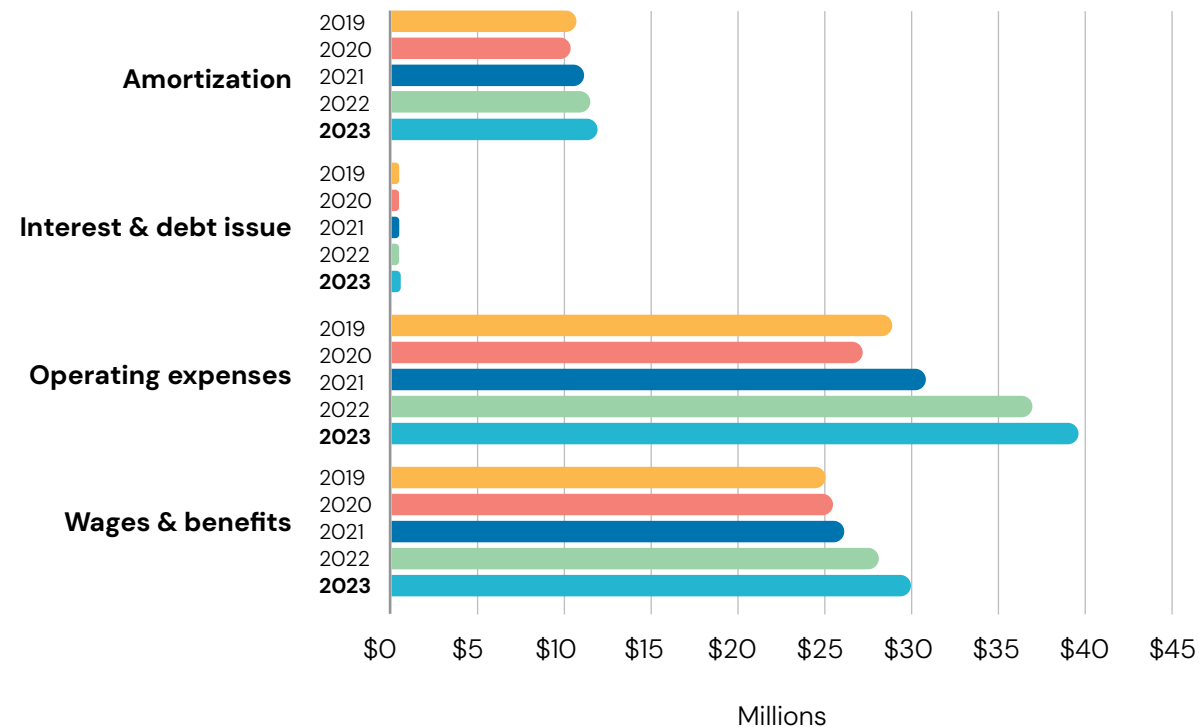
Millions



## EXPENSES BY OBJECT

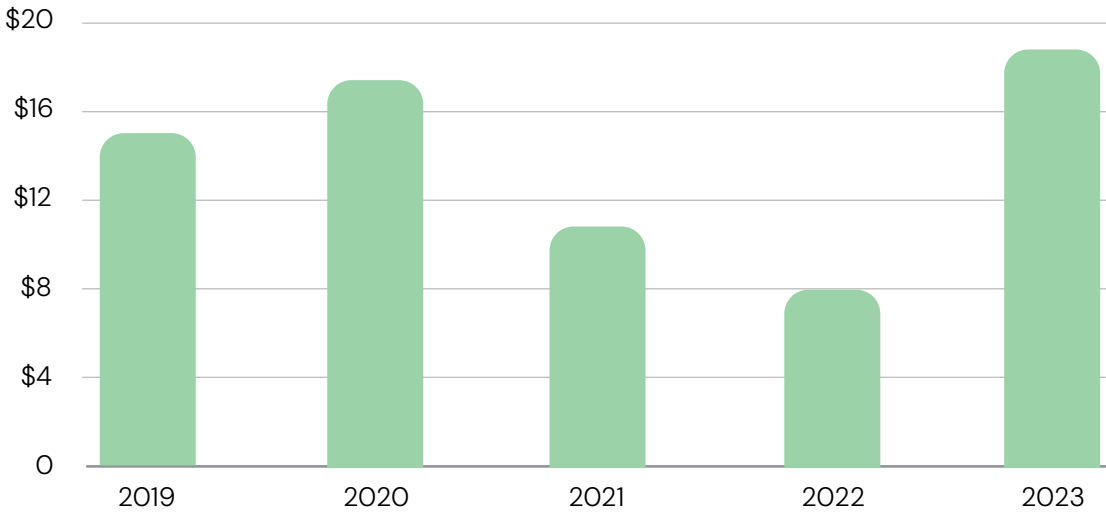
Expenses by Object	2019	2020	2021	2022	2023
<b>Amortization</b>	\$10,637,391	\$10,323,551	\$11,013,762	\$11,526,832	\$11,788,783
<b>Interest &amp; debt issue</b>	525,724	454,851	421,713	454,250	571,648
<b>Operating expenses</b>	27,955,156	26,813,202	30,476,674	36,000,855	39,380,651
<b>Wages &amp; benefits</b>	24,766,557	25,196,012	25,814,468	27,958,084	29,669,487
<b>Total expenses by object</b>	<b>\$63,884,828</b>	<b>\$62,787,616</b>	<b>\$67,726,617</b>	<b>\$75,940,021</b>	<b>\$81,410,569</b>

## Expenses by Object



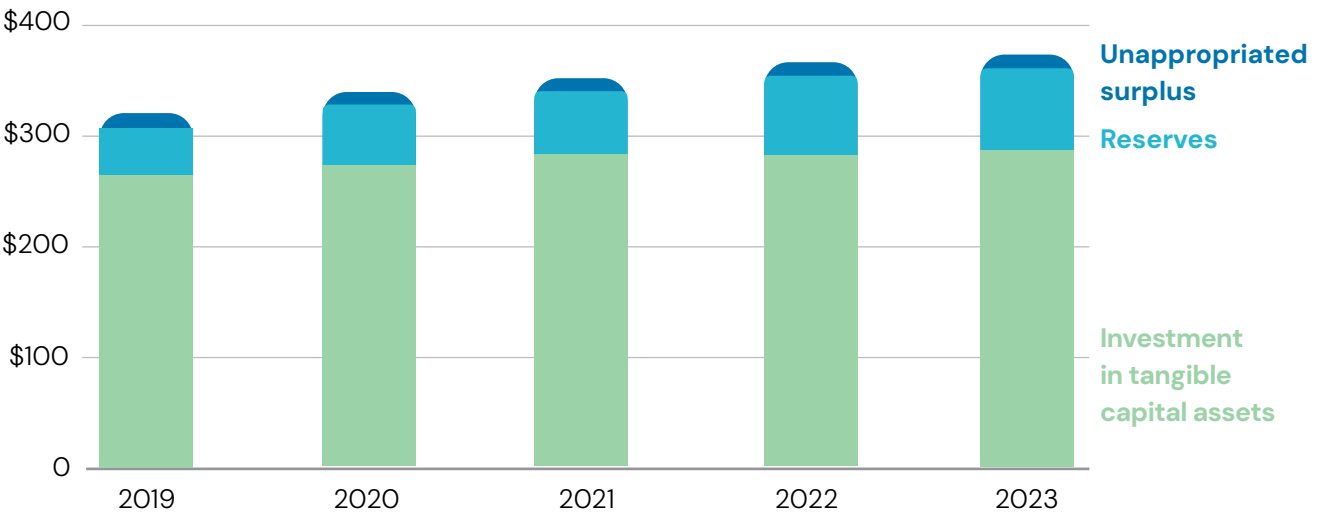
## Annual Surplus

Millions



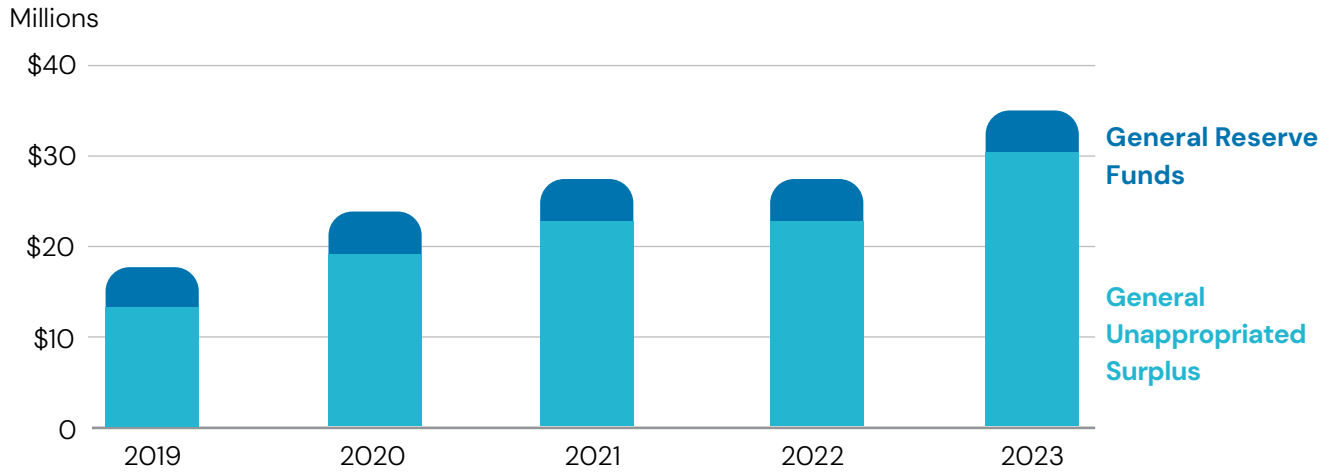
## Accumulated Surplus

Millions

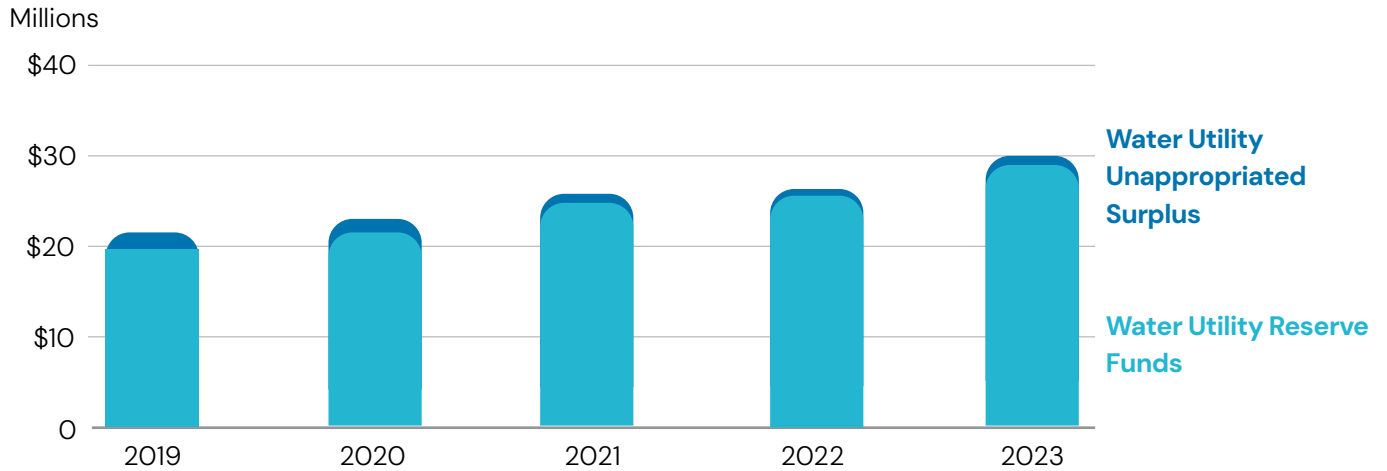


## SURPLUS/EQUITY FUNDS

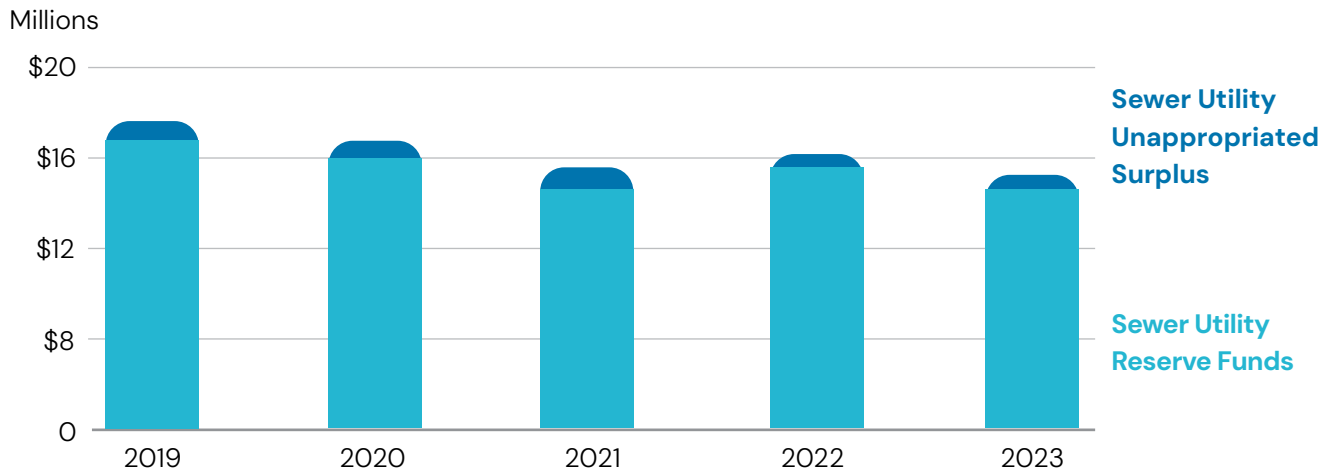
### General Fund Reserves and Surplus



### Water Utility Reserves and Surplus

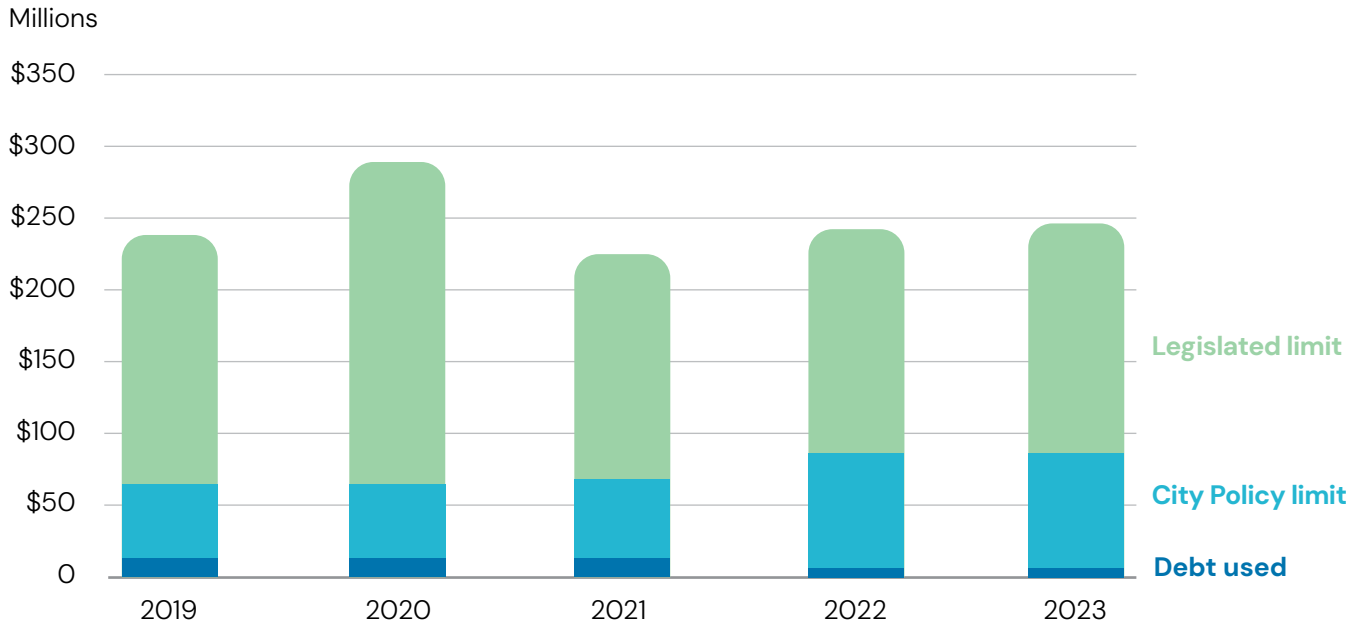


### Sewer Utility Reserves and Surplus



## DEBT

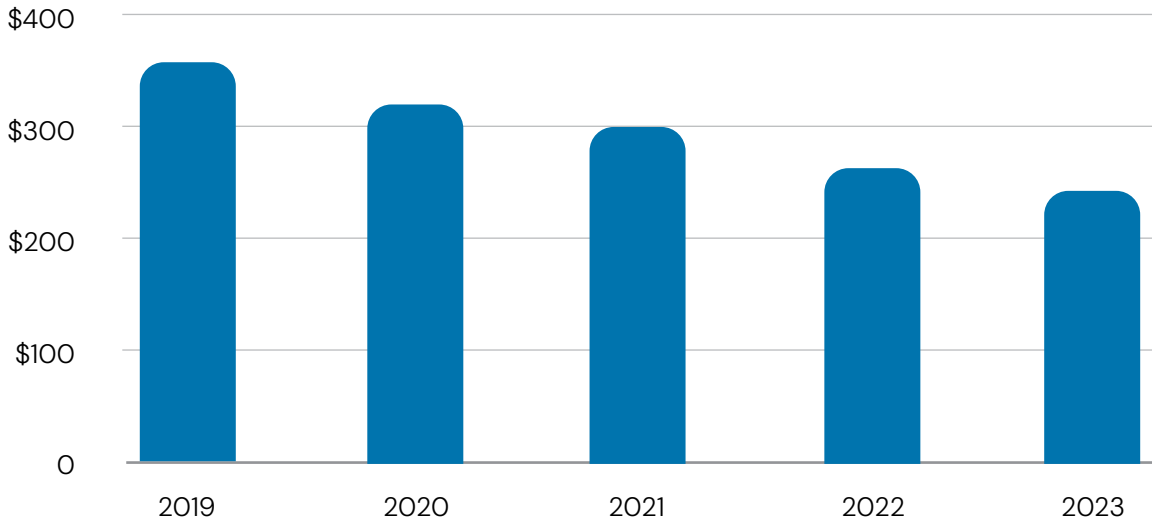
### Debt Limits



### LONG TERM DEBT

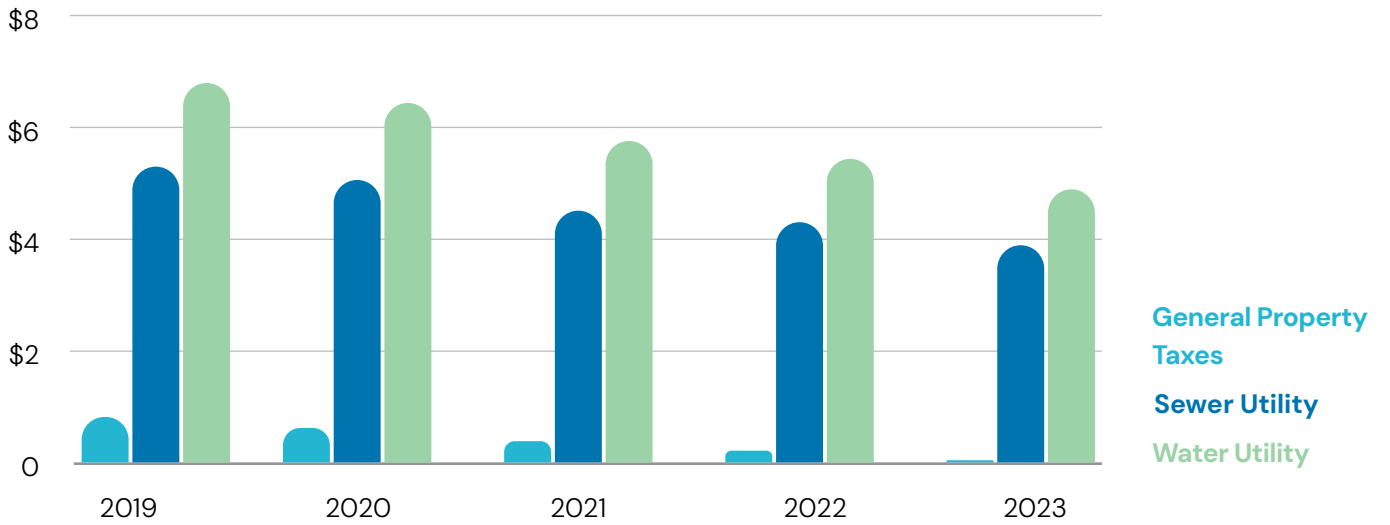
Long Term Debt	2019	2020	2021	2022	2023
<b>Supported by property taxes</b>	579,686	452,546	317,038	176,179	40,463
<b>Debt of self-supporting utilities</b>	5,304,091	4,970,535	4,626,018	4,269,865	3,902,728
<b>Debt of self-supporting utilities</b>	6,643,482	6,228,391	5,803,901	5,366,676	4,916,464
	<b>12,527,259</b>	<b>11,651,472</b>	<b>10,746,957</b>	<b>9,812,720</b>	<b>9,812,720</b>

## Long Term Debt Per Capita



## Debt Supported by Taxation and Utilities

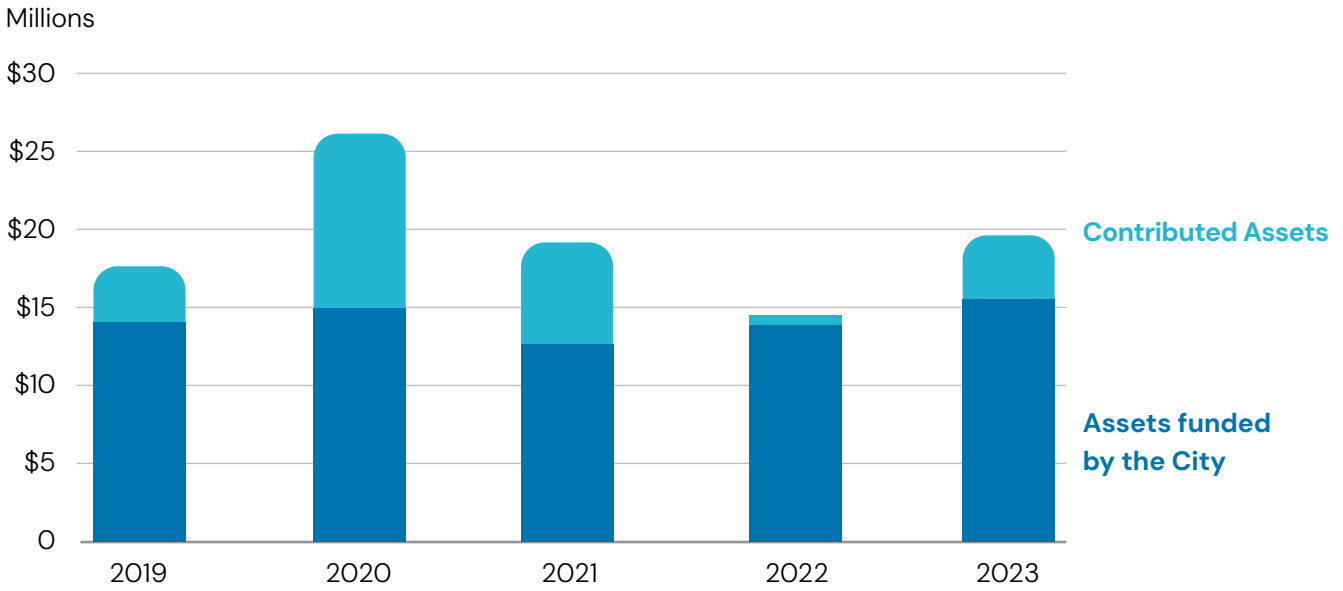
Millions



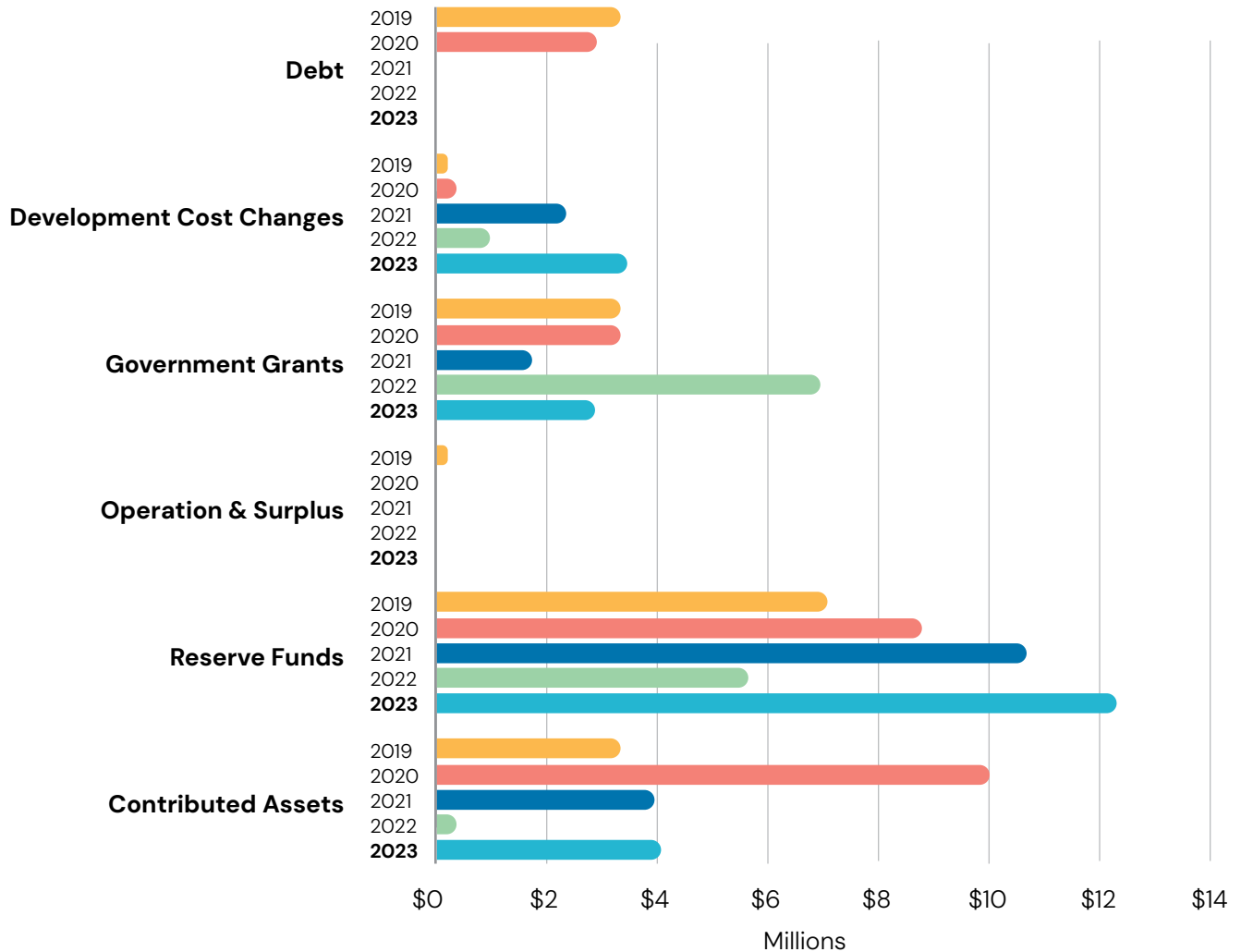


## TANGIBLE CAPITAL ASSETS

### Total Tangible Capital Asset Acquisition



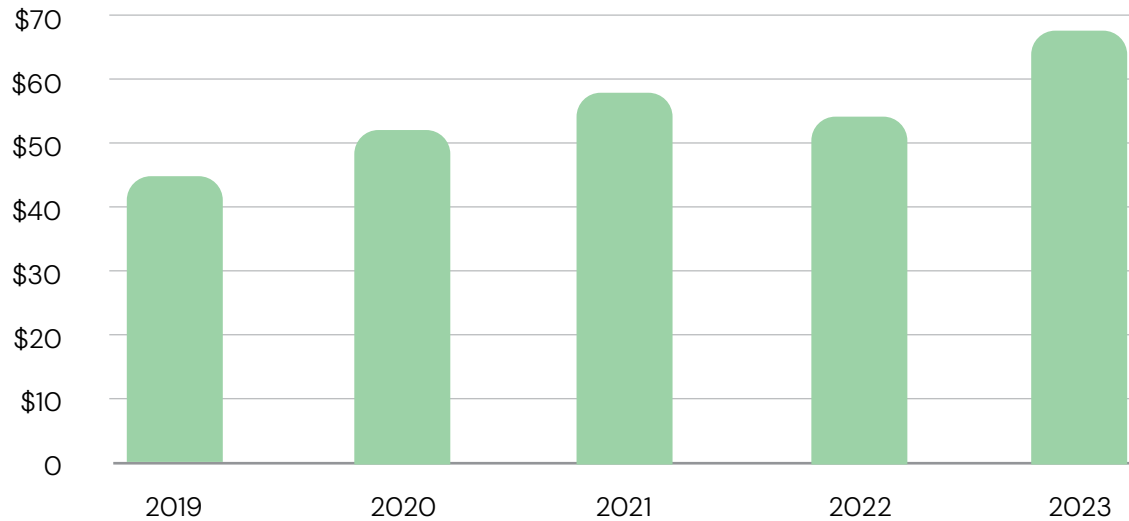
### Funding Sources for Capital Acquisitions



## NET FINANCIAL ASSETS

### Net Financial Assets

Millions



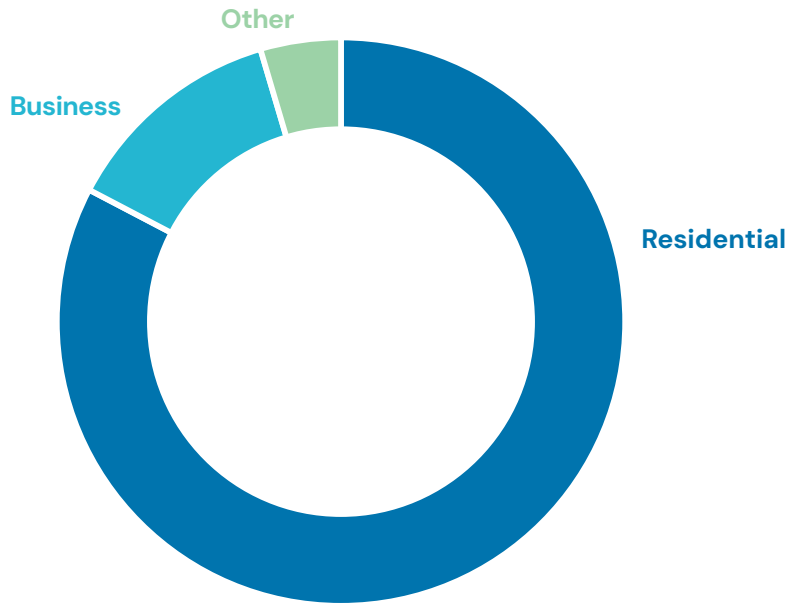
## TAXATION AND ASSESSMENT

### Assessment by Property Class

Expenses by Object	2019	2020	2021	2022	2023
<b>Residential</b>	5,433,336,045	6,461,934,099	6,531,095,000	8,732,502,909	9,848,247,018
<b>Business</b>	575,538,200	627,082,450	1,157,568,591	1,352,964,181	1,516,533,800
<b>Utilities</b>	32,023,300	32,694,000	284,262,900	298,103,500	315,423,800
<b>Major Industry</b>	4,176,800	4,212,900	4,351,300	2,663,800	2,821,900
<b>Light Industry</b>	27,619,800	28,270,200	31,647,201	42,347,301	53,184,101
<b>Managed Forest</b>	21,227,300	18,588,200	18,588,200	16,091,400	17,386,800
<b>Recreational/NonProfit</b>	11,637,400	13,230,500	108,795,300	137,108,400	157,297,400
<b>Farm</b>	203,506	204,806	204,806	192,180	122,426
<b>Total</b>	<b>6,105,762,351</b>	<b>7,186,217,155</b>	<b>8,136,513,298</b>	<b>10,581,973,671</b>	<b>11,911,017,245</b>
<b>% Change</b>		<b>18%</b>	<b>13%</b>	<b>30%</b>	<b>13%</b>

## TAXATION AND ASSESSMENT

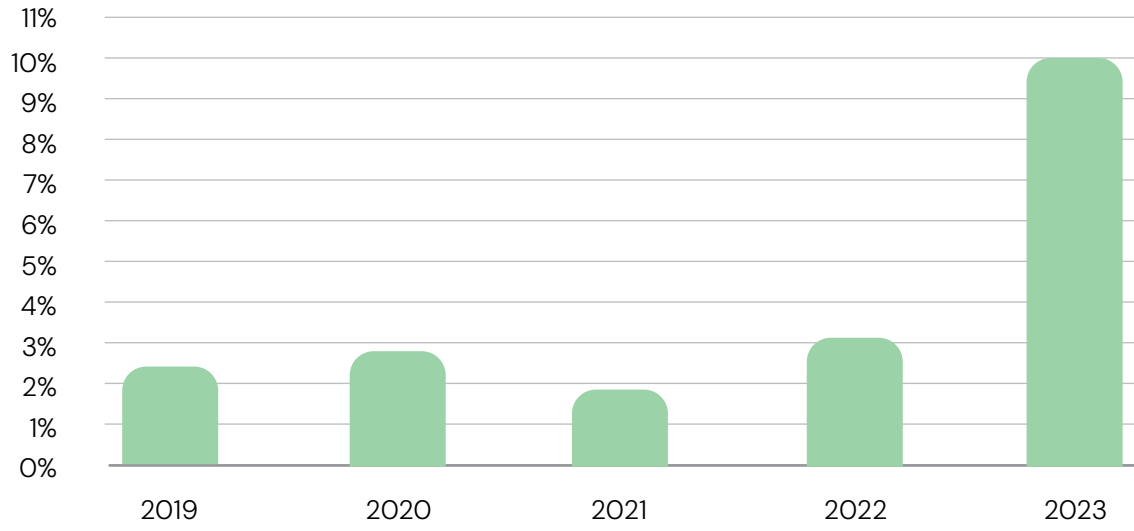
### 2023 Assessment by Property Class



### PROPERTY TAXES LEVIED & COLLECTED

Property Taxes Levied & Collected	2019	2020	2021	2022	2023
<b>Municipal Taxes</b>	31,864,875	33,327,424	34,625,075	36,319,547	40,427,113
<b>Other Taxing Authorities</b>	29,873,834	29,816,560	30,775,302	31,957,762	34,644,562
<b>Municipal Utilities User Fees</b>	12,459,648	12,661,562	12,661,562	13,903,752	14,397,402
<b>Parcel Taxes</b>	1,733,611	1,925,559	2,106,064	2,291,968	2,605,458
<b>1% Utility Grants</b>	526,703	521,245	516,549	511,952	553,648
<b>Local Service Taxes</b>	88,727	81,353	81,353	81,353	81,353
<b>Business Improvement Areas</b>	76,865	76,585	78,848	81,555	29,069
<b>Total Current Taxes Levied</b>	76,624,263	78,410,288	80,844,753	85,147,889	92,738,605
<b>Current taxes outstanding at December 31</b>	1,164,925	1,162,324	1,015,296	991,995	1,197,415
<b>Current taxes collected</b>	<b>75,459,338</b>	<b>77,247,964</b>	<b>79,829,457</b>	<b>84,155,894</b>	<b>91,541,190</b>
<b>% of current taxes collected</b>	<b>98.5%</b>	<b>98.5%</b>	<b>98.7%</b>	<b>98.8%</b>	<b>98.7%</b>

## General Municipal Property Tax Increases



## NEW CONSTRUCTION

### Non-Market Assessment

Non-Market Assessment	2019	2020	2021	2022	2023
<b>Residential</b>	\$120,787,238	\$104,816,337	\$120,317,600	\$181,750,301	\$110,933,199
<b>Utility</b>	234,300	-	547,900	138,000	-
<b>Major Industry</b>	-	-	(76,600)	(1,683,000)	-
<b>Light Industry</b>	(108,500)	(199,000)	(1,262,300)	908,500	318,400
<b>Business/Other</b>	6,533,650	16,798,600	9,256,450	(4,005,600)	8,876,700
<b>Managed Forest</b>	2,272,700	(3,124,200)	(118,400)	(2,480,400)	1,176,900
<b>Recreation/Non-Profit</b>	229,000	610,300	544,300	666,100	(298,300)
<b>Farm</b>	(13,052)	(19,598)	(3,445)	(12,626)	(69,759)
<b>Total</b>	<b>\$129,935,336</b>	<b>\$118,882,439</b>	<b>\$129,205,505</b>	<b>\$175,281,275</b>	<b>\$120,937,140</b>

### Revenues from Non-Market Change

Revenues from Non-Market Change	2019	2020	2021	2022	2023
<b>Residential</b>	\$ 518,723	\$ 427,426	\$ 474,829	\$566,539	\$341,580
<b>Utility</b>	7,785	-	19,132	4,771	-
<b>Major Industry</b>	-	-	(2,364)	(9,721)	-
<b>Light Industry</b>	(1,240)	(2,336)	(14,135)	8,119	2,578
<b>Business/Other</b>	74,897	186,161	107,160	(39,652)	89,054
<b>Managed Forest</b>	39,890	53,991	(2,143)	(41,952)	21,676
<b>Recreation/Non-Profit</b>	1,771	4,506	4,272	4,961	(2,268)
<b>Farm</b>	(74)	(114)	(21)	(78)	(475)
<b>TOTAL</b>	<b>\$ 641,752</b>	<b>\$ 669,634</b>	<b>\$ 586,730</b>	<b>\$492,987</b>	<b>\$452,146</b>

## PRINCIPAL TAXPAYERS

### 2023 Top Ten Municipal Taxpayers

Owner	Total Municipal Taxes
Capital Power Generation Services Inc	1,693,549
Discovery Harbour Holdings Ltd	528,398
Mariner Holdings Ltd	495,028
1067690 BC Ltd	374,049
Raven Forest Products Ltd	317,151
A B Edie Equities Inc.	283,072
Discovery Sound Investments Holdings Inc.	247,699
Broadstreet Properties Ltd	217,427
NTE Maple Holdings Ltd	202,778
Fortis Energy (Vancouver Island Inc)	155,307
<b>Total</b>	<b>4,514,458</b>

## PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	% PTE Awarded	Exempt City Taxes
<b>HEALTH, HOUSING, AND COMMUNITY SERVICES</b>			
<b>British Columbia Society for the Prevention of Cruelty to Animals (BCSPCA)</b>	891 13th Ave (portion of)	100%	2,659
<b>Campbell River Air Youth Association</b>	2371 Airport Dr	100%	1,888
<b>Campbell River Alano Club</b>	301 10th Ave	100%	4,424
<b>Campbell River and District Association for Community Living</b>	301 Dogwood St	100%	12,179
<b>Campbell River and District Association for Community Living</b>	435 Jesmar Pl	100%	2,328
<b>Campbell River and District Association for Community Living</b>	1065 Greenwood St	100%	2,208
<b>Campbell River and District Association for Community Living</b>	1185 Greenwood St	100%	2,655
<b>Campbell River and District Association for Community Living</b>	1153 Greenwood St	100%	6,070
<b>Campbell River and District Association for Community Living</b>	1261 Shellbourne Blvd	100%	1,623
<b>Campbell River and District Association for Community Living</b>	1841 Island Highway	100%	3,466
<b>Campbell River and District Association for Community Living</b>	1851 Island Highway	100%	3,135
<b>Campbell River and District Food Bank Society</b>	1393 Marwalk Cres	100%	5,147
<b>Campbell River and North Island Transition Society</b>	608 Alder St	100%	2,525
<b>Campbell River and North Island Transition Society</b>	1116 Dogwood St	100%	1,519
<b>Campbell River Child Care Society</b>	1048 Hemlock St	100%	924
<b>Campbell River Child Care Society</b>	394 Leishman Rd	100%	3,500
<b>Campbell River Dragon Boat Society</b>	1400 Ironwood St (portion of)	100%	327
<b>Campbell River Eagles Hall Ltd.</b>	1999 14th Ave	100%	10,234
<b>Campbell River Family Services Society</b>	427 10th Ave (portion of)	100%	5,799
<b>Campbell River Head Injury Support Society</b>	591 9th Ave	100%	4,786
<b>Campbell River Head Injury Support Society</b>	1710 16th Ave	100%	5,980
<b>Campbell River Head Injury Support Society</b>	1720 16th Ave	100%	5,980

Organization	Civic Address	% PTE Awarded	Exempt City Taxes
<b>Campbell River Hospice Society</b>	440 Evergreen Rd	100%	8,006
<b>Canadian Red Cross Society</b>	520 2nd Ave (portion of)	100%	2,234
<b>Communitas Supportive Care Society</b>	A-1423 16th Ave	100%	7,133
<b>Discovery Masonic Temple Association</b>	2905 Island Highway (portion of)	100%	1,603
<b>Governing Council of the Salvation Army</b>	1381 Cedar St	100%	7,765
<b>Habitat for Humanity Vancouver Island North Society</b>	1725 Willow St (portion of)	100%	15,209
<b>The John Howard Society of North Island</b>	980 Alder St (portion of)	100%	8,748
<b>The John Howard Society of North Island</b>	140-10th Ave	100%	18,339
<b>The John Howard Society of North Island</b>	91 Dogwood St	100%	2,534
<b>John Perkins Memorial Housing Society (Royal Canadian Legion)</b>	931 14th Ave	100%	28,205
<b>Navy League of Canada</b>	911 – 931 13th Ave	100%	5,224
<b>North Island Supportive Recovery Society</b>	647 Birch St	100%	1,755
<b>Opportunities Career Services Society</b>	101 – 300 St. Ann's Rd	100%	3,561
<b>St. John Ambulance</b>	1433B 16th Ave	100%	6,852
<b>Total Change Ministries</b>	1691 Island Highway	100%	559
<b>Vancouver Island Mental Health Society</b>	1330 Dogwood Street	100%	10,203
<b>Willow Point Lions Club Society</b>	2165 Island Highway S	100%	4,996
<b>Willow Point Supportive Living Society</b>	100 142 Larwood Rd	100%	20,301
<b>Willow Point Supportive Living Society</b>	1 142 Larwood Rd	100%	1,075
<b>Willow Point Supportive Living Society</b>	2 142 Larwood Rd	100%	1,030
<b>Willow Point Supportive Living Society</b>	3 142 Larwood Rd	100%	1,030
<b>Willow Point Supportive Living Society</b>	4 142 Larwood Rd	100%	1,030
<b>Willow Point Supportive Living Society</b>	5 142 Larwood Rd	100%	1,075
<b>Willow Point Supportive Living Society</b>	8 142 Larwood Rd	100%	1,075
<b>Willow Point Supportive Living Society</b>	9 142 Larwood Rd	100%	1,030
<b>Willow Point Supportive Living Society</b>	10 142 Larwood Rd	100%	1,075
<b>Willow Point Supportive Living Society</b>	12 142 Larwood Rd	100%	5,247
<b>Total Health, Housing, and Community Services</b>			256,250



Organization	Civic Address	% PTE Awarded	Exempt City Taxes
<b>Culture and Recreation</b>			
<b>Association Francophone de Campbell River</b>	891 13th Ave (portion of)	100%	2,659
<b>Campbell River Curling Club</b>	260 Cedar St	100%	20,767
<b>Campbell River Eagles Water Ski Club</b>	Mclvor Lake Park	85%	609
<b>Campbell River Fish and Wildlife Association</b>	2641 Campbell River Rd	85%	3,861
<b>Campbell River Gun Club Society</b>	2600 Quinsam Rd	100%	2,029
<b>Campbell River Gymnastics Association</b>	1394A Marwalk Crescent	100%	5,909
<b>Campbell River Judo Club</b>	450B Merecroft Rd	100%	1,080
<b>Campbell River Minor Hockey Association</b>	225 Dogwood St S (portion of)	85%	186
<b>Campbell River Motocross Association</b>	7021 Gold River Highway	85%	5,819
<b>Campbell River Skating Club</b>	225 Dogwood St S (portion of)	100%	82
<b>Campbell River Trail Riders Association</b>	900 Parkside Dr	85%	4,544
<b>Campbell River Wado Karate Club</b>	450B Merecroft Rd	100%	1,127
<b>Campbell River Youth Soccer Association</b>	450 Merecroft Rd	100%	769
<b>Nature Trust of BC</b>	3200 Willow Creek Rd	100%	7,511
<b>River City Players Society</b>	1080 Hemlock St	100%	5,177
<b>Storey Creek Golf &amp; Recreation Society</b>	300 McGimpsey Rd	85%	29,197
<b>Tyee Club of British Columbia</b>	2951 Spit Rd	100%	551
<b>Royal Canadian Legion</b>	11th Ave	70%	3,857
<b>Discovery Harbour Authority</b>	Spit Rd	70%	14,914
<b>Total Culture and Recreation</b>			110,648

Organization	Civic Address	% PTE Awarded	Exempt City Taxes
<b>Property Used for City Purposes</b>			
<b>Campbell River &amp; District Museum and Archives Society (Museum)</b>	470 Island Highway	100%	70,718
<b>Campbell River &amp; District Museum and Archives Society (Haig-Brown)</b>	2250 Campbell River Rd	100%	10,177
<b>Campbell River Arts Council</b>	2131 S Island Highway	100%	8,215
<b>Campbell River Seniors Centre Society</b>	1400 Ironwood St (portion of)	100%	982
<b>Campbellton Neighbourhood Association (Community Garden)</b>	1721 15th Ave	100%	2,557
<b>Campbellton Neighbourhood Association (Community Garden)</b>	1741 15th Ave	100%	2,553
<b>Campbell River Public Art Gallery</b>	1235 Shoppers Row (portion of)	100%	2,925
<b>Campbell River Search and Rescue Society</b>	261 Larwood Rd	100%	11,126
<b>Community Futures Development Corporation of Strathcona</b>	900 Alder St (portion of)	100%	1,612
<b>Comox Valley Regional District</b>	6300 Argonaut Rd	100%	10,892
<b>Comox Valley Regional District</b>	6700 Argonaut Rd	100%	9,175
<b>Greenways Land Trust</b>	2251 Campbell River Rd	100%	251
<b>Greenways Land Trust</b>	2251 Campbell River Rd	100%	16,360
<b>Greenways Land Trust</b>	1909 Lawson Grove	100%	2,450
<b>Campbell River Maritime Heritage Society</b>	621 Island Highway	100%	36,468
<b>Nature Conservancy of Canada</b>	2485 Island Highway	100%	13,203
<b>Nature Trust of BC</b>	1201 Homewood Rd	100%	8,651
<b>Nature Trust of BC</b>	Homewood Rd	100%	6,743
<b>North Island 911 Corporation</b>	385 Dogwood St	100%	2,496
<b>Tidemark Theatre Society</b>	1220 Shoppers Row	100%	32,054
<b>Tourist Information Centre</b>	1235 Shoppers Row (portion of)	100%	2,925
<b>Campbell River Volunteer Society</b>	900 Alder St (portion of)	100%	1,072
<b>Total Property Used for City Purposes</b>			<b>253,604</b>

Organization	Civic Address	% PTE Awarded	Exempt City Taxes
<b>Churches and Places of Worship</b>			
Anglican Synod Diocese of BC (St. Peter's Anglican Church)	228 S Dogwood St	100%	9,070
BC Conference of Mennonite Brethern Churches (Discovery Community Church)	250 10th Ave	100%	1,414
Bethany Evangelical Lutheran Church	201 Birch St	100%	2,798
Bishop of Victoria (St. Patrick's Parish)	34 Alder St S (portion of)	100%	13,943
Campbell River Church of Christ	226 Hilchey Rd	100%	3,790
Campbell River Church of the Way	451 7th Ave	100%	1,974
Campbell River Vineyard Christian Fellowship	2215 Campbell River Rd	100%	2,496
Church of Jesus Christ of Latter-Day Saints in Canada	460 Goodwin Rd	85%	4,418
Foursquare Gospel Church of Canada	4035th Ave	100%	1,984
Foursquare Gospel Church of Canada	422 Colwyn St	100%	3,003
Foursquare Gospel Church of Canada	415 5th Ave	100%	801
Governing Council of Salvation Army in Canada	291 Mclean St	90%	2,690
Guru Nanak Sikh Society	735 Pinecrest Rd	70%	3,317
Pentecostal Assemblies of Canada (Christian Life Fellowship)	445 Merecroft Rd	100%	4,710
Seventh Day Adventist Church	300 Thulin St	100%	2,910
Trinity Presbyterian Church	145 Simms Rd	100%	3,838
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	85%	2,985
Trustees Campbell River United Church	415 Pinecrest Rd	100%	3,948
<b>Total Churches and Places of Worship</b>			<b>70,089</b>
<b>Total Municipal Property Taxes Exempt</b>			<b>690,590</b>

## CITY GRANTS

Organization	Grant
Campbell River & District Adult Care Society	5,000
Campbell River & District Public Art Gallery (Operations)	80,000
Campbell River Arts Council (Banners)	6,000
Campbell River Arts Council (Operations)	29,000
Campbell River Citizens On Patrol	5,000
Campbell River Fire Fighters Curling Team	500
Campbell River Salmon Festival Society	25,000
Campbell River Shoreline Arts Society	5,000
Campbellton Neighbourhood Association	10,000
CR Volunteer Search And Rescue (Capital)	80,000
CR Volunteer Search And Rescue (Operating)	9,500
Discovery Coast Greenways Land Trust	40,000
Downtown Campbell River Business Improvement Association	19,523
Highway 19 Concert Series	4,800
Museum At Campbell River (Haig Brown House Operations)	51,000
Museum At Campbell River (Museum Operations)	246,500
Nanwakolas Council Society	2,000
North Island Cruisers	5,000
Recreation and Culture Facility Grants	15,000
Tidemark Theatre Society (Operations)	207,500
Vancouver Island North Film Commission	50,000
Volunteer Campbell River	1,500
Willow Point Business Improvement Area Society	10,000
Wounded Warrior Run for BC	2,500



**CITY OF CAMPBELL RIVER**  
**FINANCIAL STATEMENTS**  
For the Year Ended December 31, 2023

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

## Opinion

We have audited the financial statements of the City of Campbell River (the "City"), which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2023, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

## Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Other Information

Management is responsible for the other information, comprising the annual report, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Campbell River, British Columbia

May 9, 2024

*MNP* LLP

Chartered Professional Accountants

**CITY OF CAMPBELL RIVER**  
**FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**Independent Auditor's Report**

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**Financial Statements**

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**CITY OF CAMPBELL RIVER**  
**FINANCIAL REPORTING RESPONSIBILITY**  
**For the Year Ended December 31, 2023**

The preparation and presentation of the Financial Statements is the responsibility of the management of the City of Campbell River. The Financial Statements have been prepared pursuant to Section 167 of the Community Charter and in accordance with Canadian public sector accounting standards. The financial information contained herein necessarily involves the use of estimates and judgments, which have been based on careful assessment of the data, made available through the City's information systems. The City maintains a system of internal accounting controls designed to safeguard our assets and provide reliable financial information.

MNP LLP has been appointed by the Council of the City of Campbell River as the City's independent auditor. Their report accompanies the Financial Statements.



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Alaina Maher, BCom, CPA, CMA  
Director of Financial Services/Chief Financial Officer



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Aaron E. Daur, CPA  
Financial Services Manager

**CITY OF CAMPBELL RIVER**  
**STATEMENT OF FINANCIAL POSITION**  
**For the Year Ended December 31, 2023**

	<b>2023</b>	2022
		(Restated - Note 19)
<b>FINANCIAL ASSETS</b>		
Cash and cash equivalents (Note 2)	\$ 63,608,904	\$ 68,684,882
Investments (Note 3)	64,259,358	42,206,379
Accounts receivable (Note 5)	6,852,271	8,333,857
Inventory held for sale	79,774	88,054
<b>Total Financial Assets</b>	<b>134,800,307</b>	<b>119,313,172</b>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities (Note 6)	14,561,669	15,111,751
Deposits and holdbacks	6,726,333	5,618,655
Development cost charges (Note 7)	16,061,048	13,602,602
Deferred revenue (Note 7)	13,910,430	12,063,722
Long-term debt (Note 8 & Schedule 1)	8,859,654	9,812,720
Asset retirement obligation (Notes 10)	9,226,288	9,226,288
<b>Total Financial Liabilities</b>	<b>69,345,422</b>	<b>65,435,738</b>
<b>NET FINANCIAL ASSETS</b>	<b>65,454,885</b>	<b>53,877,434</b>
<b>NON FINANCIAL ASSETS</b>		
Inventory of supplies	431,406	411,168
Prepays	220,471	155,408
Tangible capital assets (Schedule 2)	305,478,712	298,270,708
<b>Total Non-Financial Assets</b>	<b>306,130,589</b>	<b>298,837,284</b>
<b>ACCUMULATED SURPLUS (Note 11)</b>	<b>\$ 371,585,474</b>	<b>\$ 352,714,718</b>

See Contingent liabilities Note 12 and subsequent event Note 21.



Alaina Maher, BCom, CPA, CMA  
 Director of Financial Services/Chief Financial Officer



Aaron E. Daur, CPA  
 Financial Services Manager

**CITY OF CAMPBELL RIVER**  
**STATEMENT OF OPERATIONS**  
For the Year Ended December 31, 2023

	2023 Budget (Note 14)	<b>2023 Actual</b>	2022 Actual (Restated - Note 19)
<b>REVENUE</b>			
Taxes & parcel taxes (Note 13)	\$ 43,652,444	\$ <b>43,629,305</b>	\$ 39,229,522
Payments in lieu of taxes	795,900	<b>912,698</b>	793,684
Sale of services	29,569,279	<b>30,160,733</b>	28,480,632
Services provided to other governments	1,008,092	<b>996,334</b>	1,370,111
Transfers from other governments (Note 17)	1,613,496	<b>13,982,392</b>	9,378,944
Investment and other income	1,928,082	<b>5,471,221</b>	2,669,532
Other revenue	360,540	<b>1,208,419</b>	776,760
Development cost charges recognized	-	<b>25,812</b>	937,338
Contributed tangible capital assets (Note 18)	-	<b>4,169,801</b>	349,354
Gain/(loss) on disposal of tangible capital assets	-	<b>(275,390)</b>	18,262
	<b>78,927,833</b>	<b>100,281,325</b>	<b>84,004,139</b>
<b>EXPENSES</b>			
General government	10,341,395	<b>12,635,756</b>	15,431,054
Protective services	22,109,173	<b>22,330,420</b>	18,036,917
Transportation services	15,790,451	<b>15,663,091</b>	15,504,150
Environmental health services	3,290,666	<b>3,337,948</b>	2,766,081
Public health services	272,093	<b>266,482</b>	254,088
Development services	3,135,860	<b>3,292,808</b>	2,579,250
Parks, recreation and cultural services	10,880,561	<b>10,223,763</b>	9,284,480
Sewer utility services	5,522,244	<b>6,424,406</b>	5,281,576
Water utility services	7,194,275	<b>7,235,895</b>	6,802,425
	<b>78,536,718</b>	<b>81,410,569</b>	<b>75,940,021</b>
<b>ANNUAL SURPLUS</b>	391,115	<b>18,870,756</b>	8,064,118
Accumulated Surplus, Beginning of Year	352,714,718	<b>352,714,718</b>	344,650,600
<b>ACCUMULATED SURPLUS (Note 11)</b>	<b>\$ 353,105,833</b>	<b>\$ 371,585,474</b>	<b>\$ 352,714,718</b>

See Budget legislative compliance Note 14.

**CITY OF CAMPBELL RIVER**  
**STATEMENT OF CHANGES IN NET FINANCIAL ASSETS**  
**For the Year Ended December 31, 2023**

	2023 Budget (Note 14)	<b>2023 Actual</b>	2022 Actual (Restated - Note 19)
<b>ANNUAL SURPLUS</b>	\$ 391,115	<b>\$ 18,870,756</b>	\$ 8,064,118
<b>TANGIBLE CAPITAL ASSETS</b>			
Acquisition of tangible capital assets	(45,963,378)	<b>(15,408,988)</b>	(13,721,632)
Contributed tangible capital assets (Note 18)	-	<b>(4,169,801)</b>	(349,354)
Proceeds on disposal of tangible capital assets	-	<b>24,868</b>	33,963
Loss on disposal of tangible capital assets	-	<b>275,390</b>	(18,262)
Writedown of tangible capital assets	-	<b>281,743</b>	144,807
Amortization	11,367,654	<b>11,788,784</b>	11,526,832
	(34,595,724)	<b>(7,208,004)</b>	(2,383,646)
<b>OTHER NON-FINANCIAL ASSETS</b>			
Decrease/(increase) in inventory of supplies	-	<b>(20,238)</b>	(7,387)
Increase in prepaids	-	<b>(65,063)</b>	(101,309)
	-	<b>(85,301)</b>	(108,696)
<b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	(34,204,609)	<b>11,577,451</b>	5,571,776
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	53,877,434	<b>53,877,434</b>	48,305,658
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	\$ 19,672,825	<b>\$ 65,454,885</b>	\$ 53,877,434

**CITY OF CAMPBELL RIVER**  
**STATEMENT OF CASH FLOWS**  
For the Year Ended December 31, 2023

	<b>2023</b>	2022
		(Restated - Note 19)
<b>OPERATING ACTIVITIES</b>		
Annual surplus	<b>\$ 18,870,756</b>	\$ 8,064,118
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	<b>(168,699)</b>	(149,870)
Contributed tangible capital assets	<b>(4,169,801)</b>	(349,354)
Loss/(Gain) on disposal of tangible capital assets	<b>275,390</b>	(18,262)
Writedown of tangible capital assets	<b>281,743</b>	144,807
Amortization expense	<b>11,788,784</b>	11,526,832
Decrease/(increase) in inventory of supplies	<b>(20,238)</b>	(7,387)
Increase in prepaids	<b>(65,063)</b>	(101,309)
Changes in financial assets and liabilities:		
Accounts receivable	<b>1,481,586</b>	(2,186,386)
Inventory held for resale	<b>8,280</b>	(31,350)
Accounts payable and accrued liabilities	<b>(550,082)</b>	867,454
Deposits and holdbacks	<b>1,107,678</b>	302,654
Development cost charges	<b>2,458,446</b>	750,875
Deferred revenue	<b>1,846,708</b>	(597,436)
	<b>33,145,488</b>	18,215,386
<b>CAPITAL ACTIVITIES</b>		
Proceeds on sale of tangible capital assets	<b>24,868</b>	33,963
Acquisition of tangible capital assets	<b>(15,408,988)</b>	(13,721,632)
	<b>(15,384,120)</b>	(13,687,669)
<b>FINANCING ACTIVITIES</b>		
Debt principal repaid	<b>(784,367)</b>	(784,367)
	<b>(784,367)</b>	(784,367)
<b>INVESTING TRANSACTIONS</b>		
Net Purchase of investments	<b>(22,052,979)</b>	(42,049,340)
	<b>(22,052,979)</b>	(42,049,340)
<b>DECREASE IN CASH AND CASH EQUIVALENTS</b>	<b>(5,075,978)</b>	(38,305,990)
<b>CASH AND CASH EQUIVALENTS BEGINNING OF YEAR</b>	<b>68,684,882</b>	106,990,872
<b>CASH AND CASH EQUIVALENTS END OF YEAR</b>	<b>\$ 63,608,904</b>	\$ 68,684,882
<b>INTEREST RECEIVED</b>	<b>\$ 5,622,561</b>	\$ 2,499,619
<b>INTEREST PAID</b>	<b>\$ 571,648</b>	\$ 454,250

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

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

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

**1. Significant accounting policies**

**a) Basis of presentation**

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

**b) Reporting entity**

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

The Cemetery Trust Funds administered by the City are specifically excluded from the Financial Statements and are reported separately (Note 4).

**c) Accrual accounting**

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

**d) Revenue recognition**

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

**i) Taxation**

Taxes for Municipal Purposes are recognized in the year levied. Levies imposed by other taxing authorities (Note 13) are not included in these financial statements.

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**1. Significant accounting policies (continued)**

**d) Revenue recognition (continued)**

ii) Sale of services

Sale of services are recognized in the year that the service is provided or the amount is earned, provided the amount can be estimated and collection is reasonably assured.

iii) Transfers from other governments

The City recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability. In such circumstances, the City recognizes revenue as the liability is settled. Transfers of non-depreciable assets are recognized in revenue when received or receivable.

iv) Other revenue

Investment income, taxation penalties and actuarial earnings are recorded in the year they are earned, provided the amount can be estimated and collection is reasonably assured.

v) Development cost charges and other deferred revenues

Development cost charges are recognized in the year that they are used to fund an eligible capital project that has been authorized by bylaw. Receipts which are restricted by agreement with external parties are reported as Deferred Revenue at the time they are received. When the qualifying expenses are incurred the related Deferred Revenue is brought into revenue. Deferred Revenues are comprised of the amounts shown in Note 7.

**e) Cash and cash equivalents**

Cash and cash equivalents include cash and short-term investments with maturities of three months or less at the date of acquisition, are readily convertible to known amounts of cash and are subject to an insignificant risk of change in value. Cash and cash equivalents include money market funds, operating bank accounts and high interest savings accounts.

**f) Financial instruments**

The City recognizes its financial instruments when the City becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value. At initial recognition, the City may irrevocably elect to subsequently measure any financial instrument at fair value. The City has not made such an election during the year.

The City subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Transactions to purchase or sell these items are recorded on the trade date. Net gains and losses arising from changes in fair value are recognized in the statement of remeasurement gains and losses. The City has not presented a statement of remeasurement gains and losses as it does not have any items giving rise to remeasurement gains (losses).

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**1. Significant accounting policies (continued)**

**f) Financial instruments (continued)**

Interest income is recognized in the statement of operations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost. With the exception of those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost using the effective interest rate method.

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in operating annual surplus. Conversely, transaction costs are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

**g) Long-term debt**

All long-term debt is borrowed from the Municipal Finance Authority of BC (MFA). Interest payments and actuarial earnings related to long-term debt obligations are recorded on an accrual basis. Actuarial revenue is investment earnings on the City's principal payments made to, and invested by, the MFA, prior to the MFA using these funds to retire the related debt. The actuarial interest rate is set when the debt is issued to the City and may be adjusted by MFA during the term of the debt if market conditions dictate that the rate can no longer be achieved. The rates of interest on outstanding debt are 1.28% to 3.15% as disclosed on Schedule 1. Actual actuarial earnings beyond the set rate are paid to the City when the related debt is retired. Actuarial revenue is recognized and compounded annually starting in the second year of the debt term.

**h) Financial risk**

Unless otherwise noted, it is management's opinion that the City is not exposed to significant interest, currency or credit risk arising from these financial instruments. Interest rates for long-term debt are set at fixed rates for the term. The City does not have significant foreign currency denominated transactions. Accounts receivable are due from a broad base of customers, except as otherwise commented on in Note 5.

**i) Non-financial assets**

The City's non-financial assets consist of inventory of supplies, prepaids, and tangible capital assets. Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of goods and services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. Intangible assets, such as water rights and mineral resources, are not recorded in the financial statements.

**i) Tangible capital assets**

Tangible capital assets are recorded at cost, net of disposals, write-downs and amortization. The useful life is applied on a straight line basis to calculate amortization that is calculated when the asset is put in use.



**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**1. Significant accounting policies (continued)**

i) Tangible capital assets (continued)

The estimated useful lives that the City uses to amortize its tangible capital assets are:

<b>Asset</b>	<b>Useful life (years)</b>
Land	N/A
Buildings	7-60
Furniture, machinery & equipment	3-50
Drainage infrastructure	30-80
Roads, bridges & highways	15-60
Marine infrastructure	30-40
Sewer infrastructure	20-60
Water infrastructure	20-60

Carrying costs directly attributable to the acquisition, construction or development activity, excluding interest costs, are capitalized to the point in time the asset is substantially complete and ready for use. Contributions of tangible capital assets are recorded at fair value at the date of contribution.

ii) Natural resources, works of art, and cultural and historical assets

Natural resources, works of art, and cultural and historic assets are not recorded as assets in the financial statements.

iii) Inventory

Inventories are recorded at the lower of cost and net realizable value. Cost is determined using the weighted average cost basis.

**j) Use of estimates/measurement uncertainty**

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported amounts of revenues and expenses during the reporting period. Significant areas requiring use of management estimates relate to the useful lives of tangible capital assets, asset retirement obligations, determination of employee future benefits, accrual for retroactive wages and the outcome of litigation and claims. Accounts receivable are recorded after considering the collectability of the amounts and setting up an allowance for doubtful accounts, if necessary. Actual results will depend on future economic events and could differ from the estimates. Adjustments, if any, will be reflected in the period of settlement or upon a change in the estimate. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites under the responsibility of the City.

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**1. Significant accounting policies (continued)**

**k) Liability for contaminated sites**

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2023.

At each financial reporting date, the City reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

**l) Asset retirement obligations**

PS 3280 Asset Retirement Obligations establishes standards for recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of tangible capital assets and is effective for the City as of January 1, 2023. A liability will be recognized when, as at the financial reporting date:

- i) There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- ii) The past transaction or event giving rise to the liability has occurred;
- iii) It is expected that future economic benefits will be given up; and
- iv) A reasonable estimate of the amount can be made.

Liabilities are recognized for statutory, contractual or legal obligations associated with the retirement of tangible capital assets when those obligations result from the acquisition, construction, development or normal operation of the assets. The obligations are measured initially at fair value and the resulting costs capitalized into the carrying amount of the related tangible capital asset. The liability has been measured at current cost as the timing and amounts of future cash flows cannot be estimated. The capitalized asset retirement cost is amortized on the same basis as the related asset and is included in the Statement of Operations. Assumptions used in the calculations are reviewed annually. See Note 10 for details.

**m) Future changes in accounting policies**

PS 3400 Revenue issued November 2018 establishes standards on how to account for and report on revenue and is effective January 1, 2024. Specifically, it differentiates between revenue arising from transactions that include performance obligations, referred to as "exchange transactions", and transactions that do not have performance obligations referred to as "non-exchange transactions".

Revenue from transactions with performance obligations should be recognized when (or as) the City satisfies performance obligations by providing the promised goods or services to the payor.

Revenue from transactions with no performance obligations should be recognized when the City:

- i) has the authority to claim or retain an inflow of economic resources; and
- ii) identifies a past transaction or event that gives rise to an asset.

Management anticipates the new standard will not have a material impact on the 2024 financial statements.

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**2. Cash and cash equivalents**

	2023	2022
General operating fund	\$ 43,793,423	\$ 51,312,489
Development cost charges	16,061,048	13,602,602
Capital lending reserve fund	3,161,690	3,227,105
Parkland acquisition reserve fund	592,743	542,686
	<b>\$ 63,608,904</b>	<b>\$ 68,684,882</b>

**3. Investments**

	2023	2022
Deposits	\$ 22,846,975	\$ 10,159,676
Municipal Finance Authority Bond Fund	3,176,075	3,075,094
Municipal Finance Authority Mortgage Fund	9,378,701	9,042,119
Portfolio Investments	28,857,607	19,929,490
	<b>\$ 64,259,358</b>	<b>\$ 42,206,379</b>

- a. Deposits include long-term, non-redeemable guaranteed investment certificates with varying maturity dates from October 2024 to December 2028 and varying rates of return ranging from 4.55% to 5.25%.
- b. The fair market value of the Municipal Finance Authority Short-Term Bond fund at December 31, 2023 was \$3,073,378 (2022 - \$2,917,562).
- c. The fair market value of the Municipal Finance Authority Pooled Mortgage Fund at December 31, 2023 was \$9,381,396 (2022 - \$8,778,629).
- d. The City of Campbell River's portfolio investments are comprised of fixed income securities. The fixed income securities have varying maturity dates from July 2024 to January 2034 and have rates of return ranging from 3.26% to 4.95%.

**4. Trust funds**

The City holds trust funds under British Columbia law for the purposes of maintaining public cemeteries. These funds are excluded from the Financial Statements and are comprised of the following:

	December 31, 2022	Collections	Expenses	December 31, 2023
CR Municipal Cemetery	\$ 351,204	\$ 11,969	\$ -	\$ 363,173
Elk Falls Memorial Cemetery	267,888	9,129	-	277,017
	<b>\$ 619,092</b>	<b>\$ 21,098</b>	<b>\$ -</b>	<b>\$ 640,190</b>

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**5. Accounts receivable**

	<b>2023</b>	<b>2022</b>
Property taxes	\$ 1,903,016	\$ 1,485,024
Due from other governments	1,610,112	3,154,939
Other	3,339,143	3,693,894
	<u>\$ 6,852,271</u>	<u>\$ 8,333,857</u>

Other receivables include an amount from one customer of \$297,268 (2022 - \$363,420) which is a structured payment established through a local service agreement and is collected as part of the annual tax levy with the final payment occurring in 2027. The annual repayment amount is \$81,353 based on an interest rate of 4.71% over the 20 year repayment term. There are 4 years remaining on the repayment term.

**6. Accounts payable and accrued liabilities**

	<b>2023</b>	<b>2022</b>
Trade accounts payable	\$ 3,488,115	\$ 2,204,868
Due to other governments	5,136,085	6,555,501
Accrued liabilities	306,766	240,546
Accrued wages and benefits	5,552,818	6,028,115
Accrued interest	77,885	82,721
	<u>\$ 14,561,669</u>	<u>\$ 15,111,751</u>

Included in accrued liabilities is a liability for a contaminated site the City owns. The site is potentially contaminated with elevated levels of minerals in its soil and groundwater from its former use as a dumping site for industrial wood waste and requires remediation to an acceptable environmental standard. The City has estimated that the necessary remediation will cost approximately \$190,000 (2022 - \$190,000) based on a letter of opinion from the City's consultant.

Full-time permanent employees receive up to one-third or one-sixth of their sick bank on retirement, per their respective collective agreement. Permanent employees are also entitled to awards of supplemental vacation on certain anniversary years. The value of the liabilities for sick leave and supplemental vacation as at December 31, 2023 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts.

**Accrued wages and benefits:**

	<b>2023</b>	<b>2022</b>
Employee future benefits	\$ 1,761,800	\$ 1,619,700
Vacation liability	803,624	755,839
Banked overtime liability	342,921	324,157
Wages and other accruals	2,644,473	3,328,419
	<u>\$ 5,552,818</u>	<u>\$ 6,028,115</u>

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**6. Accounts payable and accrued liabilities (continued)**

**Employee future benefits:**

	<b>2023</b>	<b>2022</b>
Accrued benefit obligation - beginning	\$ 1,619,700	\$ 1,791,800
Current service cost	140,100	162,800
Interest cost	74,500	46,400
Benefits paid	(178,400)	(174,800)
Recognition of Actuarial loss/gain	105,900	(206,500)
	<b>\$ 1,761,800</b>	<b>\$ 1,619,700</b>
Discount rate	4.10%	4.50%
Inflation rate	2.50%	2.50%

**7. Development cost charges and deferred revenue**

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

The funded DCC's are disclosed as cash and cash equivalents in Note 2 and total \$16,061,048 (2022 - \$13,602,602).

	<b>December 31, 2022</b>	<b>Transfers</b>	<b>Collections</b>	<b>December 31, 2023</b>
<b>Development cost charges</b>				
Park development	\$ 1,352,633	\$ 4,567	\$ 146,299	\$ 1,494,365
Parkland acquisition	696,711	8,214	356,281	1,044,778
Roads	1,862,681	44,154	476,397	2,294,924
Sanitary sewer	1,881,409	9,661	342,218	2,213,966
Storm drains	2,302,728	52,598	618,212	2,868,342
Water	5,506,440	15,909	654,142	6,144,673
	<b>\$ 13,602,602</b>	<b>\$ 135,103</b>	<b>\$ 2,593,549</b>	<b>\$ 16,061,048</b>
<b>Deferred revenue</b>				
Future local improvements	\$ 2,574,715	\$ -	\$ 9,470	\$ 2,584,185
Prepaid property taxes	4,026,060	6,895,580	7,533,119	4,663,599
Community Works Fund	3,150,208	713,937	1,718,937	4,155,208
Parkland acquisition	542,686	-	50,057	592,743
Other	1,770,053	1,711,403	1,856,045	1,914,695
	<b>12,063,722</b>	<b>9,320,920</b>	<b>11,167,628</b>	<b>13,910,430</b>
	<b>\$ 25,666,324</b>	<b>\$ 9,456,023</b>	<b>\$ 13,761,177</b>	<b>\$ 29,971,478</b>

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**8. Long-term debt**

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

Year	General	Sewer	Water	Total
2024	\$ 24,576	\$ 341,861	\$ 406,691	\$ 773,128
2025	15,887	383,191	467,826	866,904
2026	-	355,200	481,861	837,061
2027	-	317,405	496,317	813,722
2028	-	326,928	511,206	838,134
2029 & thereafter	-	2,178,142	2,552,563	4,730,705
<b>Total Long Term Debt</b>	<b>\$ 40,463</b>	<b>\$ 3,902,727</b>	<b>\$ 4,916,464</b>	<b>\$ 8,859,654</b>

The interest payments for the next five years are:

Year	General	Sewer	Water	Total
2024	\$ 5,378	\$ 141,510	\$ 216,650	\$ 363,538
2025	2,373	141,510	216,650	360,533
2026	-	135,750	216,650	352,400
2027	-	127,680	216,650	344,330
2028	-	127,680	216,650	344,330
2029 & thereafter	-	702,240	893,725	1,595,965
<b>Total Interest Payments</b>	<b>\$ 7,751</b>	<b>\$ 1,376,370</b>	<b>\$ 1,976,975</b>	<b>\$ 3,361,096</b>

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

**9. Municipal Finance Authority debt reserve fund**

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

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

	2023	2022
General	\$ 4,613	\$ 24,790
Sewer	67,463	65,429
Water	82,598	80,108
	<b>\$ 154,674</b>	<b>\$ 170,327</b>

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**10. Asset retirement obligation**

Legal liabilities exist for the removal and disposal of asbestos and remediation of land within some municipal owned buildings and structures that will undergo major renovations or demolition in the future. A reasonable estimate of the fair value of the obligation has been recognized using the modified retroactive approach as of January 1, 2023. The obligation has been measured at current cost as at the timing of future cash flows cannot be reasonably determined. These costs have been capitalized as part of the assets' carrying value and are amortized over the assets' remaining estimated useful lives.

Asset retirement obligation, January 1, 2023 (See Note 19)	\$ 9,226,288
Settlements during the year	-
Asset retirement obligation - Closing Balance	\$ 9,226,288

**11. Accumulated surplus**

	<b>2023</b>	<b>2022</b>
Unappropriated surplus		(Restated - Note 19)
General	\$ 4,400,000	\$ 4,400,000
Sewer	800,000	800,000
Water	850,000	850,000
	<b>6,050,000</b>	6,050,000
Non-statutory reserves		
General	30,131,609	21,813,886
Airport	539,248	643,880
Sewer	12,024,934	13,096,359
Water	28,988,959	25,520,930
	<b>71,684,750</b>	61,075,055
Statutory reserves		
Capital lending	3,161,690	3,227,105
Investment in tangible capital assets	<b>290,689,034</b>	282,362,558
Total	<b>\$ 371,585,474</b>	\$ 352,714,718

The Unappropriated surplus is available to temporarily finance operations until planned revenues including property taxes are received, or for other operating or capital purposes as determined by Council.

The Non-statutory reserves have been set aside by decision of Council for a specified purpose. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.

The Statutory reserves have been established by bylaw in accordance with the Community Charter and their use is restricted by legislation. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.

Investment in tangible capital assets includes the net book value of capital assets for all City funds (General, Airport, Sewer, Water), less long term obligations associated with these assets.

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**12. Contingent liabilities**

**a) Pension liability**

The municipality and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2022, the plan has about 240,000 active members and approximately 124,000 retired members. Active members include approximately 42,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2021, indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

The City of Campbell River paid \$2,146,150 (2022 - \$1,926,261) for employer contributions, while employees contributed \$1,855,132 (2022 - \$1,671,887) to the plan in fiscal 2023. The City of Campbell River expects to pay \$2,210,000 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2024, with results available in 2025.

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

**b) Regional District debt**

Debt issued by the Strathcona Regional District is a direct joint and several liability of the Regional District and each member municipality, including the City of Campbell River. Readers are referred to the Strathcona Regional District Audited Financial Statements for specific information and detail.

**c) Other claims and contingent liabilities**

In the course of a year, the City is faced with lawsuits, assessment appeals on property values, and other claims for damages and management believes the exposure to be insignificant. As at December 31, 2023 there existed several claims which management believes may be successful against the City. The City has recorded a liability for these claims, as it believes a reasonable estimate can be made. An accrued liability of \$112,930 (2022 - \$49,673) has been recorded for these claims.



**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**13. Property taxation**

	2023	2022
<b>Municipal Taxation:</b>		
General municipal property taxes	\$ 40,357,985	\$ 36,342,950
Local service taxes	111,862	81,555
Parcel taxes	2,605,810	2,293,065
1% utility tax	553,648	511,952
<b>Total municipal taxation</b>	<b>\$ 43,629,305</b>	<b>\$ 39,229,522</b>
 <b>Collections for Other Taxing Authorities:</b>		
BC Assessment Authority	\$ 445,711	\$ 416,089
Comox Strathcona Regional Hospital District	3,187,306	3,158,952
Comox Strathcona Regional Solid Waste Board	1,261,030	1,254,978
Municipal Finance Authority	2,455	2,186
Provincial School Levy	19,712,509	18,410,123
Strathcona Regional District	8,210,926	6,975,073
Regional Library	1,881,044	1,740,361
<b>Total collections for other taxing authorities</b>	<b>34,700,981</b>	<b>31,957,762</b>
<b>Payments to other taxing authorities</b>	<b>(34,700,981)</b>	<b>(31,957,762)</b>
 <b>Net taxation for municipal purposes</b>	<b>\$ 43,629,305</b>	<b>\$ 39,229,522</b>

**14. Budget legislative compliance**

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

The budget amounts presented throughout these financial statements are based on the Ten Year Financial Plan bylaw adopted by Council on April 13, 2023, to the exception of the amounts noted below.

Adjustments to the 2023-2032 Financial Plan Annual Surplus:	
Annual surplus, as per Statement of Operations	\$ 391,115
Adjustments for non-cash item:	
Amortization offset	11,367,654
Debt principal repayments	(782,313)
Capital expenses	(45,963,378)
Net transfer from reserves & unappropriated surplus	34,986,922
	\$ -

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**15. Contractual Rights**

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The City's contractual rights arise because of contracts entered into for future lease/rental revenue, E-911 operations agreement and a local area service agreement. The following table summarizes the contractual rights of the City for future assets:

		<b>Lease/Rental Revenue</b>		<b>Local Area Service</b>
2024	\$	1,827,742	\$	81,353
2025		1,959,263		81,353
2026		225,093		81,353
2027		224,809		81,353
2028		224,809		-
Thereafter, to completion		2,495,526		-
Total Contractual Rights	<b>\$</b>	<b>6,957,242</b>	<b>\$</b>	<b>325,412</b>

**16. Segmented reporting**

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

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

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

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

**Environmental health services** - activities related to solid waste management.

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

**Development services** - activities related to economic development, community planning and development.

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

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

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

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2023**

**17. Government transfers**

	<b>2023</b>	<b>2022</b>
Federal	\$ 2,999,509	\$ 6,905,857
Provincial	10,980,004	2,423,087
Regional	-	50,000
Other	2,879	-
	\$ 13,982,392	\$ 9,378,944

**18. Contributed tangible capital assets**

\$4,169,801 (2022 - \$349,354) of contributed tangible capital assets were received in 2023. These assets consisted of subdivision installations (roads, drainage, water and sewer assets).

**19. Change in accounting policies**

**a) Asset retirement obligations**

On January 1, 2023, the City adopted Canadian public accounting standard PS 3280 Asset Retirement Obligations. This new standard addresses the recognition, measurement, presentation, and disclosure of legal obligations with the retirement of certain tangible capital assets. This standard was adopted using the modified retroactive approach, which results in the restatement of the comparative information as at and for the year ended December 31, 2023.

	<b>Increase (Decrease)</b>
Tangible capital assets - cost	\$ 9,226,288
Tangible capital assets - accumulated amortization	3,664,374
Asset retirement obligation liability	9,226,288
Accumulated surplus, January 1, 2022	(3,664,374)
Amortization expense for the year ending December 31, 2022	157,978
Annual surplus for the year ending December 31, 2022	(157,978)
Accumulated surplus, December 31, 2022	\$ (3,822,352)

**b) Financial instruments**

Effective January 1, 2023, the City adopted the Public Sector Accounting Board's (PSAB) new recommendations for the recognition, measurement, presentation and disclosure of financial assets, financial liabilities and derivatives under Section PS 3450 Financial Instruments. The new Section is applied prospectively, and prior periods have not been restated. There was no material impact on the financial statements from the prospective application of the new accounting recommendations.

**CITY OF CAMPBELL RIVER  
NOTES TO THE FINANCIAL STATEMENTS  
For the Year Ended December 31, 2023**

**20. Comparative figures**

Certain comparative figures have been reclassified to conform with the presentation adopted in the current year.

**21. Subsequent event**

In January 2024, the City entered into an agreement with the Federal Government of Canada and will be receiving a total of \$10.4 million over 4 years. The funds are to be used to increase the availability of housing in the City.

**CITY OF CAMPBELL RIVER  
FINANCIAL STATEMENTS  
SCHEDULE OF LONG-TERM DEBT  
For the Year Ended December 31, 2023**

**SCHEDULE 1**

<b>Bylaw</b>	<b>Description</b>	<b>Maturity Date</b>	<b>Interest Rate %</b>	<b>Balance at Dec 31, 2022</b>	<b>Debt Issued</b>	<b>Principal Payments</b>	<b>Actuarial Adjust</b>	<b>Balance at Dec 31, 2023</b>
<b>Long-term debt</b>								
General								
3303	Issue #103	23/04/23	2.65	\$ 16,819	\$ -	\$ 9,713	\$ 7,106	\$ -
3301	Issue #104	20/11/23	2.90	59,282	-	34,235	25,047	-
3302	Issue #104	20/11/23	2.90	43,240	-	24,971	18,269	-
3302	Issue #106	13/10/24	2.25	22,651	-	6,668	4,436	<b>11,547</b>
3301	Issue #112	06/10/25	1.28	46,068	-	9,953	4,878	<b>31,237</b>
				<u>188,060</u>	<u>-</u>	<u>85,540</u>	<u>59,736</u>	<u><b>42,784</b></u>
Sanitary Sewer								
3345	Issue #112	12/10/26	1.28	111,804	-	24,157	11,837	<b>75,810</b>
3345	Issue #117	06/10/26	1.47	178,828	-	29,471	12,956	<b>136,401</b>
3519	Issue #147	09/04/32	2.66	4,002,301	-	258,080	23,931	<b>3,720,290</b>
				<u>4,292,933</u>	<u>-</u>	<u>311,708</u>	<u>48,724</u>	<u><b>3,932,501</b></u>
Water								
3518	Issue #141	07/04/32	2.80	2,072,183	-	155,923	24,834	<b>1,891,426</b>
3518	Issue #145	23/04/33	3.15	3,332,762	-	231,196	29,017	<b>3,072,549</b>
				<u>5,404,945</u>	<u>-</u>	<u>387,119</u>	<u>53,851</u>	<u><b>4,963,975</b></u>
Accrued actuarial adjustment				<u>(73,218)</u>	<u>-</u>	<u>-</u>	<u>6,388</u>	<u><b>(79,606)</b></u>
<b>Total long-term debt</b>				<u>\$ 9,812,720</u>	<u>\$ -</u>	<u>\$ 784,367</u>	<u>\$ 168,699</u>	<u>\$ <b>8,859,654</b></u>

**CITY OF CAMPBELL RIVER**  
**FINANCIAL STATEMENTS**  
**TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE**  
For the Year Ended December 31, 2023

**SCHEDULE 2**

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2023	Total 2022
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(Restated - Note 19)

**COST**

Opening balance	\$ 34,839,620	\$ 46,149,265	\$ 32,134,739	\$ 423,171,701	\$ 7,115,008	\$ 543,410,333	\$ 520,935,303
Recognition of ARO	-	-	-	-	-	-	9,226,288
Additions	613,389	323,052	1,638,651	8,582,407	4,251,489	15,408,988	13,721,632
Contributed tangible capital assets	-	-	-	4,169,801	-	4,169,801	349,354
Construction completed	-	28,652	100,113	5,053,835	(5,182,600)	-	-
Writedowns	-	-	-	-	(281,743)	(281,743)	(144,807)
Disposals	-	(408,670)	(730,949)	(247,077)	-	(1,386,696)	(677,437)
Closing balance	35,453,009	46,092,299	33,142,554	440,730,667	5,902,154	561,320,683	543,410,333

**ACCUMULATED AMORTIZATION**

Opening balance	-	25,801,437	18,361,572	200,976,616	-	245,139,625	230,610,156
Recognition of ARO	-	-	-	-	-	-	3,664,373
Amortization current year	-	985,435	1,516,053	9,287,296	-	11,788,784	11,526,832
Amortization from disposals	-	(151,001)	(727,613)	(207,824)	-	(1,086,438)	(661,736)
Closing balance	-	26,635,871	19,150,012	210,056,088	-	255,841,971	245,139,625

**NET BOOK VALUE**

	\$ 35,453,009	\$ 19,456,428	\$ 13,992,542	\$ 230,674,579	\$ 5,902,154	\$ 305,478,712	\$ 298,270,708
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**NET BOOK VALUE (PRIOR YEAR)**

	\$ 34,839,620	\$ 20,347,828	\$ 13,773,167	\$ 222,195,085	\$ 7,115,008	\$ 298,270,708	\$ 298,270,708
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CITY OF CAMPBELL RIVER  
 FINANCIAL STATEMENTS  
 SCHEDULE OF SEGMENTED REPORTING  
 For the Year Ended December 31, 2023

SCHEDULE 3  
 (page 1 of 2)

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
<b>REVENUE</b>												
Taxes & parcel taxes (Note 13)	\$ 40,911,633	\$ 36,854,902	\$ -	\$ -	\$ 1,343,522	\$ 1,033,128	\$ -	\$ -	\$ -	\$ -	\$ 111,862	\$ 81,555
Payments in lieu of taxes	912,698	793,684	-	-	-	-	-	-	-	-	-	-
Sale of services	630,910	461,435	2,075,329	2,028,427	4,473,117	4,052,718	3,009,818	2,848,625	82,364	97,215	2,054,206	2,218,598
Services provided to other governments	255,583	807,166	653,381	485,545	-	-	-	-	87,370	77,400	-	-
Transfers from other governments (Note 17)	9,781,487	3,309,352	474,633	565,139	3,266,300	5,373,332	58,995	-	-	-	400,977	123,927
Investment and other income	3,899,737	1,772,695	-	-	16,660	18,370	-	-	-	-	-	-
Other revenue	-	-	-	-	884,283	618,530	-	-	-	-	8,774	480
Development cost charges recognized	-	-	-	-	25,812	-	-	-	-	-	-	937,338
Contributed tangible capital assets (Note 18)	-	-	-	-	2,693,287	349,354	-	-	-	-	-	-
Gain/(loss) on disposal of tangible capital assets	-	-	-	-	(252,543)	27,618	-	-	-	-	-	-
	<b>56,392,048</b>	<b>43,999,234</b>	<b>3,203,343</b>	<b>3,079,111</b>	<b>12,450,438</b>	<b>11,473,050</b>	<b>3,068,813</b>	<b>2,848,625</b>	<b>169,734</b>	<b>174,615</b>	<b>2,575,819</b>	<b>3,361,898</b>
<b>EXPENSES</b>												
Amortization	354,812	367,362	417,654	419,158	5,240,201	5,035,357	-	-	32,961	32,580	-	-
Interest & debt issue expenses	171,154	51,179	-	-	42,334	44,911	-	-	-	-	-	-
Operating expenses	5,196,758	8,026,973	11,717,316	8,318,553	7,971,635	7,930,761	3,266,533	2,689,925	64,393	30,682	1,767,313	1,370,848
Wages & benefits	6,913,032	6,985,540	10,195,450	9,299,206	2,408,921	2,493,121	71,415	76,156	169,128	190,826	1,525,495	1,208,402
	12,635,756	15,431,054	22,330,420	18,036,917	15,663,091	15,504,150	3,337,948	2,766,081	266,482	254,088	3,292,808	2,579,250
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>\$ 43,756,292</b>	<b>\$ 28,568,180</b>	<b>\$ (19,127,077)</b>	<b>\$ (14,957,806)</b>	<b>\$ (3,212,653)</b>	<b>\$ (4,031,100)</b>	<b>\$ (269,135)</b>	<b>\$ 82,544</b>	<b>\$ (96,748)</b>	<b>\$ (79,473)</b>	<b>\$ (716,989)</b>	<b>\$ 782,648</b>

See Note 16 for description of Segment Reporting categories.

CITY OF CAMPBELL RIVER  
 FINANCIAL STATEMENTS  
 SCHEDULE OF SEGMENTED REPORTING  
 For the Year Ended December 31, 2023

SCHEDULE 3  
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	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Total	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
<b>REVENUE</b>										
Taxes & parcel taxes (Note 13)	\$ 532,282	\$ 530,913	\$ 42,899,299	\$ 38,500,498	\$ 730,006	\$ 729,024	\$ -	\$ -	\$ 43,629,305	\$ 39,229,522
Payments in lieu of taxes			912,698	793,684					912,698	793,684
Sale of services	1,047,170	812,903	13,372,914	12,519,921	7,329,773	7,031,486	9,456,046	8,929,225	30,160,733	28,480,632
Services provided to other governments			996,334	1,370,111					996,334	1,370,111
Transfers from other governments (Note 17)		7,194	13,982,392	9,378,944					13,982,392	9,378,944
Investment and other income			3,916,397	1,791,065	445,319	279,296	1,109,505	599,171	5,471,221	2,669,532
Other revenue	19,004	49,150	912,061	668,160	104,102	61,500	192,256	47,100	1,208,419	776,760
Development cost charges recognized			25,812	937,338					25,812	937,338
Contributed tangible capital assets (Note 18)			2,693,287	349,354	628,427		848,087		4,169,801	349,354
Gain/(loss) on disposal of tangible capital assets			(252,543)	27,618		(9,356)	(22,847)		(275,390)	18,262
	1,598,456	1,400,160	79,458,651	66,336,693	9,237,627	8,091,950	11,585,047	9,575,496	100,281,325	84,004,139
<b>EXPENSES</b>										
Amortization	1,721,326	1,722,105	7,766,954	7,576,562	1,852,221	1,803,100	2,169,608	2,147,170	11,788,783	11,526,832
Interest & debt issue expenses			213,488	96,090	141,510	141,510	216,650	216,650	571,648	454,250
Operating expenses	3,366,858	2,992,008	33,350,806	31,359,750	3,134,357	2,097,406	2,895,488	2,543,699	39,380,651	36,000,855
Wages & benefits	5,135,579	4,570,367	26,419,020	24,823,618	1,296,318	1,239,560	1,954,149	1,894,906	29,669,487	27,958,084
	10,223,763	9,284,480	67,750,268	63,856,020	6,424,406	5,281,576	7,235,895	6,802,425	81,410,569	75,940,021
<b>ANNUAL SURPLUS (DEFICIT)</b>	\$ (6,625,307)	\$ (7,884,320)	\$ 11,708,383	\$ 2,480,673	\$ 2,813,221	\$ 2,810,374	\$ 4,349,152	\$ 2,773,071	\$ 18,870,756	\$ 8,064,118

See Note 16 for description of Segment Reporting categories.



CITY OF CAMPBELL RIVER  
 FINANCIAL STATEMENTS  
 SCHEDULE OF COVID-19 SAFE RESTART GRANT FOR LOCAL GOVERNMENT FUNDS  
 For the Year Ended December 31, 2023

SCHEDULE 4

Description	2023	2022
<b>Opening Balance</b>	<b>\$ 2,919,957</b>	\$ 3,632,409
Activation of Emergency Operations Centre for COVID-19 response	-	(5,390)
Bylaw enforcement for the downtown core	-	(55,000)
Facility operating costs - COVID 19 vaccine passport security booths	-	(50,989)
Facility re-opening and operating costs	-	(75,153)
Funds to cover Airport operating expenses as a result of COVID-19	-	(79,934)
Purchase of LUCAS CPR Machine	-	(37,017)
Services for vulnerable persons - downtown cleanliness	<b>(31,155)</b>	(48,845)
Transfer to offset lost revenue at the Airport	-	(359,956)
Transfer to offset lost revenue	<b>(2,888,802)</b>	(81,752)
Interest allocated on reserve balances	-	79,584
<b>Closing Balance</b>	<b>\$ -</b>	\$ 2,917,957

**CITY OF CAMPBELL RIVER**  
**FINANCIAL STATEMENTS**  
**SCHEDULE OF GROWING COMMUNITIES FUNDS**  
 For the Year Ended December 31, 2023

SCHEDULE 5

Description	Balance at December 31, 2022	Funds Received	Amounts Spent	Annual Interest Allocation	Ending Balance
Growing Communities Fund	\$ -	\$ 8,587,000	\$ -	\$ 349,104	\$ 8,936,104
<b>Closing Balance</b>	<b>\$ -</b>	<b>\$ 8,587,000</b>	<b>\$ -</b>	<b>\$ 349,104</b>	<b>\$ 8,936,104</b>