

2008  
**Annual Report  
&  
Financial Statements**



***Elected Officials***  
(front and centre)

Mayor Charlie Cornfield

(from left to right)

- Councillor Roy Grant
- Councillor Mary Storry
- Councillor Ziggy Stewart
- Councillor Claire Moglove
- Councillor Ryan Mennie
- Councillor Andrew Adams

*This page is left blank intentionally*



## TABLE OF CONTENTS

### INTRODUCTION

Organizational Chart .....	3
Coat of Arms & Corporate Logo .....	5
Corporate Mission Statement & Vision .....	6
City Manager's Report .....	7

### DEPARTMENTAL HIGHLIGHTS, OBJECTIVES & MEASURES

City Manager .....	9
Human Resources .....	11
Operations .....	12
Corporate and Protective Services .....	14
Facilities and Supply Management .....	17
Financial Services .....	20
Parks, Recreation & Culture .....	22

### FINANCIAL STATEMENTS

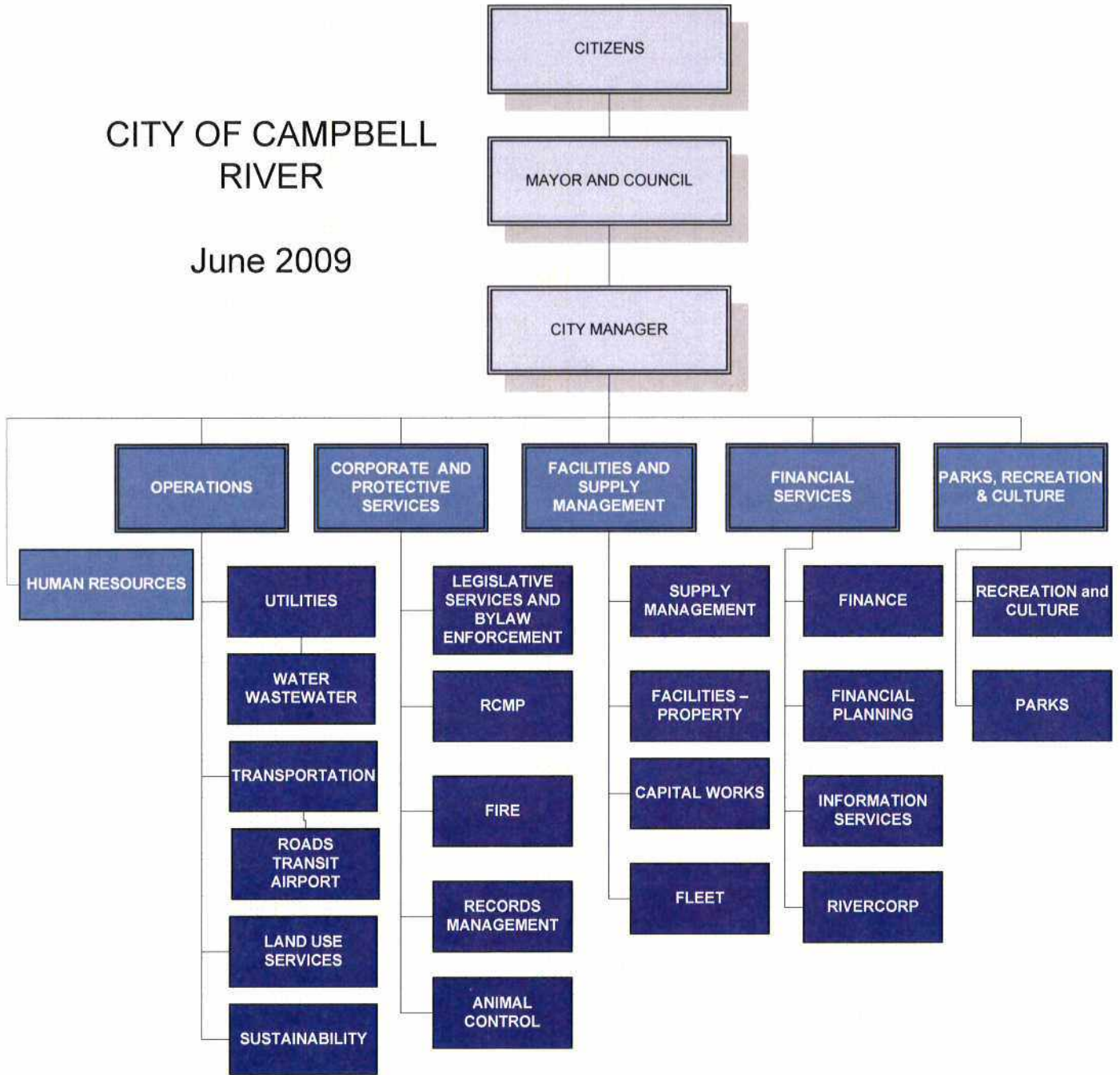
Financial Reporting Responsibility .....	27
Auditor's Report on Consolidated Statements .....	28
Consolidated Statement of Financial Position .....	30
Consolidated Statement of Changes in Financial Position .....	31
Consolidated Statement of Financial Activities .....	32
Notes to Consolidated Financial Statements .....	33
Operating Funds - Consolidated Schedule of Financial Activities .....	44
Capital Funds - Consolidated Schedule of Financial Activities .....	45
Reserve Funds - Consolidated Schedule of Financial Activities .....	46
Consolidated Schedule of Long-Term Liabilities .....	47
Consolidated Schedule of Segmented Information .....	49

### STATISTICS

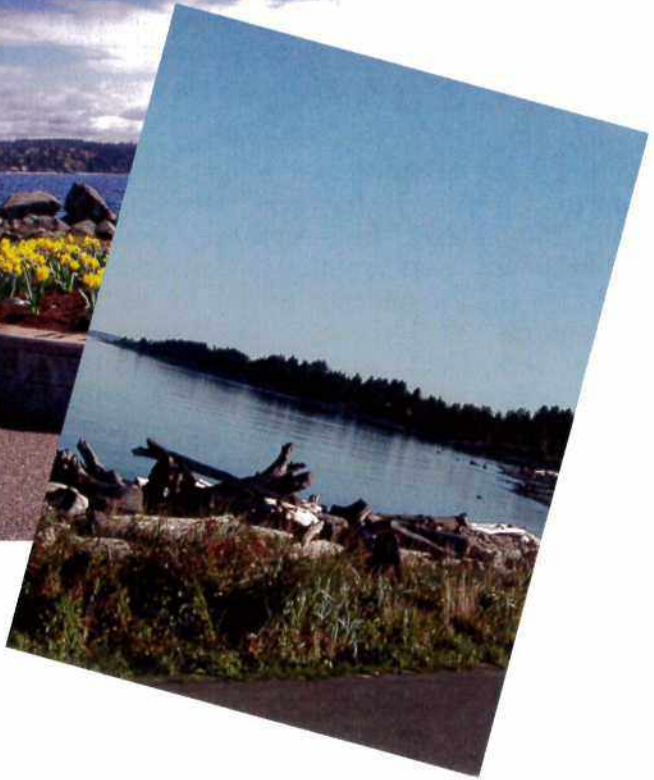
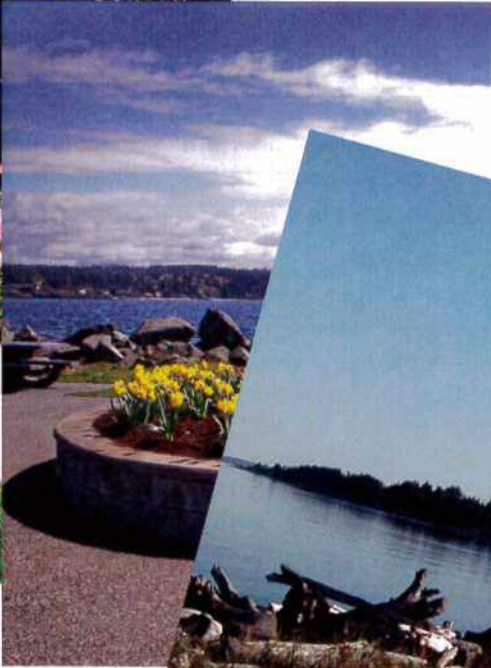
Demographics .....	52
Property Taxes .....	56
Changes in Distribution of Tax Burden .....	59
Major Property Taxpayers .....	60
Permissive Tax Exemptions Granted .....	61
Consolidated Operating Revenues and Expenditures .....	63
Consolidated Expenditures by Object .....	64
Consolidated Capital Acquisitions and Sources of Financing .....	65

# CITY OF CAMPBELL RIVER

June 2009



INTRODUCTION



Reserved for protocol, historical and legal purposes, Campbell River's Coat of Arms is a mark of honour and a symbol of the City's status as a community. Each element of the Coat of Arms is an expression of Campbell River's history, geography and economy,



using symbols from the rich tradition of heraldry described below.

***The Shield and the Coronet***

The shield is the central and most important element. The lower portion symbolizes the meeting of the waters of Campbell River and Discovery Passage and the vital industries of fishing and forestry. In the upper portion or 'chief' of the shield, the Lord Lyon has honoured the town's namesake, Dr. Samuel Campbell, by featuring the ancient arms of the Chief of the Clan Campbell, replacing the black sections in this case with Ermines, a heraldic fur which recalls the early importance of the fur trade. Above the shield is a mural coronet in Canada's national colors; the special sign granted to all City Municipalities. Above the coronet in the place of honour is the traditional symbol of high status among the First Peoples of the region, the cedar heading for the Kwakiutl ornamented with abalone.

***The Supporters***

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

***The Compartment and Motto***

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

*The Coat of Arms is reserved for protocol, historical and legal purposes.*

**CORPORATE LOGO**

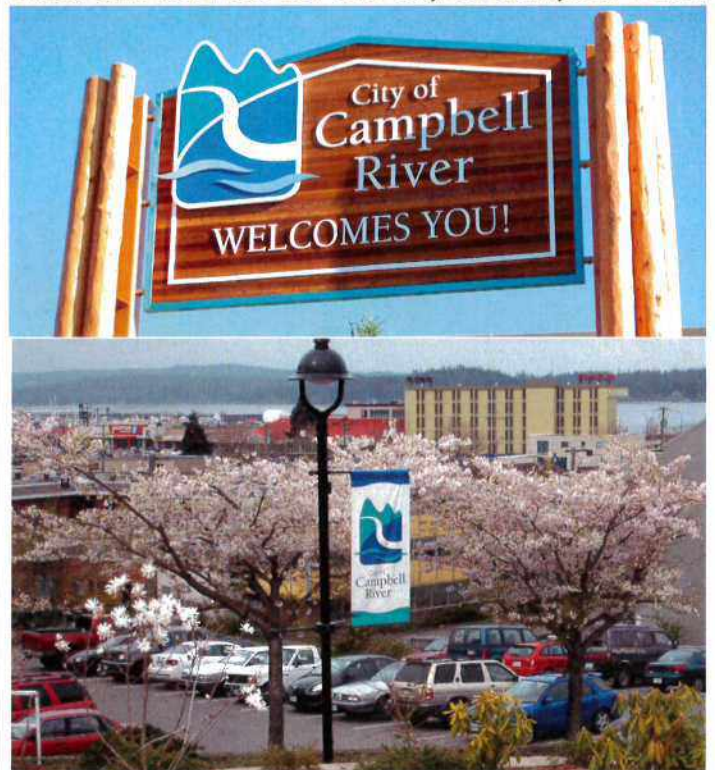
The City's corporate logo, adopted March 7, 2005, serves to capture the confluence of the Campbell River, adjacent to Discovery Passage with a backdrop looking across the Coast Mountain range.



The new identity for Campbell River was developed to:

- Significantly strengthen Campbell River's corporate image and influence perceptions of the "City" through consistent presentation in print, visual and internet communications.
- Achieve local recognition for a symbol and name in connection with services, facilities and programs available to our citizens and visitors.
- Achieve national and international recognition for a symbol and name that reduces confusion for people receiving communications from the "City".

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



---

## **CAMPBELL RIVER VISION 2025**

IN KEEPING WITH CAMPBELL RIVER'S MOTTO  
THE VALUES THAT ANCHOR OUR VISION ARE:

*Economic prosperity*

*Natural environment*

*Recreation*

*Inclusivity and diversity*

*Culture and heritage*

*Health and safety*

*Excellence in Local Government*

*Dynamic families*



### ***Economic Prosperity***

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

### ***Natural Environment***

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

### ***Recreation***

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

### ***Inclusivity and Diversity***

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

### ***Culture and Heritage***

Campbell River has an interesting and unique

culture and heritage which needs to be nurtured and supported. This needs to be something that is a focus as our vision for the future. We need to build from our past strengths as we build a new future for Campbell River, enriching our culture and heritage.

### ***Health and Safety***

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

### ***Excellence in Local Government***

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

### ***Dynamic Families***

A community and business culture in Campbell River that attracts, supports and retains families will be integral to the future prosperity of our City. We need to ensure all of our families have the opportunity to thrive. By including child and family priorities in policies, planning, services and programs, we will ensure all our children have the best possible start. Dynamic families are created through social connectedness, promoting diversity and economic security, and providing healthy, safe home and work environments. This is what we strive to achieve as we move towards 2025.



June 29, 2009

Mayor and Council  
City of Campbell River  
301 St. Ann's Road  
Campbell River, B.C. V9W 4C7

Your Worship and Members of Council:

I am pleased to present you with our 2008 Annual Report. The Annual Report is a requirement of section 98 of the *Community Charter*. Our Financial Statements are presented later in this report.

In 2008, the City reorganized how it does business. The new structure is intended to improve service and places every department and function, except for Human Resources, under a General Manager. This reorganization has allowed for one-stop shopping and generates more diverse problem solving skill around the senior management table. Whether it is a building permit, subdivision, rezoning or any other land use issue, citizens are now able to deal with one department instead of three departments. Centralizing means efficiencies can be taken advantage of, especially by our public; our customers.

Some other noteworthy achievements include:

- Implementation of the new financial/land system commenced;
- A new CUPE Collective Agreement was negotiated;
- Highway 19A upgrade 50% design completed;
- Connection of the Campbell River Airport to sewer services completed;
- Baikie Island Bridge upgrade completed;
- South Campbell River sewer study completed;
- The City achieved the highest transit system use of all communities in B.C. of a population under 50,000;
- Council adopted an Environmental Purchasing Policy;
- Work started on the new reporting requirements where the City will have to track assets, depreciate them and charge the cost of depreciation to our financial statements;
- The City and the City's IT Department were formally recognized in Microsoft magazine for implementing our new Sharepoint website;
- The City competed provincially in the Communities in Bloom Competition and won 5 Blooms, and was invited to compete nationally for 2009;
- The Parks Parcel Tax continues to be a success as indicated later in this Annual Report.

Looking forward, we will have a challenging time in 2009 financially. Our largest taxpayer, Catalyst, has announced the permanent closure of the Kraft mill. This will reduce the assessed values in major industrial assessments significantly. Thankfully, the City and Council have long been concerned about reliance on and the level of taxation in the major industrial assessment category. Since 1988, Council has reduced major industry's share of the total tax levy from 58% to currently 18.67%. Although we now meet Council's stated goal of reducing major industrial taxation to below 25% of the total tax levy before 2010, I believe we need to continue to become even less dependent on major industrial taxation.

---

**Administration Department**

301 St. Ann's Road, Campbell River, BC V9W 4C7  
Telephone: 250.286.5708; Fax: 250.286.5760



On behalf of City Staff, we are committed to provide the best customer service possible. I want Council and the community to know that I am proud of the excellent work our City staff and volunteers continue to do.



Thomas R. Stevens, B.Sc., B.Comm. (Hon), CMA  
City Manager



City of  
Campbell  
River

## Departmental Highlights, Objectives & Measures

### 2008 Annual Report



# CITY MANAGER

The City Manager assists Council to establish its strategic direction for the City, promotes Council teambuilding and acts as the liaison for the Mayor. This department provides recommendations to Council that reflect relevant facts, options and professional opinion pertaining to issues considered by Council. The City Manager's Office takes the lead role in managing the implementation of policy direction, which has been established by Council. It provides managerial leadership, control and direction to all City departments and operations. It is responsible for planning and implementing policies necessary for sustaining excellence in City operations and staffing.



Tom Stevens,  
City Manager

### 2008 Highlights

- ✓ Improved Campbell River's attractiveness as a place to live, work and play obtaining five blooms in the Communities in Bloom regional competition.
- ✓ Completed the public safety strategy.
- ✓ Completed recreation infrastructure review.
- ✓ Completed airport runway business case.
- ✓ Completed spirit square design.

### Future Issues and Trends

The state of the economy, financial sustainability, taxes and Council's imperatives to respond to senior government infrastructure incentives form Council's primary strategic planning challenges in 2009.

Assisting the newly elected Council to develop a consensus in refining of strategic priorities will be a goal for 2009. Growth management and financial tax restructuring, DCCs, affordability, livability, and the wellbeing of the City in both the short and long-term will continue to be key issues for Council to consider in 2009 and beyond.



## Rivercorp

### Economic Development & Tourism

The Campbell River Economic Development Corporation "Rivercorp" is a locally owned and operated Economic Development Corporation focused on delivering services that grow our local and regional advantages. We take pride in delivering services that retain existing business, encourage business to expand, and recruit new business to the area.

2008 has been a year of evolution for Rivercorp, culminating in a cohesive organization working to achieve a common goal of marketing the city and region as effectively as possible during the current economic downturn, building and enabling region that embraces diversity and entrepreneurial growth.

### 2008 Highlights

- ✓ Economic Development, Tourism Campbell River & Region and the Visitor Center have been fully integrated.
- ✓ The "one brand" visioning program is complete and launch ready.
- ✓ Events coordinator produced accommodation sector analysis and capacity report for region.
- ✓ Secured federal and provincial project funding in excess of \$600k for 5x projects:
  - ICET Funds = \$500,000

- HRSDC = \$73,000
- UBCM = \$85,000
- Provincial Government = \$15,750
- ✓ Produced backgrounders and facilitated opportunities during Ishikari visit.
- ✓ Produced comprehensive sports capacity analysis report with recommendations for city.
- ✓ Entered into enhanced relationship with Campbell River Indian Band and facilitated product development for Cruise Ship passengers.
- ✓ Secured Aquaculture Pacific Exchange conference.
- ✓ Commenced on redeveloping three websites for organization.
- ✓ Produced community events template and guide.
- ✓ Produced comprehensive Environmental scan.
- ✓ Facilitated Aviation fair.
- ✓ Received \$65K and provincial support through HRSDC for labor market research and recommendations.
- ✓ Recruited Manager of Economic Development & Tourism.
- ✓ Comprehensive research and analysis of hotel tax options including surveys and interviews with recommendations to move to next stage.
- ✓ New Board of Directors in place.
- ✓ Transfer of information database and web access to city portal.
- ✓ Sign MOU with Canoe Pass for tidal energy partnership and support.

### 2009 Objectives

- ✓ Launch new brand with communication campaign.
- ✓ Complete new websites and maximize revenue potential through fee for service structure.
- ✓ Develop strategy for acquiring Hotel tax buy in through education and return on investment for stakeholders using new web suite.
- ✓ Explore and support alternate energy projects within the region.
- ✓ Drive a new provincial cultural tourism initiative forward through inclusion stakeholder groups such as Museum, Art Gallery, Haig-Brown House, Library, Tye Club and private business, by-product development and recognition.
- ✓ Finalize collateral material needed to support attraction and retention of business and residents to the region.

- ✓ Continue to support the re-evaluation of DCC's to give Campbell River a competitive advantage in attracting industry.
- ✓ Continue to research and develop the "Resource Center concept".
- ✓ Continue to support community initiatives to attract funding to the region.
- ✓ Continue to work with community groups for the betterment of the residents of the region.
- ✓ Establish a more productive working relationship with the Regional District, First Nations, the City of Campbell River and NIEFS.
- ✓ To work more effectively with the Chamber of Commerce to support expanding business and showcase the region to prospective clients.

## INfilm

### Film Development

Vancouver Island North Film Commission (INfilm), in its 13<sup>th</sup> year of operation, has attracted more than \$69 million of direct spending in the North Island region. Representing the entire geographic area on Vancouver Island north of Nanaimo, and including the Powell River Regional District, INfilm is showcasing one of Canada's most picturesque regions to the world.

The City contracts with Island North Film Commission (INfilm) based in Campbell River to provide service for the North Island region. Its mandate is to promote and facilitate the film and television industry. As a not-for-profit society, it runs in accordance with the Societies Act. The Board of Directors is made up of representatives from around the region. Funding for the organization comes from all levels of government. 2008 was the third year of a three-year contract with the City of Campbell River. INfilm's staff members are certified by the Association of Film Commissioners International (AFCI).

### 2008 Highlights

- ✓ In 2008, the direct economic impact was \$983,100.
- ✓ INfilm responded to 163 location requests and facilitated 32 projects in the region.
- ✓ In 2008, 7,544 location photos of Campbell River and region were shot and loaded into the online photo database. These images were also exported to the BC Film Commission photo library.
- ✓ INfilm, a registered not-for-profit society, has an integrated, cohesive Board of Directors, representing most regional districts and several municipalities and cities on Vancouver Island.

- ✓ 2008 funding partners include: The City of Campbell River, Alberni Clayoquot Regional District, Alberni Clayoquot Community Futures, Mount Waddington Regional District, Village of Gold River, Village of Cumberland, Comox Strathcona Regional District Electoral Areas B, D, G, H, and J, BC Film Commission, Coast Sustainability Trust, Island Coastal Economic Trust.
- ✓ Marketing 2008, INfilm locations brochure, highlighting some of the most vivid landscapes this region has to offer, was distributed at many trade events including the Vancouver, Toronto, Hong Kong, London, and Dubai Film Festivals. The regional brochure was distributed during trade missions to Berlin, New York and Los Angeles.
- ✓ INfilm's Commissioner, Joan Miller, was re-elected as Canada's representative to the Association of Film Commissioners International Board. She will serve a 2-year term as 1<sup>st</sup> Vice President overseeing the professional development portfolio. This position allows her access to industry specialists from all areas of the world.
- ✓ INfilm has been speaking with Canadian Consulate offices both in Canada, Asia and Europe. We are looking at partnerships that will profile our talent and locations on an international level. INfilm's two staff members are highly qualified and certified by the Association of Film Commissioners International (AFCI), the only organization that production companies recognize for helping them take care of pre-production groundwork. In 2008, the INfilm staff completed masters' classes in marketing and economic development, advanced film production and leadership. This continuous upgrading assists staff members' responsiveness to a broad spectrum of film industry requests and requirements.
- ✓ INfilm now has over 24,000 photographic images from the entire region. In 2008 the software program was updated and re-vamped to allow local business, crew and labour to register for free. We will be offering the service to the members of all our Tourism and Chamber partners. We believe this application will benefit the entire region. Our website is actively utilized by many sectors.
- ✓ The feature film side of the business was down due to the strength of the Canadian dollar, the Writer's Guild strike and the Screen Actor's Guild not signing their agreement. Our dollar is back where it was and our tax incentives have been strengthened. This may be only one of a very few good news stories for the Province as it works through the effects of the economic downturn. INfilm has now added HD video links to the community pages. We have been working with the Olympic and Para-Olympic Secretariat to assist and

access the HD video profiling the local communities. We will continue to load as they become available.

- ✓ INfilm is also researching and exploring the potential of attracting the Computer Graphics and Game industry to the Island. INfilm's Commissioner, Joan Miller, chaired the Cineposium Conference in New Zealand. The conference focused on how to do business on a global scale. INfilm networked with the ANIMFX (Animation, Digital and Game Industry) Conference which took place the week before the event. Both conferences gained world recognition and the participants were exposed to the top studio executives as well as the leaders in the film and media industry.
- ✓ With the economy struggling 2009 will be a challenge to many sectors. We believe that partnerships are now more important than ever. INfilm attended the VI Economic Summit and now sits on the 2009 Conference Committee. We are committed to building on our relationships with VIES in order to brand and promote the Island. INfilm also sits on the Tourism Vancouver Island 2010 and Beyond Committee working closely to service the media and broadcasters looking to tell island stories and feature Island communities.

## Human Resources

**Human Resources Department** is responsible for providing



for a variety of services including managing the ongoing employment relationship with employees; recruiting and staffing; the provision of competitive compensation and benefits; setting a favorable labour relations climate, and dealing with the Unions in a fair and consistent manner; development of training plans and opportunities, ensuring compliance with occupational health and safety regulations, and the development of proactive human resources policies.

## 2008 Highlights

- ✓ Negotiation of a CUPE Collective Agreement.
- ✓ Sourcing and placement of Benefit Programs with new carrier.
- ✓ Assisted in restructuring of the Senior Management Team.
- ✓ Reviewed and updated all Administrative Policies.
- ✓ Created a new employee orientation program.

## 2009 Objectives

- ✓ Negotiate a Collective Agreement with the IAFF.
- ✓ Negotiate a Collective Agreement with CUPE.
- ✓ Recruitment of vacant Management positions.
- ✓ Implementation of Payroll and Human Resources modules within Vadim.
- ✓ Manage CUPE layoffs and attend to Section 54 of the Labour Code implications.
- ✓ Ensure that all employees receive the orientation program.
- ✓ Improve the disability management process.
- ✓ Implement program related to contractor coordination.

## OPERATIONS

**OPERATIONS DIVISION** – the City's Operations Division, with a focus on one-stop shop service delivery, consists of the Transportation Department, the Utilities Department, the Land Use Services Department, and the new Sustainability Department.

**Transportation Department** – responsible for the overall coordinated management of the City's Airport, Road Network and Public Transit systems.



Ron Neufeld



**Campbell River Airport** is a federally certified airport wholly owned and operated by the City of Campbell River. The airport adheres to all Canadian Aviation Regulations for the operation of an airport and recovers 100% of its costs from user fees and other revenue. The airport is a key component of the City's economic development strategy and provides scheduled passenger flights as well as service to corporate and private aircraft.

## 2008 Accomplishments

- ✓ Connection to City sewer system completed.
- ✓ Connection to City water supply system - 95% completed.
- ✓ Prepared and submitted funding applications for runway extension.

- ✓ Implemented Marketing Plan

## 2009 Objectives

- ✓ Secure funding for runway extension through Build Canada Fund.
- ✓ Prepare Long-Range Comprehensive Development Plan.

**Road Network** includes all City streets, lanes, sidewalks and walkways and also includes street lights, traffic signals, signage and road markings.

## 2008 Accomplishments

- ✓ Hwy 19A Upgrade 50% design completed.
- ✓ Traffic Signal Upgrade along Dogwood Street corridor – detailed design completed & tender awarded.
- ✓ Baikie Island Bridge upgrade – completed.
- ✓ Evergreen/Birch road reconstruction (local improvement project) – completed.
- ✓ 5<sup>th</sup> Avenue road reconstruction (local improvement project) - completed.
- ✓ Truck & Dangerous Goods Route Signage – deferred pending Highways input.
- ✓ Sidewalk installation along Merocroft Road (South Birch to Dogwood Operational Centre) and adjacent to Ostler Park - completed.
- ✓ Road Overlays along portions of 3<sup>rd</sup> Avenue, Birch Street, McCarthy Street, 14<sup>th</sup> Avenue and South Alder - completed.
- ✓ Road Salt Storage Structure at Norm Wood Environmental Centre - completed.
- ✓ Decorative streetlight upgrades along Shoppers Row - Phase 1 completed.

## 2009 Objectives

- ✓ Complete traffic signal upgrade along Dogwood Street corridor.
- ✓ Continue sidewalk infill strategy near Sandowne School.
- ✓ Install additional pedestrian crossings along Highway 19A corridor.
- ✓ Complete tender ready design for reconstruction of 16<sup>th</sup> Avenue road reconstruction (local improvement project). Construction to proceed in 2010.
- ✓ Secure funding for next phase of Highway 19A upgrade through Build Canada Fund.
- ✓ Complete tender ready design for downtown street

light upgrades.

- ✓ Complete tender ready designs for expanded bike lane improvements.

**Public Transit** is provided throughout the City of Campbell River and portions of Electoral Area 'D' of the Strathcona Regional District through a partnership between BC Transit, Watson and Ash Transportation Ltd., the Strathcona Regional District and the City of Campbell River. Service includes both



conventional transit service, as well as a custom service for persons with specialized transportation needs.

### 2008 Accomplishments

- ✓ City achieved highest transit system use of all communities in province under population of 50,000.
- ✓ Oyster River route coordinated to provide commuter connections between Campbell River and Comox Valley transit systems.
- ✓ Campbell River's transit system service expanded to include:
  - All day Sunday service
    - Evening service on Thursdays and Saturdays
    - New Shoppers' Shuttle route for improved service to entire downtown commercial sector

### 2009 Objectives

- ✓ Construct new transit interchange.
- ✓ Install four transit shelters.



**Utilities Department** – responsible for provision of safe potable community water, treatment and disposal of sanitary sewage as well as rainwater management.

### 2008 Accomplishments

- ✓ South Campbell River Sewer Study – completed.
- ✓ Wireless Commercial & Residential Metering Pilot Project – deferred to 2009.
- ✓ Waterfront Sewer Forcemain Detailed Design (Rockland Road to Hidden Harbour) – re-initiated in 2008 (project paused pending completion of South Campbell River Sewer Study).
- ✓ Sanitary Pump Station #7 Upgrade – design re-initiated in 2008 (project paused pending completion

of South Campbell River Sewer Study).

- ✓ Larwood/Harrogate Sewer and Watermain Replacement – design completed and watermain installed in 2008. Sewer work to be completed in 2009
- ✓ Petersen Road Culvert replacement – completed.
- ✓ Erickson Road Culvert replacement – completed.
- ✓ Pressure Reducing Valves Installation – detailed design completed. Project to be tendered early 2009.
- ✓ Jubilee Reservoir – grant application submitted under Build Canada Fund.
- ✓ Airport Water & Sewer extension – Phase IV (final phase) – completed.
- ✓ Watermain Cathodic Protection along South Dogwood – deferred to 2009.
- ✓ Construction of Ultraviolet Disinfection Facilities – completed.
- ✓ Beaver Lodge Forest Reservoir Improvements – completed.

### 2009 Objectives

- ✓ Secure funding for Sanitary Sewer Pump Station #7 and waterfront sewer replacement through Build Canada Fund.
- ✓ Complete tender ready design for Sanitary Pump Station #7 Upgrade.
- ✓ Complete tender ready design for waterfront sewer forcemain.
- ✓ Construct pressure reducing valves to better manage water distribution system and extend the life of the City's current infrastructure.
- ✓ Complete tender ready design for Jubilee Reservoir.
- ✓ Replace aging aeration equipment at the City's sewage treatment plant (Norm Wood Environmental centre).
- ✓ Acquire additional lands to allow expansion of biosolids land application program.
- ✓ Secure funding for Nunns Creek culvert replacement at 16<sup>th</sup> Avenue through Build Canada Fund and Campbell River Indian Band.
- ✓ Complete upgrade of Sanitary Pump Station #9.
- ✓ Complete Sewer and Water system assessments for the downtown core.
- ✓ Complete a utilities rate review and adjust rates for 2010 as needed.

**Land Use Services Department** – responsible for provision of all services related to individual property including land use planning, development services and building inspection.

### 2008 Accomplishments

- ✓ Subdivision Bylaw - Worked with Development Advisory Commission on preparation of the new subdivision bylaw.
- ✓ Development Activity - completed North Campbell River and Quinsam Smart Growth Studies.
- ✓ Updated business licensing system.
- ✓ Implemented BizPal.
- ✓ Updated business processes for the processing of building permits and inspections.
- ✓ Processed 376 building permits and 2916 inspections. Provided inspection services to Tahsis, Gold River and Sayward.

### 2009 Objectives

- ✓ Prepare for major review and update of Official Community Plan in 2010.
- ✓ Development Cost Charges - review the Development Cost Charges, which will include Strategic Parks Plan and adjustments to reflect the North CR and Quinsam Smart Growth Studies.
- ✓ Review Development permits that have been issued in the past two (2) years to ensure that the development complied with the Development Permit.

**Sustainability Department** – a newly created department with a focus on 'triple bottom line' sustainability as related to the City's economic, social and environmental actions.

### 2009 Objectives

- ✓ Develop an Integrated Community Sustainability Plan.
- ✓ Pursue funding opportunities.



Councillors and Staff at the new Willow Point Pump Station

## CORPORATE & PROTECTIVE SERVICES



Bill Halstead

This division oversees Legislative Services, Fire Department, and RCMP. Included within Legislative Services is Bylaw Enforcement and Risk Management.

*Legislative Services & Bylaw Enforcement*

### 2008 Highlights

- ✓ Elections – Managed the School District and City Elections, including adding the new mail voting provisions.
- ✓ Strathcona Regional District – Assisted the City Manager in developing a relationship with the new Strathcona Regional District, including discussions on the provision of services outside City boundaries. This will be ongoing into 2009 and beyond.
- ✓ Council Remuneration Task Force – Provided administrative support to the Task Force reviewing Council Remuneration and drafting their report to Council.
- ✓ Community Partnership – Continued to provide administrative support to the Community Partnership Commission in reviewing Community Partnership Grants. Reviewed Permissive Tax Exemptions applications and draft amendment bylaw.
- ✓ Bylaw Drafting and Legal Agreements – Assisted various departments with the preparation of bylaws and legal agreements including the Fire Department's Clean Air Bylaw, Parks, Recreation and Culture's User Fee Bylaw, Engineering Department's Watercourse Protection Bylaw, and the Finance Department's Cemetery Bylaw and BC 150 Grants.
- ✓ Willow Point Business Improvement Area – Revised and renewed the Willow Point Business Improvement Area Bylaw for an additional five-year term.
- ✓ Seniors' Advisory Commission – Served as staff liaison to the Seniors' Advisory Commission, which involved the preparation of agendas, minutes, correspondence and reports.
- ✓ Freeman Task Force - Served as staff liaison to the Freeman Task Force, which involved the preparation of agendas, minutes, correspondence and reports. Helped to organize the Community Builder Awards Ceremony.
- ✓ CivicWeb Applications - Working in conjunction with the Information Services Department, completed the implementation of the three CivicWeb applications including File Pro, Meeting Manager and Action

Tracking. The programs are web-based, which provide staff at all facilities with the ability to upload documents and reports to the Council meeting agendas, create electronic agendas and minutes and (along with the general public) search for any document or decision that was part of a Council meeting or public hearing as far back as the year 2000.

- ✓ The implementation of CivicWeb involved providing training sessions to staff while using the new computer training lab.
- ✓ Bylaw Scanning Project - This project scanned and electronically filed all historic bylaws. All current and historic City bylaws are now available on-line.
- ✓ Bylaw Enforcement - The Bylaw Enforcement/Property Use Inspector position was utilized for approximately half of 2008 and was very beneficial in increasing the number of problem properties that remedial action notices were issued to and the properties cleaned up. This position allowed the building inspectors to focus on better customer service to the building community and the department was able to provide inspections within 3-4 days.
- ✓ Published a Stop Graffiti ad in the Parks & Recreation calendar and set up reporting procedures for graffiti vandalism.
- ✓ The Bylaw Officers dealt with 594 bylaw complaints - the busiest year recorded.
- ✓ Bylaw Officers were provided with CPTED (crime prevention through environmental design) to help businesses reduce their vulnerability to crime.
- ✓ Worked with Telus and the Campbellton Business Merchants to have pay phones removed from areas where they were used for drug deals.

## 2009 Objectives and Strategies

- ✓ Heart of the City Business Improvement Area - Assist the Heart of the City Business Improvement Area in renewing for an additional 5-year term.
- ✓ First Nations Service Agreements – Develop updated Municipal Service agreements for the Campbell River, Quinsam, and Homalco Reserves.
- ✓ Homelessness Task Force – Provide administrative support.
- ✓ Regulatory Bylaws - Work with other City Departments particularly the Fire Department and the RCMP to find ways to better communicate the role of Bylaw Enforcement and deal with enforcement issues.
- ✓ Review the Building Bylaw which includes the Fire Sprinkling Regulations.

- ✓ Risk Management - Have MIA come and provide a Risk Management seminar.

## RCMP

The Campbell River Detachment for the year 2008 underwent a complete change of the senior management team due to retirements. Insp. Larry Stright, S/Sgt. Dwight Dammann, S/Sgt. Doug Greep and Cpl. Dan Smith were replaced by Insp. Lyle Gelinias, S/Sgt. Rick Murray, Sgt. Anna Marie Mallard and Cpl. Gordon Hay. While a complete change of the senior management team may seem unusual it is actually more common than thought especially with the demographics of the RCMP and in the general population.



## 2008 Accomplishments

- ✓ The Campbell River Detachment for the year 2008 progressed well in maintaining and providing a policing service to the citizens of Campbell River and surrounding areas.
- ✓ The Campbell River Detachment's Strategic Priorities for 2008 were Substance Abuse, Property Crimes, Traffic and Crime Reduction.
- ✓ The Campbell River Detachment had over 16,400 calls for service in 2008 with a complement of 53 regular members; 43 funded by the City of Campbell River and 10 funded by the Province. The 10 Provincially funded positions include 1 First Nations Member (FNP).
- ✓ The Victim Services program operates with two paid part time staff members who are on-call 24/7. The program continues to be a very productive and value added support for the Detachment and the victims of crime. Victim Services has provided support to 485 new clients, including court orientation, justice system related support, assistance with Crime Victim Assistance and Victim Impact Statement forms.
- ✓ The D.A.R.E. program saw fifteen classes being taught with a total of 407 Grade 5 and 6 students. There were 8 Grade 7 classes with an approximate total of 200 students received a mini-DARE session using DARE material from the Intermediate Level Curriculum. Six sessions were held for approximately 100 Grade 10 students who were provided information on the Prevention of Alcohol and Risk Related Trauma in Youth (P.A.R.T.Y). All nine classes of grade 9 students at Southgate Middle school, approximately 250 youth, were spoken to regarding the Birthday Party program which teaches about consequences of our actions. Other programs such as Internet Safety, Threat Assessment, Alternate to School Suspension



Program Fire Safety Program and school talks were delivered by the Crime Prevention Unit.

- ✓ The School Liaison Officer (SLO) program is very important to the well being of the schools and allows the students and staff to interact with the police in a non confrontational manner. It is estimated that the SLO prevents roughly 500 files from occurring or being reported by their presence in the schools or by providing direction and advice at the schools.
- ✓ The Bike patrol program was implemented last summer from June 25<sup>th</sup> until August 30<sup>th</sup> with a total of 132 hours put in. This program yielded great results and comments from the community.
- ✓ The Restorative Justice program continued to be a success and has a new Coordinator. A Restorative Justice Forum is an alternative to the traditional justice system. It brings together all those who have been affected and how the harm caused by the incident might be repaired. To qualify for the program the offender must admit to committing the offence. The offence will usually be a minor offence, such as vandalism, causing a disturbance, shoplifting or mischief. This is at the discretion of the police officer. The Restorative Justice Program as it exists today began in May of 2005. Since that date there has been 82 forums held, all of which have had a positive outcome. From January 1, 2008 until November 30, 2008, there were 16 forums held all with a very positive and effective outcome.
- ✓ Crime Stoppers has since September 1, 2008 a full time coordinator for Campbell River Crime Stoppers. Since then, the Tip Soft 5 Web based program was introduced by which tipsters can leave an anonymous tip online using our secure and encrypted web-tip form. Inputting the data began on Nov 1, 2008 and the program became fully operational on November 20, 2008. The Campbell River Crime Stoppers website was launched on October 27, 2008. Information and changes to this web site are continuously ongoing.
- ✓ The Campbell River detachment currently has 11 auxiliary constables. This group provides the community with an invaluable service. The auxiliary constables have participated in the Crime prevention week, school talks, Scouts Canada, road blocks, traffic control, crime free multi housing, several public events such as the Christmas parade, Remembrance day, foot patrols in the Campbellton area, Cruise ship dockings, business watch, and the bicycle patrols completed this year. The program members logged approximately 2100 in 2008.
- ✓ The Citizens on Patrol remain a very active group. They currently have 75 members who are active.

They continue to assist with functions in a traffic control capacity, ie Remembrance Day, or parade functions, and are very responsive to requests for added patrols in areas being plagued by crime.

- ✓ The COPs' primary programs and focus continue to be Child Find, Community Events, Office and Administration, Regular Patrols and Speed watch.
- ✓ The Block Watch program was restarted in 2008. One of our C.O.P. members has taken on the program with enthusiasm with several zones up and running. During the year, outside of the regular programs and meetings attended by the members of this unit, there have been a total of 234 hours of presentations within the Campbell River community, on various crime prevention or crime reduction strategies and programs. This has reached a total of 3517 people reached directly during these talks.

## 2009 Objectives and Strategies

- ✓ The Crime Reduction Strategies of the Detachment are to target prolific offenders and crime hot spots. This has had great success in the Campbellton and downtown areas.
- ✓ The Detachment will be using more in-depth means of targeting the prolific offenders involving specialty techniques. This will increase our success rates and allow the Detachment to move from one target to another when the prolific offender is either put in jail, moves out of Campbell River or ends their activities.
- ✓ The First Nations Member works on the 3 First Nations reserves, Cape Mudge, Quinsam and Homalco. This member is very active in these communities teaching D.A.R.E. (Drug Abuse Resistance Education), providing youth programs and dealing with any arising issues. The Detachment has been selected for a First Nations summer student, who is on site now.
- ✓ As the Detachment moves forward with their Crime Reduction strategies the formation of a multi agency team to deal with the prolific offenders will hopefully be a reality one day. For this process to be success, a commitment is required from other agencies, not just the RCMP.
- ✓ The Detachment for the summer of 2009 is implementing a new Prolific Offender program, where each watch will assist with the targeting of the individuals who feel the need to disrupt the day to day activities of the citizens and business in Campbell River. In addition a bike squad to enhance patrols for the downtown, parks and lakes in the City of Campbell River is being planned.

**Fire Department** provides emergency response services out of two fire stations – No. 1 Hall on 13th Avenue and No. 2 Hall on Larwood Road. Fire suppression and prevention is supplied through twenty suppression firefighter positions, fifty auxiliary firefighters, and two Chief Officers. Services provided include fire suppression, hazardous materials, confined space rescue, pre hospital medical care, vehicle extrication, environmental protection, and technical rescue.

Fire dispatch is delivered under contract to the North Island 911 Corporation. This centre is staffed with eleven dispatchers and one Chief Officer. This service provides professional dispatch assistance to fifty fire departments from Nanoose Bay, situated on the East Coast of Vancouver Island to Port Hardy located on Northern Vancouver Island and also parts of the Sunshine Coast including Powell River.

### 2008 Highlights

- ✓ Mutual Aid Agreement with the Comox Valley Fire and Rescue Services.
- ✓ Infrastructure land acquisition for NI 911 Corporation.
- ✓ Completed Urban Search and Rescue Training under Public Safety Canada.
- ✓ Emergency exercise with BC Hydro on a dam breach. Positive Role Model Program as part of the City's Crime Reduction Strategy.

### 2009 Objectives and Strategies

- ✓ Update the Fire Service Bylaw.
- ✓ Begin implementation of a Long Term Strategic Plan.
- ✓ Quality Assurance Program for NI 911 Corporation.
- ✓ Ongoing implementation of the Coroner's Inquest on Audit and Checklist.
- ✓ Recruit class of auxiliary fire fighters.



## FACILITIES AND SUPPLY MANAGEMENT



**Facilities and Supply Management** consists of four departments:

**Supply Management** - manages all major purchasing and contracting competitions for goods and services for the City;

**Facilities & Property** - maintains and repairs City owned facilities, and is responsible for all City owned properties;

**Capital Works** - handles all the Capital Works projects; and

**Fleet Administration** - manages all of the City's vehicle fleets.

The Division works closely with all City departments and building tenants.

### 2008 Accomplishments

- ✓ **Major Facility Works** - Completed major building repairs and upgrades to the Municipal Services Centre (Public Works), including a reorganization and rationalization of inventory; upgrades to the SPCA building; total replacement of the North East walls of the Museum; piling and shelter replacements at the Discovery Pier; and the exterior painting and cladding of the Enterprise Centre.
- ✓ **Environmental Purchasing Policy** - In 2008, the Materials Management Department drafted an Environmental Purchasing Policy, which was endorsed by Council on November 4, 2008. The intent of the Policy is to ensure that every effort is made to reduce the City's impact on the environment while not reducing the value the City receives from its purchases. To this extent, when evaluating (formal or informal) purchases, the City may choose to pay a premium for environmentally friendly or sustainable products. Examples of environmental evaluation may include: end of life disposal costs, total lifecycle costs, carbon emissions, GHG emissions, impacts on human health, impacts on wildlife or ecosystems, or percentage of recycled content. In all cases where product descriptions and features are equivalent in conventional and environmentally sensitive goods and services, the environmentally sensitive product will be chosen.
- ✓ **Asset Management - Public Sector Accounting Board (PSAB 3150)** - Facilities & Supply Management staff worked with a consultant and our Special Projects Manager to develop asset profiles and replacement schedules for the City's fleet, building and facility

assets in compliance with the province's asset reporting requirements.

- ✓ Launch of New Financial System - In 2008 the Materials Management Department assisted with the integration of the new financial system, Vadim, and has since taken on the entirety of the Purchase Order function including procedures for developing standing purchase orders.

## 2008 Progress Report

- ✓ Objective: Initiated in 2007, Materials Management, with cooperation from the Fraser Basin Council, the Community Energy Association, and BC Hydro, worked to identify potential energy-efficiency retrofits for City facilities.
  - Strategy: these retrofits will be aimed at significantly reducing the City's fuel and electricity costs while concurrently reducing our CO<sub>2</sub> emissions.
  - Measure: individual projects for 2009 will include retrofitting lighting and HVAC systems as well as larger projects such as the new Green Roof at City Hall.
- ✓ Objective: in 2007, the City signed onto the BC Climate Action Charter, committing to become carbon neutral with respect to our operations by 2012. Our Division has been tasked with coordinating the City's 'Green City Strategy' with the aim of eventually eliminating the City's reliance on fossil fuels, reducing net CO<sub>2</sub> emissions to zero.
  - Strategy: To primarily coordinate the City's sustainability efforts, a new Sustainability Manager will join the City in 2009.
  - Measure: A baseline inventory of the City's corporate operations has estimated annual CO<sub>2</sub> emissions at 1,500 tonnes per year, primarily from building and fleet fuel and electricity use.

## 2009 Objectives and Strategies

- ✓ Objective: In March 2009, construction began on a Green Roof for City Hall.
  - Strategy: It will be the first example of a complete extensive Green Roof retrofit to an existing City Hall in BC. Landscaping on the upper portion of the roof will include drought resistant plants, and the courtyard portion will provide a useable seating area.
  - Measure: Benefits of a green roof include increased building insulation, which moderates inside temperature, reduces heating and

ventilation costs, reduces stormwater runoff, improves aesthetics, and creates a smaller carbon footprint. This green roof system effectively doubles the life span over a conventional roof.

- ✓ Objective: In 2009, staff will begin exploring major alternative [clean] energy projects for no less than two civic facilities – City Hall and Discovery Pier.
  - Strategy: As building retrofits will lower our building energy requirements, we will also seek alternative energy projects to reduce net energy use to zero.
  - Measure: To complement the new Green Roof project, staff is investigating the potential of solar voltaic panels, wind turbines, and geothermal exchange systems.
- ✓ Objective: Facilities and Supply Management is set to undertake a feasibility study to determine the technical and financial feasibility of using tidal power to generate electricity at Discovery Pier.
  - Strategy: If study findings are favourable, the proposed installation would consist of an in-stream tidal power generating turbine connected to the grid through the City's downtown fishing pier, the first of its kind in BC.
  - Measure: clean energy generated by the project would offset the Pier's electricity needs and possibly those of the Maritime Heritage Centre. Power would be sold to BC Hydro during off-peak hours. Solar and wind power energy are also being examined at this location.
- ✓ Objective: in the regular course of business, the City routinely makes use of private contractors that offer a wide variety of services to the City. Recent incidents, WSBC investigations, and evolving WCB regulations have highlighted areas for improvement in the City's overall coordination and monitoring of contracted workers.
  - Strategy: staff, in conjunction with Human Resources is developing an overall contractor coordination orientation and monitoring program.
  - Measure: Phase I will seek to establish mandatory General Safety Orientations for all contracted workers. Phase II will provide site specific orientations for all contracted tasks.
- ✓ Public Safety Enhancements - In 2008, the City began working with the RCMP and building occupants to improve employee and public safety at civic buildings. Works in 2008 included graffiti deterrence at Centennial Pool, multiple upgrades to the Centennial Building aimed at discouraging loitering and abnormal

use, blocking off walk-through access around the Tidemark Theatre and Public Library, several improvements to the Enterprise Centre and City Hall to discourage after-hours use by abnormal users, and Closed Circuit Television (CCTV) installations at the Norm Wood Environmental Centre to address theft. Several of these projects will be on-going and/or completed in 2009.

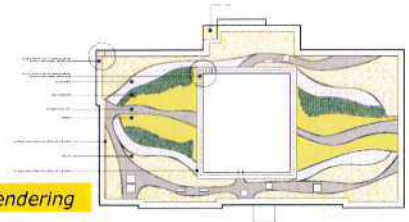
- ✓ Anti-Idling Policy - In 2008, the Materials Management Department also drafted an anti-idling policy for the City's Fleets which aims to make efficient use of City resources by restricting wasteful idling of City vehicles. The policy restricts field operating idling times to 3 minutes for diesel vehicles and 1 minute for gas powered vehicles. If City vehicle operators anticipate idling for periods in excess of these times they must shut the vehicle's engine off. Similar policies in other Municipalities have resulted in significant annual fuel savings and emissions reductions. Council adopted this policy in late 2008; an implementation program is planned for 2009.
- ✓ Stores Operation - Completion of our Stores operation re-organization and rationalization of inventory has made for a more efficient operation at the Municipal Services Centre.
- ✓ Discovery Pier Lighting - In partnership with Daybreak Rotary, the City designed and awarded a contract for the replacement of decorative lighting on the Discovery Pier. This project will provide enhanced security and improved aesthetics while returning the look of the pier close to its original design. The installation of the lighting was completed in the early 2009.
- ✓ Facility Energy Conservation - Working with BC Hydro, the City will conduct a full Energy Management Assessment for civic facilities in 2009. The assessment will qualify the City to participate in retrofit and other incentive programs offered through BC Hydro at a more in-depth level than in the past. In addition, F&SC staff will vigorously seek out and pursue all available opportunities for external funding and joint programs, and greater participation with the Canada Green Building Council and their Leadership in Energy and Environmental Design (LEED) programs.
- ✓ Alternative Energy – Biomass - We continue to investigate the feasibility of turning waste sludge into a fuel that will generate sustainable bioenergy from biomass, decreasing consumption of fossil fuels while lowering operating costs and reducing our carbon



Discovery Pier

footprint.

- ✓ Green Fleet Initiatives - F&SC is undertaking several initiatives aimed at greening the City's fleet while making the best use of City resources (fuel costs, vehicle replacement costs). Projects scheduled for 2009 include the launch of a newly developed anti-idling policy, potential introduction of biodiesel fuel, examination of a GPS tracking system aimed at improving routing and fuel use, and the sourcing of hybrid, fully electric, or sub-compact fuel efficient vehicles. Upon receipt of the E3 Fleet Review the City may also be in a position to examine 'right sizing' the civic fleet to improve efficiency.
- ✓ Space Planning - In 2009, we will finalize our space planning review of City Hall and will develop short term solutions and long term plans aimed at providing sufficient space for our administrative needs and more efficient delivery of services to the public.
- ✓ Fuel Depot Upgrades - Upgrades to the aging fuel delivery systems at Fire Hall No. 1 and the Municipal Services Centre will demonstrate we are doing our utmost to protect the environment and ensure we are capable of continued delivery of essential services in all emergency situations.
- ✓ Solid Waste - In addition to our depot and curb-side collection of garbage, blue-box recycling, and yard waste programs, the City is exploring the feasibility and potential for organics collection and composting in cooperation with other local jurisdictions in the region.



Proposed Green Roof Rendering

SHARP & DIAMOND CITY HALL GREEN ROOF & COURTYARD CAMPBELL RIVER BC



Actual Roof After Initial Plantings

## FINANCIAL SERVICES

Financial Services Division consists of:

- Finance Department
- Financial Planning
- Information Services
- Rivercorp



Doug Chapman

### 2008 Progress Report

- ✓ Finance Department Reorganization - As the new financial system came online, processes and procedures changed. New job descriptions need to be developed. Some cross-training has been implemented and used as a method to increase the depth of departmental training. This project is ongoing.
- ✓ Business Replacement Project - Worked on issues related to the implementation of the new software including training (ongoing).
- ✓ Tangible Capital Assets (PSAB 3150) - Researched how the new fixed asset reporting model will be implemented into our Financial Statements. This project is ongoing.

### 2009 Objectives

- ✓ Financial Statements
  - Other sections of PSAB will be required to be implemented.
  - Implement section 3150 into the Financial Statements.
  - Implement a financial statement software to generate required lead sheets for the auditors.
  - Rework the 2008 capital expenditures to comply with PSAB 3150 for comparative reporting purposes.
  - Continue preparing our financial statements to meet PSAB and GFOA standards.
- ✓ Payroll
  - Move the City to a common payroll cycle.
  - Study whether or not it would be a benefit to move to a "fully loaded" payroll system (benefits charged directly where time is charged).
- ✓ Renovate Finance Department - Add two (2) new workstations to the department area to replace the two spaces taken over by Information Services.

- ✓ Electronic Home Owner Grants - Increase the number of citizens utilizing the electronic home owner grant by 10% in 2009 by using an instructional brochure included with the tax notices.
- ✓ Improve Financial Reporting to Departments - Ensure month end processes and procedures are closed off early in the subsequent month to allow for accurate monthly reporting to occur.
- ✓ Finance - Continue to review processes and procedures.

### Financial Planning

### 2008 Accomplishments

- ✓ Pre-financial Planning Information to Strategic Committee - Prepared and presented replacement plans, Service Level Change Requests, Long Range Capital Plan, and self-sustaining funds' 2008 - 2012 Financial Plan information to Strategic Committee prior to financial planning deliberations.
- ✓ Funding Source Analysis - Prepared a funding source analysis to inform Council of the state of funds, reserves, surpluses (appropriated and unappropriated) and revenue flows to assist with decisions regarding allocation of funding resources.
- ✓ Financial Plan - Prepared and presented 2008 - 2012 Financial Plan to Council.

### 2008 Progress Report

- ✓ Financial Planning Process Review - Continue examining the City's financial planning assumptions, methodologies and processes to determine if preparation is being done efficiently, items are being presented clearly and costs are being allocated appropriately.
- ✓ Budgeting Templates - Establish templates for preparation and analysis of all departmental salaries, wages and benefits that yield documented calculations for this major component of the City's expenditures for budget preparations and future negotiation analysis.
- ✓ Website Enhancement - Enhance website to describe the role of financial planning and presentation of Financial Plan information.

### 2009 Objectives

- ✓ PSAB 3150
  - Prepare a methodology to determine if the amount of reserves held by the City will be sufficient for replacement of our capital assets annually.

- Rework the 2008 capital expenditures to comply with PSAB 3150 for comparative reporting purposes.
- ✓ Payroll - Study whether or not it would be a benefit to move to a "fully loaded" payroll system (benefits charged directly where time is charged).
- ✓ Budgeting
  - Set up Vadim for easier budget input by departments.
  - Start developing our budget documents and prepare to enter our financial plan to GFOA for budget presentation awards.
  - Prepare 2010 – 2014 Financial Plan with Managers and General Managers.
- ✓ Improve Financial Reporting to Departments - Work with Finance Manager to ensure month end processes and procedures are closed off early in the subsequent month to allow for accurate monthly reporting to occur.
- ✓ Website Development for Financial Planning - Review the websites of other Canadian municipalities and implement those ideas that would benefit the City and the Department.
- ✓ Grant Application Tracking - Be a clearing house for all grants applied for and grants received and provide for a monthly summary of grants applied for and those that are approved and amounts outstanding.

**Information Services**

**2008 Accomplishments**

- ✓ Client Support/Helpdesk
  - Implemented the GWI Helpdesk System tracking and retired the old MS Access database.
  - Replaced peripheral devices including: projector screen for Council Chambers, new portable projector, a PA system and many old manager printers.
  - Mobile Lab including Citrix and Wyse terminals. The mobile lab is used for many training sessions and Council meetings.
  - Elections 2008 setup and support was successful.
- ✓ Network/Infrastructure
  - Due to air conditioner failure we had a critical failure of our email system in March 08. Problems not resolved until June 08.
  - All our own network equipment is on City owned towers except for the Airport wireless which is on

Mt. Washington.

- Server room was rebuilt in Public Works by Facilities.
- Air conditioning was added to the RiverCorp server room.
- Readied the DMZ environment for Public Interactive Mapping and in preparation for collapsing our co-location site in Nanaimo and bringing our servers back into our environment.
- Select and install security camera Phase 1 – Norm Woods.
- ✓ GIS/ Systems Support
  - Delivered the new Interactive Maps in July and October.
  - Completed the Community Portal project.

**2008 Progress Report**

- ✓ Client Support/Helpdesk
  - Started an upgrade of the GWI helpdesk system from version 5 to version 7.
  - Continued to track assets from user request through to purchase and warranty recording.
  - Backups still take a considerable amount of time to maintain stability.
  - Added RiverCorp (Enterprise Center, Visitor Info Booth) to IT operations for connectivity, email, backups and desktop and server operations.
- ✓ GIS/ Systems Support
  - SQL Server 2005 upgrade started.

**2009 Objectives**

- ✓ Client Support/Helpdesk
  - Complete the process of moving our asset information to the GWI software.
  - Continue the electronic reconciliation of "owned" products" to "installed product" for budget planning and to make sure we are legal.
  - Continue to consolidate our supported peripheral vendors so we have only a few quality vendors to deal with for warranty purposes.
  - Office 2007 Upgrade - this is a large project and will take some time as we do one department/ business unit, or procedural group at a time.
- ✓ Network/Infrastructure
  - Complete the replacement of any non-standard

network switches.

- SCADA Capital projects will continue into 2009.
- Supervise the selection and installation of phase one of the Security Camera project.
- Continue to improve on our Network management Tools as proposed in the 2006 Infrastructure Review.
- Upgrade the Watchguard Firewall.

✓ GIS/Systems

- Cleanup GIS files that are hardcoded to Zeus file.
- Complete the migration planning to move Autodesk and ESRI data from multiple departmental folders into the new server.
- Move from Desktop GIS to Enterprise Level GIS.
- Continue retiring the old custom built MS Access databases by using the Financial/Land System replacement project.
- Migrate all Corporate databases from MS Access to SQL Server 2005.

✓ Support/General Management

- Continue support for the Financial/Land System.
- I-Compass electronic agenda, action tracking, FilePro support.
- Cartegraph Fleet Upgrade.
- City Interactive Maps – 360 Views.
- Security Cameras Phase II.
- SCADA Capital Project – 911 Callout.
- Exchange 2007 Upgrade.
- Class Upgrade.
- Tempest 715 Upgrade.
- Vadim Upgrade.



Information Services



## PARKS, RECREATION AND CULTURE

This Division oversees the operation of the Sportsplex, Community Centre, Centennial Pool, McIvor Lake and all of Campbell River's parks and public open spaces. This Division of the City of Campbell River works to enhance the lifestyle and health of the community through a variety of quality programs and services based on public consultation. To meet this goal, the Division works with the Community Advisory Commission, Youth Advisory Committee, Campbell River Access Awareness Committee, Field User Fee Advisory Group, Happy Wanderers Committee, Community Beautification Committee, Communities in Bloom Committee and a variety of focus groups specific to program interests. Parks, Recreation and Culture is committed to providing recreation and parks services for people of all ages, stages, and abilities.



Ross Milnthorp

### Recreation and Culture Department

## 2008 Accomplishments

- ✓ With assistance from community groups and Field User Fees, we have completed the following:
  - Expansion and upgrade of Willow Point Park Diamond No. 3.
  - Upgrade to Nunn's Creek Batting Cage.
- ✓ Through grants totaling approximately \$60,000, successfully completed the following:
  - Phase I of Active Campbell River Plan.
  - Spirit of BC Week.
  - In conjunction with other City staff, and a variety of community groups, organized Campbell River's first Bike to Work Week.
  - Inventory of some parks and trails as they relate to accessibility.
  - Purchased an all terrain Sherpa wheelchair to be used by the community.
- ✓ Initiated the Skate Park Host Program to deal with some of the negative elements at the new skate park.
- ✓ Sybil Andrews Property was the first property included on the City's new Community Heritage Register.



- ✓ Completed the installation of the City's new Welcome signs.
- ✓ Partnered with Thrifty's Foods to offer free nutrition and young chef on the run programs.
- ✓ Formed the City's first Culture and Heritage Committee.
- ✓ Implemented a new Individual Recognition Program.
- ✓ Completed the plan for signage and a self-guided historical walking tour of Campbellton, Downtown, and Willow Point.
- ✓ Obtained a grant for 80% of the funding for the context planning and development of a Community Heritage Register.



Sybil Andrews Cottage

The Community Advisory Commission completed the following:

- ✓ Reviewed Spirit Square Plan.
- ✓ Formed Culture and Heritage Committee.
- ✓ Reviewed proposal from Seniors' Advisory Commission for picnic shelter and Dick Murphy Park.
- ✓ Reviewed Downtown Ambassador Program.
- ✓ Reviewed Recreation Infrastructure Review Report.
- ✓ Reviewed proposal for Waterfront Trail.

### 2009 Priorities

- ✓ Complete the signage and pamphlet for a self-guided walking tour of Campbellton, Downtown, and Willow Point.
- ✓ Develop one reliable, closely managed, well-publicized, and easily accessible community culture calendar that is available online and also has a presence in hard copy in the downtown core and in the local newspaper, and which is available to all residents.
- ✓ Create an official Community Heritage Register, pursuant to Part 27 of the Local Government Act, and begin the process of nominating built heritage resources to the Register.
- ✓ Encourage cultural organizations and facilities to expand programming that is targeted to all segments of Campbell River society.
- ✓ The Culture and Heritage Sub Committee will advise Council on heritage and culture matters, fulfilling the role of a community heritage and culture commission pursuant to Part 27 of the Local Government Act.

- ✓ Develop a policy with respect to the Community Heritage Register.

The priorities of the Community Advisory Commission will include:

- ✓ Review governing bylaw and role/purpose.
- ✓ Continue to review and provide consultation on issues referred to the commission by Council.



Dick Murphy Park Playground

### Parks Department

### 2008 Accomplishments

- ✓ Strategic Parks Plan - Successfully implemented a new organizational structure for Parks in January, 2008 as recommended in the Strategic Parks Plan.
- ✓ Parks Parcel Tax Projects completed in 2008 included:
  - Three new playgrounds, at Applegate, Charstate and Lilelana Parks.
  - New bridge installed at Baikie Island.
  - Completion of Dick Murphy Park Phase II – partially funded by Parcel Tax.
  - Paved Ken Forde Parking Lot.
  - Penfield West Linear Park Tender Ready Design – funded by Parcel Tax and Parks DCC's.
  - Three permanent washrooms, at Dick Murphy, Rotary and Frank James Parks.
  - Pinecrest Stairs Design.
  - Robert Ostler Park Electrical Upgrades.
  - Spirit Square Design – partially funded by Parcel Tax.
  - Completion of Tennis Court Improvements.
  - Willow Point Park, Ball Diamond Infield Upgrades.
  - Willow Point Park, addition of two new Sand Volleyball Courts.
  - Communities in Bloom - Competed provincially and won 5 Blooms; invited to compete Nationally for 2009; hosted a Garden Contest with residential and business categories.



- ✓ Beautification Committee - Recognized 8 businesses with Beautification Awards:
  - Cap It International
  - Finning
  - The Village at Willow Point
  - Willow Point Plaza
  - Chances
  - Seymour Pacific
  - Larwood Plaza
  - Popsey's
- ✓ Recommended extension of Downtown Ambassadors Program and Replacement of Downtown Light Standards.
- ✓ Supported the Communities in Bloom Committee for the judges visit to CR.
- ✓ Legacy Landmarks - Sold and installed a total of 20 park benches and 14 picnic tables.
- ✓ Willow Point Streetscape - Transferred responsibility for maintenance to Parks Department.
- ✓ Staff Certifications - BCRPA Playground Inspection Course – attended by Parks Foreman and 2 Parks Equipment Operators. All 3 received certification as playground inspectors.
- ✓ Pesticide Applicators Course – Attended by Equipment Operator and licence received.
- ✓ Staff Training
  - Due Diligence Workshop – attended by Parks Foreman I and II and Parks Project Supervisor.
  - Media Workshop – attended by Parks Project Supervisor.
  - Environmental Monitoring for Construction Projects – attended by Parks Project Supervisor.
  - Risk Assessment Workshop – attended by Parks Operations Supervisor, Parks Foreman and Parks Project Supervisor.
  - NWPRA Parks and Grounds Conference – attended by Parks Operations Supervisor and Parks Foreman.
  - Cross Connection Control Workshop – attended by Parks Irrigation Specialist.
  - Cemetery Operating Workshop – attended by Parks Administrative Assistant and Parks Project Supervisor.
  - Western Canadian Turf and Grass Conference – attended by Parks Foreman, Equipment Operator

and Horticulturist.

- MATI 5 – Planning for Non-Planners – attended by Parks Project Supervisor.
- Creating Landscapes Certificate Program – Parks Project Supervisor completed Plant Identification course.



Sportsplex



Willow Point Tennis Courts (Sportsplex)



Community Centre

*This page is left blank intentionally*

FINANCIAL STATEMENTS



## Financial Reporting Responsibility

The accompanying statements of the City of Campbell River are the responsibility of management. To ensure their integrity, objectivity and reliability, management has selected appropriate accounting policies that are in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

The City of Campbell River maintains a system of internal accounting controls designed to provide reasonable assurance for the safekeeping of assets and the reliability of financial records. The audit firm of Meyers Norris Penny LLP, the City's independent auditors, has audited the accompanying financial statements. Their audit opinion letter is incorporated in the financial statements.

Council is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility. Council meets periodically with management and the independent auditors to satisfy themselves that management's responsibilities are properly discharged, and to review and approve the consolidated financial statements. The external auditors have full and unrestricted access to Council to discuss the audit and their related findings as to the integrity of the financial reporting process.

In management's opinion, these statements have been properly prepared within the framework of the accounting policies summarized in the Notes to the Consolidated Financial Statements and fairly present the financial position of the City of Campbell River as at December 31, 2008.



Doug Chapman, CGA  
General Manager, Financial Services  
Chief Financial Officer



MEYERS NORRIS PENNY

## Auditors' Report

---

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

We have audited the consolidated statement of financial position of the City of Campbell River as at December 31, 2008 and the consolidated statements of changes in financial position and financial activities, schedule of long-term liabilities and schedule of segmented information for the year then ended. These financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the consolidated financial statements taken as a whole. The supplementary information, including schedules 1 to 3, is presented for purposes of additional analysis. Such supplementary information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the consolidated financial statements taken as a whole.

Campbell River, British Columbia

May 15, 2009

Chartered Accountants



CHARTERED ACCOUNTANTS & BUSINESS ADVISORS  
201 - 990 CEDAR STREET, CAMPBELL RIVER, BC V9W 7Z8  
1-800-450-9977 PH: (250) 287-2131 FAX: (250) 287-2134 mnp.ca

*This page is left blank intentionally*

Consolidated Statement of Financial Position  
As at December 31, 2008

	<u>2008</u>	<u>2007</u>
<b>FINANCIAL ASSETS</b>		
Cash	\$ 232,627	\$ -
Investments (Note 3)	41,472,017	39,084,144
Property taxes receivable	892,312	852,341
Accounts receivable (Note 5)	4,309,418	5,624,131
Inventory held for resale	35,864	44,033
Land held for resale	1,170,806	1,170,806
Tax sale properties	-	7,268
Deposits	9,739	10,214
	<u>48,122,783</u>	<u>46,792,937</u>
<b>FINANCIAL LIABILITIES</b>		
Bank indebtedness	-	39,174
Accounts payable and accrued liabilities (Note 6)	8,581,020	7,780,446
Deferred revenue (Note 8)	12,492,633	9,169,396
Capital lease (Note 10) (Schedule 4)	1,636,985	1,987,985
Long-term debt (Note 11) (Schedule 4)	15,563,087	16,139,226
	<u>38,273,725</u>	<u>35,116,227</u>
<b>NET FINANCIAL ASSETS</b>	<u>9,849,058</u>	<u>11,676,710</u>
<b>NON-FINANCIAL ASSETS</b>		
Inventory of supplies	221,979	208,125
Physical assets (Note 13)	322,117,757	303,397,414
	<u>322,339,736</u>	<u>303,605,539</u>
	<u>332,188,794</u>	<u>315,282,249</u>
<b>FINANCIAL POSITION</b>		
Financial equity		
Operating funds (Note 14) (Schedule 1)	17,569,075	21,150,977
Capital funds (Note 14) (Schedule 2)	5,238,834	5,031,798
Reserve funds (Note 14) (Schedule 3)	4,241,220	3,621,146
	<u>27,049,129</u>	<u>29,803,921</u>
Equity in non-financial assets (Note 15)	305,139,665	285,478,328
	<u>\$ 332,188,794</u>	<u>\$ 315,282,249</u>

*Outstanding commitments and contingent liabilities (Notes 16 and 17)*  
*The Notes to Consolidated Financial Statements are an integral part of this statement*



Doug Chapman, CGA  
General Manager, Financial Services  
Chief Financial Officer

**Consolidated Statement of Changes in Financial Position  
For the Year Ended December 31, 2008**

	<u>2008</u>	<u>2007</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net revenue/(expenditure)	\$ (1,827,647)	\$ 4,338,206
Add non-cash items		
Increase (decrease) in deferred revenue	<u>3,323,237</u>	<u>(71,548)</u>
	<u>1,495,590</u>	<u>4,266,658</u>
Decrease (increase) in		
Property taxes receivable	(39,971)	1,978,145
Accounts receivable	1,314,714	(1,706,154)
Inventory held for resale	8,169	13,300
Tax sale properties	7,268	40,770
Deposits	475	-
Increase (decrease) in		
Accounts payable and accrued liabilities	<u>800,574</u>	<u>(1,730,024)</u>
	<u>2,091,229</u>	<u>(1,403,963)</u>
	<u>3,586,821</u>	<u>2,862,695</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
New debt issued	2,881,594	516,651
Debt and lease principal repaid	<u>(3,808,739)</u>	<u>(5,267,665)</u>
	<u>(927,145)</u>	<u>(4,751,014)</u>
<b>CHANGE IN CASH AND EQUIVALENTS DURING THE YEAR</b>	2,659,674	(1,888,319)
<b>CASH AND EQUIVALENTS</b>		
Beginning of year	<u>39,044,970</u>	<u>40,933,289</u>
End of year	<u>41,704,644</u>	<u>39,044,970</u>
<b>REPRESENTED BY</b>		
Cash	232,627	-
Bank Indebtedness	-	(39,174)
Investments	<u>41,472,017</u>	<u>39,084,144</u>
	<u>41,704,644</u>	<u>39,044,970</u>
<b>SUPPLEMENTAL INFORMATION</b>		
Interest paid	\$ <u>2,237,482</u>	\$ <u>2,638,699</u>

*The Notes to Consolidated Financial Statements are an integral part of this statement*



**Consolidated Statement of Financial Activities  
For the Year Ended December 31, 2008**

	<u>2008 Actual</u>	<u>2008 Budget Unaudited</u>	<u>2007 Actual</u>
<b>REVENUE</b>			
Taxes and user fees	\$ 32,143,130	\$ 32,028,085	\$ 30,037,830
Payments in lieu of taxes	442,528	410,280	475,915
Services provided to other governments	753,946	774,897	701,262
Sale of services	2,779,578	2,775,352	2,563,086
Other revenue from own sources	3,571,392	3,411,797	3,379,095
Interest on investments	1,136,205	241,900	1,417,081
Development cost charges recognized	290,634	2,143,740	1,620,157
Land sale proceeds	2,336	-	11,053
Gifts and contributions	8,895,256	1,133,153	10,751,937
Unconditional transfers from other governments	453,959	441,000	440,979
Conditional transfers from other governments	1,716,883	3,609,701	5,028,078
MFA debt reserve fund refund	42,654	-	391,074
MFA surplus repatriation	245,586	-	425,204
Actuarial adjustment on debt	919,575	-	1,648,551
	<u>53,393,662</u>	<u>46,969,905</u>	<u>58,891,302</u>
<b>EXPENDITURE</b>			
General government	5,362,396	5,607,258	4,416,429
Protective services	11,771,718	12,972,029	10,987,711
Transportation services	16,557,770	13,767,668	14,819,574
Environmental health services	1,217,942	1,290,624	767,255
Public health services	454,515	417,962	388,045
Development services	1,531,071	1,440,097	1,236,913
Recreation and cultural services	6,104,731	8,173,925	6,419,189
Sewer utility	5,689,883	7,155,876	5,760,187
Water utility	6,531,283	6,979,908	9,757,793
	<u>55,221,309</u>	<u>57,805,347</u>	<u>54,553,096</u>
<b>NET REVENUE/(EXPENDITURE)</b>	<u>(1,827,647)</u>	<u>(10,835,442)</u>	<u>4,338,206</u>
<b>DEBT</b>			
Debt issued	2,881,594	4,177,113	516,651
Debt and lease principal repayments	(2,889,164)	(2,871,942)	(3,619,114)
Actuarial adjustment on debt	(919,575)	-	(1,648,551)
	<u>(927,145)</u>	<u>1,305,171</u>	<u>(4,751,014)</u>
<b>CHANGE IN FUND BALANCE</b>	<u>(2,754,792)</u>	<u>(9,530,271)</u>	<u>(412,808)</u>
<b>FUND BALANCE</b>			
Beginning of year	<u>29,803,921</u>	<u>29,803,921</u>	<u>30,216,729</u>
End of year	\$ <u><u>27,049,129</u></u>	\$ <u><u>20,273,650</u></u>	\$ <u><u>29,803,921</u></u>

The Notes to Consolidated Financial Statements are an integral part of this statement

## Notes to Consolidated Financial Statements

Year Ended December 31, 2008

The City of Campbell River was incorporated as a municipal district in 1947 under the provisions of the *British Columbia Municipal Act*, and was reincorporated 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 consolidated 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 consolidated financial statements.

### 1. Significant accounting policies

The City's consolidated financial statements are prepared by management in accordance with generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The following is a summary of the City's significant policies:

#### a) Basis of presentation

The consolidated financial statements reflect the assets, liabilities, revenues, expenditures, and changes in fund balances and financial position of the City. The financial statements are comprised of all organizations and enterprises accountable for the administration of their financial affairs and resources to the City and which are owned or controlled by the City. This includes Campbell River Economic Development Corporation (Rivercorp). The Cemetery Trust Funds administered by the City are specifically excluded from the consolidated financial statements and are reported separately. The consolidated financial statements reflect the removal of internal transactions and balances.

The City follows the normal practice for local government accounting according to the principle of fund accounting. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. Currently in use are:

**Capital Funds** are used to account for physical assets and unfunded work-in-progress offset by related long-term debt and investment in physical assets. The Industrial Park Development Fund is used to account for the costs of developing and carrying the Industrial Park and to account for sales of Industrial Park land.

**General Operating Fund** is used to account for all financial resources except those required to be accounted for in another fund.

**Airport, Water, and Sewer Operating Funds** are used to account for operations that are financed and operated in a manner similar to private business, where the intent is that the costs of providing the services on a continuing basis be financed or recovered at least partially through user charges.

**Reserve Funds** are established for specific purposes with the approval of the Minister of Community Services. The reserve funds are governed by City bylaws defining their purpose and are funded primarily by sales of real property, MFA surplus repatriations, and other transfers from operating funds.

The budget figures used are based on the five-year financial plan approved by Council on May 6, 2008 in Bylaw 3300. They are presented on the basis used for actual results.

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

**b) Basis of accounting**

All revenues and expenditures are recorded on a full accrual basis using guidelines issued by the Public Sector Accounting Board.

**Deferred payroll costs** are reported as accrued liabilities on the Consolidated Statement of Financial Position at 100% of the current obligation. Employees are entitled to accumulate benefits related to sick leave and overtime, and may defer vacation entitlements. Sick leave credits are paid out on retirement in accordance with the provisions of collective agreements. Sick leave, overtime and deferred vacation are valued at current wage rates. Pensions are provided by the Pension Corporation, and the City expenses its contribution to the plan annually and does not accrue any liability for future cost obligations (see Note 17 Contingent Liabilities).

**Liabilities to other governments** are recorded as liabilities at the time the obligation occurs, and reported as a liability on the Consolidated Statement of Financial Position.

**Expenditures** are recorded in the period the goods and services are acquired and a liability is incurred, or transfers are due.

**Government transfers** are recognized as revenues or expenditures in the period that the events giving rise to the transfer occur.

**c) Revenue recognition**

**Revenues** are recorded in the period in which the transaction or events occurred that gave rise to the revenues. Taxation revenues are recognized at the time of issuing the property tax notices for the fiscal year. Sale of services revenues are recognized when the service or product is rendered by the City. Gifts and contributions that are restricted by the legislation of senior governments or by agreement with external parties are reported as deferred revenue at the time they are received. When qualifying expenditures are incurred, these revenues are recognized as gifts and contributions or conditional transfers from other governments in proportion to the contributor's total share of the project expenditures for which the funding was received.

**Deferred revenues** received in advance of expenditures which will be incurred in a later period are deferred until they are earned by being matched against those expenditures. These amounts are reported as deferred revenue on the Consolidated Statement of Financial Position.

**d) Investments**

Investments are held with the Municipal Finance Authority. The Money Market Fund provides a method by which municipalities in British Columbia can access high quality investments not otherwise available to them while retaining a high degree of security and liquidity. The interest rate is variable and the funds are redeemable upon 24 hours notice. The carrying value of investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing, and any permanent decline in market value. The investments balances detailed in Note 3 are reported at market value which is also cost on December 31, 2008.

**e) Inventory**

Inventory held for resale and land held for resale are recorded at the lower of cost and net realizable value as financial assets. Inventory of supplies is recorded at the lower of cost and net realizable value as a non-financial asset.

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

- f) Physical assets** (see Note 13) are recorded at cost, with the exception of the Municipal Airport acquisition and subdivision contributions. The Municipal Airport engineering structures and buildings are recorded at values determined by British Columbia Assessment Authority, machinery and equipment is recorded at market value determined for insurance purposes, and land is recorded at appraised value, all at the time of acquisition, January 1, 1996. Subdivision streets, lighting, sidewalks, drainage and other infrastructure are required to be provided by subdivision developers. Upon completion they are turned over to the City for no consideration. The City is not involved in the construction and does not budget for either the contribution from the developer nor the capital expenditure in its financial plan. The City records these assets at construction cost estimates provided by engineers' certificates, which are deemed to be equal to fair market value.

Physical assets are not amortized; however, the City is preparing to implement depreciation of tangible capital assets in compliance with PSAB 3150 effective the fiscal 2009 reporting period. During 2008, the City continued to work towards compliance with the new Public Sector Accounting Board recommendations for accounting for tangible capital assets (PSAB 3150), which are effective January 1, 2009. As at December 31, 2008, significant progress has been made towards completing the inventory, including valuation, of all City owned assets necessary to implement PSAB 3150. Completion of the inventory gathering and valuation portion of the work plan is anticipated to be completed by August 2009.

**g) Long-term debt**

Interest payments related to long-term debt obligations are recorded on an accrual basis. Actuarial adjustments are the budgeted earnings on a member's principal payments made to the Municipal Finance Authority (MFA) that annually reduce the outstanding debt obligation. Each year, as the MFA receives principal payments from its members on an issue, it invests these monies in a sinking fund to be used to retire the debt at maturity. In this regard, the MFA annually recognizes an actuarial reduction to a member's borrowing based on the annual budgeted earnings of their cumulative principal payments made to date. These actuarial amounts are reported on a member's amortization/repayment schedule for an issue and are reflected in the reducing balance outstanding at each annual principal payment date. Actuarial reduction amounts are recognized and compounded annually following the first year of principal payments received on an issue. For all MFA issues prior to 2005, this rate is 5%; however, for debt issues launched in 2005 and later this rate is set at 4%. The MFA reserves the ability to adjust existing actuarial rates if market conditions dictate that a set earnings rate can no longer be achieved.

**h) Financial instruments**

The City's financial instruments consist of cash, investments, property taxes receivable, accounts receivable, deposits, bank indebtedness, accounts payable and accrued liabilities and long-term debt. Unless otherwise noted, it is management's opinion that the City is not exposed to significant interest, currency, or credit risk arising from these financial instruments. Interest rates for the capital lease and 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, and property taxes receivable collections are assured through the tax sale provisions of the *Local Government Act*.

**i) Property tax collections for other governments**

The City is required by legislation to bill and collect property taxes on behalf of other governments (see Note 18). These revenues and payments are not included in the City's financial statements.

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

**j) Comparative figures**

Certain previous years' comparative figures have been restated to match this year's presentation.

**k) Use of estimates**

The preparation of financial statements in accordance with Canadian generally accepted accounting principles 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 expenditures during the reporting period. 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. Accounts where estimates were used include allowance for doubtful accounts, accrued liabilities, and actuarial adjustments to MFA debenture debt.

**l) Recent accounting pronouncements**

In February 2007, the Canadian Institute of Chartered Accountants issued amendments to the recommendations in Section PS 1200 Financial Statement Presentation. PS 1200 establishes general reporting principles and standards for the disclosure of information in government financial statements. The amendments to this section consisted of expanding its scope to include local governments and introduces a new financial statement reporting model based on full accrual accounting principles. Revised PS 1200 is effective for interim and annual financial statements of local governments with fiscal years beginning on or after January 1, 2009.

**2. Related party transactions**

The City is the sole shareholder of Campbell River Economic Development Corporation (Rivercorp). Its purpose is to provide economic development services to the City through retention, enhancement and recruitment of business. Transactions of Rivercorp are consolidated at December 31<sup>st</sup> each year. During the year Rivercorp received \$476,287 (2007 – \$235,180) as funding contributions from the City.

**3. Investments**

	<u>2008</u>	<u>2007</u>
General Capital Fund	\$ 197,290	\$ 190,327
General Operating Fund	29,036,952	29,544,137
Capital Lending Reserve Fund	3,600,371	2,876,076
Parks Acquisition and Development Reserve Fund	292,931	269,724
Parkland Reserve Fund	329,448	314,576
Facility Reserve Fund	18,470	27,888
Development cost charges deferred revenue	7,996,555	5,861,416
	<u>\$ 41,472,017</u>	<u>\$ 39,084,144</u>

#### 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 Consolidated Statement of Financial Position and are comprised of the following:

	Receipts and			
	2007	Interest	Expenditures	2008
Campbell River Municipal Cemetery	\$ 309,682	\$ 11,908	\$ 11,260	\$ 310,330
Elk Falls Memorial Cemetery	157,941	12,178	5,956	164,163
	<u>\$ 467,623</u>	<u>\$ 24,086</u>	<u>\$ 17,216</u>	<u>\$ 474,493</u>

#### 5. Accounts receivable

	2008	2007
User fees	\$ 270,104	\$ 390,690
Due from Federal Government	1,199,125	1,677,306
Due from Provincial Government	235,542	1,236,603
Due from Regional District and other governments	9	337,996
Airport	62,092	129,507
Development cost charges	475,826	484,256
Other	2,066,720	1,367,773
	<u>\$ 4,309,418</u>	<u>\$ 5,624,131</u>

#### 6. Accounts payable and accrued liabilities

	2008	2007
Due to other governments	\$ 509,828	\$ 684,247
Trade accounts payable	4,007,328	3,480,081
Accrued wages and benefits	2,364,457	2,012,751
Accrued interest	254,228	280,665
Deposits and holdbacks	1,445,179	1,322,702
	<u>\$ 8,581,020</u>	<u>\$ 7,780,446</u>

#### 7. Restricted assets

Included in the consolidated assets are short-term investments of \$7,996,555 (2007 – \$5,861,416) and instalments receivable of \$475,826 (2007 – \$484,256). These assets can only be used for expenditures as permitted by the Development Cost Charges Bylaw and the relevant sections of the *Local Government Act*, unless otherwise authorized by the Ministry of Community Services.

## 8. Deferred revenue

Included in deferred revenue are contributions from developers collected under the Development Cost Charges Bylaw. These contributions will be recognized as revenue in future years when the related capital projects for which they were collected are completed.

	Deferred Revenue	Deferred Payments	2008	2007
Development cost charges				
Roads	\$ 3,931,887	\$ 125,847	\$ 4,057,734	\$ 3,484,713
Public open space	991,306	51,939	1,043,245	783,465
Water	1,518,229	201,085	1,719,314	911,748
Storm water drainage	209,970	-	209,970	193,164
Sanitary sewer	1,050,763	68,132	1,118,895	754,428
Other parks	294,400	28,823	323,223	218,154
	<u>7,996,555</u>	<u>475,826</u>	<u>8,472,381</u>	<u>6,345,672</u>
Other deferred revenue				
Prepaid property taxes	342,121	-	342,121	317,406
Future local improvement projects	1,644,843	-	1,644,843	1,285,949
Community Works Fund (Note 19)	979,086	-	979,086	620,364
Conditional transfers	-	-	-	366,678
Other	1,054,202	-	1,054,202	233,327
	<u>4,020,252</u>	<u>-</u>	<u>4,020,252</u>	<u>2,823,724</u>
	<u>\$ 12,016,807</u>	<u>\$ 475,826</u>	<u>\$ 12,492,633</u>	<u>\$ 9,169,396</u>

## 9. Municipal Finance Authority Debt Reserve Fund

The Municipal Finance Authority of British Columbia provides capital financing for regional districts and their member municipalities. The Authority 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 Authority 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. As at December 31, 2008 the total of the City's MFA Debt Reserve Fund is comprised of:

	2008	2007
General	\$ 1,375,973	\$ 1,387,520
Sanitary Sewer	1,070,593	1,057,542
Waterworks	110,315	109,358
	<u>\$ 2,556,881</u>	<u>\$ 2,554,420</u>

### 10. Capital lease

The City has a lease with ICI/Windley Group for the Community Centre at an annual cost of \$485,688, including GST and interest at 5.97%, until December 15<sup>th</sup> 2012. At that time the City has the option to purchase the facility for \$1.

### 11. Long-term debt

All debt is reported at the gross amount. The City has no debt assumed by others on its behalf, and has assumed no debt for others.

The principal payments for the next five years are:

	General	Sewer	Water	Total
2009	\$ 1,736,013	\$ 669,706	\$ 119,257	\$ 2,524,976
2010	1,349,521	431,192	-	1,780,713
2011	1,021,406	272,183	-	1,293,589
2012	989,764	272,183	-	1,261,947
2013	917,454	272,183	-	1,189,637
	<u>\$ 6,014,158</u>	<u>\$ 1,917,447</u>	<u>\$ 119,257</u>	<u>\$ 8,050,862</u>

### 12. Consolidated expenditures by object

	2008	2007	2006	2005	2004
Salaries, wages and benefits	\$15,837,944	\$15,800,424	\$14,024,935	\$13,972,182	\$12,642,651
Interest and debt issue expense	2,237,482	2,638,699	3,164,683	3,277,764	3,258,604
Operating expenditures	18,225,150	15,249,343	15,792,678	13,413,498	12,278,784
Purchase of physical assets	18,920,733	20,864,630	18,330,243	11,394,258	10,460,829
	<u>\$55,221,309</u>	<u>\$54,553,096</u>	<u>\$51,312,539</u>	<u>\$42,057,702</u>	<u>\$38,640,868</u>

### 13. Physical assets

	General and Rivercorp	Airport	Sanitary Sewer	Water	2008 Total	2007 Total
Engineering structures	\$ 135,578,861	\$ 11,873,104	\$ 69,743,916	\$ 45,484,860	\$ 262,680,741	\$ 246,022,016
Buildings	25,025,374	1,657,712	-	66,008	26,749,094	26,665,279
Machinery and equipment	12,118,564	1,946,221	659,989	1,268,106	15,992,880	14,182,813
Land	12,699,812	2,868,200	1,049,063	77,967	16,695,042	16,527,306
	<u>\$ 185,422,611</u>	<u>\$ 18,345,237</u>	<u>\$ 71,452,968</u>	<u>\$ 46,896,941</u>	<u>\$ 322,117,757</u>	<u>\$ 303,397,414</u>



**14. Fund balances**

	<u>2008</u>	<u>2007</u>
<b>Operating funds</b>		
General	\$ 9,155,195	\$ 11,289,566
Airport	423,674	747,610
Sanitary Sewer	4,528,394	4,443,508
Water	3,474,717	4,642,936
Rivercorp	(12,905)	27,357
	<u>17,569,075</u>	<u>21,150,977</u>
<b>Capital funds</b>		
General	3,278,359	3,132,299
Sanitary Sewer	861,911	872,324
Water	627,758	556,369
Industrial Park	470,806	470,806
	<u>5,238,834</u>	<u>5,031,798</u>
<b>Reserve funds</b>		
Capital Lending	3,600,370	3,008,958
Parks Acquisition and Development	292,932	269,724
Parkland	329,448	314,576
Facility	18,470	27,888
	<u>4,241,220</u>	<u>3,621,146</u>
	<u>\$ 27,049,129</u>	<u>\$ 29,803,921</u>

**15. Equity in non-financial assets**

	<u>2008</u>	<u>2007</u>
Capital expenditures	\$ 10,763,198	\$ 11,917,930
Increase (decrease) in inventory of supplies	13,854	72,377
Contributions from others	8,078,348	9,239,558
Debt issued	(2,881,594)	(516,651)
Debt principal repayments	3,808,736	5,267,667
Disposals	(121,205)	(292,857)
Change in equity in non-financial assets	<u>19,661,337</u>	<u>25,688,024</u>
Balance, beginning of year	285,478,328	259,790,304
Balance, end of year	<u>\$ 305,139,665</u>	<u>\$ 285,478,328</u>

## 16. Outstanding commitments

The City has equipment capital lease obligations with MFA Leasing Corporation. The annual lease payments, including applicable taxes for the next five years are:

<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
\$ 50,262	\$ 23,479	\$ 23,479	\$ 20,830	\$ 661

## 17. Contingent liabilities

### a) Pension liability

The City and its employees contribute to the Municipal Pension Plan (the plan), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 144,000 active members and approximately 51,000 retired members. Active members include approximately 35,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The most recent valuation as at December 31, 2006 indicated a surplus of \$438 million for basic pension benefits. The next valuation will be as at December 31, 2009 with results available in 2010. The actuary does not attribute portions of the surplus to individual employers. The City paid \$1,067,783 (2007 – \$994,476) for employer contributions to the plan in fiscal 2008. The employees' contributions during 2008 amounted to \$836,884 (2007 – \$783,999).

### 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.

### c) Claims for damages

In the normal course of a year, the City is faced with lawsuits and other claims for damages. It is the opinion of management that at year end, the City's estimated exposure for such liabilities is not considered to be significant. Any ultimate settlements will be recorded in the year the settlements occur.

### d) Property assessment appeals

As at December 31, 2008, there were various assessment appeals pending with respect to properties. The outcome of those appeals may result in adjustments to property taxes receivable for the current and prior years. The City has made a general provision for refund of municipal taxes as the outcomes are presently indeterminable.

### e) Environmental Regulations

The City makes every reasonable effort to comply with all environmental regulations that apply to its operations. These regulations may require future expenditures to meet applicable standards. Amounts required to meet these obligations will be charged to operations when incurred or set aside as future reserves when they can be reasonably estimated.

### 18. Property tax collections for other governments

	<u>2008</u>	<u>2007</u>
Provincial School Levy	\$ 14,503,711	\$ 14,368,642
Comox Strathcona Regional Hospital District	2,807,253	2,582,958
Comox Strathcona Regional District	-	3,398,675
Strathcona Regional District	3,529,148	-
Vancouver Island Regional Library	949,613	932,067
Municipal Finance Authority	793	997
BC Assessment Authority	368,258	349,865
	<u>\$ 22,158,776</u>	<u>\$ 21,633,204</u>

### 19. Federal Gas Tax Agreement

Gas Tax funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the City and the Union of British Columbia Municipalities. Gas Tax funding may be used towards designated community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements. The City reports the balance as deferred revenue until it is used to fund the specified projects outlined in the funding agreement. Interest is recorded and allocated regularly to the balance.

	<u>2008</u>	<u>2007</u>
Balance, beginning of year	\$ 620,364	\$ 689,784
Funds received	618,784	496,206
Interest earned	27,772	36,526
	<u>1,266,920</u>	<u>1,222,516</u>
Expenditures	(287,834)	(602,152)
Administrative expenditures	-	-
Balance, end of year	<u>\$ 979,086</u>	<u>\$ 620,364</u>

### 20. Segmented Reporting

The City of Campbell River provides various City services within various divisions. The segmented information as disclosed in Schedule 5, reflects those functions offered by the City as summarized below:

**General Government** – activities related to the administration of the municipality as a whole including central administration, finance, human resources, information systems and legislative operations.

**Protective Services** – activities related to providing for the security of the property and citizens of the municipality including police, fire protection, building inspection and bylaw enforcement including animal control.

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

**20. Segmented Reporting (continued)**

**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 community planning and development.

**Recreation & Cultural Services** – activities related to all recreational and cultural services including the maintenance of parks and facilities for recreational and cultural activities.

**Sewer Utility** – activities related to gathering, treating, transporting, storing and discharging municipal sewage or reclaimed water.

**Water Utility** – activities related to supplying, storing, treating and transporting water.

For each reported segment, revenues and expenditures represent amounts that are directly attributable to the segment, in addition to amounts that are allocated to each segment on a reasonable basis.

**Operating Funds**  
**Consolidated Schedule of Financial Activities**  
**For the Year Ended December 31, 2008**

Unaudited

	<u>2008</u> <u>Actual</u>	<u>2008</u> <u>Budget</u>	<u>2007</u> <u>Actual</u>
<b>REVENUE</b>			
Taxes and user fees	\$ 32,143,130	\$ 32,028,085	\$ 30,037,830
Payments in lieu of taxes	442,528	410,280	475,915
Services provided to other governments	753,946	774,897	701,262
Sale of services	2,779,578	2,775,352	2,563,086
Other revenue from own sources	3,546,086	3,411,797	3,331,270
Gifts and contributions	7,500	-	85,454
Interest on investments	772,261	230,000	1,063,611
Unconditional transfers from other governments	453,959	441,000	440,979
Conditional transfers from other governments	955,462	925,326	837,296
Actuarial adjustment on debt	919,575	-	1,648,551
	<u>42,774,025</u>	<u>40,996,737</u>	<u>41,185,254</u>
<b>EXPENDITURE</b>			
General government	4,438,231	4,282,804	3,983,333
Protective services	11,659,191	12,202,154	10,932,141
Transportation services	6,872,684	6,618,037	6,443,972
Environmental health services	1,217,942	1,290,624	767,255
Public health services	454,515	417,962	388,045
Development services	1,448,302	1,362,597	1,234,704
Recreation and cultural services	4,984,980	4,695,447	4,527,153
Sewer utility	3,031,339	3,167,587	3,204,611
Water utility	2,193,392	1,933,781	1,912,239
	<u>36,300,576</u>	<u>35,970,993</u>	<u>33,393,453</u>
<b>NET REVENUE</b>	<u>6,473,449</u>	<u>5,025,744</u>	<u>7,791,801</u>
<b>DEBT AND TRANSFERS</b>			
Net transfer from (to) reserves	(970,994)	(1,024,400)	(809,723)
Net transfer from (to) capital	(5,275,618)	(10,264,504)	(3,270,159)
Debt principal repayments	(2,889,164)	(2,871,942)	(3,619,114)
Actuarial adjustment on debt	(919,575)	-	(1,648,551)
	<u>(10,055,351)</u>	<u>(14,160,846)</u>	<u>(9,347,547)</u>
<b>CHANGE IN FUND BALANCE</b>	(3,581,902)	(9,135,102)	(1,555,746)
<b>FUND BALANCE</b>			
Beginning of year	21,150,977	21,150,977	22,706,723
End of year	\$ <u>17,569,075</u>	\$ <u>12,015,875</u>	\$ <u>21,150,977</u>

**Capital Funds**  
**Consolidated Schedule of Financial Activities**  
**For the Year Ended December 31, 2008**

Unaudited

	<b>2008 Actual</b>	<b>2008 Budget</b>	<b>2007 Actual</b>
<b>REVENUE</b>			
Interest on investments	\$ 218,341	\$ 11,900	\$ 203,628
Gifts and contributions	8,887,756	1,133,153	10,666,483
Land sale proceeds	-	-	11,053
Development cost charges recognized	290,634	2,143,740	1,620,157
Conditional transfers from other governments	761,421	2,684,375	4,190,782
Other revenue from own sources	21,977	-	19,825
MFA debt reserve fund refund	42,654	-	391,074
MFA surplus repatriation	1,105	-	158,303
	10,223,888	5,973,168	17,261,305
<b>EXPENDITURE</b>			
General government	924,165	1,324,454	433,096
Protective services	112,527	769,875	55,570
Transportation services	9,685,086	7,149,631	8,375,602
Development services	82,769	77,500	2,209
Recreation and cultural services	1,119,751	3,478,478	1,892,036
Sewer utility	2,658,544	3,988,289	2,555,576
Water utility	4,337,891	5,046,127	7,845,554
	18,920,733	21,834,354	21,159,643
<b>NET EXPENDITURE</b>	<b>(8,696,845)</b>	<b>(15,861,186)</b>	<b>(3,898,338)</b>
<b>DEBT AND TRANSFERS</b>			
Net transfer from (to) reserves	746,669	2,230,673	372,042
Net transfer from (to) operating	5,275,618	8,865,797	3,270,159
Debt issued	2,881,594	4,177,113	516,651
	8,903,881	15,273,583	4,158,852
<b>CHANGE IN FUND BALANCE</b>	207,036	(587,603)	260,514
<b>FUND BALANCE</b>			
Beginning of year	5,031,798	5,031,798	4,771,284
End of year	\$ 5,238,834	\$ 4,444,195	\$ 5,031,798

**Reserve Funds**  
**Consolidated Schedule of Financial Activities**  
**For the Year Ended December 31, 2008**

Unaudited

	<u>2008 Actual</u>	<u>2008 Budget</u>	<u>2007 Actual</u>
<b>REVENUE</b>			
Interest on investments	\$ 145,603	\$ -	\$ 149,842
Land sale proceeds	2,336	-	-
MFA surplus repatriation	244,481	-	266,901
Other revenue from own sources	3,329	-	28,000
	<u>395,749</u>	<u>-</u>	<u>444,743</u>
<b>EXPENDITURE</b>			
Cost of land sales	<u>-</u>	<u>-</u>	<u>-</u>
<b>NET REVENUE</b>	<u>395,749</u>	<u>-</u>	<u>444,743</u>
<b>TRANSFERS</b>			
Net transfer from (to) operating	970,994	-	809,723
Net transfer from (to) capital	<u>(746,669)</u>	<u>-</u>	<u>(372,042)</u>
	<u>224,325</u>	<u>-</u>	<u>437,681</u>
<b>CHANGE IN FUND BALANCE</b>	620,074	-	882,424
<b>FUND BALANCE</b>			
Beginning of year	3,621,146	3,621,146	2,738,722
End of year	\$ <u><u>4,241,220</u></u>	\$ <u><u>3,621,146</u></u>	\$ <u><u>3,621,146</u></u>

**SCHEDULE 4**

**Consolidated Schedule of Long-term Liabilities  
As at December 31, 2008**

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31 2007	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31 2008
<b>Chartered banks</b>								
3092	Short-term Capital Borrowing Tyee Spit Dev	30/06/09	4.39	330,000	-	160,000	-	170,000
<b>Total chartered banks borrowing</b>				<u>330,000</u>	<u>-</u>	<u>160,000</u>	<u>-</u>	<u>170,000</u>
<b>Municipal Finance Authority</b>								
Storm Drains Construction								
2672	Issue #68	24/03/08	5.50	73,262	-	47,225	26,037	-
2735	Issue #70	01/06/09	5.49	176,024	-	58,117	27,748	90,159
2805	Issue #72	27/03/10	6.45	357,964	-	80,697	32,853	244,414
2880	Issue #74	01/06/11	5.90	4,593	-	795	271	3,527
2958	Issue #78	03/12/12	5.25	25,230	-	3,578	987	20,665
3011	Issue #79	03/06/12	5.25	21,035	-	2,544	549	17,942
				<u>658,108</u>	<u>-</u>	<u>192,956</u>	<u>88,445</u>	<u>376,707</u>
Local Improvements								
2673	Issue #68	24/03/08	5.50	245,812	-	158,453	87,359	-
2736	Issue #70	01/06/09	5.49	479,678	-	158,373	75,616	245,689
2806	Issue #72	27/03/10	6.45	1,097,520	-	247,417	100,726	749,377
2879	Issue #74	01/06/11	5.90	178,176	-	30,848	10,491	136,837
2932	Issue #77	01/06/11	5.90	466,491	-	66,147	18,275	382,069
3012	Issue #79	03/06/12	5.25	585,676	-	70,839	15,265	499,572
2968	Issue #81	22/04/14	4.86	102,663	-	10,892	1,717	90,054
2969	Issue #81	22/04/14	4.86	168,607	-	17,889	2,820	147,898
3050	Issue #81	22/04/14	4.86	58,452	-	6,201	980	51,271
3073	Issue #85	02/12/14	4.90	1,498,726	-	159,009	25,066	1,314,651
2964	Issue #92	06/04/15	4.55	8,716	-	875	71	7,770
2966	Issue #92	06/04/15	4.55	7,056	-	708	58	6,290
2967	Issue #92	06/04/15	4.55	38,185	-	3,831	314	34,040
2968	Issue #92	06/04/15	4.55	22,827	-	2,291	186	20,350



Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31 2007	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31 2008
3071	Issue #92	06/04/15	4.55	213,332	-	21,406	1,746	190,180
3073	Issue #92	06/04/15	4.55	1,761,859	-	176,785	14,426	1,570,648
3074	Issue #92	06/04/15	4.55	23,243	-	2,332	191	20,720
2967	Issue #99	19/10/16	5.00	1,057,882	-	96,118	3,844	957,920
3073	Issue #99	19/10/16	5.00	1,281,101	-	116,399	4,656	1,160,046
2964	Issue #102	12/01/17	4.82	175,000	-	14,576	-	160,424
2966	Issue #102	12/02/17	4.82	150,000	-	12,494	-	137,506
2967	Issue #102	12/03/17	4.82	110,000	-	9,162	-	100,838
3303	Issue #103	23/04/23	4.65	-	194,480	-	-	194,480
2964	Issue #104	20/11/18	-	-	594,500	-	-	594,500
2966	Issue #104	20/11/18	-	-	656,500	-	-	656,500
3074	Issue #104	20/11/18	-	-	240,000	-	-	240,000
3301	Issue #104	20/11/23	-	-	685,500	-	-	685,500
3302	Issue #104	20/11/23	-	-	500,000	-	-	500,000
				<u>9,731,002</u>	<u>2,870,980</u>	<u>1,383,045</u>	<u>363,807</u>	<u>10,855,130</u>
Other								
2933	Issue #77 Cambridge Park	01/06/12	5.90	18,222	-	2,584	714	14,924
				<u>18,222</u>	<u>-</u>	<u>2,584</u>	<u>714</u>	<u>14,924</u>
Sanitary Sewer								
2182	MFA Issue #58	10/05/14	8.95	4,178,822	-	272,183	241,059	3,665,580
2737	MFA Issue #70	01/06/09	5.49	722,406	-	238,513	113,880	370,013
2804	MFA Issue #72	27/03/10	6.45	705,347	-	159,009	64,734	481,604
				<u>5,606,575</u>	<u>-</u>	<u>669,705</u>	<u>419,673</u>	<u>4,517,197</u>
Waterworks Utility								
2708	District of Campbell River	01/06/09	5.49	361,203	-	119,257	56,939	185,007
				<u>361,203</u>	<u>-</u>	<u>119,257</u>	<u>56,939</u>	<u>185,007</u>
Accrued actuarial adjustment				<u>(565,881)</u>	<u>-</u>	<u>-</u>	<u>(10,003)</u>	<u>(555,878)</u>
<b>Total Municipal Finance Authority borrowing</b>				<u>15,809,229</u>	<u>2,870,980</u>	<u>2,367,547</u>	<u>919,575</u>	<u>15,393,087</u>
<b>Total long-term debt</b>				<u>16,139,229</u>	<u>2,870,980</u>	<u>2,527,547</u>	<u>919,575</u>	<u>15,563,087</u>
<b>Capital lease</b>								
Equipment Capital Lease				79,962	10,614	17,235	-	73,341
Community Centre Building (Note 10)				1,908,023	-	344,379	-	1,563,644
				<u>1,987,985</u>	<u>10,614</u>	<u>361,614</u>	<u>-</u>	<u>1,636,985</u>
<b>Total long-term liabilities</b>				<u>\$ 18,127,214</u>	<u>\$ 2,881,594</u>	<u>\$ 2,889,161</u>	<u>\$ 919,575</u>	<u>\$ 17,200,072</u>

**Consolidated Schedule of Segmented Information  
As at December 31, 2008**

	General Government	Protective Services	Transportation Services	Environmental Health Services	Public Health Services	Development Services	Recreation & Cultural Services	Sewer Utility	Water Utility	Consolidated
<b>REVENUE</b>										
Taxes & user fees	\$ 22,586,110	\$ -	\$ 242,437	\$ 1,515,111	\$ -	\$ 49,762	\$ 635,535	\$ 4,562,428	\$ 2,994,275	\$ 32,585,658
Sales of service	410,400	605,086	1,436,073	1,131	331,039	5,000	719,994	8,836	15,965	3,533,524
Transfers from other governments	-	1,189,763	326,999	50,000	33,062	45,332	137,534	130,099	258,053	2,170,842
Interest on investments	463,702	30,356	86,670	-	-	5,794	38,601	247,815	263,267	1,136,205
Gifts & contributions	-	-	5,530,446	-	-	-	60,813	1,449,650	1,854,347	8,895,256
Other revenue	1,619,234	608,926	952,829	2,557	17,216	1,155,580	289,058	298,435	128,342	5,072,177
	<u>25,079,446</u>	<u>2,434,131</u>	<u>8,575,454</u>	<u>1,568,799</u>	<u>381,317</u>	<u>1,261,468</u>	<u>1,881,535</u>	<u>6,697,263</u>	<u>5,514,249</u>	<u>53,393,662</u>
<b>EXPENDITURE</b>										
Wages & benefits	2,552,673	5,407,122	2,180,864	11,696	369,975	401,224	2,802,559	950,954	1,160,877	15,837,944
Interest & debt issue	38,468	2,510	1,008,057	-	-	8,816	127,681	969,600	82,350	2,237,482
Operating expenses	1,847,090	6,249,559	3,683,763	1,206,246	84,540	1,038,262	2,054,740	1,110,785	950,165	18,225,150
Physical assets	924,165	112,527	9,685,086	-	-	82,769	1,119,751	2,658,544	4,337,891	18,920,733
	<u>5,362,396</u>	<u>11,771,718</u>	<u>16,557,770</u>	<u>1,217,942</u>	<u>454,515</u>	<u>1,531,071</u>	<u>6,104,731</u>	<u>5,689,883</u>	<u>6,531,283</u>	<u>55,221,309</u>
<b>NET REVENUE/ (EXPENDITURE)</b>	<u>\$ 19,717,050</u>	<u>\$ (9,337,587)</u>	<u>\$ (7,982,316)</u>	<u>\$ 350,857</u>	<u>\$ (73,198)</u>	<u>\$ (269,603)</u>	<u>\$ (4,223,196)</u>	<u>\$ 1,007,380</u>	<u>\$ (1,017,034)</u>	<u>\$ (1,827,647)</u>



S  
T  
A  
T  
I  
S  
T  
I  
C  
S



*This page is left blank intentionally*

Demographics

<b>1</b>	<b>General</b>
<p>Incorporated in 1947, Campbell River has a total land area of 143.48 square km (2006 Census). By highway the District is 264 km north of Victoria and 44 km north of Courtenay. Campbell River is in the Strathcona Regional District.</p>	

<b>2</b>	<b>Population Estimates</b>				<b>Age Distribution</b>				
<b>Annual Estimates</b>					<b>2006 Census</b>			<b>% Distribution, 2006 *</b>	
Year	Campbell Riv	% Change Prev. Year	BC	% Change Prev. Year	Campbell Riv	Male	Female	Campbell Riv	BC
					All ages	14,605	14,970	100.0	100.0
2004	29,157	-	4,155,170	-	0 - 14	2,575	2,600	17.5	16.5
2005	29,540	1.3	4,196,788	1.0	15 - 24	1,935	1,835	12.8	13.1
2006	30,054	1.7	4,243,580	1.1	25 - 44	3,490	3,765	24.5	27.4
2007	30,417	1.2	4,310,305	1.6	45 - 64	4,720	4,630	31.6	28.4
2008	30,983	1.9	4,381,603	1.7	65 +	1,885	2,140	13.6	14.6

Source: Statistics Canada (as of July 1, includes estimate of Census undercount)

\* based on published totals, both sexes

2006 Census Profiles can be found on our Website at <http://www.bcstats.gov.bc.ca/census.asp>

<b>3</b>	<b>Selected Census Characteristics</b>					
<b>Characteristics</b>	<b>Campbell River</b>			<b>British Columbia</b>		
	<b>2001</b>	<b>2006</b>	<b>% Change</b>	<b>% Change</b>	<b>2001</b>	<b>2006</b>
Population	28,456	29,572	3.9	5.3	3,907,738	4,113,487
Population (by citizenship)	28,295	29,370	3.8	5.3	3,868,875	4,074,385
Non-immigrant	24,680	26,220	6.2	2.9	2,821,870	2,904,240
Immigrant	3,530	3,030	-14.2	10.8	1,009,820	1,119,215
Labour force (15+ yrs.)	14,975	15,625	4.3	8.1	2,059,950	2,226,380
Employees	12,635	13,405	6.1	9.2	1,715,600	1,873,050
Self-employed	1,855	1,785	-3.8	7.4	291,455	313,000
Participation rate [ppt.=percentage points]	66.4%	64.6%	-1.8 ppt.	0.4 ppt.	65.2%	65.6%
Unemployment rate	12.7%	8.9%	-3.8 ppt.	-2.5 ppt.	8.5%	6.0%
Total population 25 to 64 years	15,725	16,545	5.2	6.5	2,144,050	2,284,465
No certificate, diploma or degree	4,535	2,720	-40.0	-40.1	471,470	282,200
High school certificate or equivalent	3,640	4,760	30.8	27.7	462,925	591,275
Apprenticeship/trades certificate or diploma	2,735	2,700	-1.3	-7.4	295,180	273,450
College, CEGEP or other cert. or diploma	3,090	3,930	27.2	11.3	401,760	447,005
University certificate, diploma or degree	1,715	2,430	41.7	34.7	512,715	690,535
Bachelor's degree	910	1,265	39.0	23.0	282,800	347,715
Census families	8,275	8,780	6.1	6.9	1,086,030	1,161,420
Lone-parent families	1,485	1,470	-1.0	4.0	168,420	175,165
Households	11,305	12,225	8.1	7.1	1,534,335	1,643,150
1-family households	8,070	8,595	6.5	6.1	1,012,925	1,074,850
Multi-family households	105	95	-9.5	18.4	35,050	41,510
Non-family households	3,135	3,535	12.8	8.3	486,355	526,785
Median Income	\$ 21,338	\$ 24,151	13.2	12.5	\$ 22,095	\$ 24,867
Males	\$ 32,001	\$ 35,001	9.4	9.0	\$ 28,976	\$ 31,598
Females	\$ 15,261	\$ 18,213	19.3	14.0	\$ 17,546	\$ 19,997
Median Family Income	\$ 54,289	\$ 63,792	17.5	20.0	\$ 54,840	\$ 65,787
Economic Families	8,200	8,765	6.9	6.5	1,044,850	1,112,810
Incidence, low income	14.8%	12.8%	-2.0 ppt.	-0.6 ppt.	13.9%	13.3%
Unattached persons, 15+	3,880	4,010	3.4	4.7	576,825	603,880
Incidence, low income	42.7%	36.4%	-6.3 ppt.	-1.4 ppt.	38.1%	36.7%
Population in private hh.	28,175	29,190	3.6	5.1	3,785,270	3,978,215
Incidence, low income	18.3%	16.5%	-1.8 ppt.	-0.5 ppt.	17.8%	17.3%
Dwellings	11,310	12,220	8.0	7.1	1,534,335	1,643,150
Owned	7,940	8,940	12.6	12.5	1,017,485	1,145,045
Rented	3,350	3,285	-1.9	-3.6	512,360	493,995
Average gross rent	\$ 651	\$ 682	4.8	10.4	\$ 750	\$ 828
Average owners' payments	\$ 771	\$ 819	6.2	17.1	\$ 904	\$ 1,059
Avg. value, owned dwel.	\$ 141,911	\$ 273,482	92.7	81.5	\$ 230,645	\$ 418,703

Source: Statistics Canada. Notes: incomes are for 2005 and 2000; rent/owner's payments are restricted to non-farm, non-reserve private dwellings.

Campbell River  
City

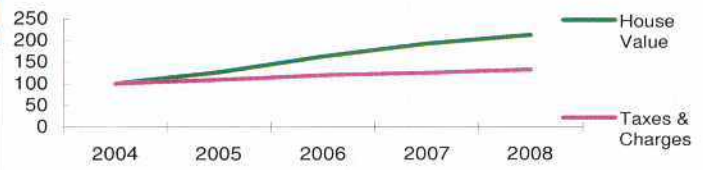
4		Labour Force by Industry (NAICS)					
		Campbell River			BC	% Distribution, 2006	
Industry	2001	2006	% Change	% change	Campbell Riv	BC	
Total labour force	14,975	16,010	6.9	8.1	100.0	100.0	
Industry - Not applicable	435	385	- 11.5	- 26.6	2.4	1.5	
<b>All industries (Experienced LF)</b>	<b>14,540</b>	<b>15,625</b>	<b>7.5</b>	<b>8.9</b>	<b>97.6</b>	<b>98.5</b>	
111-112 Farms	370	315	- 14.9	5.2	2.0	1.8	
113 Forestry and logging	1,075	985	- 8.4	- 10.0	6.2	1.0	
114 Fishing, hunting and trapping	185	190	2.7	1.3	1.2	0.2	
1151/2 Support activities for farms	10	-	- 100.0	11.3	-	0.1	
1153 Support activities for forestry	155	110	- 29.0	- 21.5	0.7	0.3	
21 Mining and oil and gas extraction	400	440	10.0	42.6	2.7	0.9	
22 Utilities	60	75	25.0	- 3.4	0.5	0.5	
23 Construction	865	1,020	17.9	39.9	6.4	7.5	
31-33 Manufacturing	1,420	1,520	7.0	- 2.7	9.5	8.5	
311 Food manufacturing	215	165	- 23.3	3.6	1.0	1.0	
321 Wood product manufacturing	295	230	- 22.0	- 16.1	1.4	1.7	
322 Paper manufacturing	625	750	20.0	- 13.5	4.7	0.6	
41 Wholesale trade	440	340	- 22.7	11.6	2.1	4.1	
44-45 Retail trade	1,840	2,245	22.0	6.9	14.0	11.2	
441 Motor vehicle and parts dealers	240	325	35.4	9.0	2.0	1.1	
445 Food and beverage stores	695	670	- 3.6	8.4	4.2	2.9	
448 Clothing & clothing accessories	145	130	- 10.3	9.2	0.8	1.1	
452 General merchandise stores	125	255	104.0	6.5	1.6	1.2	
48-49 Transportation & warehousing	640	590	- 7.8	0.6	3.7	5.2	
51 Information and cultural industries	245	245	-	- 5.3	1.5	2.6	
52 Finance and insurance	345	330	- 4.3	4.5	2.1	3.8	
53 Real estate & rental/leasing	250	325	30.0	22.1	2.0	2.3	
54 Prof'sonal, scientific & tech. serv.	615	660	7.3	18.6	4.1	7.3	
55 Mgmt. of companies/ent'prises	-	20	-	126.6	0.1	0.1	
56 Admin+support, waste mgmnt srv.	495	640	29.3	20.4	4.0	4.4	
61 Educational services	765	895	17.0	9.2	5.6	6.9	
62 Health care and social assistance	1,320	1,340	1.5	6.5	8.4	9.6	
71 Arts, entertainment and recreation	335	290	- 13.4	11.3	1.8	2.3	
72 Accommodation and food services	1,465	1,575	7.5	7.7	9.8	8.1	
721 Accommodation services	415	425	2.4	2.5	2.7	1.7	
722 Food services & drinking places	1,055	1,150	9.0	9.2	7.2	6.4	
81 Other services (excl. public admin.)	620	785	26.6	11.8	4.9	4.9	
91 Public administration	625	675	8.0	- 2.0	4.2	5.0	
Special Aggregations							
Agriculture, Food and Beverage	410	325	- 20.7	5.8	2.0	2.9	
Fishing and Fish Processing	375	340	- 9.3	- 3.3	2.1	0.5	
Logging and Forest Products	2,145	2,080	- 3.0	- 14.7	13.0	3.7	
Mining and Mineral Products	485	510	5.2	17.1	3.2	2.1	

Source: Statistics Canada. Industry according to NAICS version used in each census. Unpublished data.

5		Business Establishments - Number of Firms by Employment Size Range							
December (or June)	Firms with no employees		Firms with employees		% change	Campbell River			
	Campbell Riv	BC	Campbell Riv	BC		1 to 19	20 to 49	50-199	200 Plus
2004	1,287	187,895	1,244	158,421		1,100	98	39	7
2005	1,230	182,495	1,283	162,732	3.1	1,148	92	34	9
2006	1,196	182,599	1,297	167,845	1.1	1,150	102	38	7
2007	1,200	188,565	1,349	168,473	4.0	1,200	100	41	8
2008 (Jun)	1,240	193,848	1,354	170,692	0.4	1,211	92	43	8

Source: Business Register, Statistics Canada. In some areas, boundary changes/geocoding changes may cause large changes.

6		Municipal Residential Taxes and Charges on a Representative House					
		Campbell River					
Year	House Value		Taxes & Charges				
	\$	% change	\$	% change			
2004	132,211		1,992				
2005	166,204	25.7	2,167	8.8			
2006	214,174	28.9	2,372	9.4			
2007	253,321	18.3	2,485	4.8			
2008	279,659	10.4	2,639	6.2			



Source: Ministry of Community Development [http://www.cd.gov.bc.ca/lgd/infra/tax\\_rates/tax\\_rates2007.htm](http://www.cd.gov.bc.ca/lgd/infra/tax_rates/tax_rates2007.htm) (No RD level figures)

**Campbell River**  
City

**Community Facts**

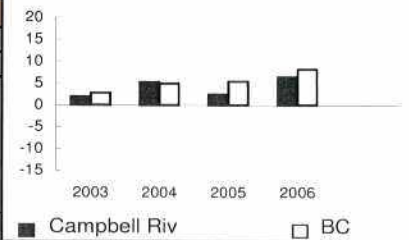
7 Values of Building Permits									
Year	Residential				Non-Residential		Total		Year
	Number of Units		Value \$'000		Value \$'000		Value \$'000		
	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC	
2004	202	34,898	31,424	5,868,937	3,085	2,069,790	34,509	7,938,727	2004
2005	316	37,452	63,856	6,978,962	10,826	3,212,137	74,682	10,191,099	2005
2006	338	38,835	80,499	7,620,696	35,860	3,920,836	116,359	11,541,532	2006
2007	323	40,932	74,711	8,611,723	23,892	3,932,968	98,603	12,544,691	2007
2008	307	30,110	77,874	6,899,289	18,512	3,677,866	96,386	10,577,155	2008

Source: Statistics Canada

Note: Detailed non-residential permits data can be found on our Website: www.bcstats.gov.bc.ca

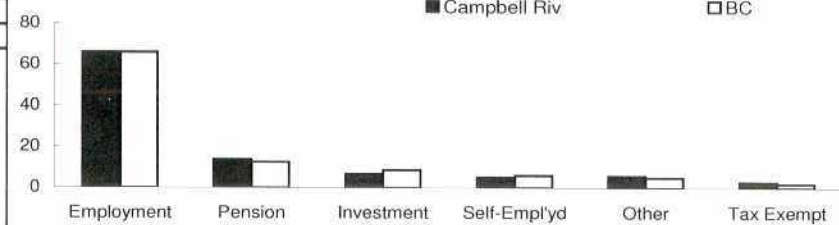
A dash can indicate a nil report, a value of less than \$500, or non-reporting. P indicates 'preliminary'.

8 Personal Taxation Statistics							Percent Change in Avg. Income			
Total Income of All Returns										
Year	All Returns (number)		Average Income (\$)		% Change avg. income					
	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC				
2002	24,980	2,980,110	31,143	31,316	n/a	n/a				
2003	25,270	2,981,790	31,748	32,187	1.9	2.8				
2004	25,730	3,053,420	33,390	33,766	5.2	4.9				
2005	26,630	3,154,090	34,200	35,601	2.4	5.4				
2006	26,760	3,165,750	36,384	38,523	6.4	8.2				



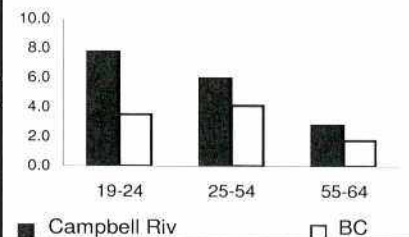
Note: This section is now based on All Returns, not Taxable Returns

9 Source of Total Income 2006				Percent Change in Avg. Income						
	Campbell Riv		BC							
	\$Thousands	% of Total	\$Thousands	% of Total						
Employment	641,330	65.9	65.9							
Pension	132,949	13.7	12.5							
Investment	65,981	6.8	8.6							
Self-Employed	49,955	5.1	6.0							
Other	55,461	5.7	5.0							
Tax Exempt	26,839	2.8	2.0							
Total	973,635	100.0	100.0							



Source: Canada Revenue Agency. Areas are defined by postal codes and may not match municipal boundaries.

9 Dependency on the Safety Net							Total Beneficiaries by Age Group, % (Basic BC Assistance & EI)		
Percentage of Population by Age Receiving Benefits - September 2008									
Age Group	BC Basic* Income Assistance Recipients (%)		Employment Insurance Beneficiaries (%)		Total of BC Basic Income Assistance & EI Beneficiaries (%)				
	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC			
Under 19	3.4	2.1							
19-24	2.7	1.4	5.1	2.1	7.8	3.5			
25-54	2.3	1.4	3.8	2.8	6.0	4.1			
55-64	0.7	0.5	2.1	1.3	2.8	1.8			
19-64	2.0	1.2	3.6	2.4	5.5	3.6			



\* On temporary assistance only. Excluded are those on Continuous Assistance, aboriginals living on reserve, seniors/OAS, & children living with relatives.

Source: BC Stats (using administrative files from the BC Ministry of Employment & Income Assistance, and Human Resources & Social Development Canada)

10 Business Formations and Failures									
Incorporations				Bankruptcies					
Year	Number		Year	Campbell Riv		Courtenay		BC	
	Campbell Riv	BC		Business	Consumer	Business	Consumer	Business	Consumer
2004	116	24,703	2003	20	182	13	148	1,002	9,394
2005	137	30,937	2004	14	132	10	146	921	8,386
2006	169	33,273	2005	8	144	8	130	786	8,179
2006	179	34,036	2006	9	110	3	124	587	7,022
2008	174	30,085	2007	6	105	3	107	470	6,651

Source: BC Ministry of Finance

Source: Office of the Superintendent of Bankruptcy, Government of Canada

Incorporations are counted in municipality of the registered office address which may differ from the actual business location.

Note: Bankruptcy is counted where it is filed. Bankruptcy data is available for urban areas only.

*This page is left blank intentionally*



**Property Taxes**

**Taxable assessments for municipal purposes**

	2008	2007	2006	2005	2004
Residential	\$3,241,653,403	\$ 2,845,076,900	\$ 2,329,084,800	\$ 1,761,187,900	\$ 1,471,354,000
Utilities	31,850,900	28,022,600	34,936,800	32,801,300	31,688,700
Major Industry <sup>(1)</sup>	129,084,300	123,666,300	120,941,000	121,896,000	116,441,000
Light Industry	18,911,800	17,339,100	15,432,700	14,230,538	13,819,038
Business/Other	391,310,573	321,306,522	281,389,273	270,321,930	257,335,750
Managed Forest <sup>(2)</sup>	9,286,700	9,884,900	10,016,100	8,823,800	6,155,100
Recreation / Non-Profit	9,812,300	8,911,300	8,228,400	7,112,100	6,775,500
Farm	167,224	170,063	161,222	150,800	137,100
	<b>\$ 3,832,077,200</b>	<b>\$ 3,354,377,685</b>	<b>\$ 2,800,190,295</b>	<b>\$ 2,216,524,368</b>	<b>\$ 1,903,706,188</b>

**Tax rates for residential properties (\$ per \$1000 of assessed property value)**

	2008	2007	2006	2005	2004
Municipal	3.4482	3.6115	4.1510	4.9572	5.5123
Regional District	0.5477	0.5313	0.6520	0.7605	0.8657
School	2.3734	2.6494	3.1584	3.7410	4.3235
Regional Hospital	0.5746	0.5924	0.5880	0.3412	0.3958
Municipal Finance	0.0002	0.0003	0.0003	0.0003	0.0003
BC Assessment	0.0615	0.0677	0.0816	0.0920	0.1057
	<b>7.0056</b>	<b>7.4526</b>	<b>8.6313</b>	<b>9.8922</b>	<b>11.2033</b>

**Tax rates for other property classes (\$ per \$1000 of assessed property value)**

	2008	2007	2006	2005	2004
Utilities	34.6074	40.1025	36.5819	35.0002	35.2821
Major Industry <sup>(1)</sup>	64.8404	70.9595	73.7953	73.0700	75.9254
Light Industry	21.9680	25.3690	28.3621	27.4484	28.4438
Business	21.4218	24.8058	27.8031	27.1238	28.0674
Managed Forest <sup>(2)</sup>	16.8749	20.4092	21.9918	20.7979	22.9539
Recreation / Non-Profit	9.4265	9.8564	10.1649	10.4685	10.6063
Farm	11.4322	11.6031	12.2728	12.9511	13.6797

<sup>(1)</sup> Includes properties affected by boundary extension as per Supplementary Letters Patent (rate capped at 22.2874 for 2008).

<sup>(2)</sup> Includes properties affected by boundary extension as per Supplementary Letters Patent (rate capped at 6.3418 for 2008).

### Property Taxes

#### Total tax levies

	2008	2007	2006	2005	2004
Municipal	\$21,183,865	\$ 20,240,694	\$ 21,108,342	\$ 18,569,046	\$ 18,004,347
School	14,503,711	14,368,642	14,710,996	13,591,821	13,160,284
Regional District	3,529,148	3,398,675	3,275,491	3,016,905	2,974,273
Regional Hospital District	2,807,253	2,582,958	2,174,758	1,054,755	1,083,139
Library	949,613	932,067	894,663	889,024	894,147
BC Assessment Authority	368,258	349,865	381,126	337,585	328,753
Municipal Finance Authority	793	997	843	655	561
	<u>43,342,642</u>	<u>41,873,898</u>	<u>42,546,219</u>	<u>37,459,791</u>	<u>36,445,504</u>

#### Average residential home property assessment

	2008	2007	2006	2005	2004
Residential assessed value <sup>(1)</sup>	\$3,241,653,403	\$ 2,845,076,900	\$ 2,329,084,800	\$ 1,617,835,600	\$ 1,351,509,800
Residential units (folios)	12,329	11,889	11,463	10,317	10,191
Average assessment	<u>262,929</u>	<u>239,303</u>	<u>203,183</u>	<u>156,813</u>	<u>132,618</u>

#### Average property taxes and user fees

	2008	2007	2006	2005	2004
City taxes and user fees					
Storm water parcel tax	12	12	12	12	12
Water parcel tax	10	10	10	10	10
Sewer parcel tax	64	64	64	64	64
Parks parcel tax	50	50	-	-	-
Garbage user fee	107	107	107	107	107
Recycling user fee	59	-	-	-	-
Water user fee	144	96	96	96	96
Sewer user fee	234	234	234	234	222
Property tax	907	864	843	777	731
	<u>1586</u>	<u>1437</u>	<u>1366</u>	<u>1300</u>	<u>1242</u>
Taxes for other taxing authorities <sup>(2)</sup>					
Total other taxes	935	919	910	774	755
Less Home Owner Grant <sup>(3)</sup>	(570)	(570)	(570)	(470)	(470)
	<u>365</u>	<u>349</u>	<u>340</u>	<u>304</u>	<u>285</u>
<b>Total taxes and user fees</b>	<b>\$ 1,951</b>	<b>\$ 1,786</b>	<b>\$ 1,706</b>	<b>\$ 1,604</b>	<b>\$ 1,527</b>

<sup>(1)</sup> Includes only improved residential single family and strata titled units. Does not include vacant land, ALR, farm or other properties.

<sup>(2)</sup> Includes school taxes and taxes collected on behalf of the Regional District, Regional Hospital, BC Assessment Authority, and Municipal Finance Authority.

<sup>(3)</sup> Represents the Provincial Home Owner Grant for taxpayers who both own and reside on the property. The actual amount varies based on circumstances. The amount shown is the basic grant for those under 65 years of age.

**Property Taxes**

**Tax collections**

	2008	2007	2006	2005	2004
Total current year levy <sup>(1)</sup>	\$51,508,690	\$ 49,010,151	\$ 47,034,459	\$ 43,730,214	\$ 42,516,303
Per capita	1,662	1,553	1,496	1,420	1,405
Current collections	50,976,492	48,484,805	44,523,666	43,235,858	41,980,642
Percent of current levy	99.0%	98.9%	94.7%	98.9%	98.7%
Total collected (including arrears)	51,701,189	51,216,583	45,297,397	43,970,102	42,954,465
Percent of current levy	100.4%	104.5%	96.3%	100.5%	101.0%

**Unpaid taxes**

Current	704,426	691,713	2,656,766	644,463	704,962
Arrears	187,886	160,628	173,720	227,117	205,334
	<b>\$ 892,312</b>	<b>\$ 852,341</b>	<b>\$ 2,830,486</b>	<b>\$ 871,580</b>	<b>\$ 910,296</b>
Per Capita	28.80	27.01	90.02	28.29	30.09

**Dimension of city (hectares) <sup>(2)</sup>**

Land area subject to taxation	13,917	13,917	14,514	14,460	14,467
Parks and playground	109	109	108	107	106
Streets and lanes	545	545	207	206	201
Other lands	328	328	51	51	51
Water areas	1,204	1,204	1,204	1,204	1,204
	<b>16,103</b>	<b>16,103</b>	<b>16,084</b>	<b>16,028</b>	<b>16,029</b>

**Services**

Paved roads (km)	204	200	196	193	190
Gravel roads (km)	56	56	56	56	56
Storm sewers (km)	155	150	144	140	135
Sanitary sewers-mains (km)	237	232	222	219	215
Water-mains (km)	250	246	238	235	232
Sani-sewer service connections	10,845	10,483	10,121	9,880	9,647
Water service connections	10,118	9,756	9,394	9,163	8,930
Hydrants (including private)	1,281	1,251	1,195	1,178	1,011

**Population <sup>(3)</sup>**

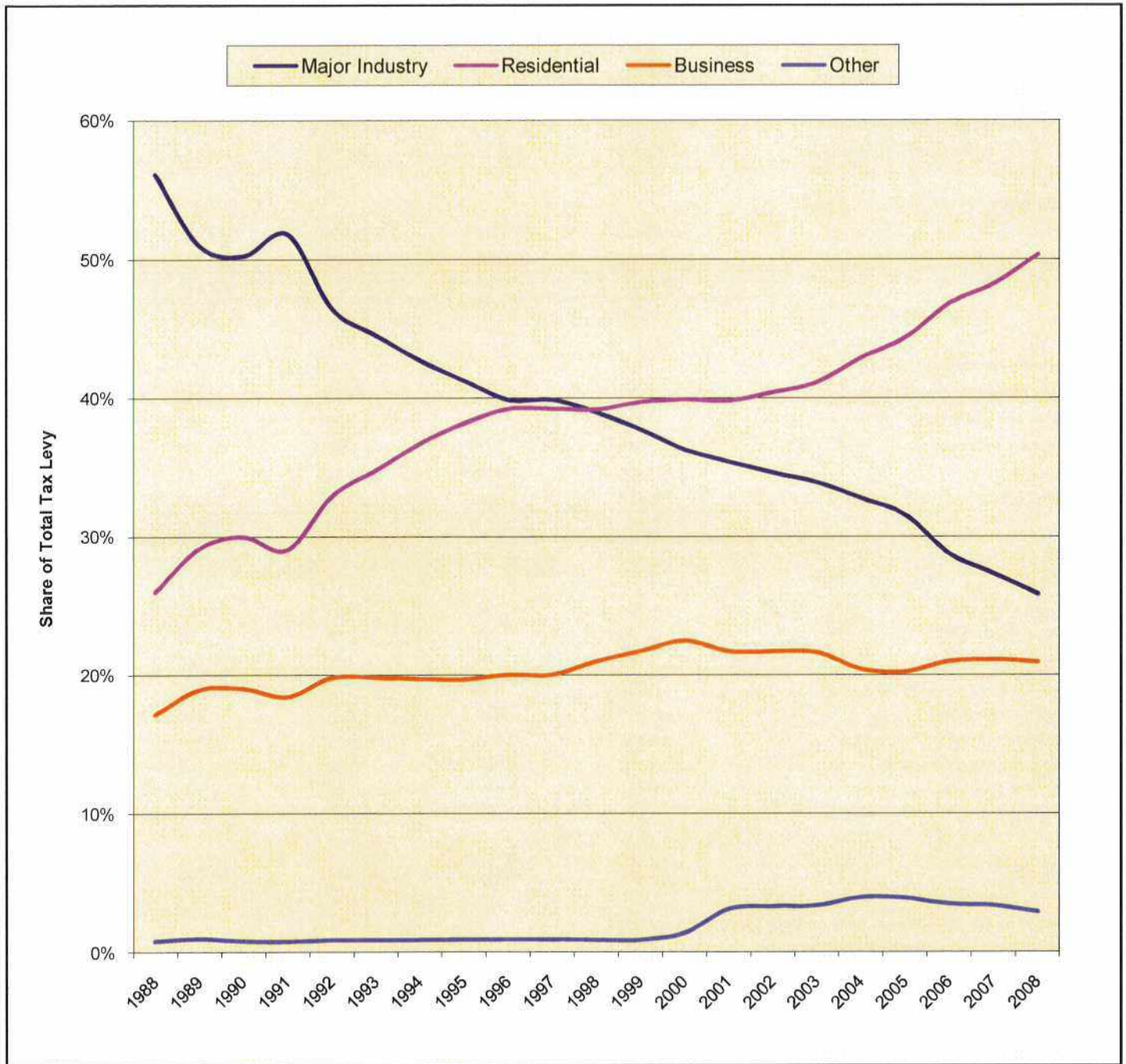
<b>30,983</b>	<b>31,553</b>	<b>31,444</b>	<b>30,806</b>	<b>30,250</b>
---------------	---------------	---------------	---------------	---------------

<sup>(1)</sup> Includes sewer & water user fees, garbage fee, and parcel taxes.

<sup>(2)</sup> New GIS system implemented for 2007.

<sup>(3)</sup> BC STATS

### Changes in Distribution of Tax Burden



**Major Property Taxpayers**

**2008 Taxation Year**

<b>Registered Owner</b>	<b>Taxes</b>	<b>Primary Property</b>
Elk Falls Pulp and Paper Ltd.	\$ 8,365,485	Pulp Mill
B.C. Hydro & Power Authority	1,214,412	John Hart Dam
Discovery Harbour Holdings Ltd.	704,739	Discovery Harbour Mall
B.C. Hydro & Power Authority	635,635	Ladore Dam
TimberWest Forest IV Limited	463,746	Sawmill
Mariner Holdings	367,413	Mariner Square
Quinsam Coal Corporation	280,886	Quinsam Coal Mine
Tyee Plaza Development Inc.	272,808	Tyee Plaza
Raven Forest Products Ltd.	223,326	Merecroft Village Mall
Oak Bay Marina Ltd.	212,876	Painter's Lodge

## 2008 Property Tax Permissive Exemptions Granted

Organization	Civic Address	Value of Exemptions		
		City	Other	Total
Anglican Synod Diocese of BC	228 S Dogwood St	\$ 6,907	\$ 8,289	\$ 15,196
Association Francophone de Campbell River	891 13th Ave	\$ 1,746	\$ 1,788	\$ 3,534
Bethany Evangelical Lutheran Church	201 Birch St	\$ 2,010	\$ 2,413	\$ 4,423
Bishop of Victoria	2215 Campbell River Rd	\$ 1,641	\$ 1,969	\$ 3,610
Bishop of Victoria	34 S Alder St	\$ 5,228	\$ 6,274	\$ 11,502
Campbell River & District Association for Community Living	1153 Greenwood St	\$ 6,686	\$ 6,638	\$ 13,324
Campbell River & District Association for Community Living	1185 Greenwood St	\$ 2,268	\$ 2,252	\$ 4,520
Campbell River & District Museum and Archives	2250 Campbell River Rd	\$ 3,045	\$ 3,362	\$ 6,407
Campbell River & District Public Art Gallery & Tourist Info Centre	1235 Shoppers Row	\$ 5,772	\$ 5,731	\$ 11,503
Campbell River & District Senior Housing Society	1441 to 1451 Ironwood St	\$ 3,854	\$ 4,329	\$ 8,183
Campbell River & District Senior Housing Society	81 Dogwood St	\$ 1,033	\$ 1,160	\$ 2,193
Campbell River & District Winter Club	260 Cedar St	\$ 9,309	\$ 9,243	\$ 18,552
Campbell River & North Island Transition Society	608 Alder St	\$ 1,227	\$ 1,379	\$ 2,606
Campbell River Air Youth Association	2371 Airport Dr	\$ 1,994	\$ 1,980	\$ 3,974
Campbell River Alano Club	301 10th Ave	\$ 1,734	\$ 1,722	\$ 3,456
Campbell River Baptist Church	250 S Dogwood St	\$ 61,181	\$ 63,593	\$ 124,774
Campbell River Child Care Society	1048 Hemlock St	\$ 1,951	\$ 1,937	\$ 3,888
Campbell River Child Care Society	394 Leishman Rd	\$ 2,311	\$ 2,295	\$ 4,606
Campbell River Church of Christ	226 Hilchey Rd	\$ 1,226	\$ 1,472	\$ 2,698
Campbell River Church of the Way	451 7th Ave	\$ 1,811	\$ 2,173	\$ 3,984
Campbell River Community Arts Council	2131 S Island Hwy	\$ 6,313	\$ 6,268	\$ 12,581
Campbell River Community Network	900 Alder St	\$ 296	\$ 294	\$ 590
Campbell River Economic Development Corp (Rivercorp)	900 Alder St	\$ 175	\$ 174	\$ 349
Campbell River Fish and Wildlife Association	2641 Campbell River Rd	\$ 2,375	\$ 2,538	\$ 4,913
Campbell River Gun Club Society	2600 Quinsam Rd	\$ 778	\$ 875	\$ 1,653
Campbell River Gymnastics Association	1981 14th Ave	\$ 5,289	\$ 5,251	\$ 10,540
Campbell River Motocross Association	7021 Gold River Hwy	\$ 960	\$ 953	\$ 1,913
Campbell River Search and Rescue Society	261 Larwood Rd	\$ 8,535	\$ 8,474	\$ 17,009
Campbell River Trail Riders	900 Parkside Dr	\$ 3,166	\$ 3,572	\$ 6,738
Campbell River Tyee Judo Club	B 450 Merecroft Rd	\$ 1,159	\$ 1,156	\$ 2,315
Campbell River Wado Karate Club	B 450 Merecroft Rd	\$ 1,148	\$ 1,145	\$ 2,293
Campbell River Youth Soccer Association	450 Merecroft Rd	\$ 835	\$ 834	\$ 1,669
Community Futures Development Corp of Strathcona	900 Alder St	\$ 1,287	\$ 1,278	\$ 2,565

Organization	Civic Address	Value of Exemptions		
		City	Other	Total
Eagles - Found Bike Program (RCMP)	900 Alder St	\$ 127	\$ 126	\$ 253
Foursquare Gospel Church of Canada	403 5th Ave	\$ 1,604	\$ 1,925	\$ 3,529
Foursquare Gospel Church of Canada	422 Colwyn St	\$ 536	\$ 643	\$ 1,179
Governing Council of Salvation Army in Canada	271 to 291 Mclean St	\$ 5,696	\$ 6,836	\$ 12,532
Guru Nanak Sikh Society	735 Pinecrest Rd	\$ 4,816	\$ 5,780	\$ 10,596
Guru Nanak Sikh Society	735 Pinecrest Rd	\$ 4,816	\$ 5,780	\$ 10,596
Haig Brown Kingfisher Creek Society	2251 to 2252 Campbell River Rd	\$ 2,185	\$ 2,622	\$ 4,807
John Howard Society of North Island	401 11th Ave	\$ 901	\$ 894	\$ 1,795
Maritime Heritage Society (incl Genealogy Society)	621 Island Hwy	\$ 30,753	\$ 30,535	\$ 61,288
Museum of Campbell River Society	470 Island Hwy	\$ 47,081	\$ 46,747	\$ 93,828
Nature Trust of BC	1201 Homewood Rd	\$ 1,945	\$ 2,334	\$ 4,279
Navy League of Canada	911 to 931 13th Ave	\$ 990	\$ 983	\$ 1,973
Navy League of Canada	911 to 931 13th Ave	\$ 887	\$ 1,064	\$ 1,951
North Island Supportive Recovery Society	647 Birch St	\$ 795	\$ 893	\$ 1,688
Pentecostal Assemblies of Canada	445 Merecroft Rd	\$ 14,984	\$ 14,878	\$ 29,862
President of the Lethbridge Stake	460 Goodwin Rd	\$ 9,684	\$ 11,621	\$ 21,305
Royal Canadian Legion - J Perkins Memorial Housing Society	931 14th Ave	\$ 9,744	\$ 10,946	\$ 20,690
Seventh Day Adventist Church	300 Thulin St	\$ 1,141	\$ 1,369	\$ 2,510
SPCA & North Island 911 Corp	275 to 385 S Dogwood St	\$ 95,408	\$ 94,732	\$ 190,140
St. John Council for BC	170 Dogwood St	\$ 2,913	\$ 2,892	\$ 5,805
St. John Society BC and Yukon	675 2nd Ave	\$ 1,048	\$ 1,041	\$ 2,089
Tidemark Theatre Society	1220 to 1240 Shoppers Row	\$ 20,219	\$ 20,076	\$ 40,295
Tourism North Central Island	900 Alder St	\$ 175	\$ 174	\$ 349
Trinity Presbyterian Church	145 to 149 Simms Rd	\$ 1,778	\$ 2,133	\$ 3,911
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	\$ 2,992	\$ 3,590	\$ 6,582
United Church of Canada	415 Pinecrest Rd	\$ 4,180	\$ 5,016	\$ 9,196
Vancouver Island Health Authority	1351 Ironwood St	\$ 21,717	\$ 24,394	\$ 46,111
Vancouver Island Health Authority	375 to 555 2nd Ave	\$ 243,035	\$ 241,312	\$ 484,347
Vancouver Island Health Authority	376 to 555 2nd Ave	\$ 33,915	\$ 38,096	\$ 72,011
Vancouver Island Health Authority	433 Dogwood St	\$ 1,033	\$ 1,160	\$ 2,193
Willow Point Lions Club Society	2165 S Island Hwy	\$ 2,569	\$ 2,551	\$ 5,120
Willow Point Supportive Living Society	100 142 Larwood Rd	\$ 7,054	\$ 7,924	\$ 14,978
Willow Point Supportive Living Society	12 142 Larwood Rd	\$ 5,643	\$ 5,603	\$ 11,246
Willow Point Supportive Living Society	9 142 Larwood Rd	\$ 424	\$ 476	\$ 900
Willow Point Supportive Living Society	5 142 Larwood Rd	\$ 431	\$ 484	\$ 915
		<u>\$ 733,653</u>	<u>\$ 754,661</u>	<u>\$ 1,488,314</u>

### Consolidated Operating Revenues and Expenditures

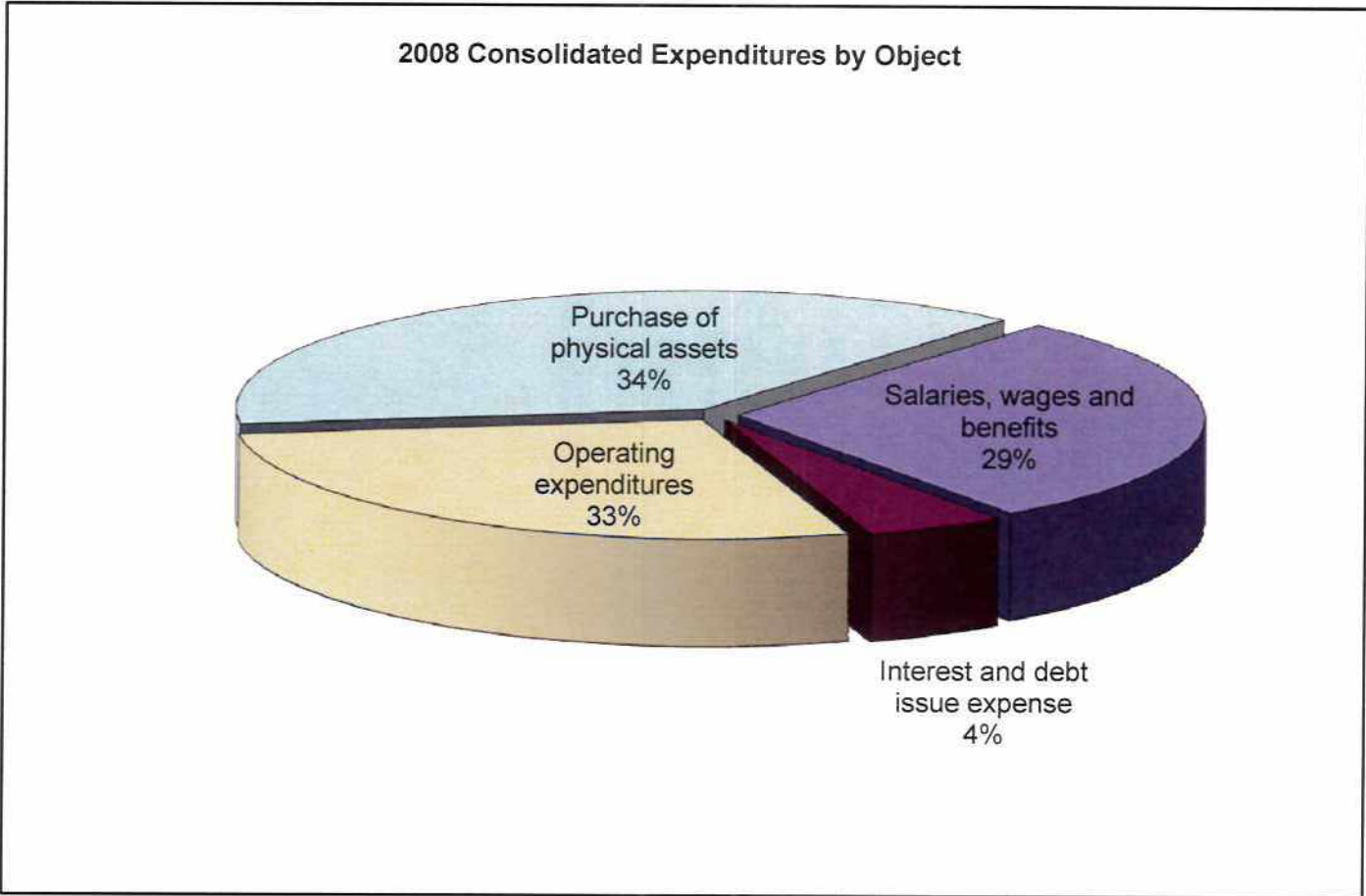
	2008	%	2007	%	2006	%	2005	%	2004	%
<b>Revenue</b>										
Taxes and user fees	\$ 32,143,130	75%	\$ 30,037,830	73%	\$ 29,198,983	72%	\$ 26,415,147	70%	\$ 26,412,932	73%
Payments in lieu of taxes	442,528	1%	475,915	1%	1,062,390	3%	950,247	3%	965,886	3%
Services provided to other governments	753,946	2%	701,262	2%	681,728	2%	636,141	2%	619,452	2%
Sale of services	2,779,578	6%	2,563,086	6%	2,461,222	6%	2,443,755	6%	2,638,591	7%
Other revenue from own sources	3,546,086	8%	3,331,270	8%	3,152,900	8%	3,247,835	9%	2,364,497	7%
Gifts and contributions	7,500	0%	85,454	0%	-	0%	-	0%	-	0%
Interest on investments	772,261	2%	1,063,611	3%	1,107,783	3%	802,379	2%	543,692	2%
Development cost charges recognized	-	0%	-	0%	64,276	0%	33,408	0%	-	0%
Unconditional transfers from other gov'ts	453,959	1%	440,979	1%	432,803	1%	434,291	1%	523,890	1%
Conditional transfers from other gov'ts	955,462	2%	837,296	2%	886,670	2%	1,415,111	4%	787,253	2%
Actuarial adjustment on debt	919,575	2%	1,648,551	4%	1,387,923	3%	1,255,044	3%	1,132,238	3%
	<b>42,774,025</b>	<b>100%</b>	<b>41,185,254</b>	<b>100%</b>	<b>40,436,678</b>	<b>100%</b>	<b>37,633,358</b>	<b>100%</b>	<b>35,988,431</b>	<b>100%</b>
<b>Expenditure</b>										
General government	4,438,231	12%	3,983,333	12%	3,847,866	12%	3,820,898	12%	3,007,159	11%
Protective services	11,659,191	32%	11,004,571	33%	10,691,658	33%	10,287,063	34%	9,928,918	35%
Transportation services	6,872,684	19%	6,443,972	19%	5,714,540	17%	5,233,538	17%	4,982,188	18%
Environmental health services	1,217,942	3%	767,255	2%	624,819	2%	553,079	2%	531,998	2%
Public health services	454,515	1%	106,170	0%	69,872	0%	69,091	0%	79,245	0%
Development services	1,448,302	4%	1,234,704	4%	2,742,114	8%	1,943,992	6%	820,724	3%
Recreation and cultural services	4,984,980	14%	4,736,598	14%	4,148,471	13%	4,214,711	14%	4,391,945	16%
Sewer utility	3,031,339	8%	3,204,611	10%	3,053,409	9%	2,827,232	9%	3,013,642	11%
Water utility	2,193,392	6%	1,912,239	6%	1,899,672	6%	1,678,086	5%	1,360,155	5%
	<b>36,300,576</b>	<b>100%</b>	<b>33,393,453</b>	<b>100%</b>	<b>32,792,421</b>	<b>100%</b>	<b>30,627,690</b>	<b>100%</b>	<b>28,115,974</b>	<b>100%</b>
<b>Net revenue</b>	<b>\$ 6,473,449</b>		<b>\$ 7,791,801</b>		<b>\$ 7,644,257</b>		<b>\$ 7,005,668</b>		<b>\$ 7,872,457</b>	

\*Consolidated by function from 2004 forward.



### Consolidated Expenditures by Object

	2008	%	2007	%	2006	%	2005	%	2004	%
Salaries, wages and benefits	\$ 15,837,944	29%	\$ 15,800,424	29%	\$ 14,024,935	27%	\$ 13,972,182	33%	\$ 12,642,651	33%
Interest and debt issue expense	2,237,482	4%	2,638,699	5%	3,164,683	6%	3,277,764	8%	3,258,604	8%
Operating expenditures	18,225,574	33%	15,249,343	28%	15,792,678	31%	13,413,498	32%	12,278,784	32%
Purchase of physical assets	18,920,309	34%	20,864,630	38%	18,330,243	36%	11,394,258	27%	10,460,829	27%
<b>Total</b>	<b>\$ 55,221,309</b>	<b>100%</b>	<b>\$ 54,553,096</b>	<b>100%</b>	<b>\$ 51,312,539</b>	<b>100%</b>	<b>\$ 42,057,702</b>	<b>100%</b>	<b>\$ 38,640,868</b>	<b>100%</b>



**Consolidated Capital Acquisitions and Sources of Financing**

<b>Acquisitions</b>	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
General government	\$ 924,165	\$ 433,096	\$ 283,647	\$ 105,177	\$ 91,440
Protective services	112,527	55,570	82,265	506,133	90,769
Transportation services					
Airport	19,302	25,478	70,822	350,063	237,796
Roads, storm drains and other	9,665,784	8,350,124	9,556,598	7,443,535	4,598,600
Development services	82,769	2,209	24,918	-	-
Recreation and cultural services	1,119,751	1,889,879	370,550	463,135	1,539,931
Sewer utility	2,658,544	2,555,576	4,538,452	1,170,183	1,189,727
Water utility	4,337,891	7,845,554	3,402,991	1,356,032	2,712,566
	<b>\$ 18,920,733</b>	<b>\$ 21,157,486</b>	<b>\$ 18,330,243</b>	<b>\$ 11,394,258</b>	<b>\$ 10,460,829</b>

**Sources of Financing**

Transfer from operating	\$ 5,275,618	\$ 3,060,422	\$ 4,642,462	\$ 2,374,921	\$ 3,769,663
Development cost charges recognized	290,634	1,620,157	538,769	1,690,099	110,717
Government grants	761,421	4,190,782	1,361,462	478,705	787,734
Gifts and contributions	8,887,756	10,666,483	7,821,080	4,476,981	3,628,874
Debt	2,881,594	759,889	2,480,126	2,143,552	2,163,841
Transfers from reserves	746,669	380,937	779,197	-	-
Transfers from own funds	77,041	478,816	707,147	230,000	-
	<b>\$ 18,920,733</b>	<b>\$ 21,157,486</b>	<b>\$ 18,330,243</b>	<b>\$ 11,394,258</b>	<b>\$ 10,460,829</b>



