

# 2021 Annual Report

For the fiscal year ended  
December 31, 2021  
Campbell River,  
British Columbia



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Photo credits and many thanks go to:  
BC Ale Trail, Bluetree Photography,  
Christopher Pouget, Dominik Schroder,  
Jenn Dykstra, Lee Simmons, Strathcona Photography,  
Tanya Gunn, Tom Parker, Tyler Cave



INTRODUCTION

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# Message from the City





In the face of ongoing challenges, the community and the City showed resilience and strength in 2021. Throughout the year, Campbell Riverites kept pace with many changes, taking them in their stride. Whether you are a resident, business owner, service user or provider, thank you for being a part of our community, pivoting through difficult times, and for the contributions you make that help our community continue to move forward.

COVID-19 was a continued presence in 2021 that impacted our operations and facilities; we leased the community centre to the Vancouver Island Health Authority (VIHA) to aid the vaccine rollout, continued enhanced cleaning at City facilities, and introduced a vaccine passport and security staff at the Sportsplex. Supply chain issues, labour force shortages and budget challenges increased throughout the year. Yet, despite challenges, the City welcomed a significant increase in development activity, completed major City infrastructure projects, resumed in-person Council meetings, saw the reopening of numerous businesses and the casino, which boosted City revenues, and continued to deliver essential and supplementary services.

The pandemic created communication challenges while simultaneously requiring increased collaboration and partnerships. This year, the City worked closely with the We Wai Kai and Wei Wai Kum First Nations, Federal and Provincial governments, Island Health, BC Housing, and many community partners, on everything from land acknowledgements to local businesses grants, vaccine clinics to supportive housing initiatives, and many other programs. These relationships helped move projects along quickly and utilized the resources available to all parties involved. Moving forward, we will continue to nurture these collaborations and partnerships.

We also heard from many of you in 2021 through the Citizen Satisfaction Survey. You shared your appreciation for the quality of services provided by City staff while also highlighting concerns regarding homelessness and addictions in the community. The feedback received was incorporated into the 2021 work plan, and many initiatives reflected the themes raised by citizens.

It is important in challenging times to reflect, acknowledge progress, and plan for the future. The Annual Report showcases the work completed across the community and by City departments in 2021, the goals we reached, and the objectives we continue to strive for. As we review 2021 in more detail through this report, remember that you helped make this happen. Whether you answered the Citizenship Satisfaction survey, attended a Council meeting or public hearing, discussed City activities with family, friends or neighbours, or simply participated in the city in some way, we all contribute to making our community a welcoming and great place to live and work for all. We invite you to engage with us through this report and to get in touch with any feedback or questions.

Take care,



Mayor Andy Adams



City Manager Deborah Sargent



Andy Adams  
Mayor



Deborah Sargent  
City Manager



# Awards

## Distinguished Budget Presentation Award

In 2021, the City received a Distinguished Budget Presentation Award (DBPA). The Government Finance Officers Association of the United States and Canada (GFOA) presented the DBPA to the City of Campbell River, British Columbia, for the Annual Budget beginning January 1, 2021.

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

## Canadian Award for Financial Reporting

The City also received the Canadian Award for Financial Reporting for its Annual Financial Report for the Fiscal Year beginning January 1, 2020. This was the fourth consecutive year that the City received this award.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Campbell River  
British Columbia**

For the Fiscal Year Beginning

**January 01, 2021**

*Christopher P. Morill*

**Executive Director**





# 2021 YEAR IN REVIEW

As the community was coming to terms with the ‘new normal’ in 2021 and vaccines were rolled out across Canada, the City embraced another change in the form of a February by-election. Former Councillor Michele Babchuk was elected as the MLA for North Island in 2020 and stepped down from Campbell River City Council. Councillor Sean Smyth was elected to join City Council from March 2021 to October 2022.

The City took steps in its reconciliation journey and Mayor Andy Adams signed a protocol agreement with the Wei Wai Kum First Nation, recognizing a true government-to-government relationship, based on respect, shared values and a mutual commitment to work towards reconciliation.

Council also affirmed support of a proposed new downtown library, ensuring the continued planning to develop a safe, vibrant, and dynamic cultural area in the core of our city.





# Community Engagement

Campbell Riverites provided feedback in the 2021 Citizen Satisfaction Survey. Community members gave high marks to the City’s pandemic response, and the service provided by City staff received an excellent satisfaction rating of over 87 percent overall.

The survey indicated homelessness and addictions as the most important issues facing the community, and the City took strides to address this in work planning later in the year.

## Other highlights include:

- 98% rate the overall quality of life in Campbell River as good (59%) or very good (39%).
- 97% rated Campbell River a good place to raise children and 96% a good place to retire.
- 88% were satisfied with the overall services and programs provided by the City.
- The lowest satisfaction ratings were given for bylaws and enforcement (47% satisfied); downtown safety (54%), public washrooms (59%); yard waste drop-off centre (51%); and sidewalks (66%).
- 80% agreed “In general, I believe the City of Campbell River is doing a good job.”

Your feedback was - and is always - welcomed, heard and valued.





# Community Safety

Concerns from the Citizen Satisfaction survey were heard, and increased funding was approved by Council for improved safety throughout the greater downtown area. Council authorized up to \$100,000 for night-time security services to monitor public spaces and up to \$78,000 for increased downtown cleanliness.

## Construction of Q'waxsem Place

Construction of Q'waxsem Place was completed, and with it, 50 units of supportive housing for our most vulnerable populations were made available. The City worked with the Province and BC Housing to make this happen, and thanks them for their contributions and support. Council also approved a development permit for an affordable housing facility downtown. Eagle Harbour will provide 55 units of housing for women and their children leaving violence. The City donated land for this project, which is scheduled for completion in the fall of 2023.





## Police Service Dog, Gator

With a heavy heart we said goodbye to Police Service Dog Gator, who died while assisting the RCMP with a call earlier this year. The dog handler was also injured during the incident, and the suspect lost their life. Gator spent his entire service, since June 10, 2016, in Campbell River and he will be remembered as a loved member of our community.

## Other notable safety improvements include:

- A new RCMP Safe Exchange zone was designated, to allow residents to meet in a monitored location to assist in the transfer of children between parents or guardians with a shared child custody agreement, or exchange goods safely.
- New traffic lights and left turn signals were installed at 13th and Dogwood Street for improved community safety and pedestrians, vehicles and cyclists now enjoy a safer, more efficient intersection.
- Fire safety self-inspections were created for local businesses to accommodate the difficulties present in the traditional inspection due to COVID-19.





# Economic Development

With COVID-19, came a stream of challenges for local businesses and the City responded by launching initiatives to help. The CR Grant Assistance program helped businesses apply for provincial or federal grants and a speaker series explored ways to face the supply change challenges COVID-19 presents.

## Five-year Strategic Plan

Public Consultation for the Economic Development Strategy Plan took place and the Economic Development five-year strategic plan, Innovative by Nature, was endorsed. The City held eight virtual open houses in March and April 2021 to gather research on the Economic Development Strategy. Surveys were also completed both on paper and utilizing the digital ThoughtExchange platform. Collaboration and relationship building has always been at the heart of the City's Economic Development initiatives.

## Impact Investor Challenge

Another hugely successful impact investor challenge was hosted in 2021. Cassandra Hui won a minimum \$50,000 investment for her business, Heal Mary, which helps patients, families, and the medical system create more access to clinical trials. Campbell River's own Damien Gillis, won a low-interest \$15,000 loan for his start-up project, Project Dome.





# Climate Action

## Community Climate Adaptation Plan

The Community Climate adaptation plan was adopted in 2021, which carves a path for Campbell River to prepare for and respond to current and future climate impacts. The City's vision is to significantly increase adaptive capacity by ensuring natural, social, and built community assets maintain their integrity in the face of a changing climate, while integrating climate action across the organization.

## 20th Annual Environmental Stewardship Awards

The City hosted the 20th annual Environmental Stewardship Awards, and stewards were recognized in the following categories Air Quality/Alternative Transportation, Pesticide Free/Urban Agriculture. Waste Reduction, Habitat, Youth Special Recognition and Environmental Excellence.

In a valiant effort to keep items out of the landfill, volunteer fixers helped out at the Campbell River Repair Café and broken items got a chance at a second life.



# Capital Projects

## Waterfront Upgrade Project

Major necessary infrastructure projects took place throughout the city in 2021. The Waterfront Project, which involved upgrades along Highway 19A, was completed during the summer that added new seawalk areas and parks as well as improved traffic flow. The south system sewer reached maximum capacity early in the year and immediate upgrades were needed. Phase one is now completed which addressed a bottleneck in the system and the issues this caused. Phase two of the Hilchey Road Watermain Renewal project was completed; a major milestone in this extensive and necessary project.

While these projects must be done, we recognize that they can cause delays and inconveniences in residents' daily lives, and we'd like to thank you for your patience and understanding during the 2021 work.





# Recreation and Culture

The City's recreation department was kept on its toes throughout 2021 as Public Health Orders and Covid-19 safety protocols were updated to help prevent the spread of COVID-19. 'Umbrella adventures' and the 'Where's Mike?' scavenger hunt, both born out of COVID-19, were huge successes and many community members took part. While we had to cancel some events and programs along the way, we were able to enjoy Go By Bike weeks, the Pier Street Market, live music downtown, the toy and craft sale and many regular programs and activities that we have come to know and love!



# About Us

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# Enriched by Land and Sea

With the waters of Discovery Passage at our shoreline and majestic mountains as a backdrop, Campbell River is located at the 50th parallel on the east coast of northern Vancouver Island. We are the fifth largest metro area on the island, with a population of approximately 35,000, and the urban service centre and hub community for approximately 60,000 people living and working in our region.

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

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

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

In 2008, Campbell River was named one of the top five quality of life destinations in North America.

In the spirit of reconciliation, we acknowledge the long history and connection to this land for our First Nations neighbours – and that Campbell River has grown and prospered thanks to the natural abundance of this region, the traditional territory of the Laichwiltach people. Campbell River’s motto Enriched by Land and Sea describes the city’s spectacular setting: the ocean, river, forests and earth that have helped build our community for more than a century.

Campbell River is accessible by land, sea and air and is a base for recreation and industry throughout the North Island and Central Coast. With our rich natural resource background, integrated social services, a number of stewardship firsts, award-winning drinking water quality and a world-class reputation as a tourism destination, the community is set for high levels of investment and even more diversity.

## Campbell River is home to three First Nations.

- Wei Wai Kum First Nation  
(Campbell River Indian Band)
- We Wai Kai First Nation  
(Cape Mudge Indian Band)
- Homalco First Nation



# Community at a glance



144.4KM<sup>2</sup>




**POPULATION\***  
35,519



**AGE\***  
0-14 Years: **14%**  
15-64 Years: **60%**  
65+: **26%**  
Average Years: **45.8**

**EDUCATION\*\***  
Post-secondary: **49%**  
Secondary: **32%**  
No certificate, diploma or degree: **19%**



**HOUSEHOLDS\*\***  
Owned: **71%**  
Rented: **29%**  
Total: **16,390\***



**HOUSEHOLD INCOME\*\***  
Median total income before taxes: **\$65,309\***

**FAMILIES\*\***  
2 Persons: **62%**  
3 Persons: **17%**  
4 Persons: **15%**  
5 Persons: **6%**  
Average Size of Families:  
**2.7 people\***



**MARITAL STATUS\*\***  
Married or living common law: **60%**  
Not married and not living common law: **40%**



**LABOUR FORCE\*\***  
Employed: **95%**  
Unemployed: **5%**

This profile presents information from the 2021 Census of Population where available. Where 2021 information is not available, 2016 Census information is used.

\* 2021 STATISTICS CANADA. TABLE 98-10-0021-01 AGE (IN SINGLE YEARS), AVERAGE AGE AND MEDIAN AGE AND GENDER CENSUS METROPOLITAN AREAS, CENSUS AGGLOMERATIONS AND CENSUS SUBDIVISIONS

\*\* 2016 STATISTICS CANADA (2021 STATISTICS WERE NOT ALL AVAILABLE AT DATE OF PUBLICATION): [BIT.LY/2E3AJLZ](https://bit.ly/2E3AJLZ)

# Elected Officials

## Council's Strategic Plan 2020 - 2023

Each and every decision Council makes is approached in a fiscally responsible manner that promotes prosperity and social, economic and environmental health for current and future generations.



**Mayor Andy Adams**  
Seven years as Mayor  
Nine years as Councillor



**Councillor Charlie Cornfield**  
Sixteen years as Councillor  
Three years as Mayor



**Councillor Kermit Dahl**  
Three years as Councillor



**Councillor Colleen Evans**  
Seven years as Councillor



**Councillor Ron Kerr**  
Ten years as Councillor



**Councillor Claire Moglove**  
Nine years as Councillor



**Councillor Sean Smyth**  
One year as Councillor



# Strategic Priorities



## MANAGEMENT AND GOVERNANCE

COMMUNITY INPUT

GOOD GOVERNANCE

INFRASTRUCTURE



## LIVABILITY

MANAGEMENT AND GOVERNANCE

RECREATION AND CULTURE

WATERFRONT



## ECONOMIC HEALTH

ECONOMIC DEVELOPMENT

BUSINESS VITALITY

TOURISM



## GROWTH MANAGEMENT

HOUSING

FUTURE GROWTH

VISION

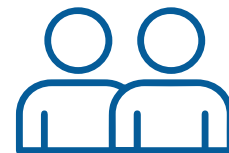


## ENVIRONMENT

CLIMATE CHANGE

NATURAL ASSET MANAGEMENT

SOLID WASTE



## RELATIONSHIPS

MOST VULNERABLE

FIRST NATIONS

REGIONAL HEALTH



## Work in Progress

City Scorecard is a work in progress that aims to track trends and measure outcomes against objectives established in Council's Strategic Plan as well as departmental operational and master plans.

# City Scorecard



## Key Performance Indicators

The scorecard helps illustrate the type of service delivered, set standards and share results.

The following key performance indicators are samples of City service measurements.



# City Scorecard Highlights 2021

Value of Projects  
Awarded



**\$8M**

Total Fire  
Emergency Calls



**2,828**

Police Services  
Annual File Count



**17,588**

Internal  
Promotions



**33%**

Construction  
Projects  
Completed  
on Budget



**100%**

Value of Buildings  
Saved from Fire



**\$101M**

Number of  
Helpdesk Support  
Requests



**4,059**



External Service Requests Dogwood Operations



**3,258**

Total Hours Booked on Fields



**4,111**

Percentage of Sewer Lines Flushed



**31%**

Average Daily Water Consumption Litres Per Capita



**511**

Bylaw Offences



**1,697**

Plane Movements



**14,256**

Recycling in Metric Tonnes



**1,359**

Eagle Nest Trees



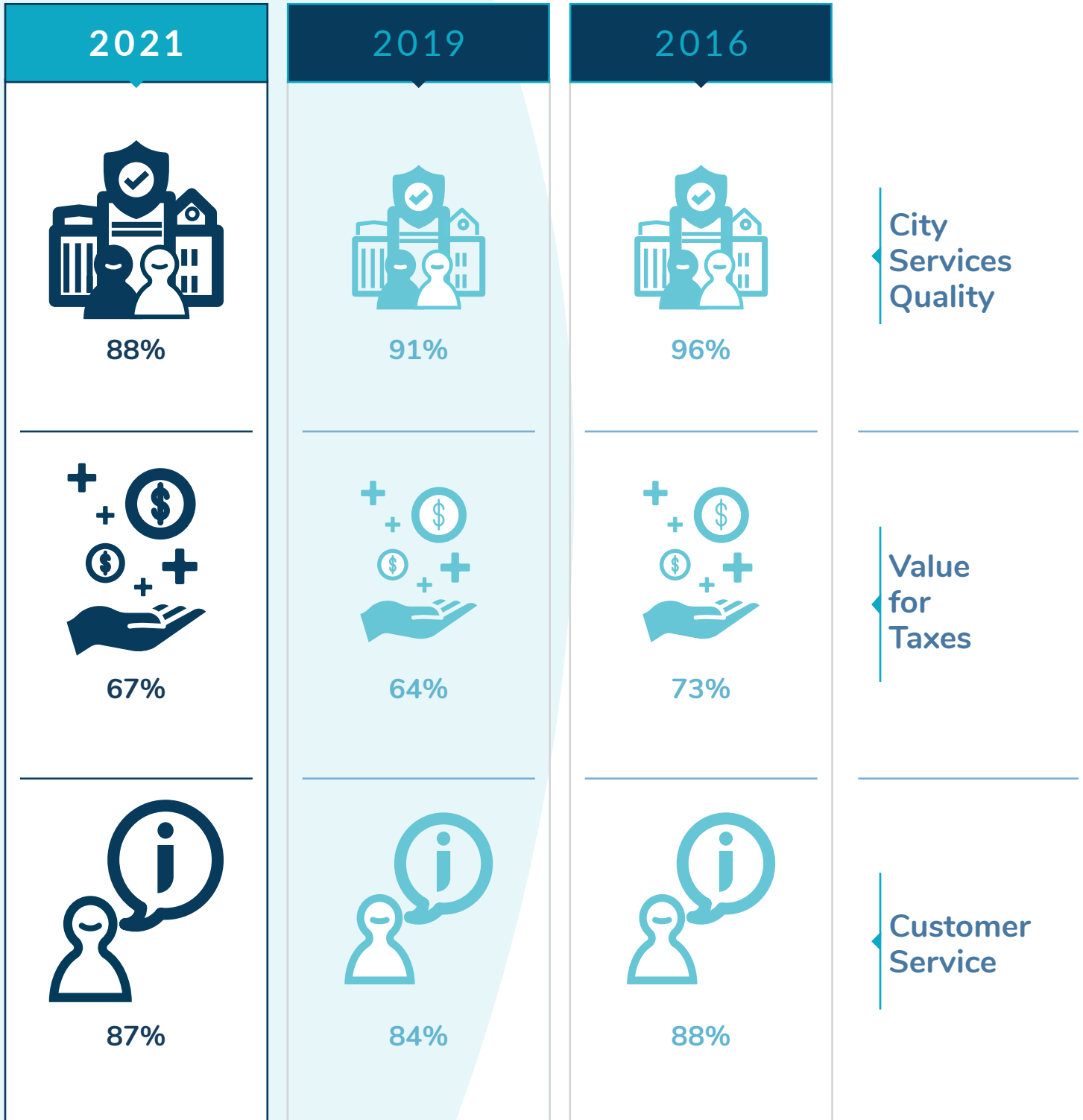
**38**

Fitness and Weight Room Visits



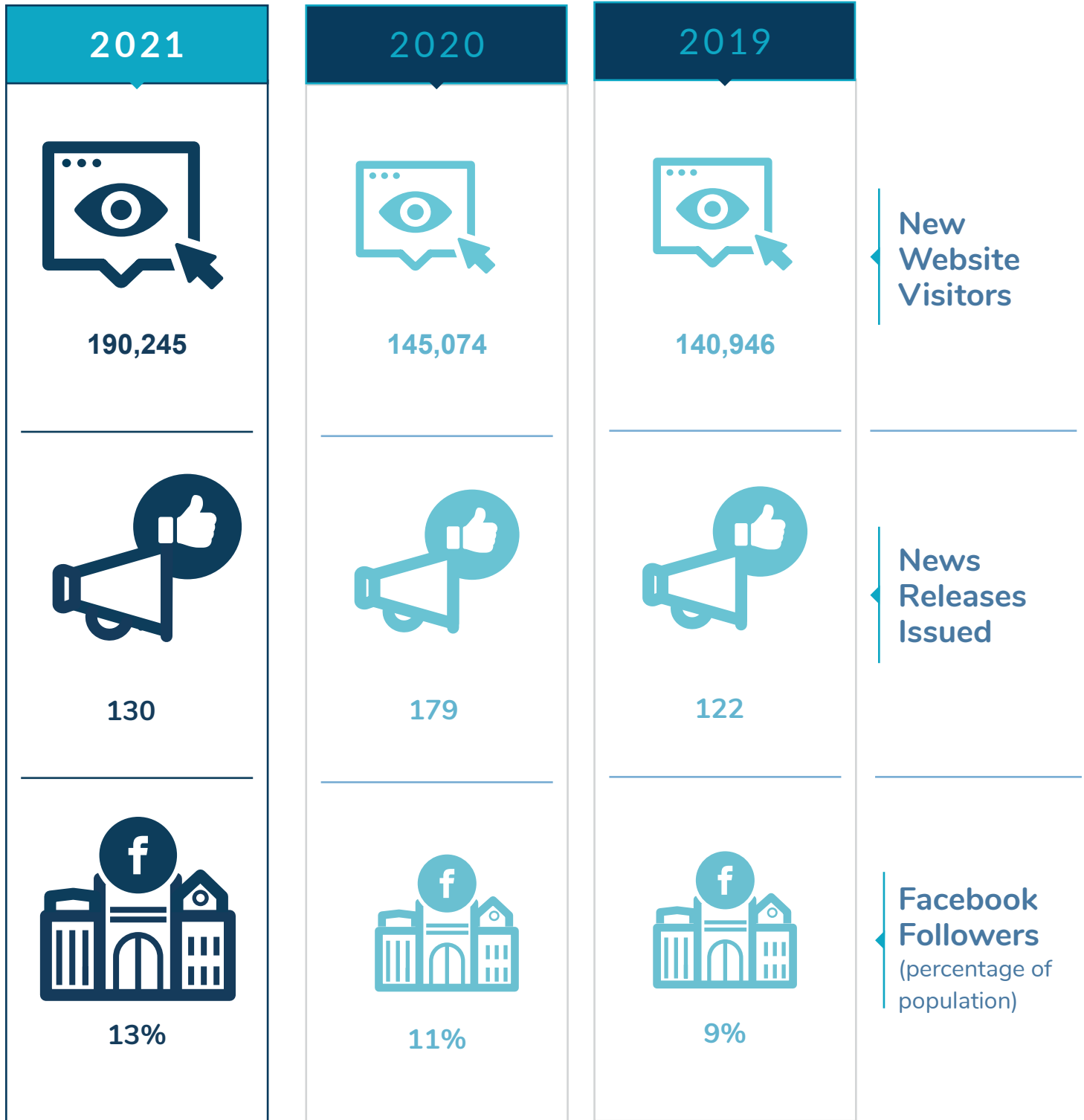
**31,027**

# City Manager

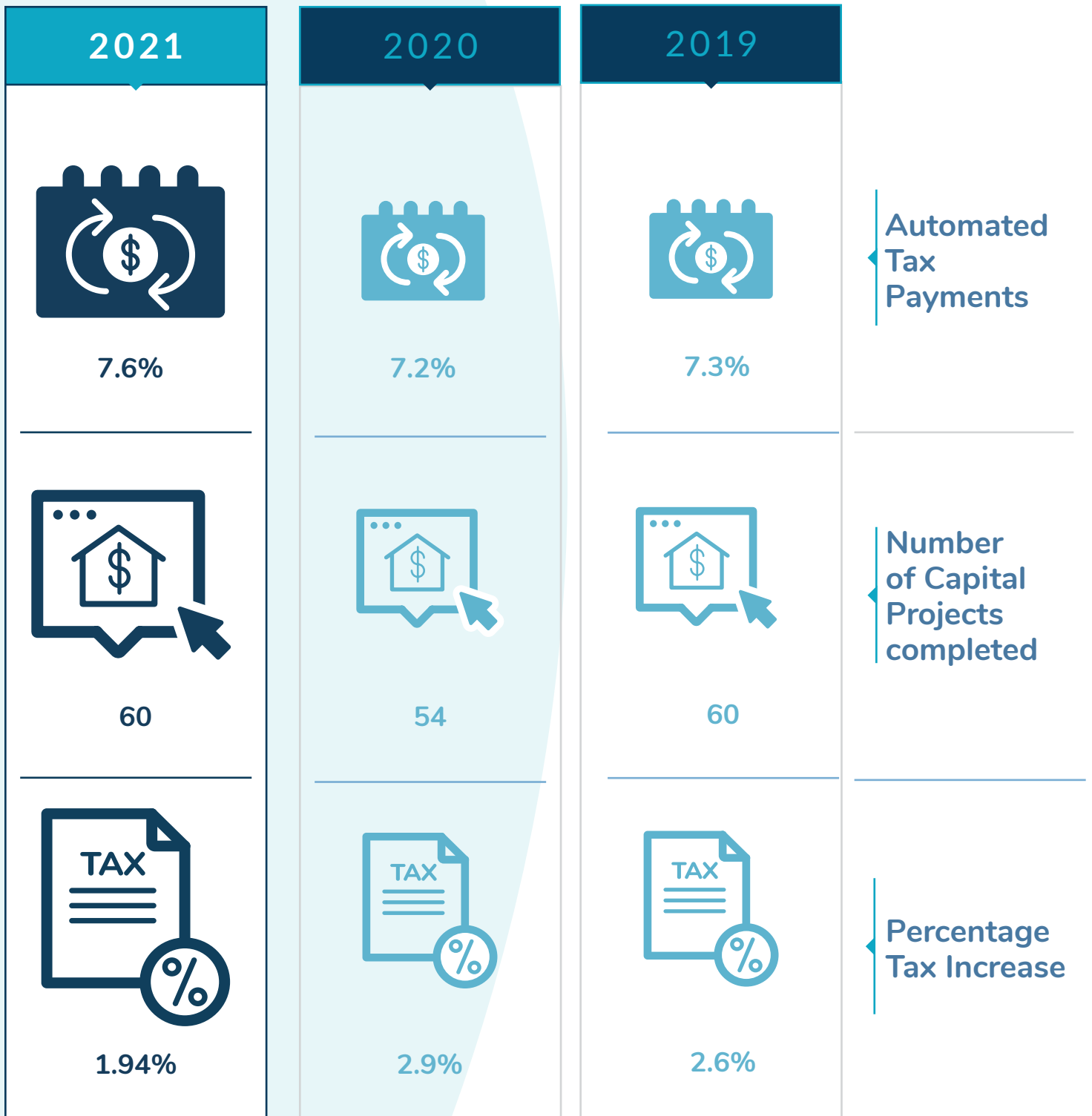




# Communications

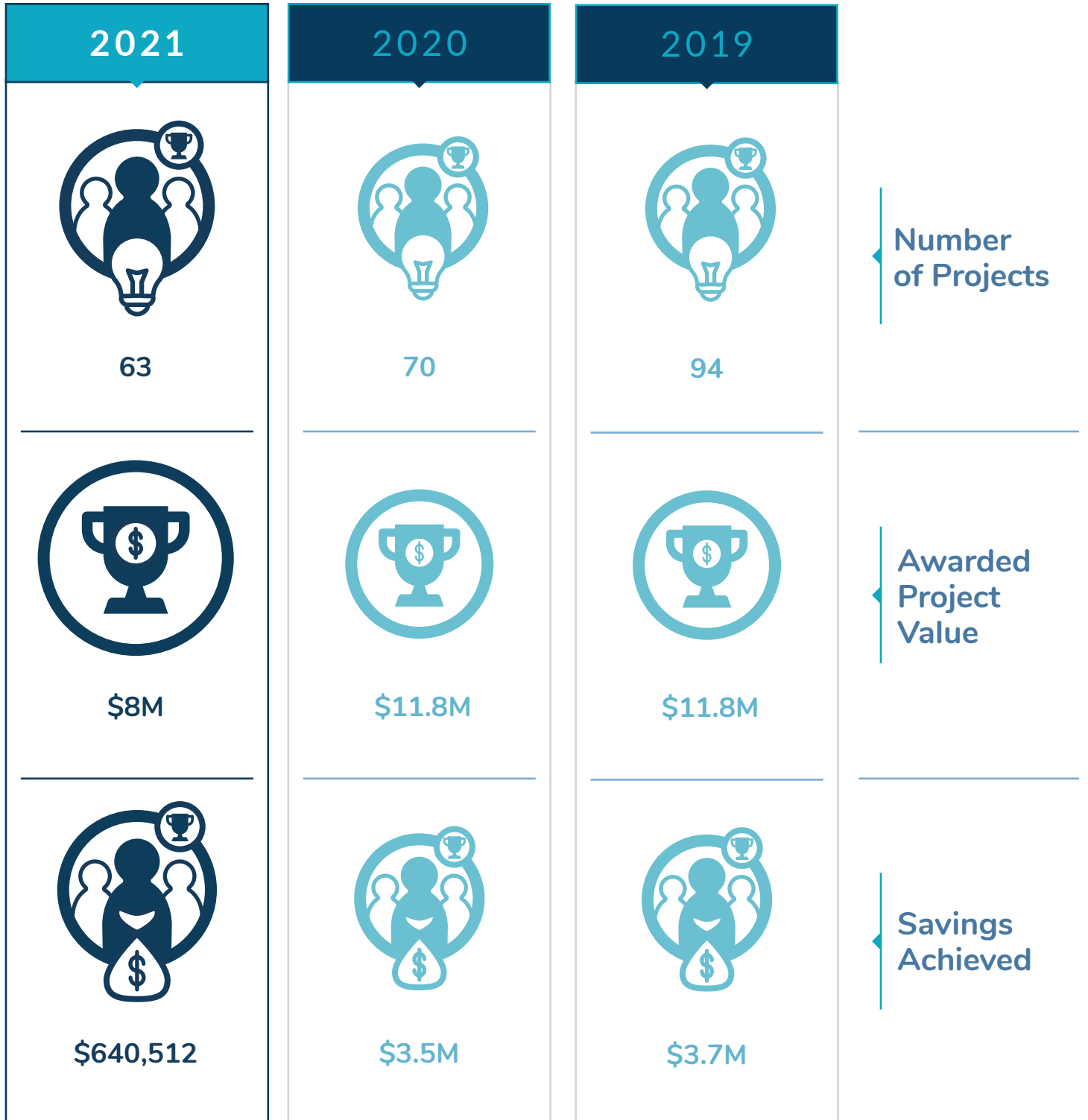


# Finance

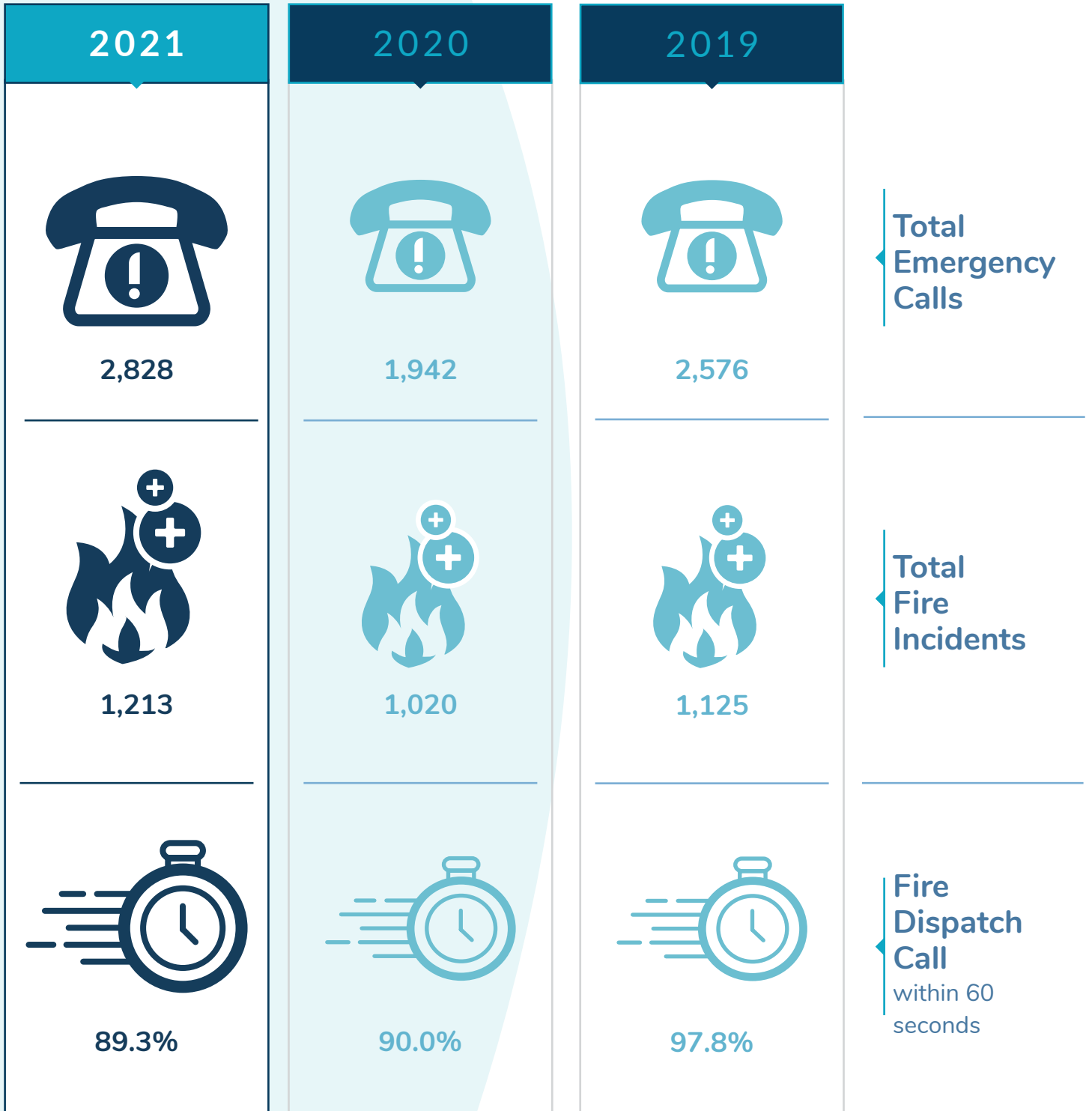




# Purchasing



# Fire





# Fire



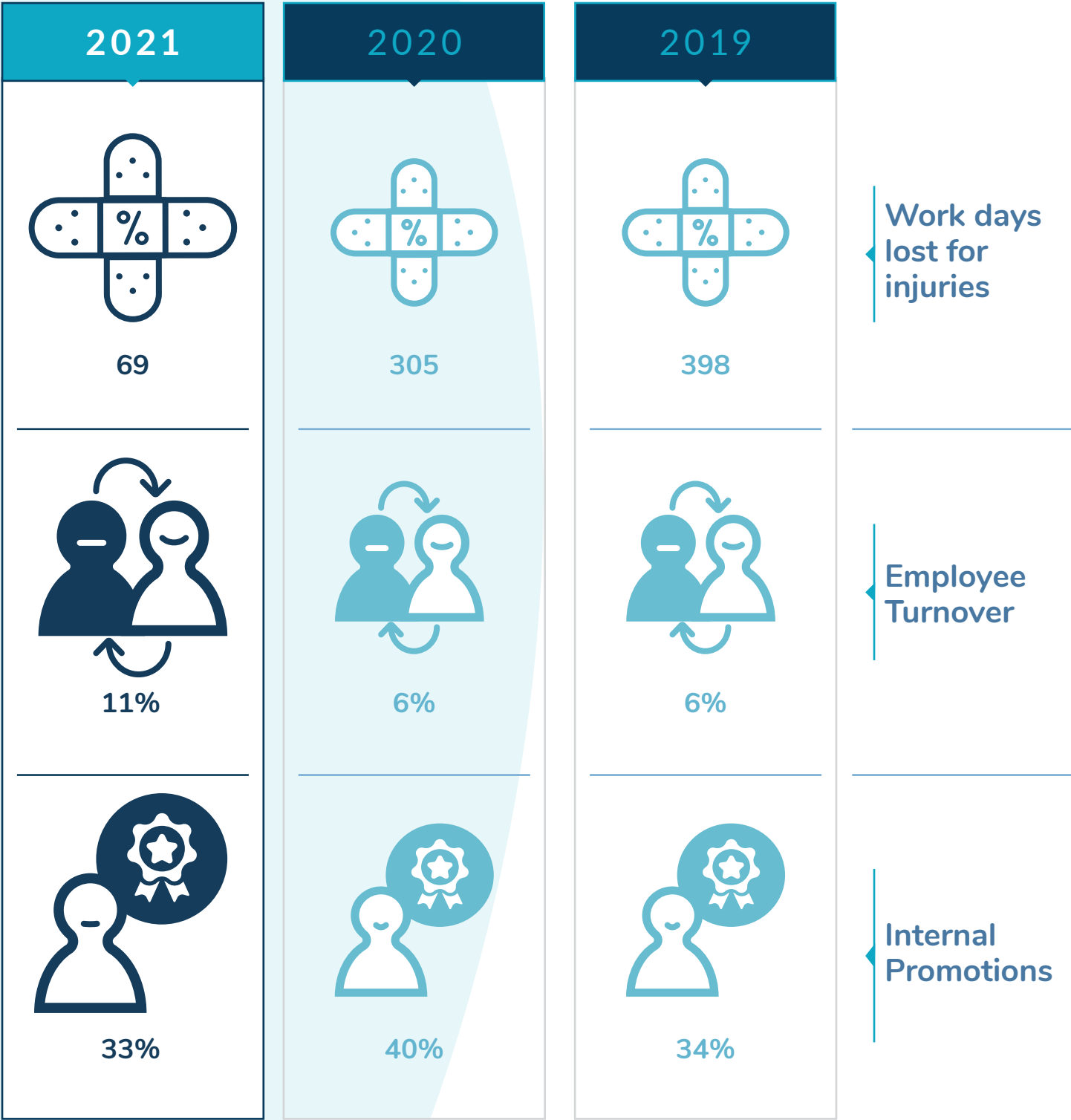
## Value of Buildings Saved from Fire

2020 increase due to fire in hospital and increase in commercial building fires

## For Every \$1 Spent on Fire Protection

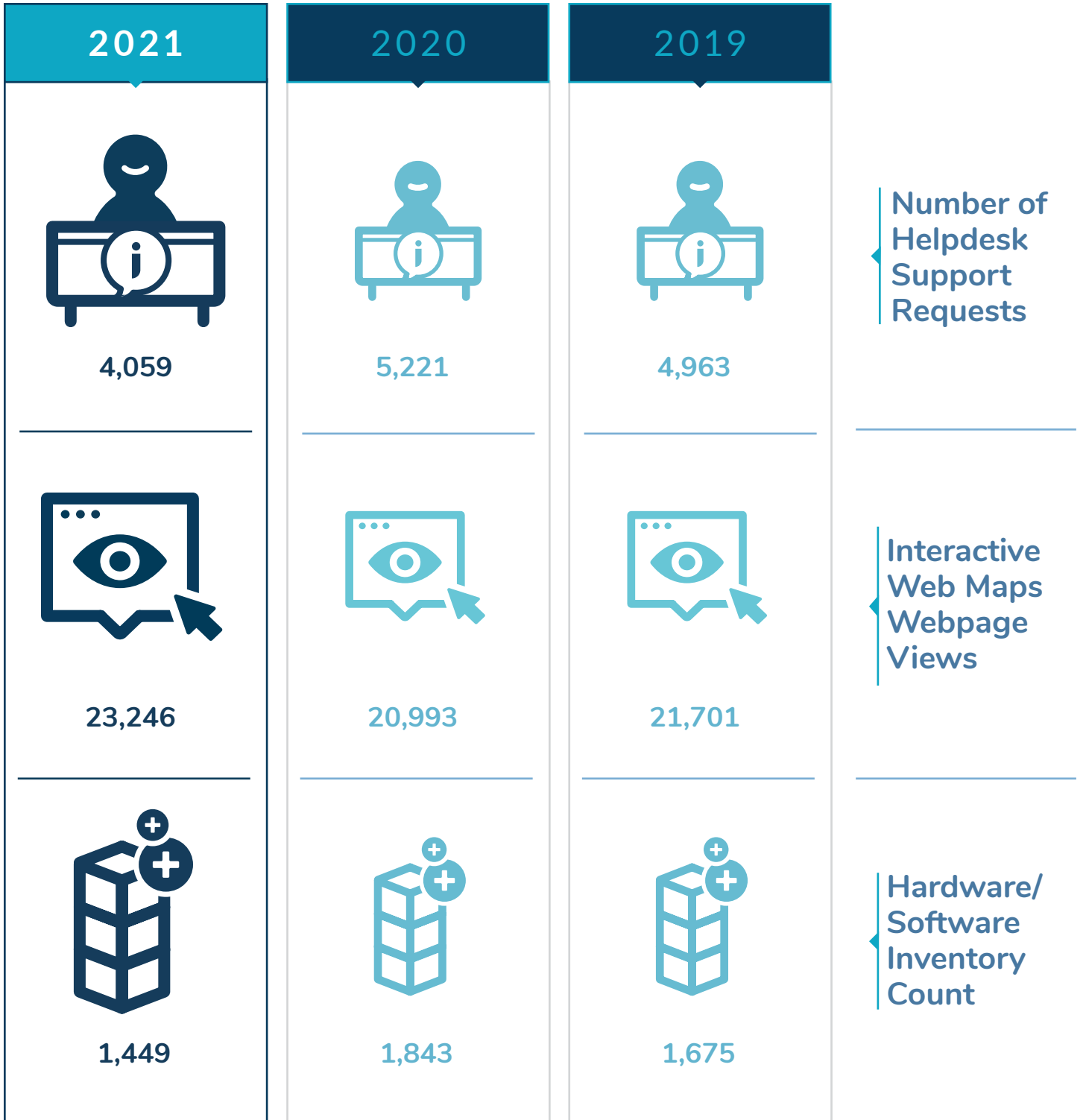
Insurance Costs Saved by Campbell River Property Owners

# Human Resources

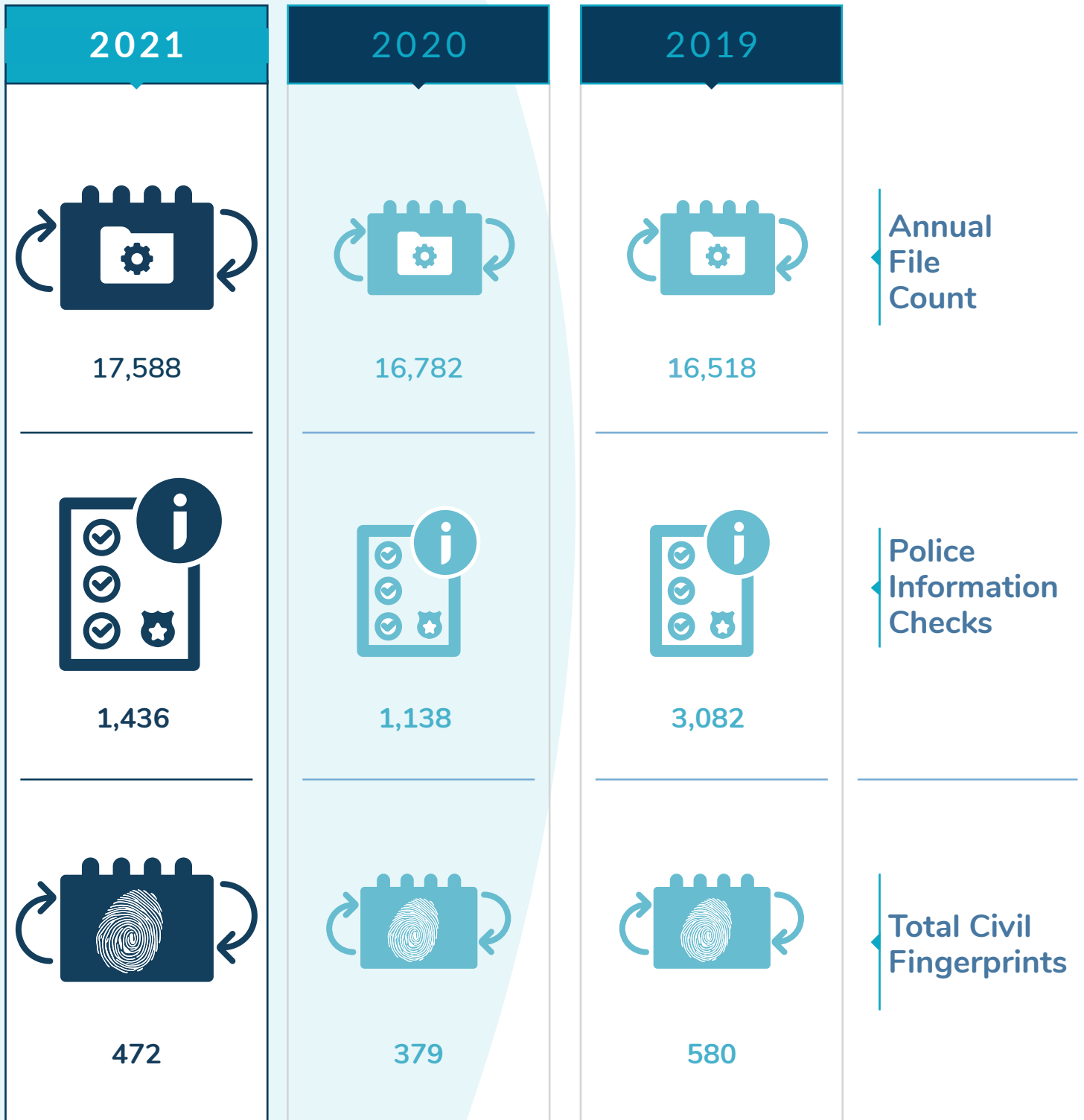




# Information Technology

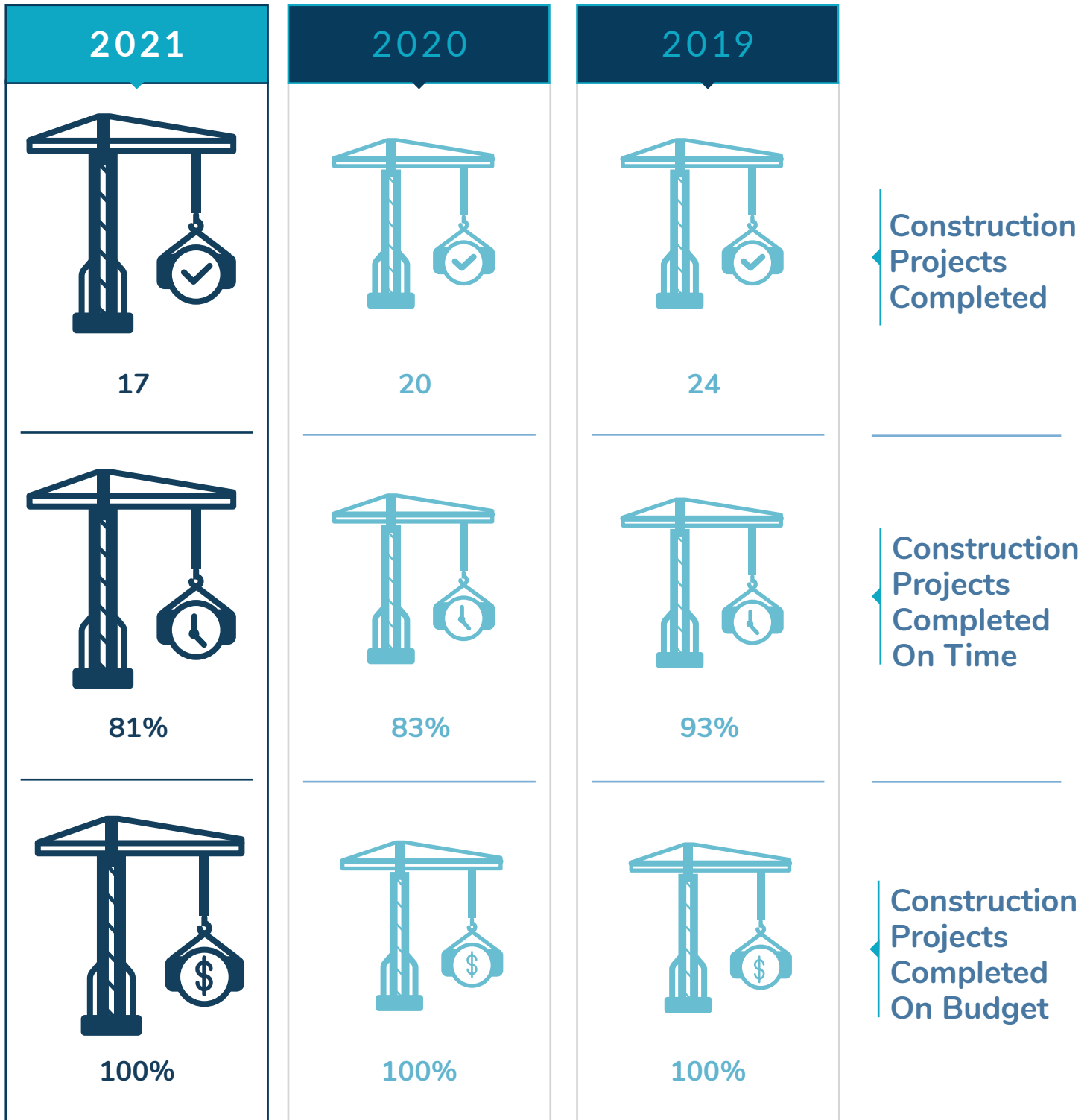


# Police Services














# Capital Works

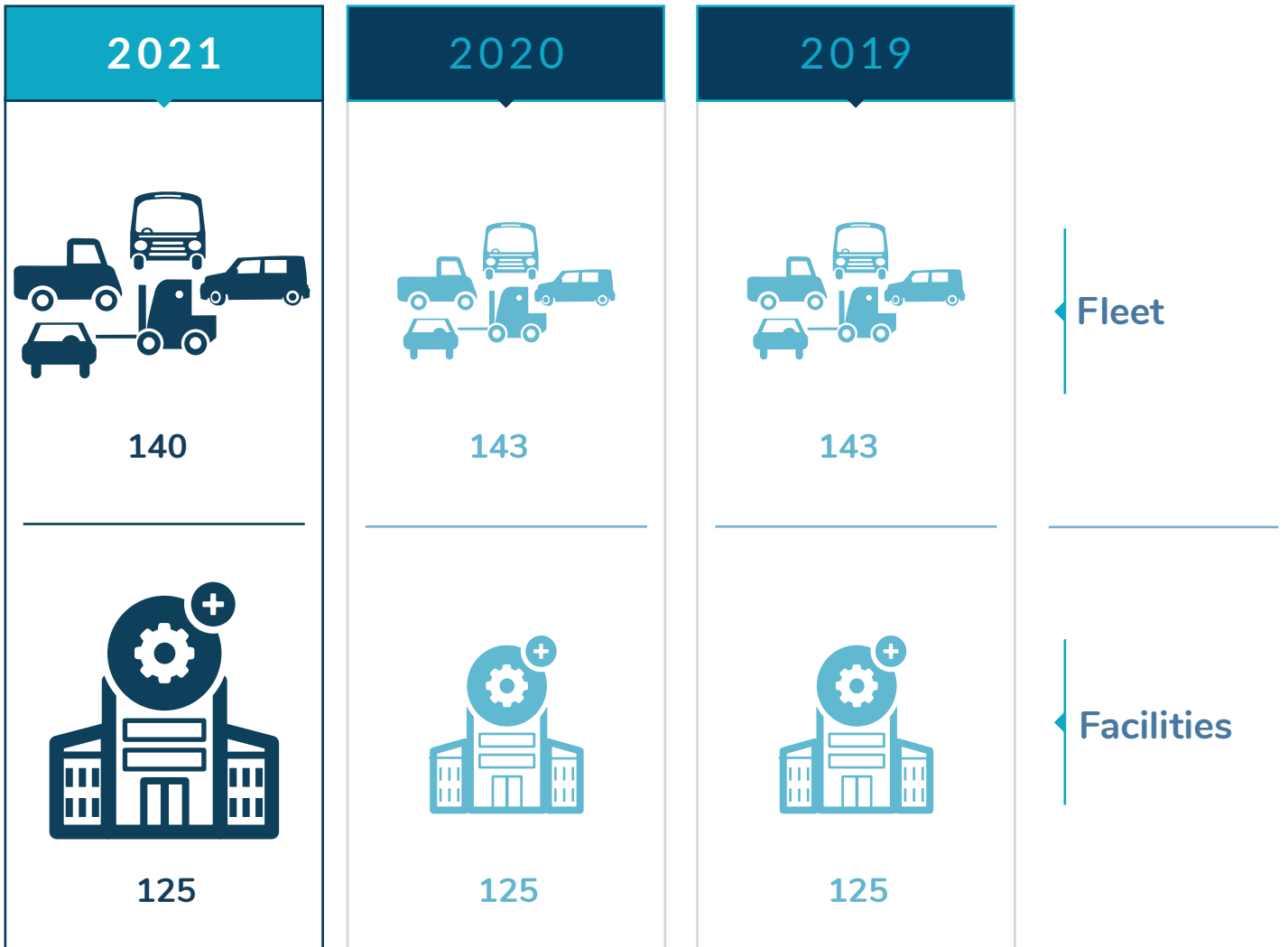


# Fleet and Facilities

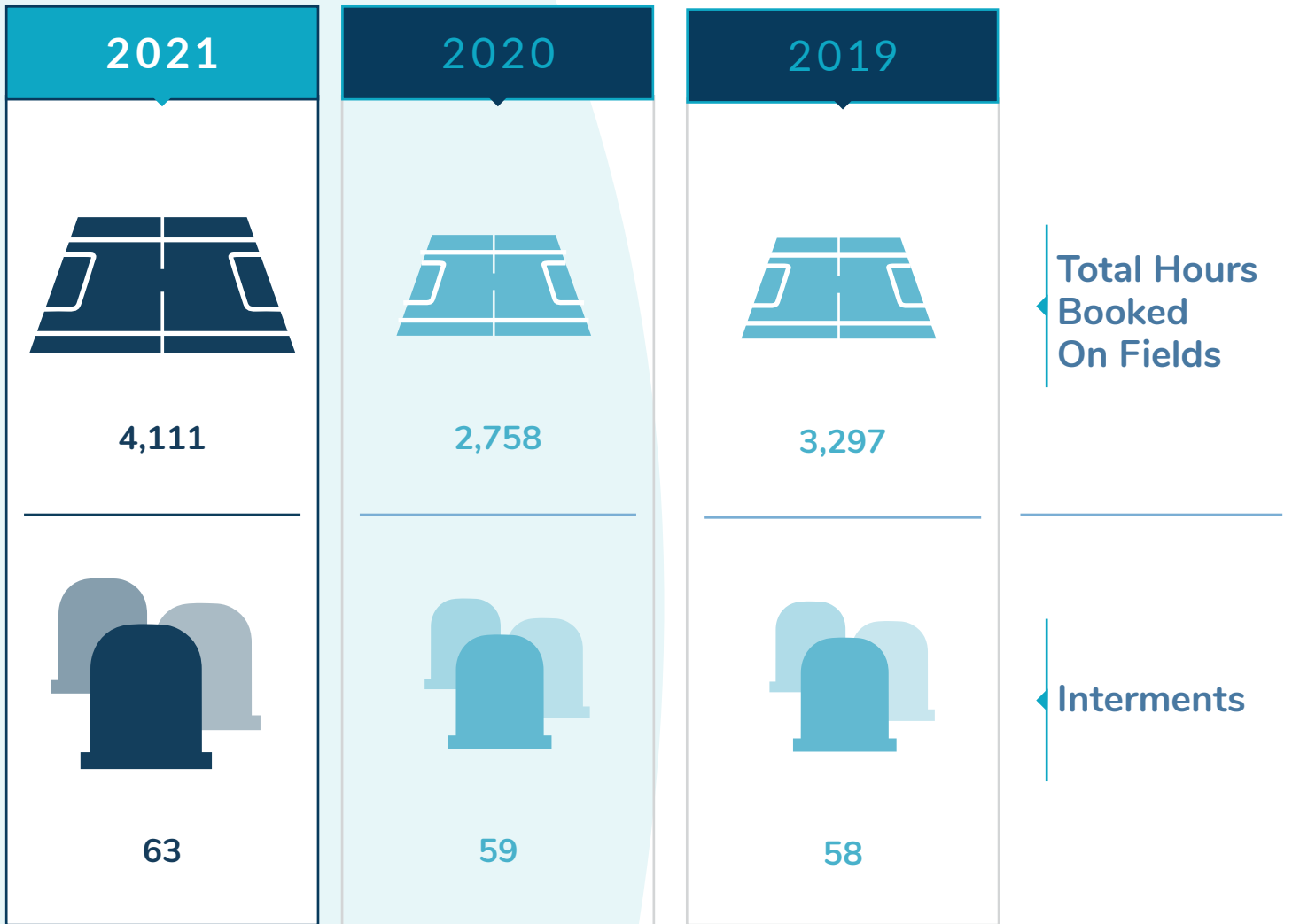
2021	2020	2019	
 \$348K	 \$431K	 \$343K	Stores Inventory Value
 1,171	 1,693	 1,708	Stores Stock Items
 3,258	 2,906	 2,629	External Service Requests Dogwood Operations



# Fleet and Facilities

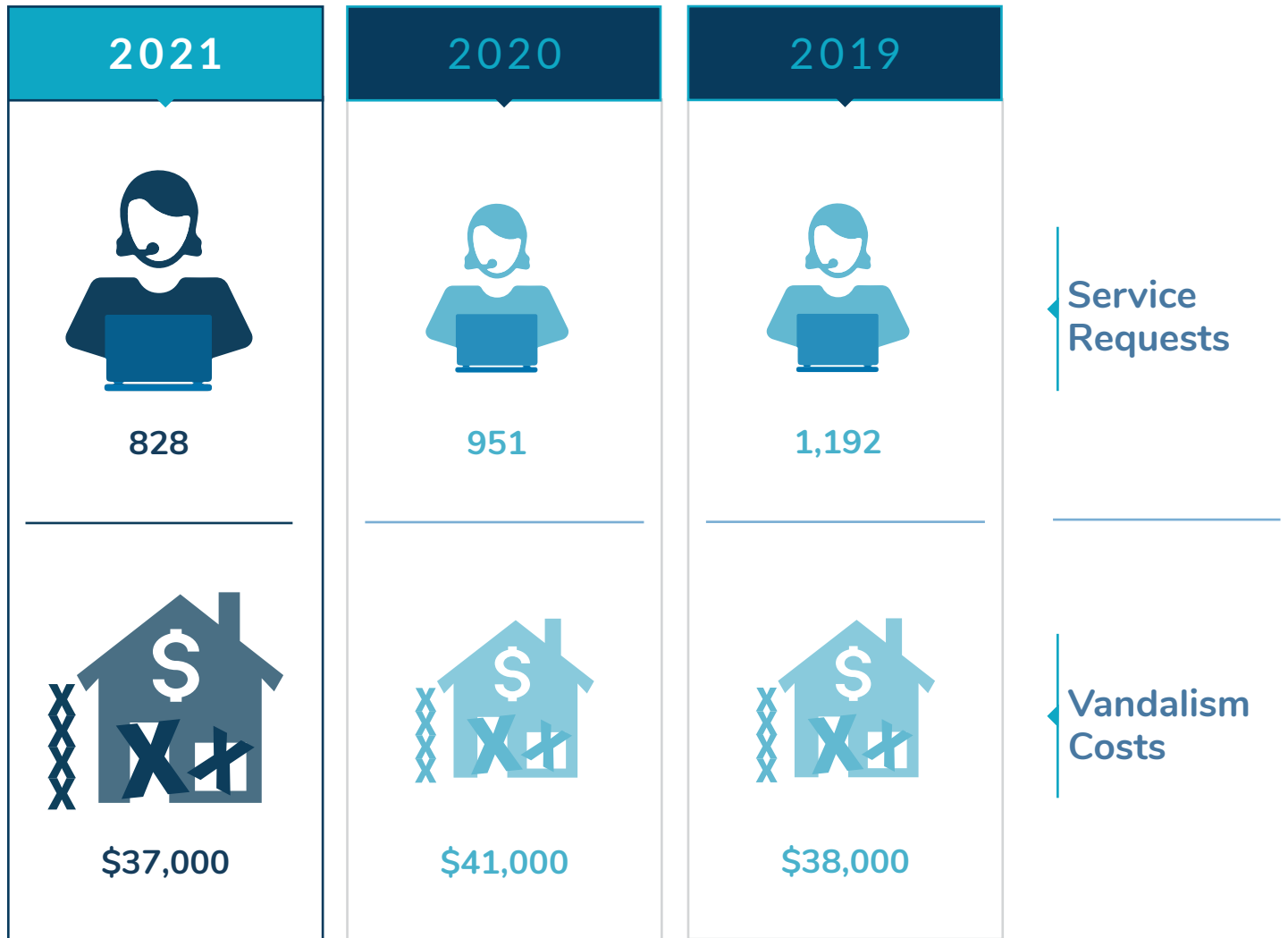


# Parks

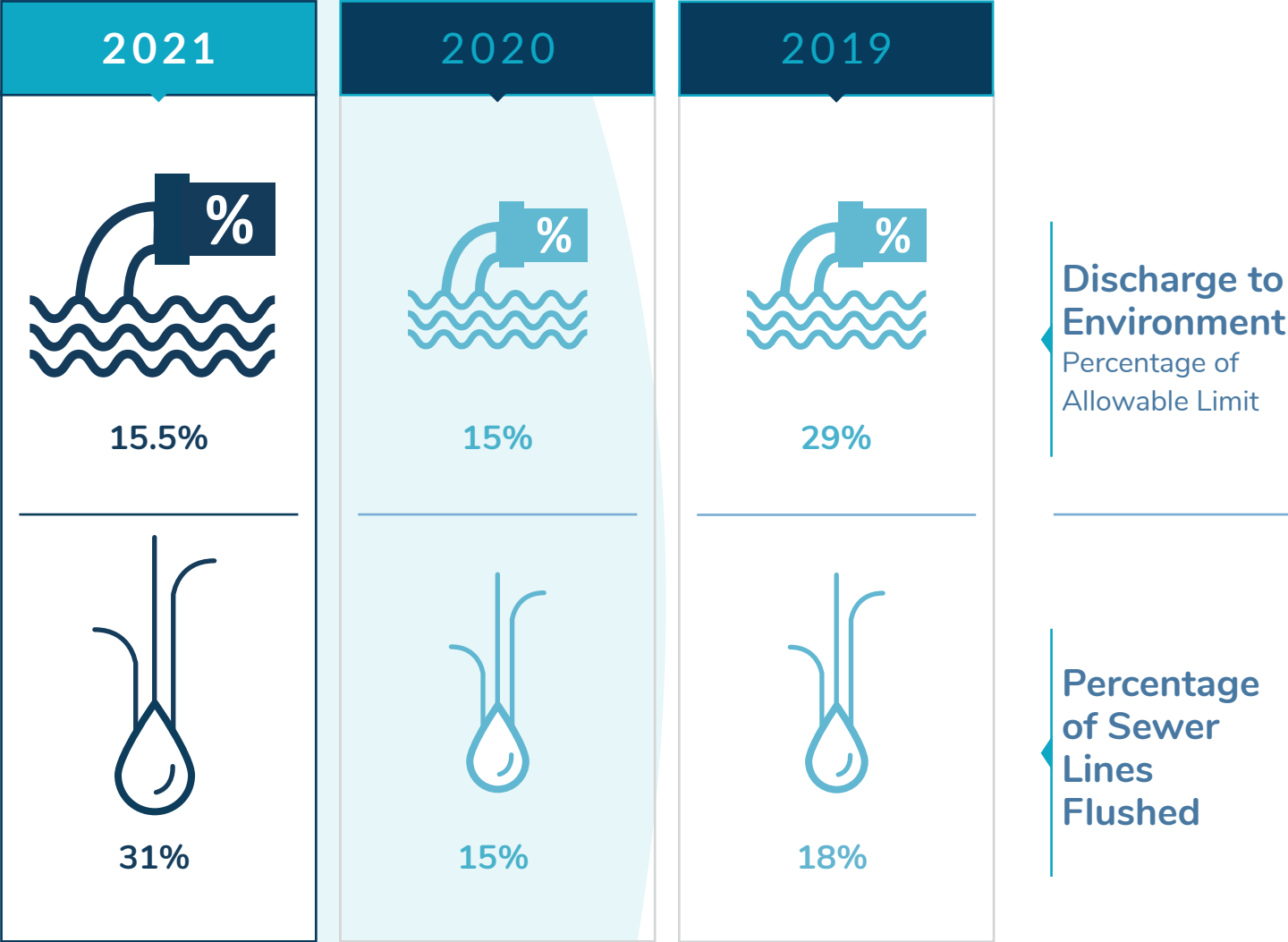




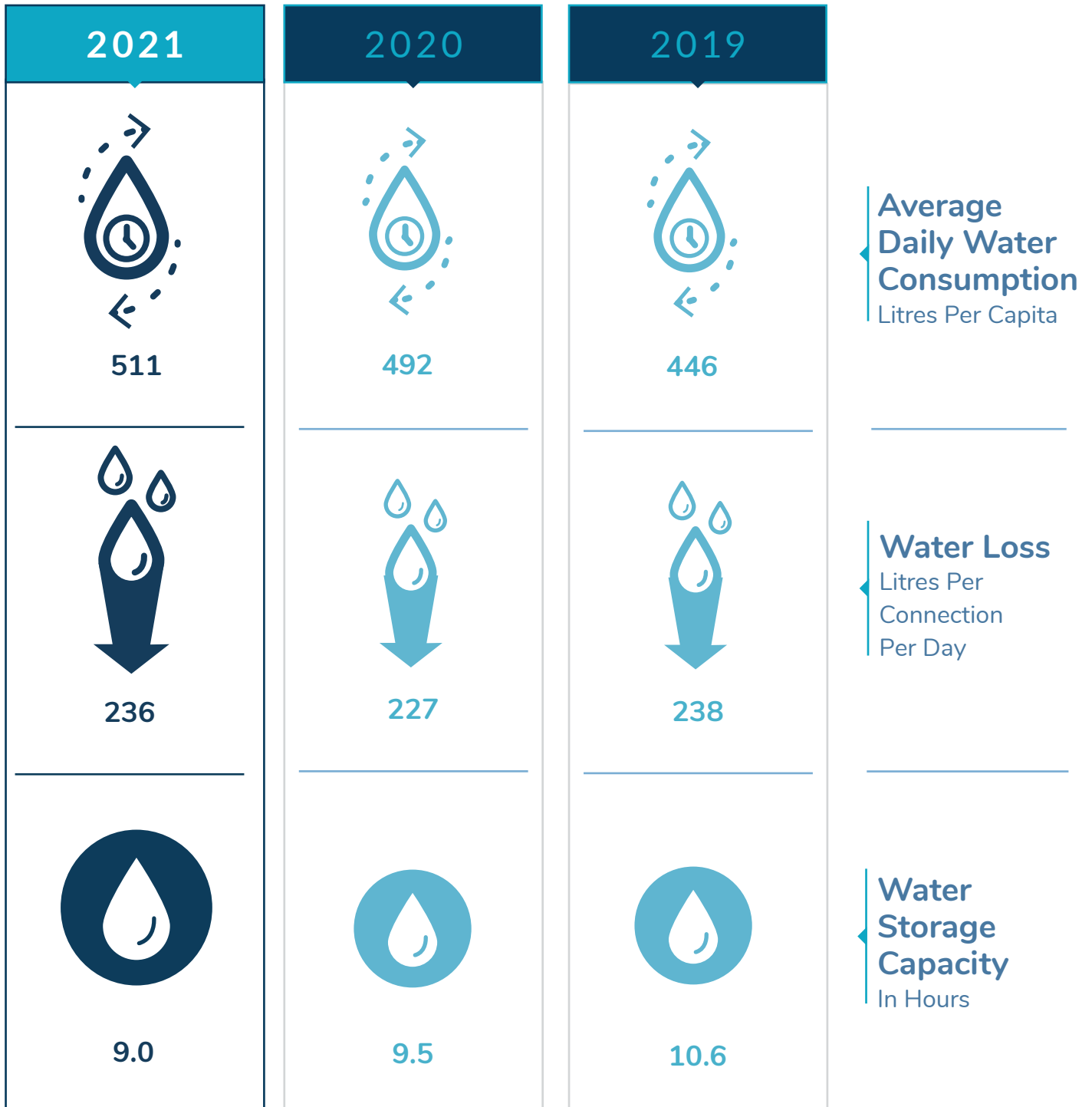
# Parks



# Liquid Waste



# Water





# Bylaw Enforcement



# Bylaw Enforcement

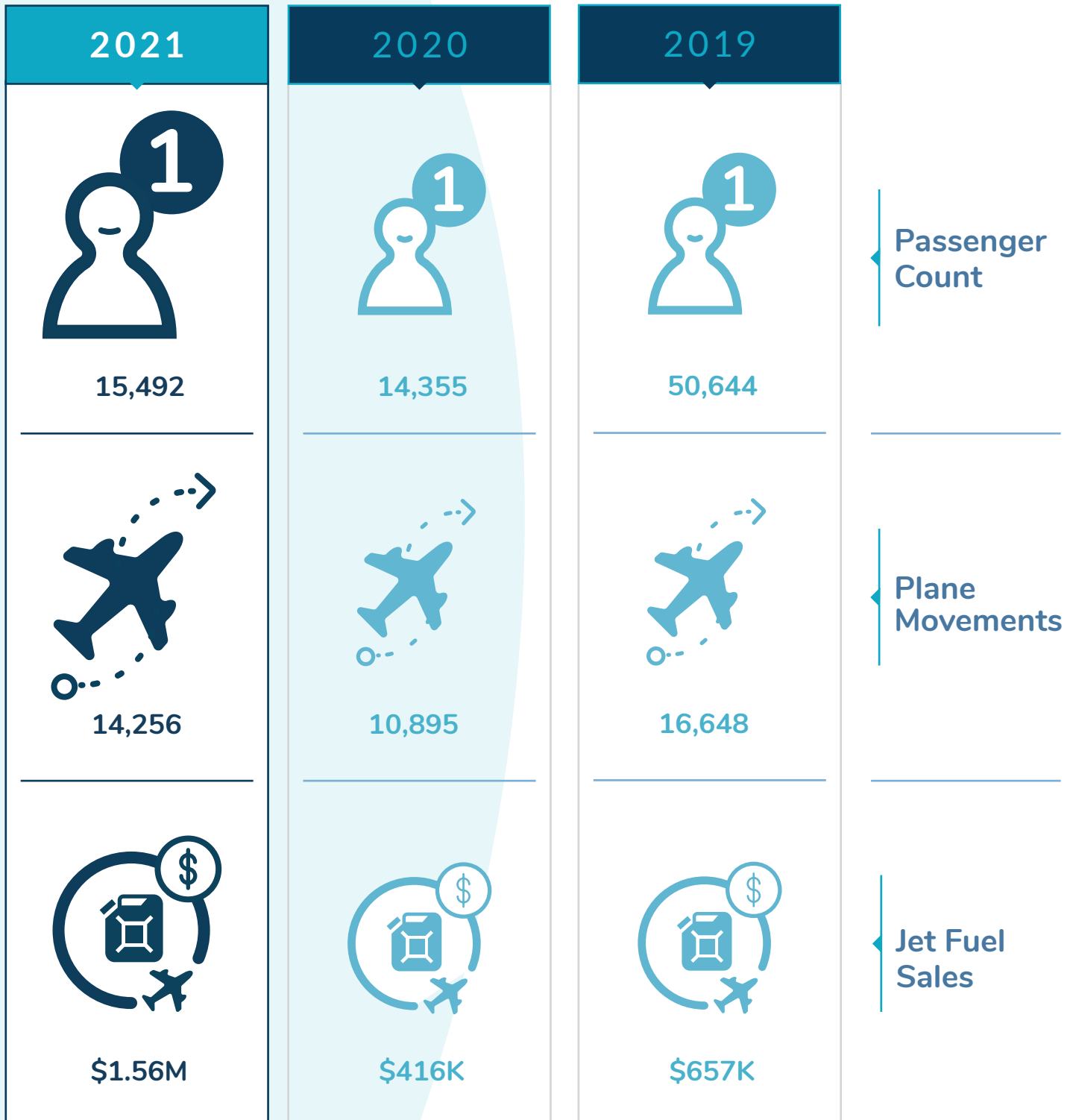


**Calls for Animal Control Service**  
 Includes Aggressive, at Large, Barking, Confined, Unlicensed and Deceased Animal Removal

Homeless Camps Attended

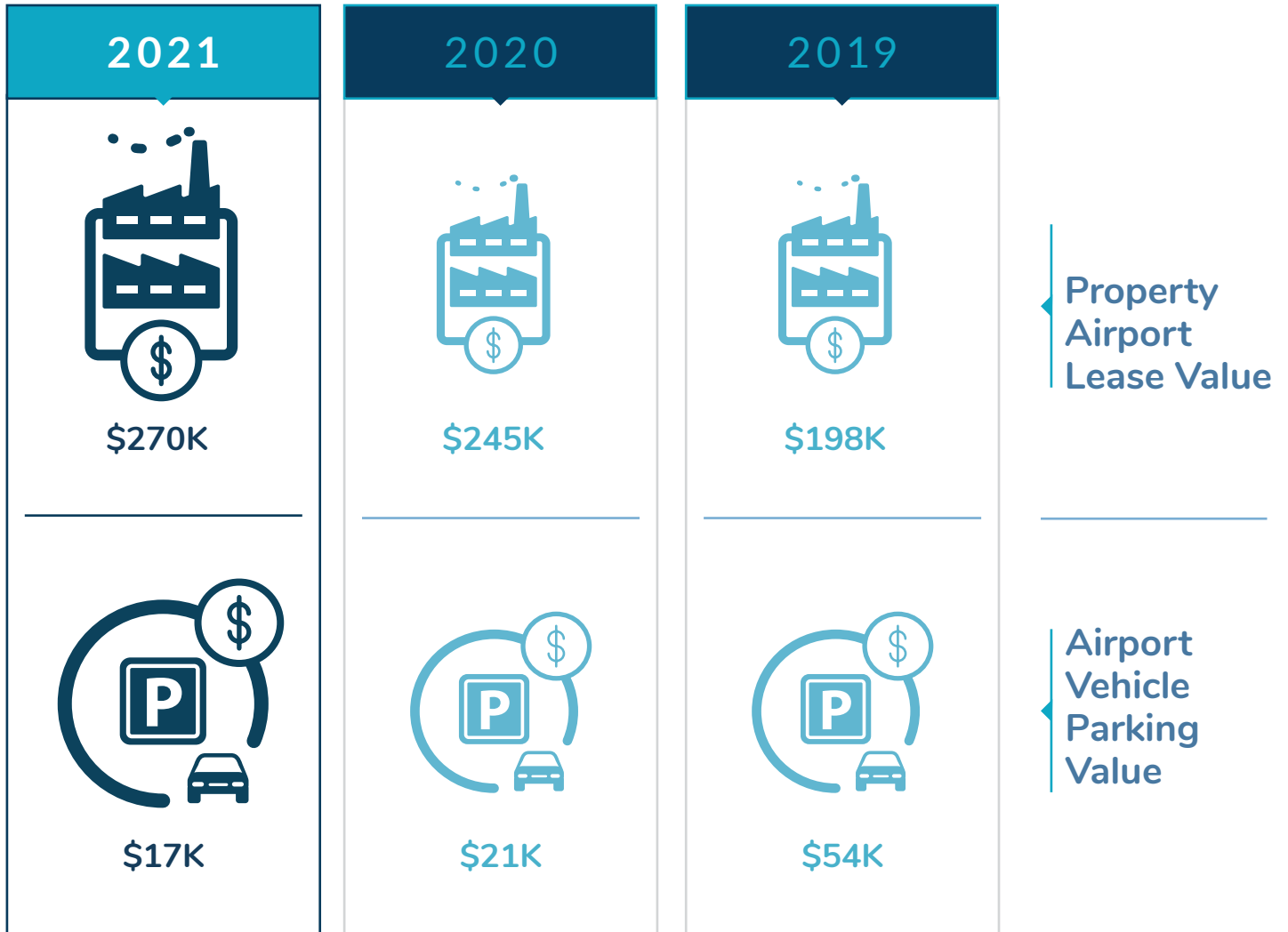
Zoning Bylaw Offences

# Airport

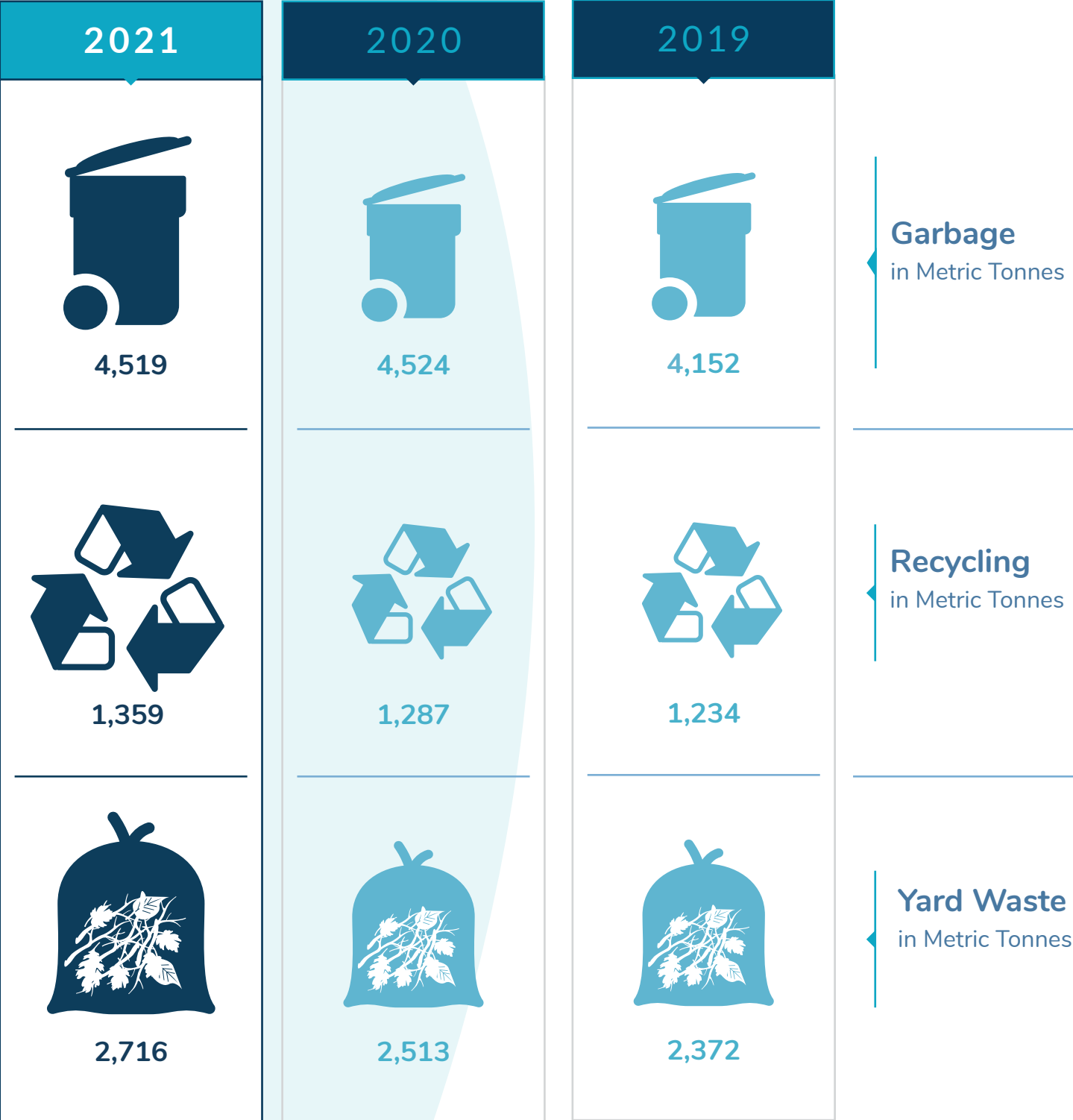




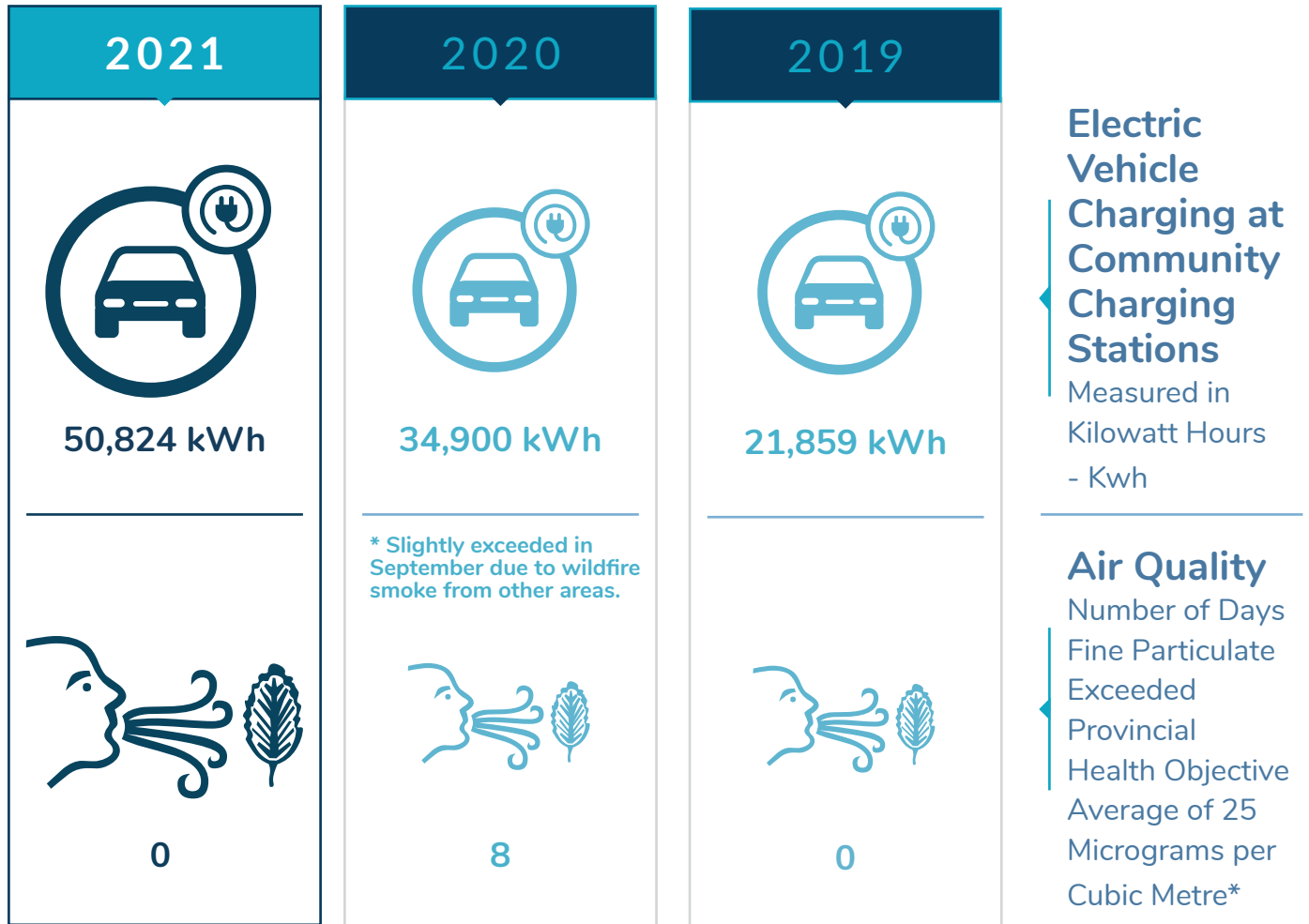
# Airport



# Curbside Solid Waste Collection












# Long Range Planning and Sustainability





# Long Range Planning and Sustainability

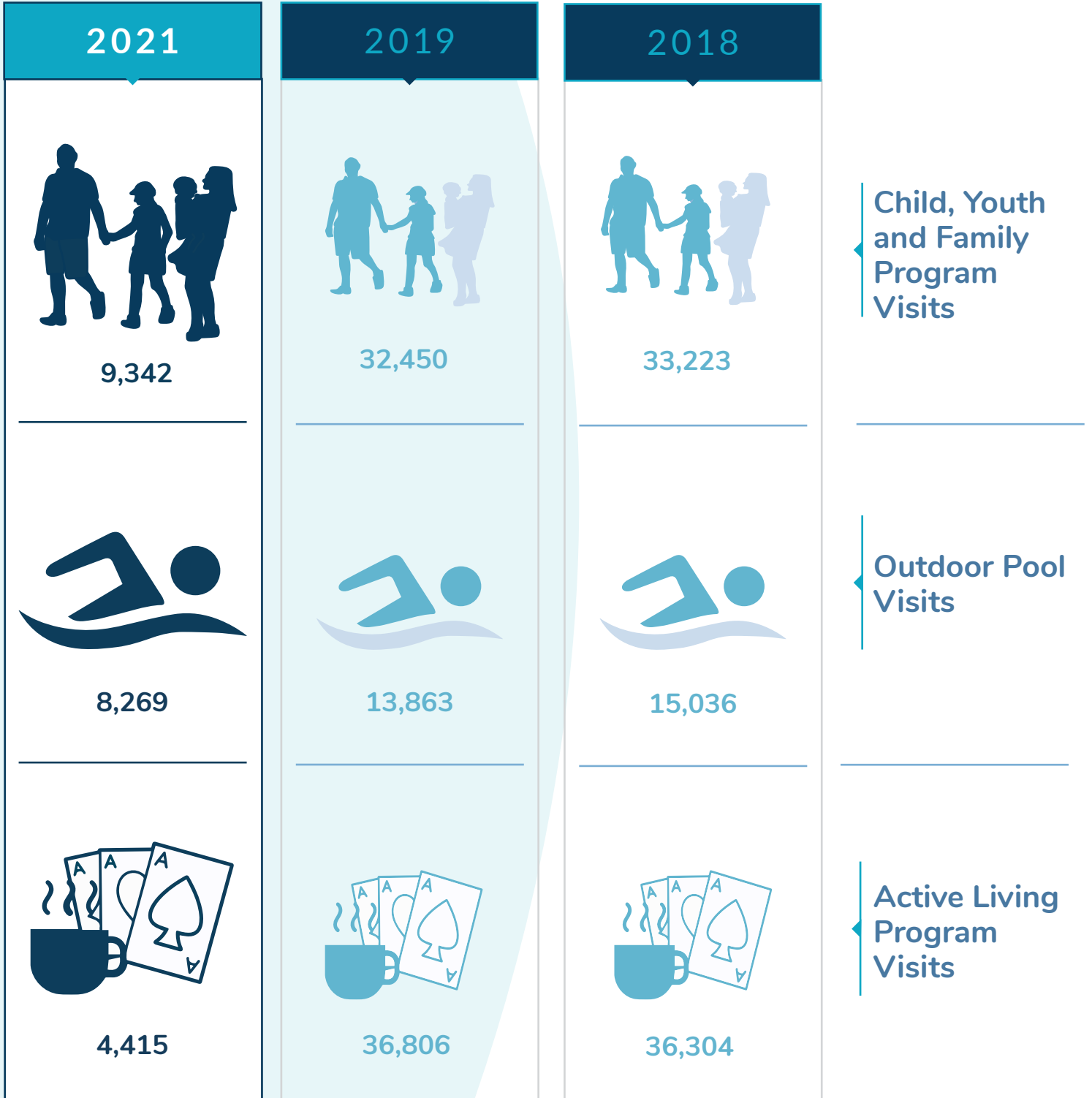
2021	2020	2019	
 38	 31 (24 occupied)	 28	<b>Bald Eagle Nest Trees</b> Territories Monitored
 14	 15	 7	<b>Eagle Chicks</b>
 75	 73	 39	<b>Knotweed</b> Sites treated

# Building Services



# Recreation and Culture

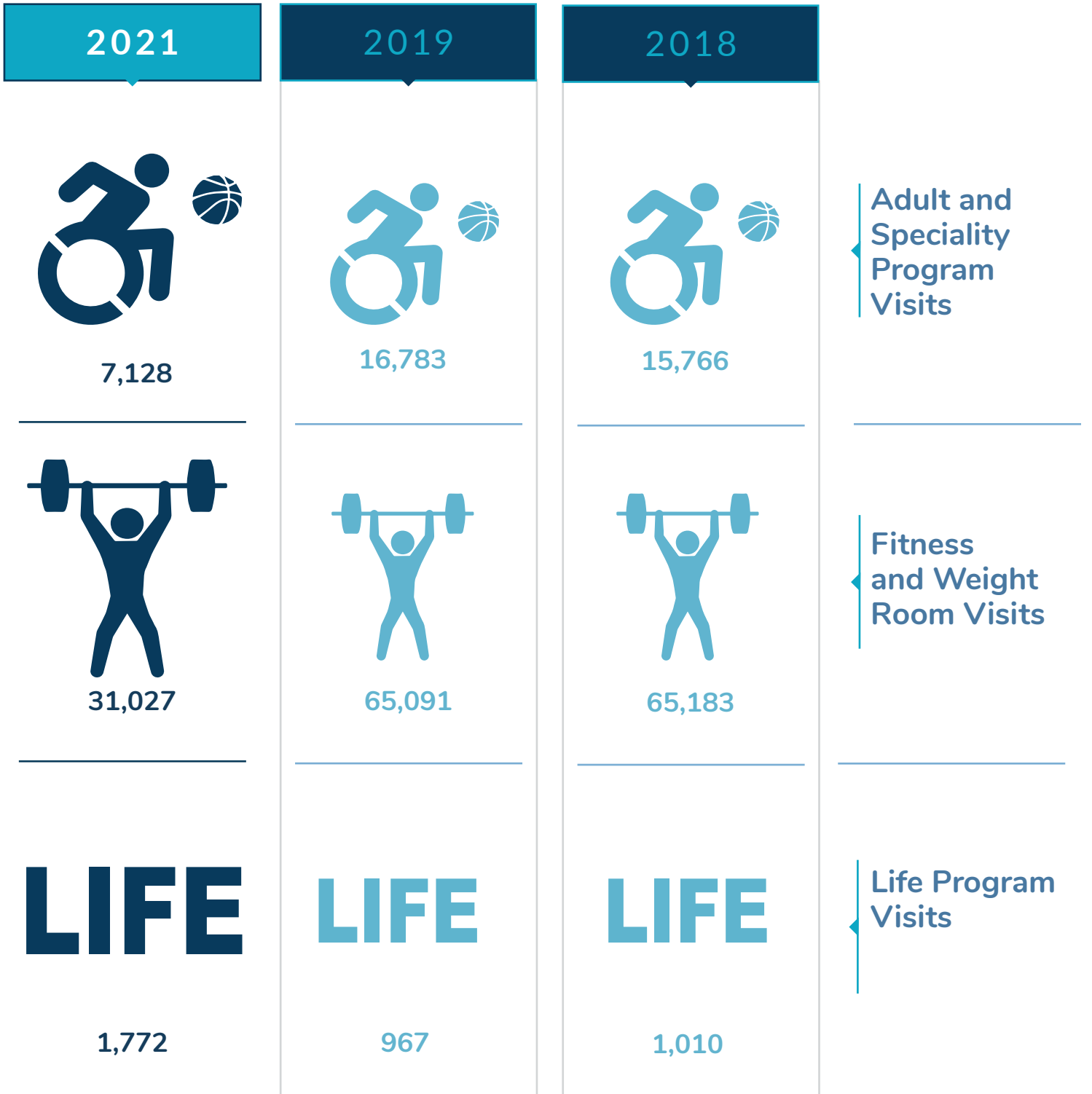
The 2020 Recreation and Culture Schorecard is not included due to the effects of COVID-19 and the changes this caused to our programming.





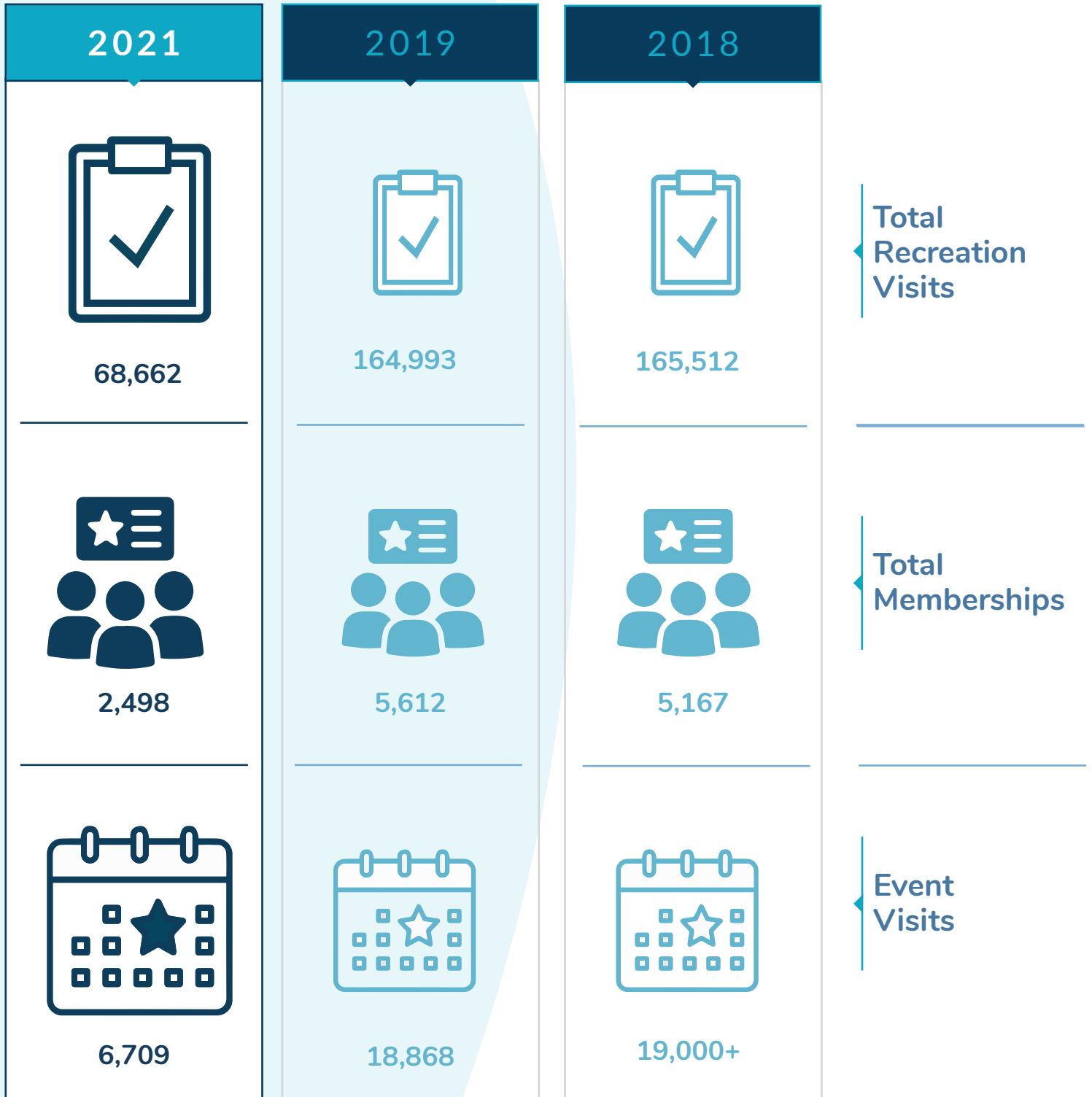
# Recreation and Culture

The 2020 Recreation and Culture Scorecard is not included due to the effects of COVID-19 and the changes this caused to our programming.



# Recreation and Culture

The 2020 Recreation and Culture Schorecard is not included due to the effects of COVID-19 and the changes this caused to our programming.









# DEPARTMENTAL REVIEWS



# City Organizational Chart

**CITY MANAGER**

**DEPUTY CITY MANAGER**

**COMMUNITY PLANNING  
AND LIVABILITY**

LONG RANGE  
PLANNING AND  
SUSTAINABILITY

RECREATION

TRANSPORTATION

**COMMUNITY  
SAFETY**

BYLAW  
ENFORCEMENT  
SERVICES

E911 DISPATCH

FIRE SERVICES

RCMP

RCMP MUNICIPAL  
SUPPORT

**CORPORATE  
SERVICES**

COMMUNICATIONS

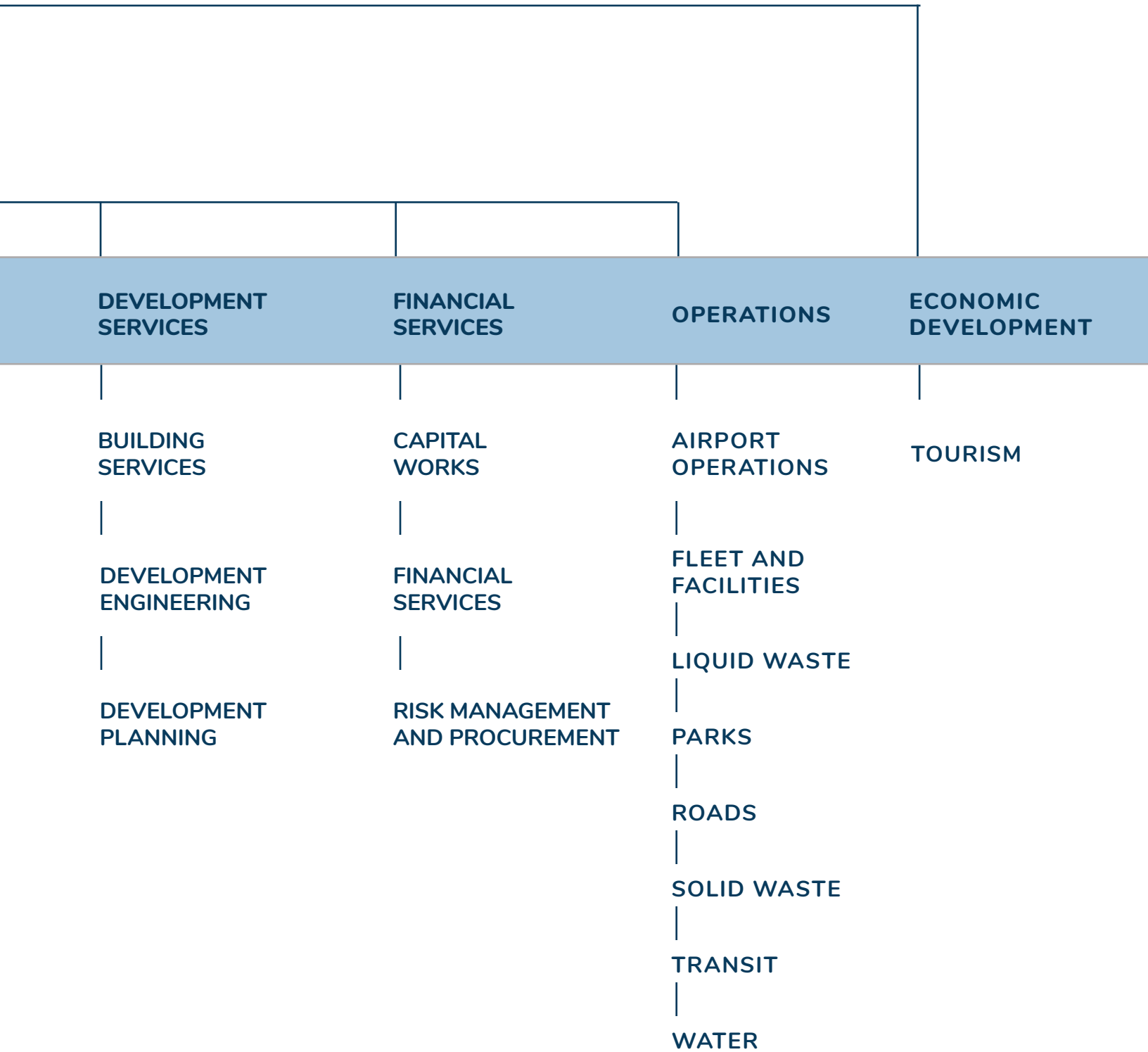
HUMAN  
RESOURCES

INFORMATION  
TECHNOLOGY

LEGISLATIVE  
SERVICES

PROPERTY  
MANAGEMENT







# Department Heads

City Manager's Office	Community Planning and Livability	Community Safety	Corporate Services
City Manager Deborah Sargent	Director of Community Planning and Livability Vacant	Director of Community Safety Peter Wipper	Director of Corporate Services Colleen Tillipaugh
Deputy City Manager Ron Neufeld	Long Range Planning and Sustainability Manager Jason Locke	Fire Chief Thomas Doherty	Communications Manager Vacant
	Recreation and Culture Manager Vacant	RCMP Inspector Jeff Preston	Human Resources Manager Sheila Girvin
		RCMP Municipal Manager Carrie Jacobs	Information Technology Manager Vacant
			Legislative Services Manager Elle Brovold



Development Services	Financial Services	Operations	Economic Development
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Director of Development Services  
Ian Buck

Chief Building Official  
Brian Marcell

Development Engineering Manager  
Vacant

Development Planning Manager  
Dave Pady

Director of Finance  
Alaina Maher

Capital Works Manager  
Jason Hartley

Financial Planning Officer  
Dennis Brodie

Controller  
Aaron Daur

Purchasing and Risk Management Officer  
Clinton Crook

Director of Operations  
Drew Hadfield

Airport Manager  
Vacant

Fleet and Facilities Manager  
Jason Decksheimer

Operations Manager (Parks and Roads)  
Grant Parker

Operations Manager (Utilities)  
Vacant

Roads Manager  
Vacant

Water Manager  
Steven Roehr

Liquid Waste Manager  
Lorne Sandberg

Economic Development Manager  
Rose Klukas





# City Manager

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

# Deputy City Manager

The Deputy City Manager provides strategic leadership and direction throughout the organization, oversees the Senior Leadership Team of 7 directors/managers, and assists the City Manager in developing and implementing Council's strategic plan, goals and priorities, and overseeing special projects. In particular, the Deputy City Manager actions issues related to management and governance, external relationships and corporate systems.









# Director of Community Planning and Livability

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

# Community Planning and Livability

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF COMMUNITY PLANNING AND LIVABILITY

## LONG RANGE PLANNING AND SUSTAINABILITY

Environmental Planning, Protection and Stewardship

Land Use Planning

Social Planning

Sustainability

Transportation

## RECREATION AND CULTURE

Administration

Community Engagement and Development

Facility Services

Marketing and Communications

Recreation Programming

Special Events

## Long Range Planning and Sustainability

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

In 2021, the department was the liaison for the City's Community Planning Advisory Committee, Environmental Advisory Committee, Youth Action Committee, and several external community-based committees.

## 2021 Highlights

- Completed our annual invasive plant treatment programs with conservation partners; Greenways Land Trust and the Coastal Invasive Species Committee.
- Provided support for growing Stewardship community partners who look after our urban streams and greenways, and work to reduce wildlife conflicts.
- Opened a 50-unit supportive housing apartment "Q'waxsem Place" at 580 Dogwood Street, on February 5, 2021. This project was a partnership with BC Housing with land donated by the City, and includes 24-hour staff support provided by the Vancouver Island Mental Health Society.
- Adopted the Community Climate Adaptation Plan, with plans to further discuss priorities and implementation actions.
- Updated the Miscellaneous Fees and Charges Bylaw to allow a fee to apply to public use of the municipally owned electric vehicle charging stations.
- Obtained a grant to install another electric vehicle charging station at the Sportsplex, which will be complete in 2022.
- Provided support for social initiatives such as downtown safety and community opioid response, and obtained and administered \$35,000 in funding for the Get the Point program in partnership with Kwakiutl District Council and the Community Action Team (CAT) to assist with community clean-ups and stigma reduction.
- Used CAT funding to support localized overdose response initiatives.
- Fully subscribed to the Clean BC energy rebate program: \$45,000 of grant funding was provided to residents switching to cleaner and more efficient home heating systems.
- Campbellton Neighbourhood Association's "River Route" wayfinding signage project was completed.
- Strengthening Communities Grant secured, in conjunction with a collaborative working group including Strathcona Regional District and various local non-profits. \$1 million grant funds will be used for expanding local services and programs offering support for mental health, addiction, health outreach, downtown safety and cleanliness.
- Sea-level rise accommodations were built into the Highway 19A Phase 3 work, resulting from the Sea Level Rise Action Plan.
- Highway 19A Phase 3 work also includes the addition of several public park spaces which provide improved waterfront access and viewing, seating areas and interpretive signage.
- Public consultation was conducted on the proposed amendments to the Official Community Plan (OCP) Development Permit Areas concerning Bald Eagle and Great Blue Heron nesting trees and safety and environmental aspects of development and other disturbance on steep slopes. This work will continue in 2022.



- Followed environmental best management practices including development review and supporting the City’s restoration projects.
- An amendment to the OCP was made to remove the “Estate” designation from land use (in Quinsam Heights) and replace it with “Neighbourhood”.

## 2022-2023 Goals and Objectives

- Continue to work with our extensive Stewardship partners to deliver a wide array of conservation programs throughout our public environmentally sensitive areas.
- Develop the Master Transportation Plan to address how residents move and connect to areas of the city whether by walking, cycling or vehicle to reduce greenhouse gasses and promote community health and well-being.
- Develop the Quinsam Heights Neighbourhood Plan to address future growth in the area and explore a diversity of housing options, retail, business, open space and recreational opportunities while preserving and enhancing the natural environment.–
- Develop a Housing Growth Strategy that explores strategic options for neighbourhood infill development and potential expansion of the City’s Urban Containment Boundary to address future growth and the community’s climate action goals.
- Explore rezoning of social services downtown to encourage redevelopment, economic vitality and public safety.
- Coordinate the City’s affordable housing initiatives, including partnerships with BC Housing, the Coalition to End Homelessness and local not-for-profit organizations.
- Support social planning, including addressing downtown safety, homelessness and the community opioid crisis response.
- Continue to progress a program of amendments to the Official Community Plan to reflect Council policy.
- Implement actions in the Climate Adaptation Plan to mitigate and manage the effects of climate change through initiatives such as switching to renewable energy and electric vehicles and introducing regulations to protect the community from flooding, sea-level rise and other climate-related emergencies.
- Update the City’s Development Permit Area Guidelines to improve protection for environmentally sensitive species and habitats, such as Great Blue Heron, and develop an Environmentally Sensitive Areas Policy.
- Coordinate and enhance the City’s Downtown Revitalization programs, including the Downtown Small Initiatives Fund, Crime Prevention through Environmental Design and Beautification Programs.
- Continue to create vibrant public spaces focusing on community health and livability through public art, wayfinding and connected greenways such as the Rockland Roundabout Art Piece, Greenways Loops, Campbellton wayfinding and other initiatives.

## Recreation and Culture

This department provides a variety of quality recreation and cultural services for people of all ages, stages and abilities. The Recreation and Culture department aims to provide accessible recreation opportunities that foster individual and community well-being, and well-being for Campbell River's natural and built environments. Recreation staff partner with many organizations to provide services that help our community be active, healthy and socially connected. The department regularly consults the community and completes ongoing assessments and evaluations to ensure programs and services are meeting community needs and to assess the impact of recreation services.

The Recreation and Culture Department oversees the operation of the Sportsplex, Community Centre, Centennial Pool, and Rotary Club Field House. The department provides park, field and facility booking services and custodial services for all recreation facilities, City Hall, the Enterprise Centre and Norm Woods Environmental Centre.



## 2021 Highlights

- Opened and successfully operated the Rotary Club Field House.
- Centennial Pool re-opened and had a successful season, after being closed for 2 summers.
- Supported community health and safety initiatives, including BC Vaccine Clinic, Blood Donor Clinics and an Extreme Weather Shelter.
- Provided summer programs for vulnerable children in our community at no cost to the participants and with no additional funding from the City, through community partnerships.
- Implemented phase 2 of the PLAY Campbell River initiative which included physical literacy education, installation of physical literacy pathways at schools, and hiring a PLAY coordinator and PLAY Teacher Coordinator.
- Worked with and supported the Seniors Network, which completed the Dementia Awareness project, and the Seniors Information HUB, which officially launched in 2021.
- Provided enhanced cleaning for City departments and facilities.
- Facilitated three impact assessments on programs including Cardio Fitness Classes, Family Place and Active Living social programs. These assessments indicated the social nature of our programs is essential to individual, family and community mental health.
- Continued to quickly pivot and adjust to the ever-changing Public Health Orders to safely provide the highest level of service possible to our community. This included online programs and classes, outdoor in-person fitness and recreation classes and programs, indoor and outdoor preschool and family programs, afterschool programs, outdoor drive-through events, and offering programs offsite.

## 2022-2023 Goals and Objectives

- Continue engaging with the community to ensure programs, events and services are meeting community needs. Community input is one of Council's Strategic Plan objectives.
- Manage the impact of the Sportsplex rehabilitation project on staff and clientele and continue to support livability and health in our community by offering the highest service level possible during the facility closure.
- Focus on downtown activation and implementation of Live Streets events to enhance community livability and support downtown revitalization.
- Continue to work with the education and health sectors to develop physical literacy education and programming for our region.
- Work with staff and community groups to ensure that all activities and events follow public health orders and protocols, to ensure a safe and livable community.
- Continue work with the Ministry for Children and Families, Family Services, School District 72 and the Health Authority to provide recreation opportunities year-round, to ensure that the most vulnerable people in our community have access to recreation services.
- Support community and staff health with enhanced cleanings at City facilities when necessary.
- Support good governance through continued use of measurement and reporting tools, with a focus on impact assessments.



## Transportation

This department provides transportation planning, engineering and support for capital projects and road operations.

### Core department services:

- Transportation planning and engineering.
- Oversight of Traffic Orders and Traffic Bylaws.
- Community liaison regarding transportation issues.
- Oversee active transportation services

### 2021 Highlights

- Tendering and installation of new traffic signals at 13th and Dogwood.
- Installation of new transit shelters.
- Community transportation committee led by ICBC.
- Annual traffic counting and evaluation.
- Issue Traffic Orders for the installation of regulatory markings and signage.
- Ongoing evaluation of community concerns relating to traffic.

### 2022-2023 Goals and Objectives

- Continue to provide community reviews and evaluations of traffic concerns and issues.
- Work with BC Transit on the annual shelter program.
- Liaise with and obtain grants from ICBC for traffic improvements.
- Install new traffic lights on Dogwood and Alder St.
- Work with the community in updating the Master Transportation Plan.
- Support Development Services on transportation matters.







# Director of Community Safety

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



# Community Safety

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF COMMUNITY SAFETY

**BYLAW  
ENFORCEMENT  
SERVICES**

**FIRE  
SERVICES**

**RCMP**

**RCMP  
MUNICIPAL  
SUPPORT**

Animal Control

E911 Dispatch

Community Relations

Administrative Support

Bylaw Enforcement

Emergency Program

First Nations  
Tripartite Agreement

Crime Stoppers

Downtown Security

Fire Protection and  
Emergency Response

Law Enforcement  
– General Duty  
– Serious Crime  
– Crime Reduction

Prisoner Program

Parking

Fire Prevention,  
Inspection,  
Investigation,  
Plan Review and  
Public Education

Restorative Justice

Victim Services



## Bylaw Enforcement Services

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

### 2021 Highlights

- Completed daily downtown foot patrols and regular cleanup of encampments.
- Actively engaged in Downtown Safety Working Group.
- Completed proactive outreach with Heart of the Downtown Business Improvement Association, downtown businesses and social service providers to address downtown issues and assist in information sharing on new BC Housing projects (Bridge to Housing and Supportive Housing).
- Assisted with public education and compliance with Provincial Health Orders during COVID-19, including receiving complaints and providing advice or referral to other government agencies.
- Responded to over 1,500 bylaw complaint files, ranging from public nuisance issues to violations under the Traffic and Highway Bylaw, Zoning Bylaw, Building Bylaw and other bylaws.
- Administered the Animal Control Bylaw.

## 2022-2023 Goals and Objectives

- Participate in Downtown Safety Working Group.
- Daily downtown foot patrols and regular cleanup of encampments to promote downtown safety and cleanliness and address bylaw violations, consumption of liquor, and other issues.
- Respond promptly to all bylaw complaints and prioritization of health and safety issues.
- Continue to build relationships with downtown businesses, the Heart of the Downtown Business Improvement Association, and social service providers, to address downtown issues, homelessness and social issues.
- Continue to provide Animal Control services and administer the Animal Control Bylaw, including licensing of dogs and urban hens, and overseeing animal control regulations.
- Issue an RFP to establish overnight security in the Downtown public areas.





## Fire Services

City of Campbell River fire services are delivered to the citizens and visitors of Campbell River, including three First Nation communities and a portion of Area D of the Strathcona Regional District south of Campbell River, from two fire stations. Fire protection services are maintained 24 hours a day by 25 career firefighters, 47 paid-on-call firefighters, one fire mechanic and one fire prevention officer.

## Core department services:

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

## 2021 Highlights

- Recruited and trained eight new paid-on-call firefighters.
- Replacement fire apparatus for No. 2 fire station.
- Implemented 7-day a week staffing of No. 2 fire station during the day.
- Improved fire fleet maintenance program.
- Completed the Community Wildfire Protection Plan.
- Developed a FireSmart Guide to Landscaping specific to vegetation in the North Island Region.
- Received \$25,000 UBCM funding for fire equipment, \$25,000 UBCM grant funding for Emergency Operations Center equipment and training, and \$25,000 UBCM grant funding for Emergency Support Services (ESS) training.
- Applied to UBCM’s Community Resiliency Investment Program for wildfire fuel prescription and treatment of Beaver Lodge Lands.
- Applied to UBCM Community Emergency Preparedness Program to complete a Wildfire Evacuation Route Plan in partnership and support from the Wei Wai Kai, Wei Wai Kum and Homalco First Nations, and the Strathcona Regional District (Area D) specified fire protection area.
- Maintained employee and public safety while continuing to deliver emergency response during the pandemic.
- Created and trained a Peer Support Team as part of the employee wellness program.

## 2022-2023 Goals and Objectives

- Address strategic safety issues identified in the Fire Services Review.
- Train our next class of nine POC firefighters to be response ready by December.
- Expand service coverage to unprotected residents in the Strathcona Regional District on Duncan Bay Road.
- Enhance the work environment focused on wellness and positive culture so that all emergency service employees feel supported physically and mentally.
- Enhance wildland response capabilities by acquiring an off-road response unit–
- Improve the health and safety of firefighters through the acquisition of a decontamination unit
- Replace two light-duty response vehicles that are 23 and 29 years old.
- Enhance partnerships and collaboration with First Nations and community stakeholders to develop and improve the quality of protective services to the citizens and visitors of Campbell River.
- Increase FireSmart Public Education around interface areas with funding from the UBCM grant.







## E911 Fire Dispatch

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

The City and fire dispatch centre have achieved many milestones in the course of our 25 years of providing service through the contract with the North Island 9-1-1 Corporation (NI911).

### Core department services:

- Answer 9-1-1 and other emergency telephone calls from the general public and stakeholder agencies.
- Create incidents for dispatch in the Computer Automated Dispatch (CAD) system.
- Paging and two-way radio dispatch communication services to fire departments within the North Island 9-1-1 service area.
- Arrange for the provision of additional resources in response to an emergency when requested by fire departments.
- Provide radio communications training to fire agencies in the North Island 9-1-1 service area.
- Deliver high-quality, reliable, and continuous service that meets the needs of first responders and public safety.

## 2021 Highlights

- Provided dispatch services for an estimated 17,973 fire and medical emergency incidents to fire departments within the North Island 9-1-1 Corporation Service area.
- Continued compliance with National Fire Protection Association (NFPA) Standard 1221 – Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, as well as NFPA Standard 1061 – Professional.
- Maintained qualifications for public safety telecommunications personnel.
- Purchased the equipment and technology required to meet Next Generation 9-1-1 standards.
- Expanded service area to include 19 fire departments within the Cowichan Valley Regional District, bringing the total fire department client base to 80 fire departments.
- Completed a fire dispatch study analysis.
- Extended the fire dispatch contract with NI911 Corporation for an additional year.

## 2022-2023 Goals and Objectives

- Deploy technology upgrades and training associated with Next Generation 9-1-1 (NG911).
- Improve business continuity plans to ensure that a single site disruption does not interrupt services.
- Revise call-taking and dispatch practices to meet NG911 standards and provide sound change management to ensure a smooth transition.
- Support Campbell River’s tech ecosystem by providing state-of-the-art dispatch and Next Generation 9-1-1 technology.
- Collaborate with partners to develop and enhance the quality of fire dispatch and ensure a healthy and trusting relationship with the fire departments and regional districts we serve.
- Enhance the work environment focused on wellness and positive culture so that all emergency service employees feel supported physically and mentally.
- Renew the fire dispatch contract with NI911 Corporation long-term.

## RCMP

The City funds 43 RCMP Members in the Campbell River Detachment. The RCMP, through policing and protective services initiatives, address crimes related to substance abuse, property and traffic law enforcement, as well as crime reduction strategies.

### Core department services:

- Policing and protective services.
- Enhanced community Relations: Actively participate in as many community events as possible.
- Drug enforcement: Combat the negative effects of alcohol/drug use within the community by teaching DARE to all Grade 6-7 students. In addition, police target individuals who sell drugs within the community.
- Traffic enforcement: Focus on distracted driving as well as impaired driving to keep our roads safer.
- First Nations policing: Contribute to safer and healthier communities through proactive enforcement and cultural sensitivity training.
- Crime reduction: Strategies specifically target the downtown core, where foot and bike patrols aim to decrease the number of incidents related to causing a disturbance or being intoxicated in a public place.

## 2021 Highlights

- The annual file count for 2020 was 16,782. The file count for 2021 was 17,588 representing a 5% increase over 2020.
- The monthly file count chart shows a breakdown in file counts per month with peaks in files over the summer months as well as the December holiday season.

## 2022-2023 Goals and Objectives

- The RCMP will continue to address strategic initiatives through the development of the Annual Performance Plan in consultation with Mayor and Council.
- Police/Community relations: continued active participation in community events.
- Drug enforcement: continued teaching of the DARE program to all Grade 6-7 students and targeted policing efforts of individuals within the community who sell drugs.
- Traffic enforcement: continued focus on distracted driving as well as impaired driving.
- First Nations policing: continued proactive enforcement and cultural sensitivity training.
- Crime reduction: Strategies specifically target the downtown core. The RCMP aims to decrease the effects of alcohol abuse in this area by decreasing the number of incidents of Cause Disturbance/ Drunk in a Public Place. This will be achieved through a number of initiatives including foot and bike patrols, as well as participation in the Downtown Safety Working Group.

## RCMP Municipal Support

The Police Services Department provides services to the RCMP, supporting their administrative and operational needs to provide effective police services to the citizens of Campbell River.

The department also provides and maintains jail and lock-up facilities for the care and keeping of Municipal, Provincial, and Federal prisoners, inclusive of custodial services, as well as supporting custodial and overall building maintenance needs.

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

### 2021 Highlights

- 159 requests for video evidence for court files. Video processing hours increased 15 percent in 2021 due to the increasing complexity of video technology.
- 1,436 police information checks, a 26 percent increase over 2020.
- 472 fingerprint submissions, a 25 percent increase over 2020.

### 2022-2023 Goals and Objectives

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

## Victim Services

This department provides services to victims and witnesses of all crimes and trauma.

### 2021 Highlights

- Provided continued support and assistance to victims and witnesses of crime and trauma, serving 379 clients in 2021.

### 2022-2023 Goals and Objectives

- Provide crisis intervention and immediate follow-up assistance to victims and witnesses of crime and trauma.
- Enhance the Victim Services volunteer program





# Director of Corporate Services

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

# Corporate Services

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF CORPORATE SERVICES

COMMUNICATIONS	HUMAN RESOURCES	INFORMATION TECHNOLOGY	LEGISLATIVE SERVICES
Corporate Communications	Compensation and Benefits	Business Applications	FOIPPA/Privacy
Websites, Social Media and Graphic Design	Employee and Labour Relations	CRAdvantage	Legislative Services
	Health and Safety	Desktop Support	Property Management
	Learning and Development	Interactive Maps	Records Management
	Recruitment and Retention	Network and Security	
	Talent Management		
	Workforce Planning		



## Communications

This department is responsible for corporate communications, including comprehensive planning, materials development (news releases, website and social media postings, advertising, videos), citizen surveys, branding, and in-house communications training. The communications team ensures that clear, consistent and complete information is distributed to employees and community members through multiple channels.

Communications looks to share information about City programs, events and initiatives, and the local government decision-making process. The department also encourages feedback and positive working relationships that improve City services.





## 2021 Highlights:

- Conducted a statistically valid Citizen Satisfaction survey, which indicated that the majority of residents continue to be satisfied with most City services.
- Expanded digital communications through video and online information.
- Refreshed templates, website and photo library to maintain and reflect contemporary City appearance and branding.
- Continued response to COVID-19 pandemic and associated communications.
- Increased social media campaigns and in-house video production.
- Produced regular video and audio updates from the Mayor and City Manager for three radio stations and Shaw TV.
- Created new templates for signs, advertising, social media and print materials.

## 2022-2023 Goals and Objectives

- Align resources to support efficient, strategic, planned and consistent City communications.
- Update the strategic communications plan.
- Enhance the intranet and external website.



## Human Resources

This department delivers professional programs and services to attract, support, develop and retain City employees to serve the public and meet current and future corporate goals and objectives. The City of Campbell River employs approximately 250 people in permanent positions and 85 more in seasonal or auxiliary roles. The Canadian Union of Public Employees (CUPE) Local 401 represents 70 percent of employees, the International Association of Fire Fighters (IAFF) Local 1668 represents 15 percent, and 15 percent are non-union positions.

### Core department services:

- Workforce planning and talent management
- Recruitment and employee retention
- Employee and labour relations
- Health, wellbeing, and safety
- Ability management
- Employee learning and development
- Human resource management policy and program development
- Records management, metrics, and reporting
- Organizational development
- Total rewards
- Compensation, benefits program



## 2021 Highlights

- Focused on high recruitment volume and filling significant vacant positions with highly qualified candidates.
- Adapted Human Resources department strategic planning to align services with corporate objectives and changing priorities.
- Completed workforce planning and actively collaborated with departments to optimize organizational structure and performance.
- Supported and guided fluid working arrangements to ensure continuity of City services.
- Continued focus on talent management: there were 80 vacancies in 2021, compared with 43 in 2020. Ongoing staff development has resulted in 58 percent of positions being filled internally in the past year.

## 2022-2023 Goals and Objectives

- Continued focus on recruitment to fill unprecedented numbers of vacant positions and strategies to retain valued employees.
- Strategic human resource management with emphasis on organizational development and talent management.
- Continued workforce strategy development for post-COVID recovery: navigating change and building organizational resiliency.
- Integral involvement in organizational culture assessment and action plan, as well as the development of a long-term staffing plan.
- Development of a flexible work options roadmap and action plan through the work of a corporate project team, led by HR.
- Maintenance and enhancement of workplace health, wellbeing and safety programs.
- Renewed collective agreement with IAFF Local 1668.





## Information Technology

As the central technology provider for the City of Campbell River, the Information Technology Department provides services encompassing enterprise-wide municipal applications, technology infrastructure and integration, IT security, geographic information systems, and local network and cloud strategic support.

Overall, the Information Technology Department serves as technical consultants and provides desktop, network, application and systems management services for all City departments and the Campbell River community at large.

The departmental objective is to provide secure, proven, innovative technologies that enhance operational efficiencies and convenient access to City information and services for citizens, visitors and businesses.

### Core department services:

- Provide strategic planning and coordination for all City of Campbell River technology initiatives
- Ensure network services operations so that staff can communicate internally and with residents.
- Maintain major business applications to meet City's business requirements.
- Manage the development and implementation of the City's municipal broadband network — CRadvantage.
- Maintain currency with new technology and data management requirements; implement enhancements to support efficiency and meet legislative requirements.
- Support City website, mobile and cloud-based business requirements.
- Support geographical information system (GIS) requirements including interactive maps and applications.
- Provide IT support for the local Royal Canadian Mounted Police detachment.
- Support geographical information system requirements including interactive maps and applications.
- Provide IT support for the Royal Canadian Mounted Police.

## 2021 Highlights

### Business Technology Support

- External review of Information Technology and Telecommunications Directions with 3-to-5-year strategic goals.
- Creation of the Information Technology / Information Management governance model.
- Dedicated resource to IT security.

### Geographic Information Systems (GIS)

- Provided data and support to implement the Campbell River Recycles App for citizen use.
- Created 3 new web apps to support Official Community Plan updates: Steep Slopes, Bald Eagle and Blue Heron nest trees.
- Created Tree Inventory data collection app.

### CRAdvantage and Economic Development

- Renewed CRadvantage service provider agreement with Strathcona Regional District.
- Completed 2 CRadvantage extensions:
  - 10th Ave, and
  - Cedar St to Alder St and 11th Ave – Community Centre to the library.
- Supported a successful Nexstream 2.0 Tech Competition with the Tech Advisory Committee.

## 2022-2023 Goals and Objectives

### Business Technology Support

- Complete key business application roadmaps.
- Enhance threat protection measures to increase network security.
- Increase resources for cybersecurity.

### Geographic Information Systems (GIS)

- Complete Phase 1 Asset Management Software Update focusing on data migration to the new system.
- Acquire new orthophoto imagery.
- Improve standing in Geomatics Maturity Index ranking.

### CRAdvantage and Economic Development

- Continue participation and support in the Economic Development TechHatchery and Tech Advisory Committee.
- Develop new agreements/revenue streams for colocation and fibre leasing.
- Creation of a municipal Telecommunications Tower Siting Policy.

## Legislative Services

The Legislative Services Department and Corporate Officer's Office is the primary communications link between City Council, staff and the community.

### Core department services:

- Preparing agendas, minutes and action tracking reports for Council and Committee meetings.
- Providing administrative support to Council and its Committees.
- Managing corporate and official records, including Bylaws and policies.
- Acting as Corporate Privacy Officer and processing Freedom of Information requests.
- Conducting local government elections.
- City Hall reception and switchboard services.
- Administration of City correspondence.
- Acting as the official signatory of the City.
- Providing Legislative guidance and direction.

### 2021 Highlights

- Continued to host virtual Council, Committee and Public Hearing meetings in response to the COVID-19 pandemic.
- Conducted a By-Election to fill a vacant Council position, with appropriate COVID-19 protocols in place.
- Assisted various departments with the preparation of bylaws and legal agreements.

### 2022-2023 Goals and Objectives

- Continue to provide both virtual and in-person opportunities for community and Council engagement.
- Organize and hold a General Local Election in the fall of 2022.
- Implement recommendations for the City's corporate records management review.
- Conduct a corporate privacy impact assessment.

## Property Management

This department maintains land inventory and land reserve funds through strategic acquisition and disposition of land for maximum benefit to the community, now and in the future.

Management of real estate assets and civic properties includes leases, operating agreements, purchase and sale negotiations, rights-of-way, easements and acquisitions/disposal of real property as well as issues arising from occupants of City-owned property and property issues related to City capital projects.

### 2021 Highlights

- Coordinated three land acquisitions in support of the Waterfront Acquisition Strategy.
- Coordinated the necessary agreements to facilitate a variety of capital and community projects.
- Began Transition to electronic contract and agreement tracking system.

### 2022-2023 Goals and Objectives

- Facilitate land transactions for a variety of capital and community projects.
- Work with the Airport to develop a Land Management Plan for the Campbell River Airport.
- Review and analyze city land inventory to consider asset retirement obligations.
- Complete transition to electronic contract and agreement tracking system.









# Director of Development Services

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

# Development Services

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF DEVELOPMENT SERVICES

**BUILDING SERVICES**

Building Inspections

Building Permits

Compliance

**DEVELOPMENT ENGINEERING**

Engineering Infrastructure

Subdivision

Works and Services Applications

**DEVELOPMENT PLANNING**

Business Licensing

Development Services Front Counter

Land Use and Development Applications



## Development Services

This department provides a centralized, coordinated, one-stop service for all development applications, queries, permits and projects. Over the past three years, the department has processed an average of 350 building permit applications each year, with an annual construction value averaging over \$130 million and approved roughly \$2 million of new public infrastructure. Land use and development applications involve preparing reports and recommendations for City Council's consideration and often involve public consultation.

### Core department services:

- Building permits, inspections and compliance.
- Development and land use planning applications (OCP and zoning amendments, development permit, and variance permit applications).
- Review and approval of subdivision applications.
- Review and approval of engineering Infrastructure related to new development.
- Information and support for the local real estate industry.
- Business licensing and compliance.

- Implemented COVID-19 measures to maintain service levels for the construction industry.
- Completed recruitment and successfully filled Director of Development Services and Manager of Development Planning positions and internally promoted an Engineering Technologist II.
- Processed approximately 120 development, land use and subdivision applications creating building permit applications for 102 new single family homes, 55 townhouse/duplex units and 350 apartment units.
- Implemented new development application form and procedures.
- Updated building permit fees.

## 2022-2023 Goals and Objectives

- Maintain levels of service amid the COVID-19 pandemic.
- Complete review of Development Approvals Processes.
- Update Planning Procedures Bylaw, Zoning Bylaw and Subdivision and Development Servicing Bylaw.
- Review Subdivision and Development Application Fees.
- Adopt new Building Bylaw.

## 2021 Highlights









# Director of Finance

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



# Financial Services

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF FINANCE

**CAPITAL WORKS**

Major Capital Projects  
|  
Third Party Projects  
(Rotary, Sports Groups etc.)

**FINANCE**

Accounts Receivable / Payable  
|  
Asset Management  
|  
Debt / Reserves  
|  
Financial Planning  
and Budgeting  
|  
Financial Reporting  
|  
Grant Management  
|  
Payroll  
|  
Property Taxes Levy  
and Collections  
|  
Tangible Capital Assets  
|  
Treasury / Cash Management  
|  
Utility Billing

**RISK MANAGEMENT AND PROCUREMENT**

Asset Disposal  
|  
Insurance Administration  
|  
Procurement  
|  
Risk / Claims Management  
|  
Supply Management

## Capital Works

This department focuses on consistent delivery of all major capital projects approved for design and/or construction in the City's long-range Capital Plan. Services provided by the department align with the key phases of project delivery, evolving from a support role early in the project life cycle, transitioning into a lead role when the project enters detailed design and construction, and followed by support during the maintenance phase. Work peaks during the construction process and ensures all necessary oversight and controls are in place, such that the assigned projects are delivered following the objectives and constraints.

### 2021 Highlights

- Highway 19A phase 3: 5-year major infrastructure renewal project completed within all stated and required objectives and constraints.
- Waterfront sewer upgrades: 3rd and final phase completed with new lift stations No. 4, 5 and 6 placed in operation.
- Seagull walkway repairs: value Engineering exercise completed, which resulted in the necessity to undertake significant re-design to achieve the overall best value for City.
- Hilchey watermain renewal phase 2: the majority of the project was completed, with work suspended in an isolated section due to an archaeological find.
- Cured in place pipe sewer main rehabilitation: completed design and construction for renewal of approximately 4,200 lineal meters of sewer main using trenchless methods.
- NVEC electrical upgrades: detailed design 90% complete.

- Sportsplex renovations: detailed design completed and project tendered for construction.
- Airport taxiway C/lighting project grant funding secured and preliminary design completed.
- Beech Street project defined and preliminary design completed.
- CR Advantage 10th Avenue extension was designed and constructed.

### 2022-2023 Goals and Objectives

- Complete detailed design, tender and construct Beech Street Renewal Project.
- Complete detailed design, tender and construct Seagull Walkway – North Renewal Project.
- Complete design, tender and construct Downtown Storm Mitigation project.
- Assess and implement next phase of Sportsplex Rehabilitation Project.
- Complete detailed design and commence construction of NVEC Phase 3 project.
- Complete detailed design and construction of approximately 3km of Sewermain renewal through trenchless methods.
- Complete detailed design, tender and construct 6th Ave Renewal Project.
- Complete construction of Hilchey Phase 2 Watermain Renewal Project.
- Complete detailed design, tender and construct Airport Taxiway C/Lighting Project.
- Complete detailed design for: Campbellton Sewer, Erickson Road Rehabilitation, Foreshore Sewer Abandonment projects.





## Financial Services

This department is responsible for all matters of financial administration, procurement, and risk management for the City of Campbell River. The department delivers services to the public, industry, and all City departments.

### Core department services:

- Financial planning and budgeting
- Financial reporting
- Investment management
- Debt management
- Reserve management
- Grant management
- Corporate Asset Management Leadership
- Tangible capital assets management
- Property taxes levy and collection
- Utility billing
- Accounts receivable
- Accounts payable
- Payroll

The department oversees a \$90 million annual operating budget and the \$54 million annual capital budget for 183 capital projects. A key function of the department is regular financial reporting, which aids in decision making and managing the City's finances according to budget. Financial reporting generated from the department includes monthly reporting to management, quarterly reporting to Council, and annual reporting to statutory authorities.

Annual reporting includes preparing the audited financial statements, the Ministry-required Local Government Data Entry forms, and the Statement of Financial Information. The department manages payroll for three pay groups: exempt, CUPE and IAFF staff. Employees' payroll and benefits administration totalled \$25.8 million in 2021.

The department manages approximately 20 grant files each year for funds received from external organizations and monitors federal and provincial grant opportunities for all City departments to maximize grant funding for the City. Finance also manages the treasury function of the City, which includes reserve, debt, and investment funds, as well as tangible capital asset ledger maintenance.

The City is the tax collector for other governments and agencies such as the regional district, school District No. 72 and the hospital. The City prepares, mails, and collects payments for 15,000 tax notices annually.

People served at the department's front counter, average between 150 and 200 per week, and up to 2,000 per week during tax season through May and June. 2,000 utility bills are prepared, processed and delivered annually for metered customers.

The City issues and collects approximately 2,500 general receivable invoices and processes 11,000 accounts payable annually.

## 2021 Highlights

- Recipient of the Distinguished Budget Presentation Award for the 2021-2030 Financial Plan from the Government Finance Officers Association of Canada and the the United States.
- Recipient of the Canadian Award for Financial Reporting from the Government Finance Officers Association of Canada and the United States.
- Recipient of GFOA BC Outstanding Achievement Award for the Financial Stability and Resiliency policy.
- Refreshed the City's Investment Policy to better support the purpose and objectives of the City's investment portfolio.
- Implemented Envisio Solutions software to assist the City with Financial and Strategic Reporting.
- Drafted an Asset Management Policy and Strategy for endorsement by City Council to ensure that the City is committed to managing public assets in a manner that aligns with best practices.

## 2022-2023 Goals and Objectives

- Obtain the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award for the 2022-2031 budget and Financial Reporting for the 2021 Annual Report.
- Work collaboratively with other Departments on the implementation of PSAS 3280 Asset Retirement Obligations.
- Fully implement the City's new Investment Policy and strategies to better achieve the purpose and objectives of the City's investment portfolio.
- Review the Financial Stability and Resiliency policy and identify areas of improvement in the City's Financial Planning process.
- Continue to provide increased financial reporting and continued support to meet legislative obligations.
- Commence a multiyear project to replace the City's Financial Reporting Software.

## Risk Management

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

In addition, Risk Management oversees the placement of insurance and handles any related insurance claims and legal concerns.

### Core services provided include:

- Risk management advice to all City departments
- Claims management
- Insurance administration
- Procurement
- Supply management
- Risk management
- Asset disposal

### 2021 Highlights

- Reviewed insurance coverage and conducted a gap analysis on all insurance policies.
- Implemented a Risk Management Information System (RMIS).
- Review and implementation of reporting and claims procedures.

### 2022-2023 Goals and Objectives

- Update corporate wide risk management framework/policy.
- Conduct property appraisals on City facilities to determine that insurance coverage values are adequate.
- Conduct property insurance provider assessment.





## Procurement

Procurement is an essential professional service that ensures the best value – without bias or favour – in purchasing decisions. Maintaining and adhering to a strict purchasing policy and following bylaws and domestic and international trade agreements ensures that purchases are accountable and maintains high standards for goods and services procured using public funds. The City has awarded approximately \$3.8M in contractual awards in 67 public competition projects achieving savings in excess of \$500,000. This department also disposes of surplus equipment in a legally compliant, ethical and cost-effective manner.

## 2021 Highlights

- Presented new purchasing policy which was adopted by Council.
- Added Opportunities for Local Businesses to the purchasing policy.
- Added Community Benefits to the purchasing policy.
- Conducted over 60 major competitions receiving over 125 bid submissions: 40% of competitions were for the purchase of goods, 37% of the competitions were for the purchase of services, and 22% for construction projects.
- Major acquisitions include vehicles and equipment, Hilchey Road Watermain Renewal Phase 2, Airport Runway Deicing Spraying Trailer, Nunn’s Creek Park Dugout Replacement, Maritime Heritage Centre Enclosure Renewal, Beech Street Renewal Project, Hilchey Road Bicycle Lane Marking.
- Bids and Tenders evaluation portal implemented.
- 2021 project award amounts to a value of approximately \$3.8 million.
- Annual savings achieved were approximately \$530,000.

## 2022-2023 Goals and Objectives

- Implement an electronic requisition and purchase order process.
- Review cost saving opportunities for the City.
- Update the administrative purchasing procedures to better automate and streamline processes.
- Expand participation with other government organizations in joint purchasing processes to maximize cost savings and efficiencies.
- Implement a vendor performance evaluation process.



# Director of Operations

As a member of the Senior Leadership Team, the Director of Operations provides overall strategic direction and leadership for the airport, facilities, fleet, roads, parks, water, liquid waste services, solid waste and public transit, with an emphasis on asset management, implementing strategic goals, and delivery of essential services to the community.







# Operations

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF OPERATIONS

**AIRPORT**

**FLEET AND FACILITIES**

**LIQUID WASTE**

**PARKS**

Airside Operations

Equipment Maintenance

Drainage

Cemetery Operations

Fuel Sales

Facilities Maintenance and Repair

Sewage Collection

Landscaping

Maintenance Shops

Fleet Replacement Program

Sewage Treatment

Parks / Sports Field Maintenance

Snow and Ice Control

General Fleet Maintenance

Trail Maintenance

Stores Inventory

ROADS	SOLID-WASTE (CONTRACTED SERVICES)	PUBLIC TRANSIT (CONTRACTED SERVICES)	WATER
Public Parking Lots	Curbside Collection of Garbage, Recycling and Yard Waste	Conventional Transit	Drinking Water Disinfection
Regulatory Signage		HandyDart	Drinking Water Distribution
Road and Sidewalk Maintenance			Watershed Protection

## Airport Operations

The Campbell River Airport (YBL) is owned by the City and operates 24 hours a day, seven days a week. City Council has appointed an Airport Advisory Committee that recommends initiatives that benefit the existing and future growth of the airport and adjacent lands. Maintenance staff are on-site from 5:30 a.m. to 8:30 p.m. daily and ensure the airport operates in compliance with Canadian Aviation Regulations.

### Core department services:

- Runway maintenance
- Snow and ice control
- Pavement sweeping, painting and edging
- Runway and airfield lighting
- Provision of Jet “A” fuel
- Wildlife control
- Field maintenance
- Ditch maintenance
- Access road maintenance (Jubilee Parkway)
- Drainage management
- Safety and security, including security for commercial apron, airside lands
- Field checks
- Airport buildings maintenance
- Terminal building
- Airport administration
- Maintenance shops

## 2021 Highlights

- Acquired new runway spreader with federal ACAP assistance.
- Acquired new loader with federal ACAP assistance.
- Secured ACAP grant for major airside lighting, visual aids, apron and taxiway rehabilitation.
- Upgraded Fall Restraint Systems for Combined Services Building and Airport Terminal Building.
- Cascadia Air operating from YBL.

## 2022-2023 Goals and Objectives

- Complete major rehabilitation of airside lighting, visual aids, apron and taxiways.
- Develop strategy for attraction of investment in airport leasehold lands.
- Implement a revitalization tax exemption program for airport lands.
- Create a secure viewing area so that the public has a view onto airside operations.
- Construct a shelter for public smoking area to ensure terminal building main entry is smoke free.







## Stores

Stores manage internal parts and materials and stock approximately 1,700 stock-keeping units (SKUs) at a value of \$340,000. Items include clamps, pipes, and fittings that may be required in emergency repairs and are not readily available locally. These are critical to providing uninterrupted City services.

## 2021 Highlights

- Department continues to be heavily leveraged in support of the COVID-19 response. This included the acquisition of Personal Protective Equipment, sanitizer, masks, and other critical response items for all departments as part of the City's ongoing COVID-19 business continuity plans.
- Re-organization and remediation of the City's ERT Materials Transfer Site to facilitate more efficient management of aggregates and organics produced through normal City business.
- Continued disposal of end of life assets and improved organization of the storage yard at the Dogwood Operations Centre.

## 2022-2023 Goals and Objectives

- Establish a new internal small tools management program working closely with all Operating Departments.
- Review and augment security of the Dogwood Operations Centre yard.
- Work with Purchasing Department to establish best practices relating to equipment rental, aggregate supply and overall procurement practices.
- Continue to explore all options and sales channels for providing COVID-19 related Personal Protective Equipment and supplies for the safe provision of City services.
- Continue efforts to improve functionality of the Dogwood Operations Centre yard.



## Facilities

The department manages more than 300,000 square feet of a 30-plus mixed use office, recreational, operational, cultural and residential portfolio with a total replacement value of approximately \$150 million. The department also supports non-profit tenants in City-owned facilities and manages corporate security initiatives, including the City's networked video surveillance system.

Station one dispatch at the Dogwood Operations Centre, the City's primary operations reporting line, handles approximately 5,500 requests for service annually while also providing radio dispatch and other support functions for the City's Operations Division.

## 2021 Highlights

- Department was heavily involved in the City's Emergency Operations Centre / COVID-19 response with changing PHO direction. This included working on re-opening activities and supporting the City's hosting of the community-wide Covid-19 mass vaccination clinic.
- Completed a number of major capital projects including the completion of structural works at the Centennial Pool, installation of roof safety systems at 8 buildings, remediation works at the ERT materials transfer site, and a major envelope repair at the Maritime Heritage Centre.
- Commissioned the new Rotary Fieldhouse for City use working with the Recreation and Parks Departments.
- Augmented the City's networked video surveillance system with 7 new cameras in the downtown core to enhance public safety.
- Relocated a department to vacant space within the Enterprise Centre.

## 2022-2023 Goals and Objectives

- Implement an upgrade to the City's Operations Management System software, transitioning to a wholly digital maintenance / asset management process for all asset classes.
- In conjunction with the Purchasing Department, continue to standardize and refine trades contractor procurement processes.
- Finalize updating of a number of Fire Safety Plans for the portfolio.
- Complete access control / security upgrades at a number of facilities.
- Continue to provide broad support to the organization around the Covid-19 response and changing PHO orders that affect City facilities and services.
- Undertake a number of major capital projects including the replacement of 3 roofing systems at the RCMP building, Community Centre, and Museum.



## Fleet

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

### 2021 Highlights

- Replacement of a number of fleet units including several light-duty pickups, passenger SUVs, and a variety of equipment at the Airport including two pieces of equipment (a front end loader and a runway deicer) through the ACAP grant program
- Operated with a distributed model utilizing the Airport operations shop to minimize COVID-19 related risks.
- Utilized alternative purchasing methods in light of global supply chain issues. Sourced used vehicles from local dealerships.

### 2022-2023 Goals and Objectives

- Transition to a new fleet maintenance software package, a module of the new Operations Management System software.
- Enhance fleet analytics using new and augmented existing data sources for better management planning and efficient operations.
- Enhance customer department working arrangements and seek to streamline maintenance processes.
- Work with the Utilities and Facilities Department to establish an improved process for maintenance of the City's 30+ standby generators to ensure essential service delivery.









## Liquid Waste

“Liquid Waste Services operates and maintains the infrastructure required for the collection and treatment of sanitary sewage for the City of Campbell River, and hauls sewage waste from nearby Regional Districts and our neighbouring First Nation communities. Norm Wood Environmental Centre (NVEC) treats an average of 14 million litres of wastewater per day, collecting and transferring via 260 kilometres of pipe and 17 lift stations. A smaller treatment lagoon serves the northern industrial park. A smaller treatment lagoon serves the northern industrial park.

## 2021 Highlights

- Chemical grouting of 14 sewer mains
- Completion of the Pinecrest sewer right-of-way clearing
- Completion of the NVEC electrical assessment
- Renewal of 2500 metres of sewer mains
- Completion of the waterfront sewer system upgrades phase III project (Installation of Lift stations # 4, 5, and 6)
- Completed Hwy 19A Sewer Main Replacement design

## 2022-2023 Goals and Objectives

- Complete NVEC phase III upgrades, which include: generator installation, electrical and instrumentation, digester, and septage receiving station upgrades.
- Complete Hwy 19A Sewer Main Replacement design.
- Renew approximately 2500 metres of aging sewer mains.
- Complete the waterfront sewer system upgrades phase III Project (Installation of Lift stations #4, 5, and 6).



## Storm Drains

This department is responsible for the sustainable management of the storm water systems throughout the community; including pipes, manholes, ditches, and detention ponds. These activities include infrastructure asset management activities, performance monitoring, service requests, and infrastructure emergency response.

### Core department services:

- Operation and management of core drainage infrastructure throughout the City.
- Annual ditch mowing.
- Service requests and emergency response.
- Culvert and catch basin cleaning and inspection.
- Line inspection and preventative maintenance.

## 2021 Highlights

- Approximately 3,300 catch basins were inspected with cleaning and repairs being completed at required locations.
- 6th Ave storm main replacement.
- 338 Service requests were completed.
- Rehabilitation of the primary tide gate in the downtown core.

## 2022-2023 Goals and Objectives

- Identify, classify and prioritize drainage assets by current condition and service criticality.
- To prioritize major deficiencies within the City’s drainage infrastructure to create short term mitigation plans and standard procedures to ensure essential operations continuity.
- Based on preliminary Asset Criticality Assessments, develop a Drainage Strategic Plan to identify resources needs, identify funding opportunities and public/private synergies for major infrastructure initiatives.
- Complete capacity survey of all Campbellton and downtown storm infrastructure.
- Create and implement interactive operator web-based maps of storm systems for use in the field.
- Complete 2022 ditch cleaning program.



## Parks

This department implements park improvements in accordance with the Strategic Parks Plan and Parks Parcel Tax projects and is responsible for cemetery operations, and day-to-day management of 337 acres of parks, sports fields, trails, public open spaces, urban forests and playgrounds.

Parks facilities that are maintained by this department include Splashpark, Skatepark, Spirit Square, Sybil Andrews Cottage, tennis courts, soccer and baseball facilities, bike park and sand volleyball courts. Two cemeteries and 76 active parks require turf, irrigation and horticulture maintenance. The department also maintains oceanfront and McIvor Lake boat ramps, 240 garbage receptacles and 24 outdoor washrooms.

### Core department services:

- Community banner program and decorative lighting.
- Maintenance of parks and outdoor sports facilities.
- Oceanfront Seawalk maintenance plus 43 km of trails and subdivision walkways.
- Marine foreshore restoration.
- McIvor Lake beach maintenance.
- Park furniture donation program (243 benches, tables).
- Assessing City property, greenspace and street trees for hazards and sightlines (more than 4,000 street trees).
- Special events support (especially for Canada Day, Spirit Square).
- Vandalism repairs, graffiti removal, bio-hazard disposal.
- Invasive plant species removal and community beautification support (Broom Busters, Business Improvement Associations).



## 2021 Highlights

- Installation of two water fountains at Robron and Willow Point Skate Park.
- Completion of drainage system at Bike Skills Park at Willow Park.
- Resurfacing of playground material from sand to engineered wood fibre.
- Continuing park sign replacements at Centennial, Adams, Larwood and King Fisher.
- Arboriculture Technician continuing to work on the Urban Forestry Management Plan recommendations.
- Planted 68 trees at various locations in the city, including the Hwy 19A cemetery.
- Number of service requests for 2021 is 835.

## 2022-2023 Goals and Objectives

- Continue maintenance of Campbell River's greenspace and horticulture areas.
- Continue development of asset management plan for parks standards.
- Continue with Parks Irrigation Strategy/upgrades.
- Transfer CRMBA from Nunn's Creek to Willow Point.
- Continue implementation of Asset Management – Park Infrastructure Renewal.
- Continue implementation of Urban Forestry Management Plan recommendations within the City.
- Continue upgrading the all-weather field at Willow Point Park to a natural grass lighted field.

## Cemeteries

This department operates and maintains Hwy 19 and Elk Falls cemeteries.

## 2021 Highlights

- Continued installation of cemetery frames at Elk Falls Cemetery.
- Continued tree infill at Elk Falls Cemetery and Hwy 19A.
- Planted donated rhododendrons at Hwy 19A.
- Up Right Markers now being installed.

## 2022-2023 Goals and Objectives

- Maintenance of Campbell River's Elk Falls and Highway 19 cemeteries.
- Burials and marker placements at Elk Falls and Campbell River Cemeteries (average 45 interments).
- Completion of the Elks Falls expansion.
- Marketing plots in the new expanded area of Elk Falls.



## Roads

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

### Core department services:

- Road and sidewalk maintenance
- Snow and ice control
- Street sweeping
- Regulatory signage
- Traffic signals
- Street lighting
- Public parking lot maintenance
- Road markings
- Graffiti removal
- Provision of labour and equipment for sewer and water system repairs/upgrades
- Small scale capital works projects
- Transit signs/bus stops







## 2021 Highlights

- Responded to more than 1,800 service requests.
- Conversion of Street lights in town to LED.
- Completion of Carihi Bus Stop.
- Paved the entrance of 3.5 acre site.
- Completed road overlays on Peterson Road south, Rama Road, Valejjo Road, Vargo Road, Coulter Road, Glendinning Drive, Wood and Barclay road.
- Upgraded road marking to thermoplastic at a number of intersections.
- Installation of new bus shelters along Hwy 19A.

## 2022-2023 Goals and Objectives

- Complete annual asphalt overlay as per the pavement management plan developed in 2018.
- Complete Willis road Pedestrian walkway.
- Upgrades to Rotary Beach parking lot.
- Look for snow removal efficiencies through equipment and procedures.



## Solid Waste

Waste reduction programs along with curbside collection of garbage, recyclables and yard waste service are provided for single family and duplex residential properties, with optional services for triplexes and fourplexes.

This department also works with the Comox Strathcona Waste Services on regional services such as landfill and future organics.

### Core department services:

- Weekly curbside garbage and recycling collection
- Yard waste collection (beginning of March through November)
- Public education
- Liaison with Comox Strathcona Solid Waste Services

## 2021 Highlights

- Ongoing collaboration with the Comox Valley Regional District for the establishment of an organics processing facility in Campbell River.
- Received a Provincial grant to support a future curbside organic cart collection system for 2/3 of the cost of \$683,000.
- Renewed existing curbside and yard waste contract for the community until the end of 2023.
- Enhanced partnerships with Recycle BC for enhanced community recycling programs.
- Moved to a new collection schedule and introduced online and app based notifications and schedule information.





## 2022-2023 Goals and Objectives

- Undertake an RFP process for a new contract for delivery of enhanced curbside garbage, recycling and organics services starting in 2024.
- Promote waste diversion and recycling initiatives through the Recycle BC recycling program.
- Liaise and collaborate with CVRD in the development of a new regional organics facility in Campbell River.
- New curbside organic services are anticipated to commence in 2023.
- Participate in Regional Solid Waste Management Advisory Committee.



## Water

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

### 2021 Highlights

- Substantial completion of Phase 2 Hilchey Road main renewal.
- Installed HDPE liner in the Evergreen reservoir.
- Completed electrical upgrades to the Evergreen reservoir.
- Completed annual water conservation initiatives.
- Installed secondary chlorination system at the Campbell River Water Supply Centre.
- Worked in collaboration with the SRD to improve flow and water quality monitoring of bulk water supply to the District.

### 2022-2023 Goals and Objectives

- Complete water main renewal and upsize – 6th Ave between Alder St. and Island Hwy. and Thulin St. between 6th Ave and 5th Ave.
- Complete a comprehensive update to the Water System Strategic Action Plan.
- Perform a citywide cathodic protection survey.
- Complete conceptual design for Wei Wai Kum-City of Campbell River water connection improvements.
- Continue liaising and collaborating with BC Hydro on water security.
- Perform public engagement on proposed watering restriction bylaw update.









## Watershed Protection

The City of Campbell River maintains a watershed water quality monitoring program to protect the City's drinking water source and prevent the need for more intensive water treatment. The water quality monitoring program is reviewed and updated annually with approval from Island Health as part of the Water Department's Permit to Operate. Water samples are taken from multiple sites within the watershed and at various times throughout the year. The samples are tested by an accredited laboratory and the results are stored in a database for historical review by operations and Island Health staff. Results are monitored for long-term environmental change and comparison to the Canadian Drinking Water Quality Guidelines (CDWQG).

John Hart Lake is the final reservoir that our drinking water travels through before entering the distribution system. Water samples are analyzed for a wide range of potential contaminants including nutrients, metals, bacteria, parasites, and hydrocarbons. The average sampling results for selected chemical and physical parameters for 2021, as compared to the CDWQG, are shown in the table below.

Parameter	John Hart Lake (mg/L)	CDWQG (mg/L)
<b>Aluminum</b>	0.0134	< 0.1
<b>Arsenic</b>	0.0001	0.010
<b>Barium</b>	0.0027	2.0
<b>Boron</b>	< 0.05	5
<b>Chloride</b>	0.6067	< 250
<b>Chromium</b>	<0.001	0.05
<b>Copper</b>	0.0007	2
<b>Iron</b>	0.0157	< 0.3
<b>Lead</b>	< 0.0002	0.005
<b>Manganese</b>	0.0032	0.12
<b>Nitrate (as Nitrogen)</b>	0.039	10
<b>Nitrite (as Nitrogen)</b>	< 0.005	1
<b>Selenium</b>	< 0.0001	0.05
<b>Sodium</b>	0.7873	< 200
<b>Zinc</b>	< 0.005	< 5.0

We are very fortunate that our drinking water comes from a mostly undeveloped watershed where natural environmental conditions regulate the water quality and most potential contaminants are below detectable guidelines.





## Water Sampling and Testing

To ensure that the City's drinking water is safe and that all disinfection processes are working properly, the Water Department regularly samples, tests and analyzes the results.

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

### KEY TREATED DRINKING WATER PARAMETERS 2021

#### SAMPLE LOCATION: ENTERING THE DISTRIBUTION SYSTEM

Treated Water Parameter	Units	City of Campbell River Drinking Water Annual Range/Average	Limit/Guideline As defined by Island Health and/or the Guidelines for Canadian Drinking Water Quality September 2020
<b>GENERAL WATER CHEMISTRY</b>			
pH		7.29	7-10.5
Turbidity	NTU	0.20	<1.0
Free Chlorine	mg/L	1.11	≥0.2 and ≤2.0
<b>INORGANIC PARAMETERS</b>			
Aluminium	mg/L	0.0140	<0.1
Arsenic	mg/L	0.00010	0.010
Barium	mg/L	0.026	2.0
Cadmium	mg/L	<0.00001	0.007
Calcium	mg/L	7.93	No limit
Chromium	mg/L	<0.0010	0.05
Copper	mg/L	0.0058	≤2.0
Iron	mg/L	0.0022	≤0.3
Lead	mg/L	0.00022	0.005
Magnesium	mg/L	0.722	No limit
Manganese	mg/L	0.0024	≤0.02
Nitrate-N	mg/L	0.022	10
Potassium	mg/L	0.067	No limit
Sodium	mg/L	2.68	≤200
Zinc	mg/L	0.0053	≤5.0
Hardness (as CaCO <sub>3</sub> )	mg/L	22.8	No limit
Total Dissolved Solids	mg/L	38	≤500
Total (5) Haloacetic Acids	mg/L	0.027	0.08

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

Treated Water Parameter	Units	City of Campbell River Drinking Water Annual Range/Average	Limit/Guideline As defined by Island Health and/or the Guidelines for Canadian Drinking Water Quality September 2020		
<b>INORGANIC PARAMETERS</b>					
Turbidity	NTU	0.36	<1.0		
Free Chlorine	mg/L	0.60	≥0.2 and ≤2.0		
<b>MICROBIOLOGICAL</b>					
Parameter	Samples Collected	Samples Tested	Negative	Positive	% Pos
Total Coliform	418	418	418	0	0% of total
Escherichia coli	418	418	418	0	0% of total

## Public Transit

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

### Core department services:

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

## 2021 Highlights

- Worked to provide continuous services during Covid restrictions.
- Completed minor changes to the routes and schedules to address community concern.
- Approved in principle future expansion to routes in 2023/24 to conventional and HandyDART services.
- Installed eight new shelters in partnership with BC Transit.
- New Transit Maintenance Facility is fully functional.
- Fleet change over completed for the new Vicinity buses.

## 2022-2023 Goals and Objectives

- Continue to annually assess efficiencies and level of service for transit routes.
- Expand transit shelters and improve stop locations both within the City and in Area D in partnership with Ministry of Transportation and Infrastructure.
- Implement NEXTRIDE program with BC Transit.
- Implement short and medium term recommendations of the Transit Futures Plan.
- Explore opportunities to promote monthly/semester fare products.
- Promote the community's awareness of transit services such as Bus to Work week.
- New electronic fare payment options.







# Economic Development Manager

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

# Economic Development

CITY MANAGER



DEPUTY CITY MANAGER



ECONOMIC DEVELOPMENT MANAGER



ECONOMIC  
DEVELOPMENT



TOURISM

## Economic Development and Tourism

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

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

### Core department services:

- Offering programs and services that contribute to a distinctive, vibrant downtown.
- Encouraging diversification of the local economy. This is achieved partly through targeted sector development.
- Supporting local businesses and industries by connecting them with relevant information, support and skill building opportunities.
- Marketing Campbell River to attract potential businesses, investors and newcomers.
- Developing programs and initiatives that support local economic growth and diversification; assisting local businesses and industries; and promoting Campbell River as an attractive business and tourist destination.

## 2021 Highlights

- The Economic Development Department team developed a five-year strategic plan, Innovative by Nature.
- The Manager of Economic Development held the positions of president of VICEDA and chair of the VICEDA Regional Tech Attraction Committee and sat on the Board of Directors of the Economic Development Association of Canada (EDAC).
- Launched CR Grant Assist, connecting local businesses with grant writing services to assist with accessing the COVID-19 recovery funding provided by various levels of government.
- Launched CR Impact Investor Challenge, in partnership with Salmon Capital Holdings, SPRING and the Campbell River Area Angel Group (CRAAG).
- Implemented shop-local initiatives, including a BC Marketplace campaign.
- Prepared an in-house Economic Update report.
- Worked with Meyers Norris Penny (MNP) to publish a State of Campbell River report.
- Received two national marketing awards from the Economic Developers Association of Canada, for programs offered in 2020.
- Received \$31,136 in grant funding to develop and implement Modern Entrepreneur Innovation Series, the next phase of the City's successful Modern Entrepreneur Series, in 2022.
- The Campbell River Airport (YBL) moved under Economic Development's umbrella, as did management of CRadvantage operations.
- Partnered with CRAAG to offer the 2.0 NexStream Tech Competition. All entrants received mentorship and support to develop their ideas and businesses – the finalists cumulatively received \$2 million in investments.
- NexStream aligns with the Department's goals of fostering economic growth, diversifying the local economy and promoting Campbell River.



## Collaboration

- Continue to work with other City departments to further Council’s strategic initiatives.
- Collaborate at a regional level with Vancouver Island Coast Economic Developers Association (VICEDA), Vancouver Island Economic Alliance, and the Province on new initiatives.
- Collaborate with local partners, including the Chamber of Commerce, Immigrant Welcome Centre, and First Nation partners.
- The Manager of Economic Development will continue in the role of VICEDA’s president.
- Continue collaborating with the City’s tourism service provider.
- Continue promoting and supporting the CRadantage municipal broadband network, TECHatchery and NexStream Tech Competition, which contribute to Campbell River’s growing technology ecosystem and support the department’s strategy of diversifying the city’s economy; they also provide value for existing businesses and industries.
- Continue participating in the BC Provincial Nominee Program, which aims to support economic immigration to British Columbia by attracting foreign entrepreneurs. Applications for Campbell River are focused on professional, scientific and technical services; wood-product manufacturing; and food and beverage services.
- Collaborate with organizations such as the Campbell River and District Chamber of Commerce, North Island College and North Island Employment Foundations Society to offer workforce-development initiatives.
- Continue collaborating with local, regional, provincial and federal organizations to create opportunities to nurture and grow Campbell River’s economy.

## 2022-2023 Goals and Objectives

- Continue bolstering local economic growth through business retention and expansion initiatives. This includes visiting business owners to address their specific business needs and connecting people with resources and skill-building opportunities, such as the Modern Entrepreneur Innovation Series of events and programming.
- Update the TECHatchery webpage to function as a virtual business hub by refreshing its content and increasing its scope. This website will offer investors and entrepreneurs easy access to information about Campbell River to assist them with their business decisions. It will also house the Modern Entrepreneur Innovation Series podcasts, livestream speaker series and hackathon information.





# Financial Statements

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The enclosed audited financial statements present the City's financial position as at December 31, 2021 and are prepared as prescribed by Canadian public sector accounting standards and pursuant to sections 98 and 167 of the British Columbia Community Charter.







## Report from the Director of Finance

We are pleased to present the City of Campbell River's audited financial statements for the year ended December 31, 2021, as well as detailed information concerning the financial position of the City.

The City's independent external auditors, MNP LLP, have audited the City's financial statements in accordance with Canadian generally accepted auditing standards and have issued an unqualified opinion on the City's 2021 financial statements. As expressed in the audit report, it is MNP LLP's opinion that the City's financial statements present fairly in all material respects, the financial position of the City of Campbell River as at December 31, 2021, and the results of the operations and its cash flows for the year then ended are in accordance with Canadian public sector accounting standards.

Although the City relies on the standards and expertise of the City's external auditors, the financial statements are the responsibility of management, which includes the oversight of strong internal controls for reliability purposes, accuracy, and to ensure City assets are safeguarded. Management is also responsible for ensuring the City remains fiscally prudent and financially sustainable through the ongoing oversight of all financial affairs for the City. The City's 2021 financial statements have been prepared by City staff in accordance with generally accepted accounting principles, as prescribed by Canadian Public Sector Accounting Standards, pursuant to Sections 98 and 167 of the Community Charter.

## Financial Statement Highlights

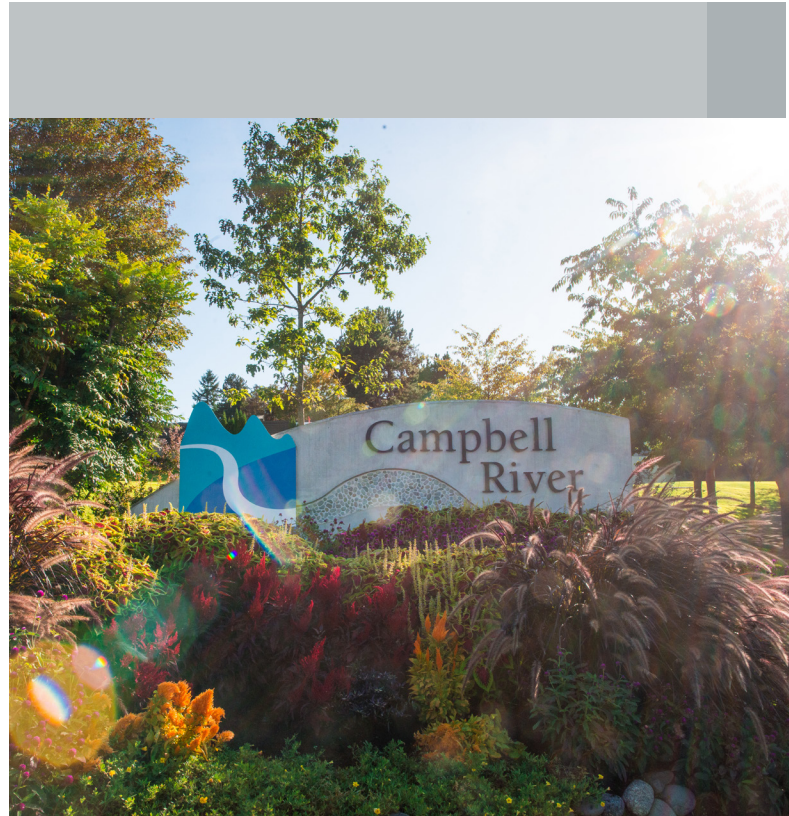
The City ended the year with a \$10.96 million increase to accumulated surplus, for a total of \$348.3 million in 2021. The accumulated surplus represents the net value of the City (the City's overall net assets, not just cash). This includes unappropriated surplus to meet cash flow needs, reserves to fund infrastructure improvements projects and strategic initiatives, and the City's net value of infrastructure assets that provide service levels to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology. The \$10.96 million increase represents the economic resources gained by the City in 2021, which is mainly a result of capital asset transactions during the year (~\$8.7M including taxation revenue associated with capital, contributed capital assets, and amortization expenses), labour vacancies, RCMP contracted service surpluses and increases in development fee revenues. The City has also been incrementally increasing sewer and water utility reserves to fund future planned capital projects and infrastructure upgrades.

City revenues continued to be impacted during 2021 due to public health measures which resulted in lower-than-average revenues from City recreation facilities, the Campbell River Airport and gaming funds due to continued Casino closures for a portion of 2021 (the Chances Playtime community gaming centre reopened on July 1, 2021).

While there were continued impacts on revenues throughout 2021, the lessening of public health measures in 2021 allowed the City to resume more normal operations which improved the City's ability to generate non tax revenues. Revenues of \$78.7 million were lower than 2020 by approximately \$1.6 million. While there has been a decrease in overall revenues during the year (due to decreases in transfers from other levels of government), the City's core revenue sources which include taxes, sales of services, and services provided to other governments increased by approximately \$4.8 million (largest increase was in sales of services which increased by \$3.3 million during 2021 and includes increases in development fees, fuel sales and recreation fees collected).

Overall, the City's expenses were approximately \$2.0 million over the operating budget (\$3.8 million of assets were expensed that were either contributed or funded on the capital plan but did not meet the accounting standard requirements for capitalization).

The audited financial statements demonstrate close alignment between actual financial results and the City's 2021 Financial Plan. This is despite significant changes in many of the services that the City delivers where the COVID-19 pandemic introduced challenges in meeting annual workplans associated with the approved budget for 2021. The year-end results also demonstrate that the City's financial position continues to increase with a focus on reinvestment in infrastructure through stable tax and user fee increases. These stable increases are a key component of the City's Financial Stability and Resiliency Policy which ensures funding is available to maintain and upgrade the City's significant infrastructure across the City. This framework establishes guidelines for how the City will acquire and manage a portfolio of financial and physical assets to ensure that the City's current and future needs are of our community are met.



## Forward Facing

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

- The Financial Stability and Resiliency Policy establishes a long-term framework that focuses on providing ongoing stable funding, without the need for large tax increases in any one year. This provides stability to the City, while maintaining services, providing for modest service enhancements and investing in critical infrastructure. Under the City's budget parameters, the annual tax rate increase will be between 2% to 3.5%, which provides funding to maintain base service inflationary increases, provide incremental service level increases to meet the needs of the growing community, and allocate funds to capital reserves to ensure ongoing maintenance and upgrade of infrastructure including roads, facilities, fleet, and fire.
- By maintaining a fair and equitable property tax policy. This policy strives to maintain tax rates for all classes within the provincial average and each class is allocated the same tax percentage increase, unless realignments are required. Any realignments are phased in and occur over a multi-year period to reduce volatility for taxpayers. Building a sustainable utility rate structure with rates approved for five-years ensures adequate funding to maintain services, and upgrade infrastructure as required under the ten-year capital plan.
- Taxing 0.66% or approximately \$230,000 to invest in critical infrastructure to ensure ongoing replacement and renewal of critical infrastructure.
- The City has developed an asset management investment plan (AMIP) to have a better understanding of the life-cycle costs of infrastructure and to fully integrate into future financial planning. This plan also provides a comprehensive understanding of the City's asset inventory, condition and replacement/renewal needs for City assets. The AMIP not only provides a comprehensive framework for guiding long-term decision making for funding needs, it supports evidence based decision making when investing in critical infrastructure.
- The City is committed to improving asset management practices by developing standard operating procedures and a corporate wide asset management plan.
- Investigating ways to increase other sources of revenue to reduce the City's reliance on residential property taxes.
- Review of City fees to ensure they are fair representation of costs and equitable under a user pay model versus taxation.
- Reviewing development cost charges to ensure that development is paying for itself and that projects related to growth are being properly captured and integrated into the financial plan.
- Through the City's reserve policy, the City is maximizing the use of its resources, with funds available for cash flow, risks/emerging opportunities, capital infrastructure, and service enhancements. While the City is focused on asset renewal, funds are allocated in the financial plan to strategic initiatives that continue to enhance service levels to meet community demand/needs and that align with Council's strategic plan.



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

The City of Campbell River continues to maintain a strong financial position and is well situated to continue to deliver the over 100 services the City provides. Through the multiple award winning Financial Stability and Resiliency Policy, related financial policies and procedures, and long-term financial planning, the City continues to increase its financial position, and is well positioned to deliver the municipal services residents and businesses expect. Additionally, through quarterly financial reporting and the Government Finance Officers Association award winning budget and year-end financial reporting, the City has a transparent process explaining what the City's priorities are and an accountable decision-making process to ensure sustainable service delivery today and in the future.

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

Sincerely,



Alaina Maher, BCom, CPA, CMA  
Director of Finance / Chief Financial Officer  
June, 10, 2022

## Overview of the Financial Statements

The 2021 financial statements provide a summary of the City's financial activity and financial assets, liabilities, and net equity position for the year ended December 31, 2021 with comparatives to the 2020 fiscal year.

The financial statements include:

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

City operations have continued to be impacted by the COVID-19 pandemic throughout 2021, however were largely able to resume to more normal operations as the year progressed. As the City progresses into 2022, there remains some uncertainty over how the pandemic will continue to affect City finances and operations, although it is anticipated that disruptions will be significantly less than what was experienced previously.

Due to the COVID-19 pandemic, the City's operating revenues have continued to be significantly impacted for the 2020 fiscal year and beyond. Increases in the City's non tax revenue sources is encouraging as it helps the City cope with rising costs that are being experienced as a result of the "COVID-19 effect" resulting from supply chain issues, high inflation and general labour shortages.

## Statement of Financial Position

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

Financial assets, which are those assets available to meet current and future obligations have increased by approximately \$5.3 million to \$113.4 million. The change in the financial assets of the City at December 31, 2021 is largely due to the overall increase in the City's cash balances (\$7.7 million). Council adopted a modernized investment policy in 2021 which will ensure that City cash balances are invested in a prudent manner seeking to maximize returns while minimizing overall risk. While cash balances have increased over the prior period, the City does have approximately \$45 million in current liabilities that will need to be settled in the future .

The City's receivable balances decreased by approximately \$2.4 million from the prior year which was the result of the City receiving payment in the current year of the outstanding grant funding associated with the Highway 19A upgrade project. The receivable balance in the current year consists of: \$2.4 million in property tax and utility receivables, \$1.1 million due from other levels of governments, and \$2.6 million from other sources.

Financial liabilities, which represent the current and long-term obligations of the City of Campbell River, have decreased approximately \$1.0 million from the prior year. The decrease is the result in a change of the remittance deadline for school tax payments, which was adjusted in 2020 due to COVID-19 and returned to July in 2021. This was partially offset from increases in payables to other levels of government related to RCMP contracted services and accruals.

Long term debt decreased by approximately \$900k which is consistent with the City’s repayment terms associated with the long-term debt that is held with the Municipal Finance Authority (MFA) and represents continued repayment of this debt.

Non-financial assets are primarily comprised of the City’s capital infrastructure and have increased to approximately \$291 million in 2021 from \$286 million in the prior year.

The City acquired approximately \$16.9 million of new assets in 2021. Of the assets acquired during the year \$12.9 million were purchased by the City and the remaining balance were contributed tangible capital assets.

Contributed tangible capital assets are assets such as roads, water and sewer infrastructure that the City acquires through new subdivisions and development. Contributed tangible capital assets increased approximately \$1.4 million from the prior year.

The City recognizes the usage of its assets by amortizing its existing infrastructure over the estimated useful life of the asset, which decreases the net book value of the City’s assets and accumulated surplus over time. The amortization expense for 2021 was \$11.0 million and is similar to the prior year.

The accumulated surplus or net equity position of the City is \$348.3 million for 2021 as compared to \$337.3 million in 2020. The accumulated surplus represents the net value of the City (the City’s net assets, not just cash). This includes unappropriated surplus to meet cash flow needs, reserves to fund infrastructure improvements projects and strategic initiatives, and the City’s net value of infrastructure assets that provide service levels to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology.

Unappropriated surplus (all funds)	\$ 6,050,000
Non-Statutory Reserves	60,631,660
Statutory Reserves	2,752,286
Investment in tangible capital assets	<u>278,881,027</u>
<b>Accumulated Surplus</b>	<b>\$ <u>348,314,973</u></b>



## Statement of Operations

The statement of operations summarizes the financial activities or revenues and expenses for 2021 as compared to both budget and the prior year. The financial statements are prepared in accordance with Canadian Public Sector Accounting Standards (PSAS) and as such, the presentation is significantly different from that presented in the Financial Plan. The Financial Plan presents the operating and capital plans separately, whereas the Financial Statements combines these balances. Additionally, as required by PSAS, the financial plan that is presented in the audited financial statements is the original financial plan as adopted by Council and does not reflect any subsequent amendments.

City operations continued to be impacted by the COVID-19 pandemic throughout 2021, however were largely able to resume to more normal operations as the year progressed. City revenues were impacted during the year due to public health measures which resulted in lower-than-average revenues for City recreation facilities, the Campbell River Airport and gaming funds due to continued Casino closures for a portion of 2021 (community gaming centre reopened on July 1, 2021).

Revenues on the statement of operations include taxes, sales of services, grants and other revenues that fund the capital plan, as well as user fee revenues that are allocated to reserves for future capital projects for sewer and water utilities. Overall, for the year City revenues were approximately \$78.7 million (2020 - \$80.3 million) due to decreases in transfers from other levels of government. The City's core revenue sources which include taxes, sales of services, and services provided to other governments increased by approximately \$4.8 million (largest increase was in sales of services which increased by \$3.3 million during 2021 and includes increases in development fees, fuel sales and recreation fees collected). Additionally, taxes and parcel taxes increased by approximately \$1.5 million during the year which was the result of a general tax increase for 2021 in the amount of 1.94%, which funds the City's operations, new services and investment in infrastructure, increases in parcel taxes and revenues associated with new construction.

Total expenses for 2021 were approximately \$67.7 million as compared to \$62.8 million in 2020. Expenses for the year were \$2.0 million over budget for the year. Actual results for the year included the expensing of \$3.8 million of assets that were either contributed or funded on the capital plan but do not meet the accounting standard requirements for capitalization. Overall, all areas of operation came in under budget except for Public Health Services.

Taking the above transactions into consideration the total expenses for the year would have been \$1.8 million under budget.

The reduction in overall expenditures for the year as compared to budget is largely made up of labour vacancies (\$1.1 million) and RCMP contracted services being less than budgeted due to vacancies (\$522,000).

The annual surplus represents the economic resources gained by the City in 2021. The annual surplus for 2021 of \$11.0 million is mainly the result of capital asset transactions during the year (approximately \$8.7 million) which includes the following revenue and expense items: taxation revenue associated with capital, contributed capital assets, and amortization expenses. The remaining balance of the surplus (approximately \$2.3) million is attributable to general operations and is the result of labour vacancies, RCMP contracted service surpluses and increases in development fee revenues.

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

Net increase in tangible capital assets	\$ 5,527,152
Net increase in general reserves	3,548,069
Net increase in statutory reserves	506,800
Net decrease in airport reserve	(100,027)
Net decrease in sewer reserve	(1,482,071)
Net increase in water reserve	2,958,722
<b>Total increase (annual surplus)</b>	<b>\$10,958,645</b>

The \$11 million annual surplus includes a general fund operating surplus of approximately \$2.3 million, which is comprised of the following:

Labour vacancies	\$860,000
Increases in Development Services revenues	660,000
RCMP contracted services under budget	552,000
Other miscellaneous items	<u>207,482</u>
Building permit revenue over budget	187,000
<b>Total increase (annual surplus)</b>	<b><u>\$2,279,482</u></b>

As part of the City's Financial Stability and Resiliency Policy, through the waterfall system, the \$2,279,482 would flow through the Financial Stabilization Reserve to fund emerging risks and/or other liabilities the City may incur in any one year. The majority of the current year's surplus has already been accounted for in the 2022-2031 Financial Plan or is required to bring reserve balances back in alignment with Council policy. Of the \$2.3 million general fund surplus approximately \$329,000 is available to fund emerging priorities identified in the 2023-2032 capital plan, which includes asset renewal, upgrades, and maintenance projects required across the City to maintain service levels for facilities, furniture and equipment, fleet, fire and roads infrastructure.



## Statement of Changes in Net Financial Assets

The statement of changes in net financial assets highlights the City's acquisition of purchased tangible capital assets which decreased from \$19.5 million in 2020 to \$12.9 million in 2021. The City also acquired \$4.0 million of assets from developers and community groups. The majority of these assets are comprised of new subdivisions including roads, streetlights, storm drains, water and sewer lines. The City receives these assets from developers on the completion of development and then is required to maintain and upgrade them in the future.

The City's overall net financial assets increased \$6.4 million from 2020; the balance is \$57.5 million up from \$51.1 million in 2020.

## Statement of Changes in Cash Flows

The statement of Changes in Cash Flows identifies an increase in cash and investments of \$7.7 million; \$99.4 million in 2020 up to \$107.1 million in 2021. The increase in cash in 2021 is largely attributable to Cash collections associated with development include deposits/holdbacks as well as development cost charges. Development cost charges will be utilized to upgrade infrastructure in the future as the community continues to grow. Deposits/holdbacks will be returned to developers once the project is completed and all criteria have been achieved to release these funds. Council adopting a modernized investment policy in 2021 which will ensure that City cash balances are invested in a prudent manner seeking to maximize returns while minimizing overall risk.

The Statement of Cash Flows also highlights the difference between the amount included in the Statement of Operations as amortization of Capital Assets for the period and the amount the City paid to acquire new assets during the year. The City paid \$12.9 million in cash to acquire new assets during the year for the purposes of providing services to residents.

# Financial Indicators

The City is committed to continual improvement of public performance reporting. As a result, the City has incorporated key performance indicators (KPIs) as part of the 2021 annual report, which include Public Sector Accounting Board issued Statement of Recommended Practices (SORP) financial ratios to provide insight on the City's financial sustainability, flexibility, and vulnerability. These indicators are helpful as they illustrate certain trends that are occurring. The SORP KPIs provide information on the financial condition of the City by demonstrating how the City may be able to respond to economic climate changes.

- **Sustainability indicators** provide a general indication of the City's financial position and whether the City is living within its means. The City's sustainability indicators are strong, even with a slight negative trend, which is related to the City taking on additional debt to fund significant sewer and water upgrades, as well as increased accounts payable, accrued liabilities and development cost charges which will be used in future the future to fund infrastructure upgrades.



- **Flexibility indicators** provide a general indication of the City’s reliance on long-term debt financing and whether the City can meet rising commitments by expanding its revenues or increasing its debt. This indicator identifies the City has very low debt levels and has been focused on repayment in recent years; with the focus on infrastructure maintenance and upgrade for utilities in the long-term financial plan, this ratio will slightly increase in coming years. However, the City’s long-term debt policy ensures the debt servicing costs will remain at maximum 10% of ongoing revenues, therefore the City will continue to be well below that level.
- **Vulnerability indicators** provide a general indication of the City’s reliance on transfers from senior levels of government. The City has been receiving significant grants in recent years for the water supply project and will continue to do so with the Highway 19A upgrade project. The City utilizes a balanced approach for the use of internal reserves, external debt, and government grants when funding the ten-year capital plan which ensures the City’s tax rate and utility user fee increases are stable and incremental following the City’s Financial Stability and Resiliency Policy.



## Financial Indicators

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

SORP Ratio	2021	2020	2019	2018	2017
<b>Financial Sustainability (assets/liabilities)</b> This shows the extent to which the City finances its operations by issuing debt. A ratio greater than one indicates that the City does not require debt to fund its operations. The ratio increased in 2021 as a result of the City releasing funds collected on behalf of other levels of governments prior to year end whereas some of the funding was delayed in being released in 2020.	7.24	6.94	6.98	7.16	7.54
<b>Financial Sustainability (financial assets/liabilities)</b> This shows the extent to which the City finances its operations by issuing debt. A ratio greater than one indicates that the City does not require debt to fund its operations. The ratio increased in 2021 as a result in the difference in timing between when the City receives funds and when capital projects are ultimately completed.	2.03	1.90	1.84	1.89	1.87
<b>Financial Sustainability (net debt / taxable assessment)</b> Provides a measure of sustainability of the municipal fiscal policies. If the ratio increasing, the municipal debt is becoming more onerous on the taxpayers which may lead to increased taxes and/or reduced program expenses.	0.008	0.008	0.007	0.008	0.008
<b>Financial Sustainability (total expenses / taxable assessment)</b> Provides the trend of municipal spending over time in relation to the growth of property values. A trend that shows that total spending is growing faster than the values may not be sustainable.	0.0094	0.00934	0.01046	0.011	0.0121
<b>Flexibility (revenue)</b> Rate of user fees and own source revenues to taxable assessments. A change in the size of a local government's taxable assessment or a change in the rate of growth in assessment in relation to changes in own-source revenues could influence flexibility. Over time, decreases in these ratios suggest increased flexibility.	0.008	0.007	0.010	0.011	0.011

## Financial Indicators Continued

This summary of financial indicators considered demonstrate the improved financial condition of the City.

SORP Ratio	2021	2020	2019	2018	2017
<b>Financial Flexibility (net debt / revenue)</b>					
Provides a measure of the future revenue required to pay for past transactions and events. An increasing trend indicates that more time to eliminate net debt will be necessary. The ratio decreased slightly in 2021 as the City's revenues remained relatively constant while the City paid down its long term debt in accordance with the terms of the debt.	0.14	0.15	0.18	0.12	0.07
<b>Future Focused Financial Flexibility</b>					
Future Focused Financial Flexibility This shows the percentage of the estimated useful lives of the capital assets. Financial flexibility can be significantly impaired by the impending future costs of asset repair or replacement. The City continues to invest in its critical infrastructure.	0.56	0.56	0.57	0.56	0.55
<b>Vulnerability (total government transfers to total revenues)</b>					
This ratio shows the City's reliance on sources of revenue from other levels of government. The higher the ratio the more vulnerable the municipality is to the fiscal decisions of the provincial and federal governments. The ratio decreased significantly in the current year due to the City's receiving increased funding from senior levels of government to fund infrastructure projects and receiving a onetime COVID-19 Restart Grant for Local Governments in 2020.	0.05	0.17	0.07	0.09	0.13
<b>Financial Controls Reliability</b>					
Measures the quality of financial accounting practises and procedures. The number reported reflects the number of items identified during the annual audit as possible areas for improvement.	-	-	-	1	2

## Financial Indicators Continued

This summary of financial indicators considered demonstrate the improved financial condition of the City.

SORP Ratio	2021	2020	2019	2018	2017
<b>Financial Controls Reliability</b> Measures the quality of financial accounting practises and procedures. The number reported reflects the number of items identified during the annual audit as possible areas for improvement.	-	-	-	1	2
<b>Financial Planning Relevance</b> Measures the number of days required to adopt the next year's financial plan bylaw. A lower number indicates faster approval times.	14	14	16	7	77
<b>Automated Tax Payments</b> Percentage of taxes paid monthly via pre-authorized bank drafts.	0.08	0.08	0.07	0.07	0.06
<b>Electronic EFT Payments to Vendors</b> Provides a measure of the efficiency of the City's vendor payments. The higher the percentage the more efficient (cost and time) the City is in paying its suppliers.	95%	94%	93%	94%	80%
<b>Vendors set up for EFT payments</b> Provides a measure of the efficiency of the City's vendor payment processes. The higher the percentage the more efficient (cost and time) the City is in paying its suppliers.	50%	44%	45%	46%	36%

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

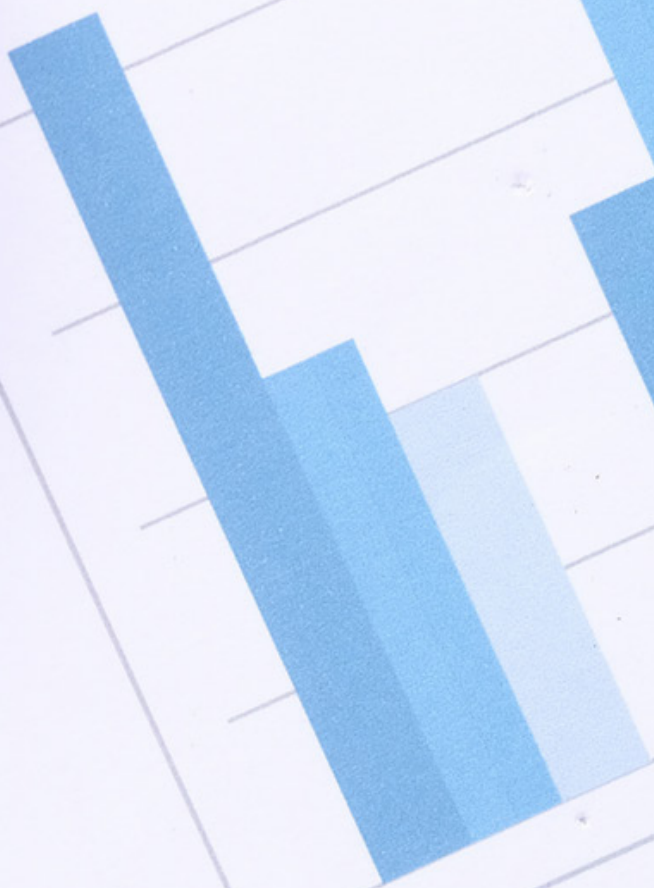




The image features a magnifying glass with a dark grey handle and frame, positioned over a light-colored document. The document has some faint lines and a small rectangular box on the right side. A large, semi-transparent white circle is overlaid on the left side of the image, partially covering the magnifying glass's lens. At the bottom of the image, there is a solid blue triangle pointing upwards. The overall background is a light, neutral color.

# Financial and Statistical Analysis









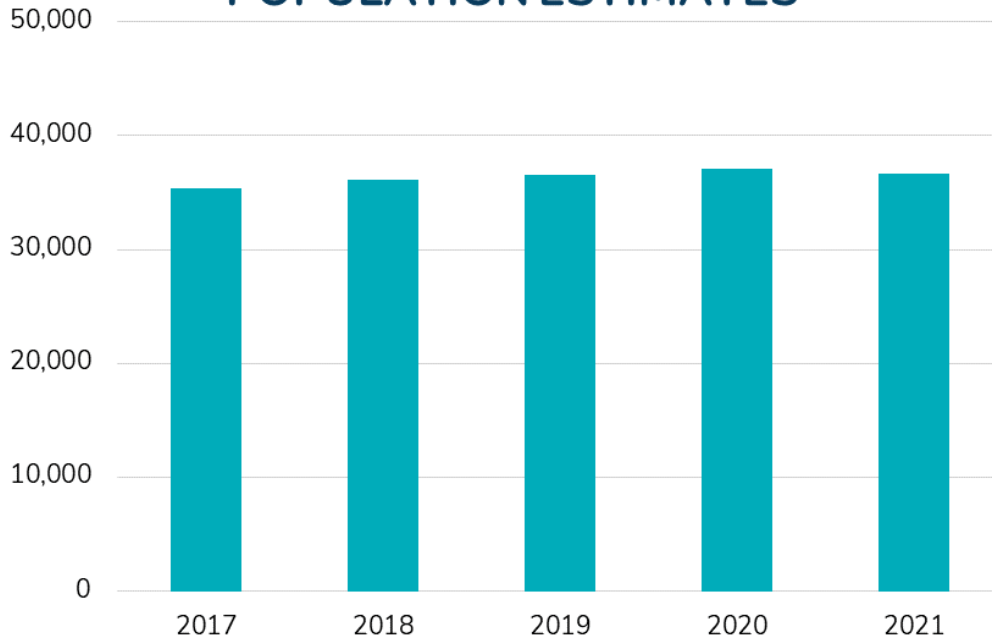
# Financial Analysis Statistical Information

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

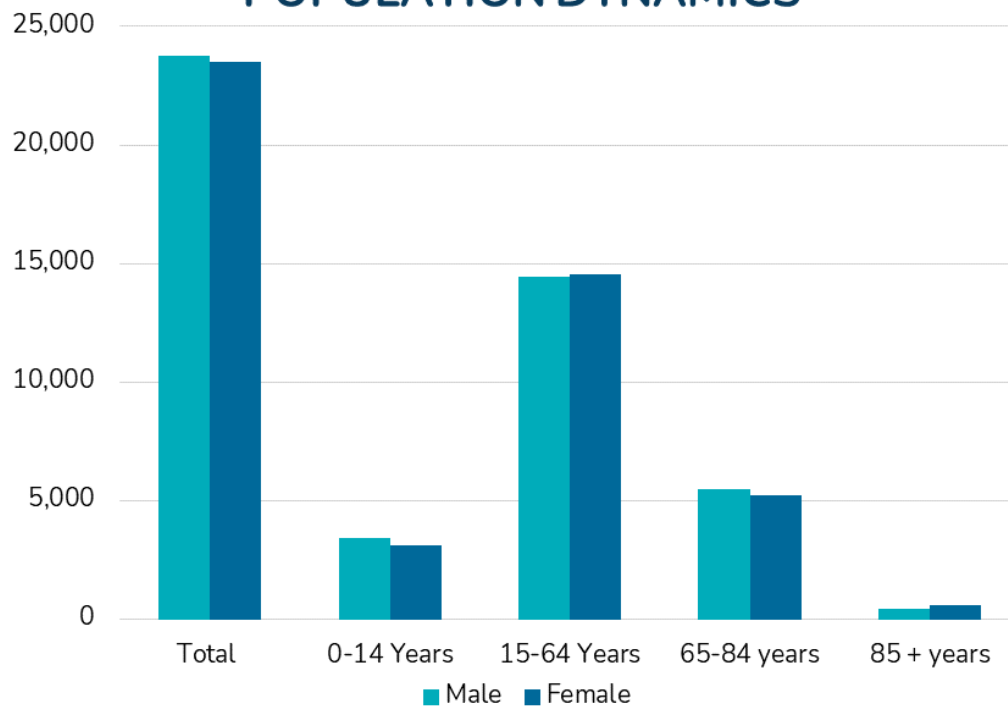
## DEMOGRAPHICS

Population totals are based on population estimates from the provincial site referenced below  
<https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>

### POPULATION ESTIMATES



### POPULATION DYNAMICS



## REVENUES BY SOURCE

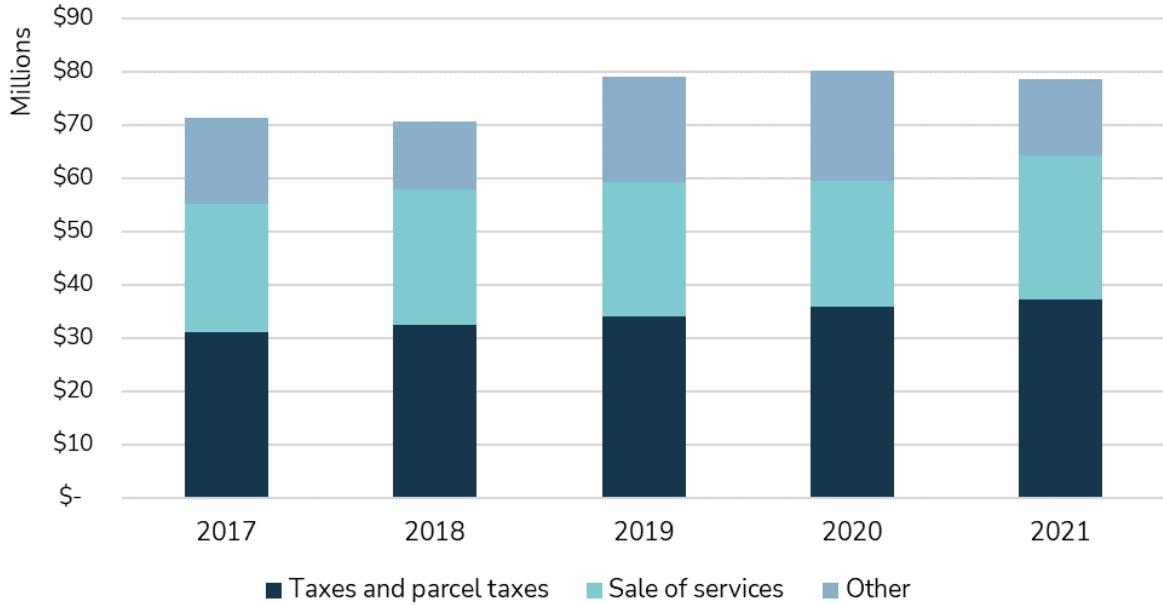
Source: Finance Department

Revenues by Source	2021	2020	2019	2018	2017
Taxes and parcel taxes	\$ 37,329,041	\$ 35,854,588	\$ 34,213,916	\$ 32,528,517	\$ 31,245,700
Payments in lieu of taxes	760,729	711,370	683,089	716,817	695,387
Sale of services	27,139,784	23,816,603	25,065,270	25,405,635	24,066,511
Services provided to other governments	1,499,057	1,596,147	1,545,783	1,681,129	1,669,146
Transfers from other governments	3,586,616	13,423,631	4,961,949	4,966,445	9,538,502
Investment and other income	1,177,820	921,336	1,869,796	1,536,179	1,037,683
Other revenue	1,014,408	285,472	338,391	262,653	249,632
Development cost charges recognized	2,199,740	1,351,905	248,992	152,834	43,343
Contributed tangible capital assets	4,017,610	2,639,297	10,227,164	3,500,027	2,699,892
Gain/(loss) on disposal of tangible capital assets	(39,543)	(311,012)	(46,126)	(14,626)	74,126

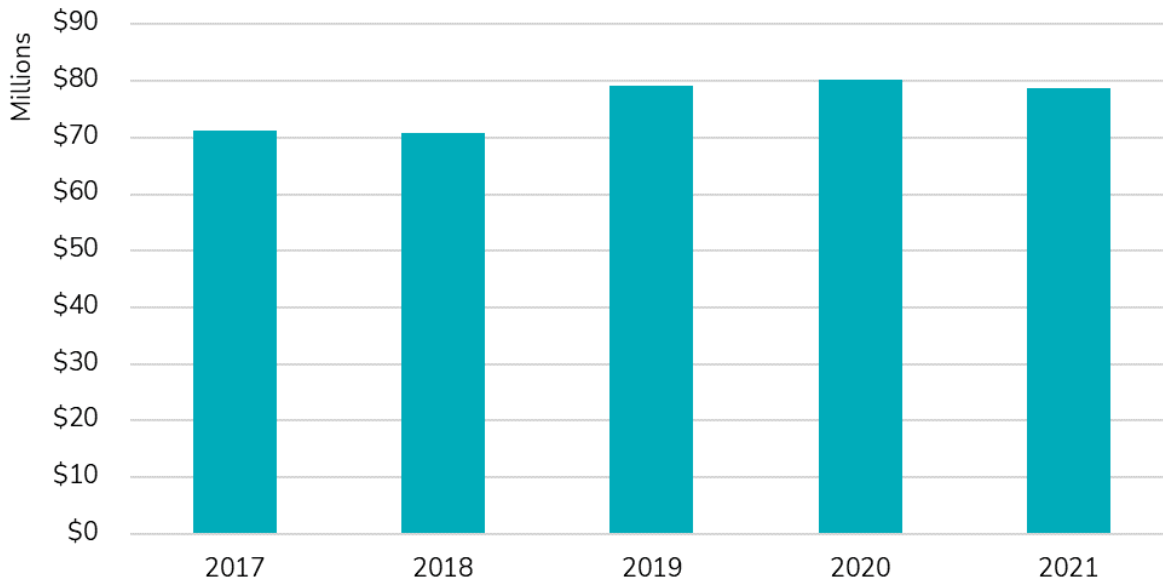


## REVENUES BY SOURCE

Source: Finance Department



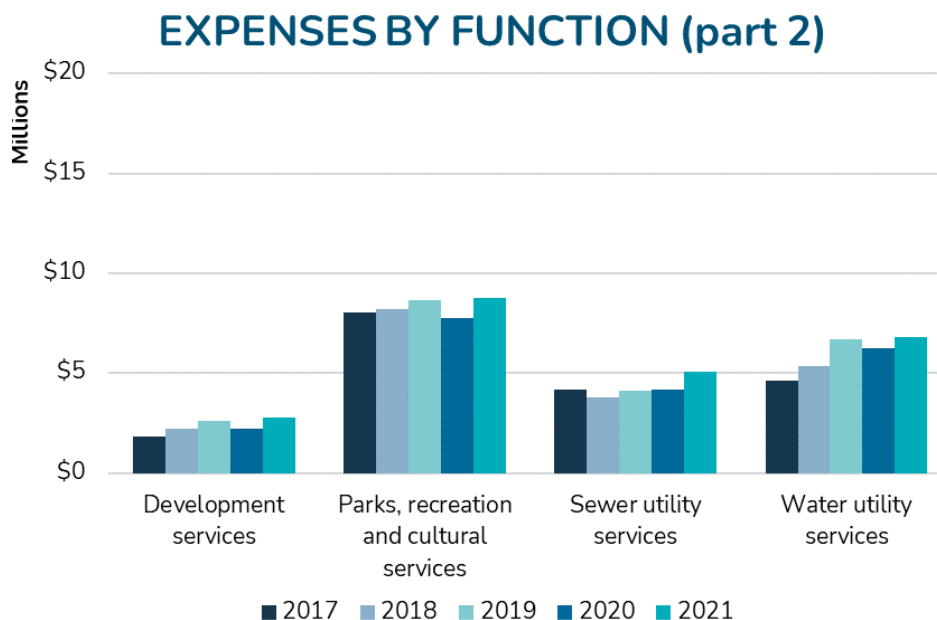
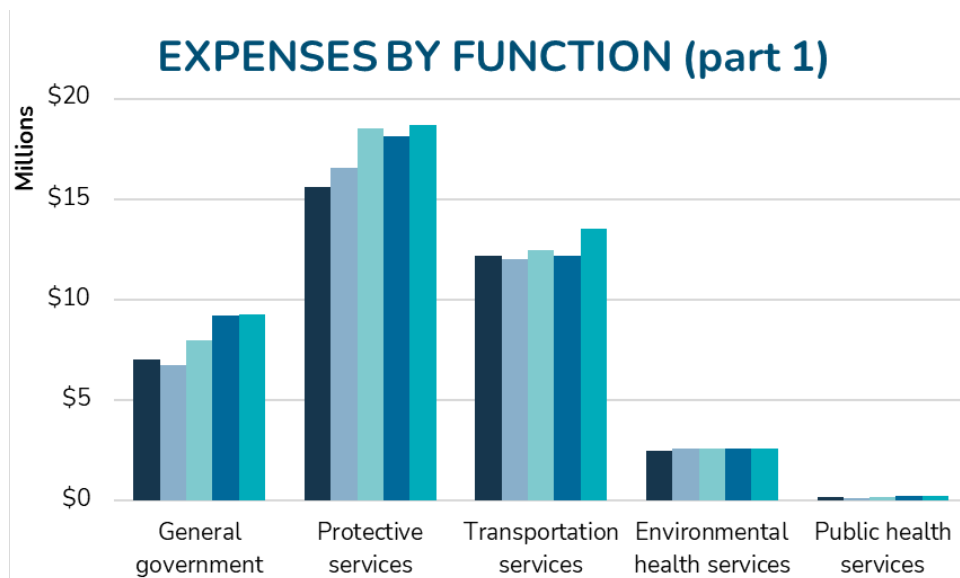
## TOTAL REVENUES



## EXPENSES BY FUNCTION

Source: Finance Department

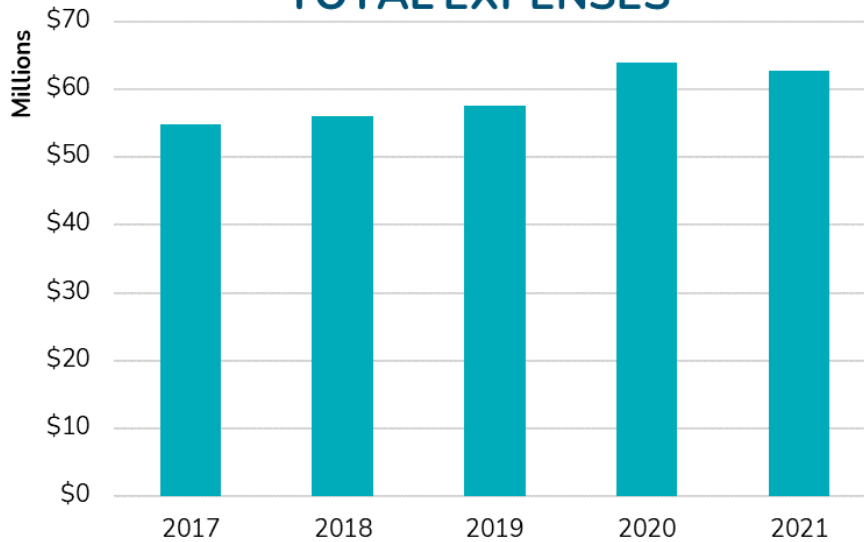
Expenses by Function	2021	2020	2019	2018	2017
General government	\$ 9,267,734	\$ 9,198,207	\$ 7,962,897	\$ 6,760,561	\$ 7,043,186
Protective services	18,693,861	18,127,980	18,506,359	16,572,269	15,597,148
Transportation services	13,508,920	12,188,199	12,442,699	12,000,146	12,203,639
Environmental health services	2,600,238	2,609,372	2,590,889	2,604,117	2,465,339
Public health services	247,658	229,155	199,877	148,775	161,069
Development services	2,780,745	2,244,067	2,634,950	2,226,581	1,829,845
Parks, recreation and cultural services	8,760,780	7,758,785	8,674,083	8,184,428	8,029,730
Sewer utility services	5,055,377	4,184,035	4,149,424	3,779,109	4,151,845
Water utility services	6,811,304	6,247,816	6,723,650	5,341,630	4,625,822
<b>Total Expenses</b>	<b>\$ 67,726,617</b>	<b>\$ 62,787,616</b>	<b>\$ 63,884,828</b>	<b>\$ 57,617,616</b>	<b>\$ 56,107,623</b>



## EXPENSES BY FUNCTION

Source: Finance Department

### TOTAL EXPENSES

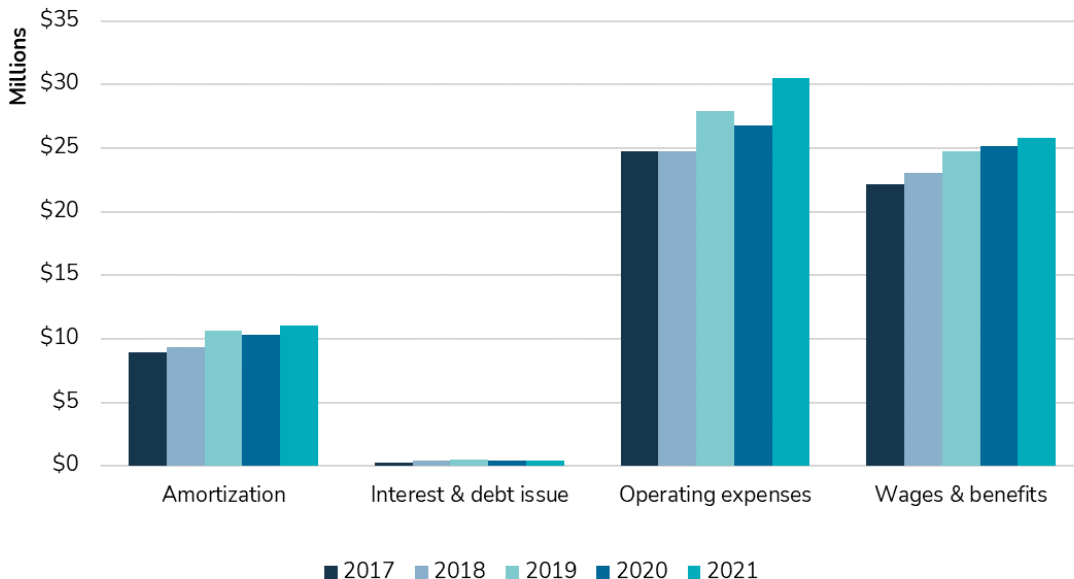


## EXPENSES BY OBJECT

Source: Finance Department

Expenses by Object	2017	2018	2019	2020	2021
Amortization	\$ 8,903,210	\$ 9,381,614	\$ 10,637,391	\$ 10,323,551	\$ 11,013,762
Interest and debt issue	301,647	420,457	525,724	454,851	421,713
Operating expenses	24,735,742	24,753,427	27,955,156	26,813,202	30,476,674
Wages and benefits	22,167,024	23,062,118	24,766,557	25,196,012	25,814,468
<b>Total expenses by object</b>	<b>\$ 56,107,623</b>	<b>\$ 57,617,616</b>	<b>\$ 63,884,828</b>	<b>\$ 62,787,616</b>	<b>\$ 67,726,617</b>

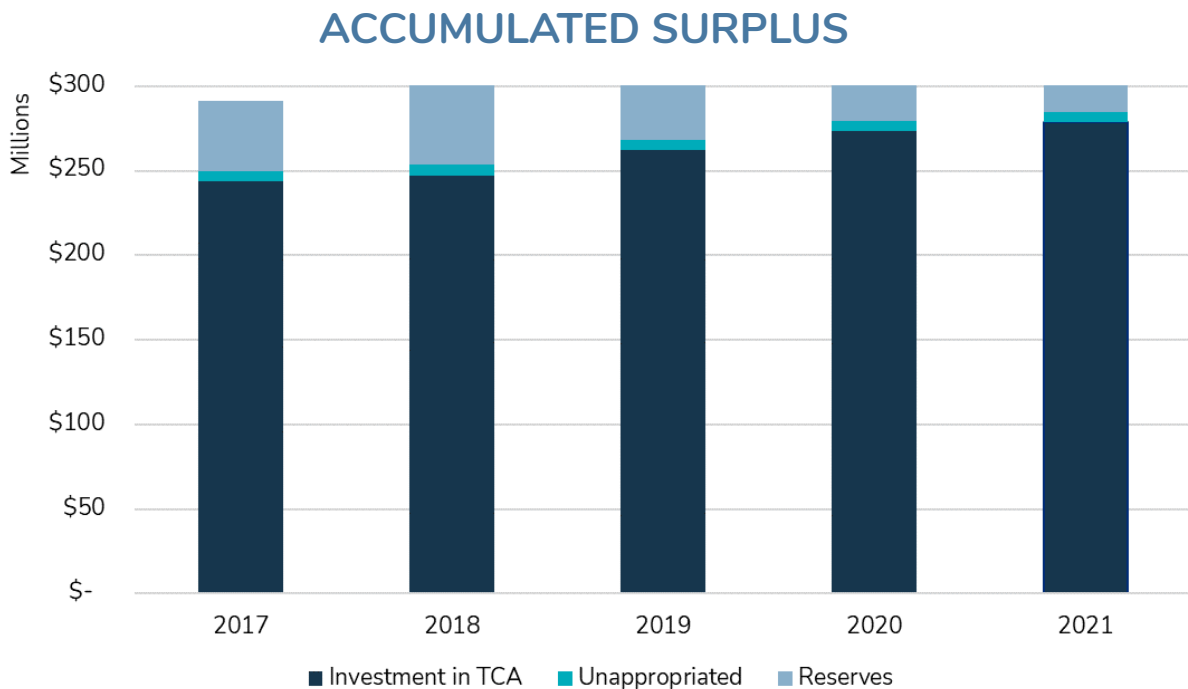
### EXPENSES BY OBJECT





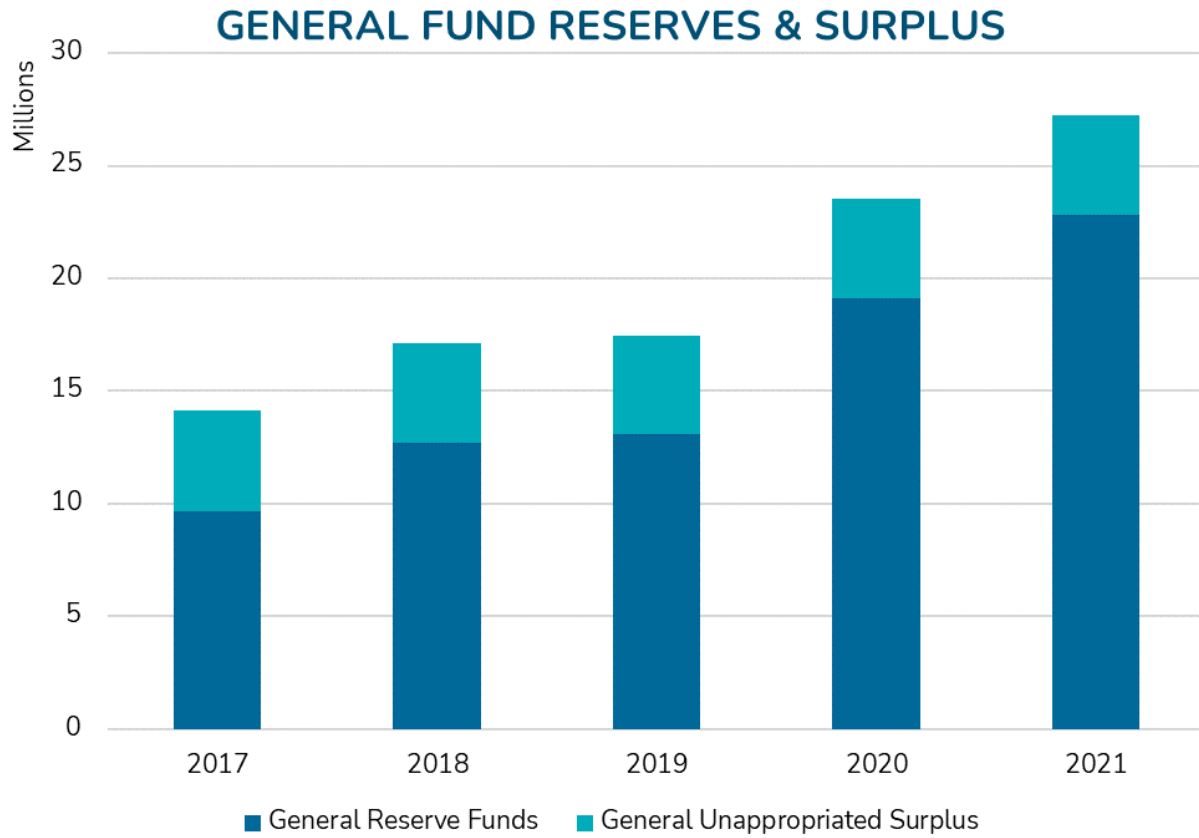
## ANNUAL SURPLUS

Source: Finance Department



## SURPLUS/EQUITY FUNDS

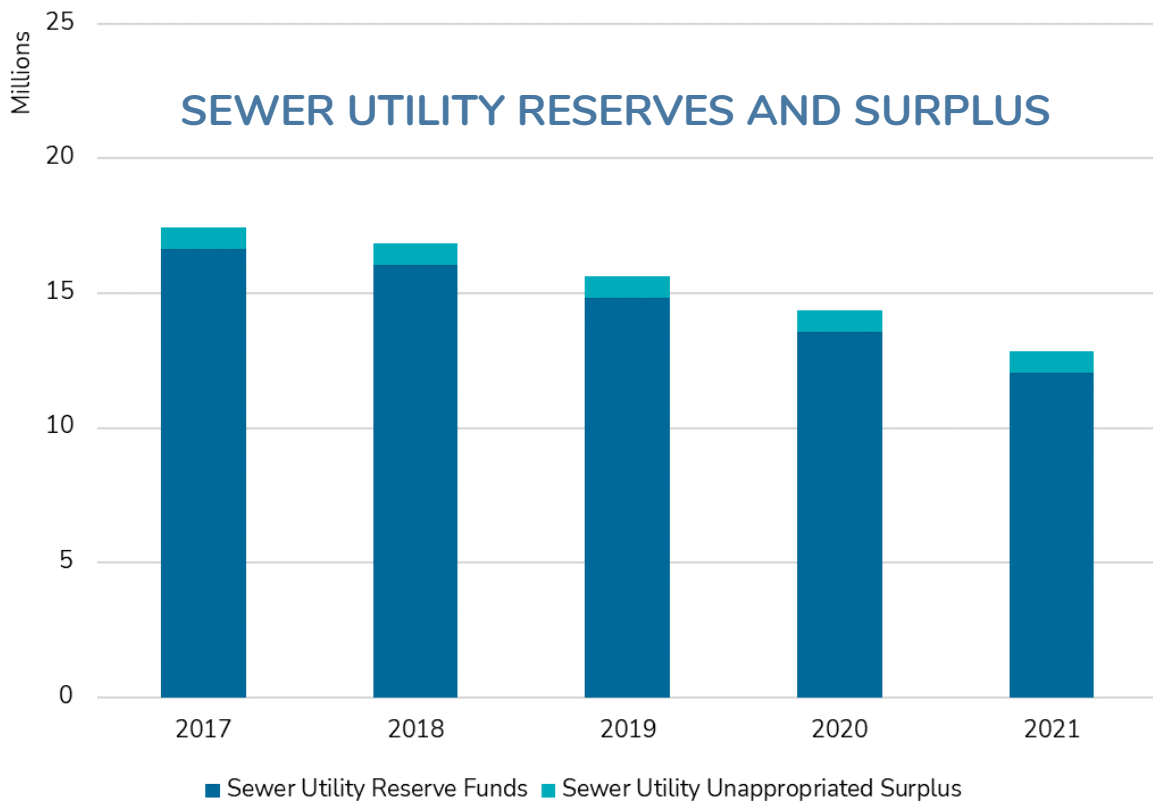
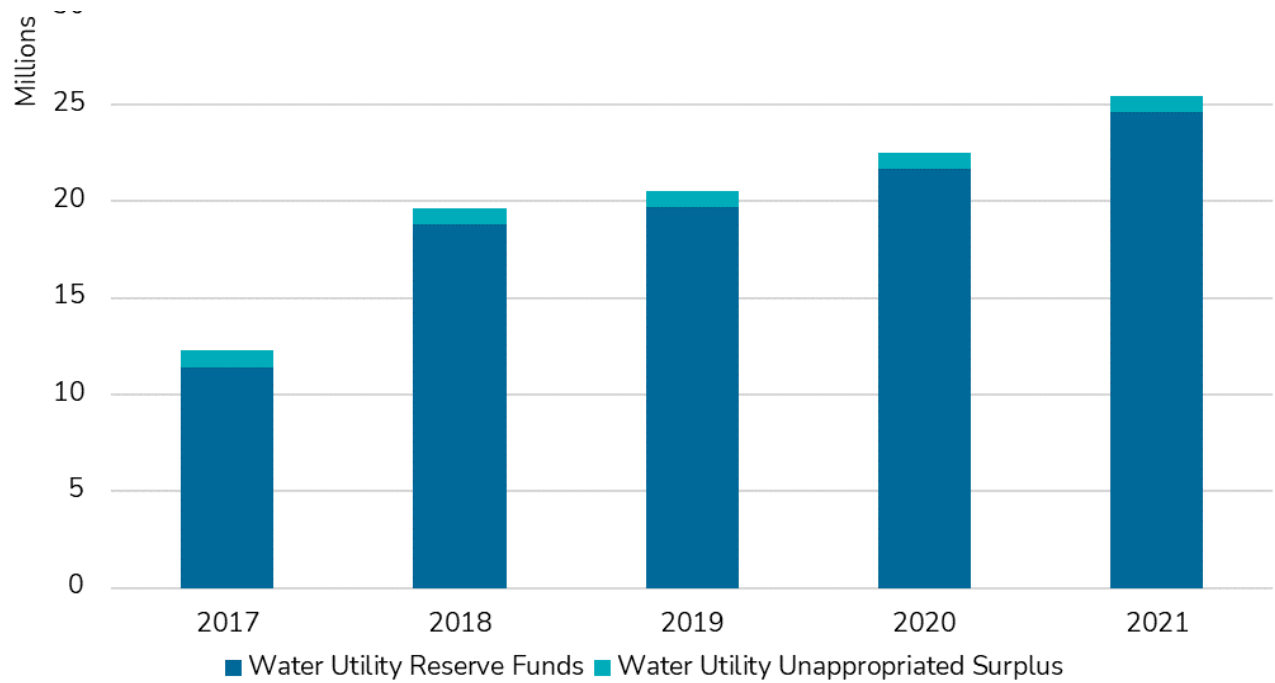
Source: Finance Department



## SURPLUS/EQUITY FUNDS

Source: Finance Department

### WATER UTILITY RESERVES AND SURPLUS

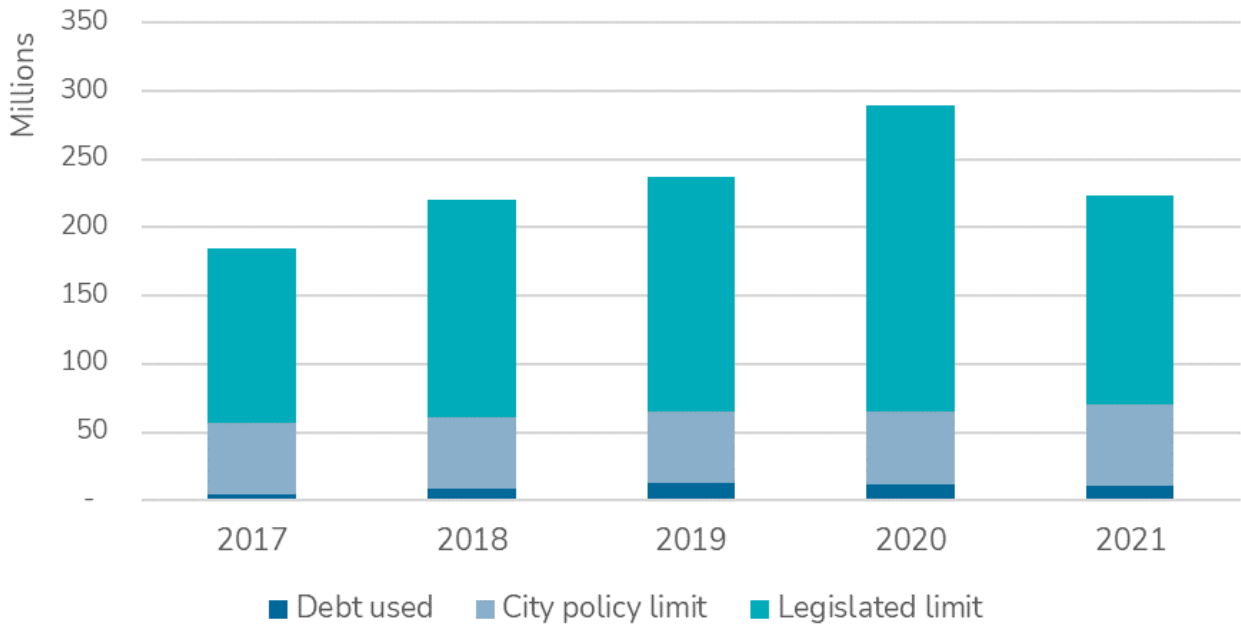




## DEBT

Source: Finance Department

### DEBT LIMITS

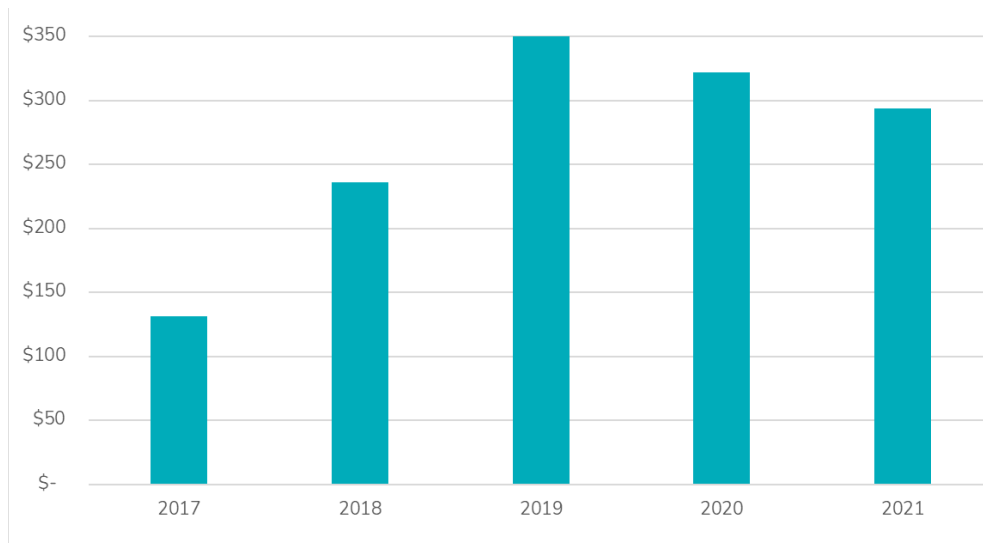


## LONG TERM DEBT

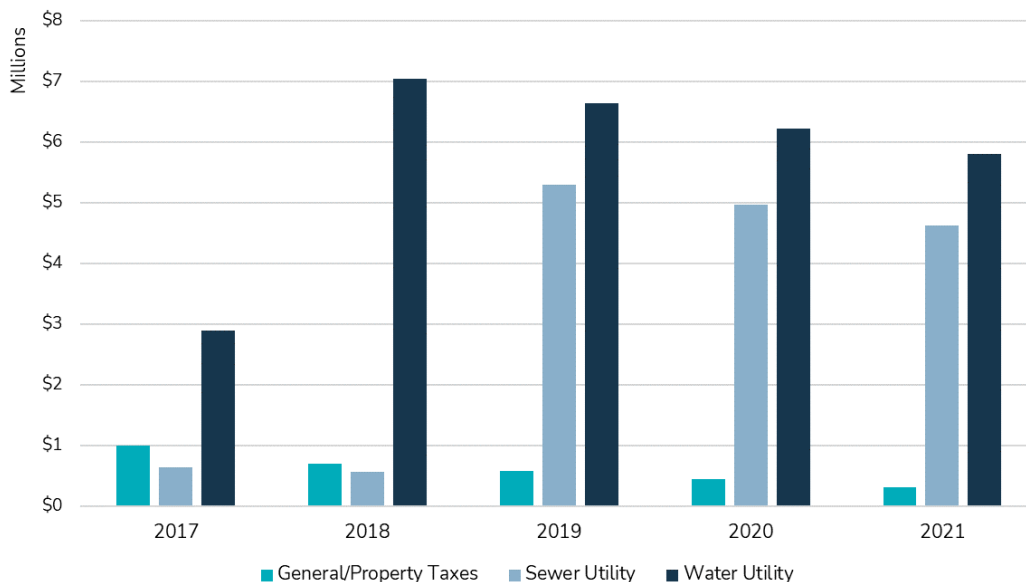
Source: Finance Department

		2017	2018	2019	2020	2021
Supported by property taxes	General/Property Tax	\$ 998,974	\$ 707,280	\$ 579,686	\$ 452,546	\$ 317,038
Debt of self-supporting utilities	Sewer Utility	636,370	568,570	5,304,091	4,970,535	4,626,018
Debt of self-supporting utilities	Water Utility	2,900,000	7,044,077	6,643,482	6,228,391	5,803,901
<b>Total</b>		<b>\$ 4,535,344</b>	<b>\$ 8,319,927</b>	<b>\$12,527,259</b>	<b>\$11,651,472</b>	<b>\$10,746,957</b>

### LONG TERM DEBT PER CAPITA



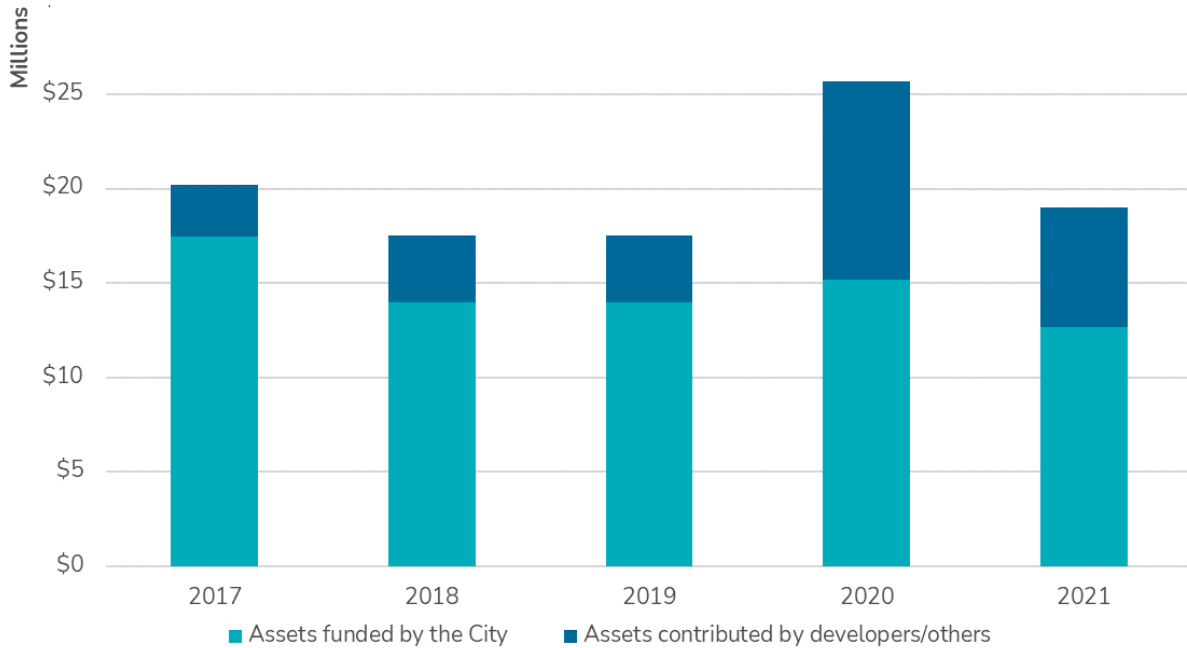
### DEBT SUPPORTED BY TAXATION AND UTILITIES



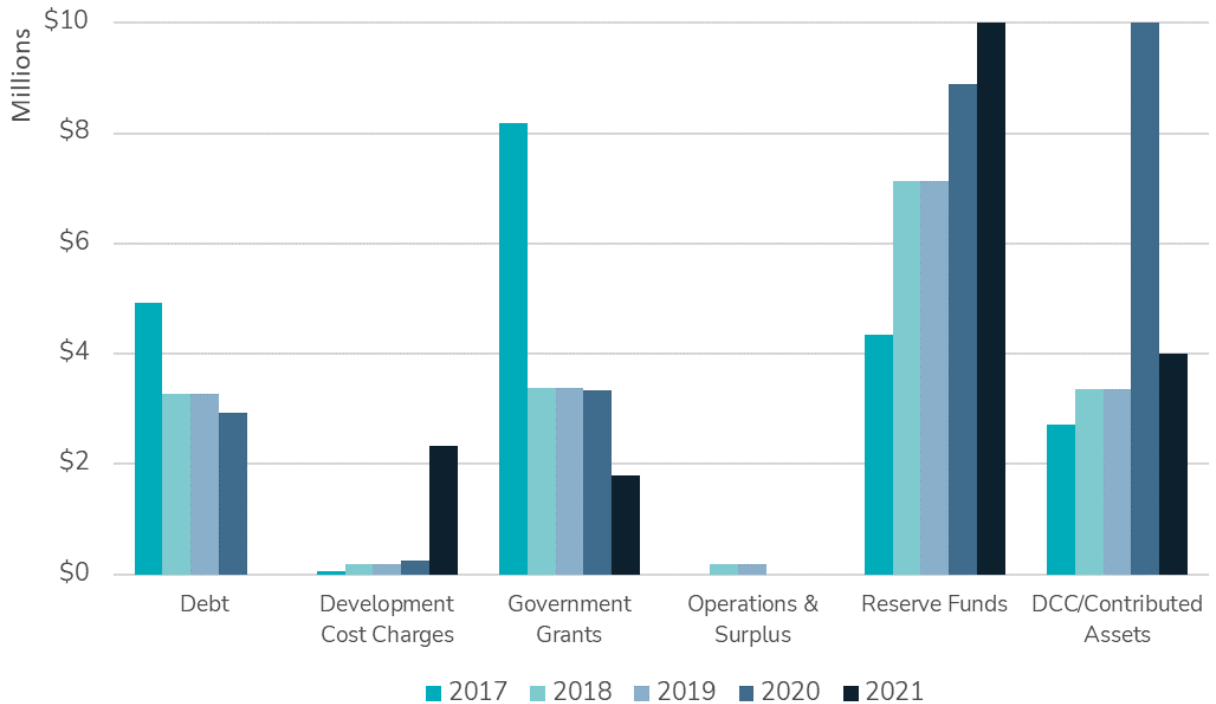
## TANGIBLE CAPITAL ASSETS

Source: Finance Department

### TOTAL TANGIBLE CAPITAL ASSET ACQUISITION



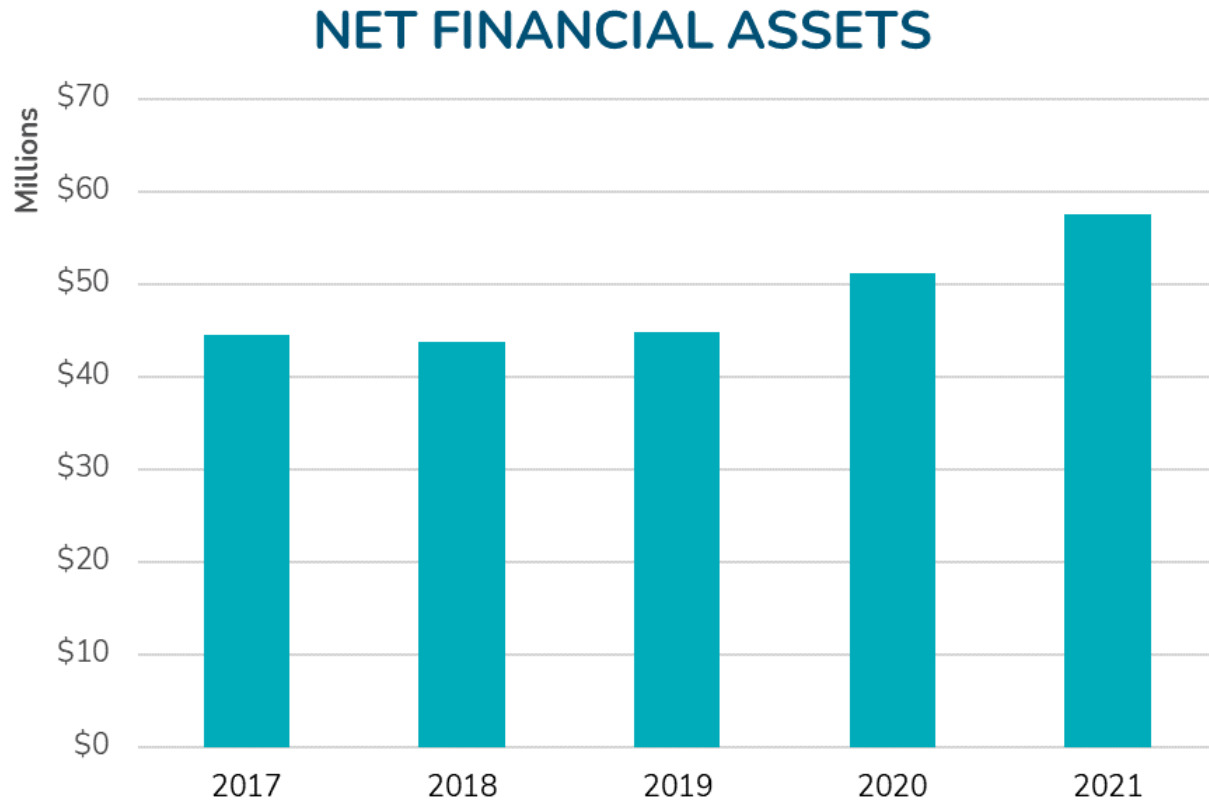
### FUNDING SOURCES FOR CAPITAL ACQUISITIONS





## NET FINANCIAL ASSETS

Source: Finance Department



## TAXATION AND ASSESSMENT

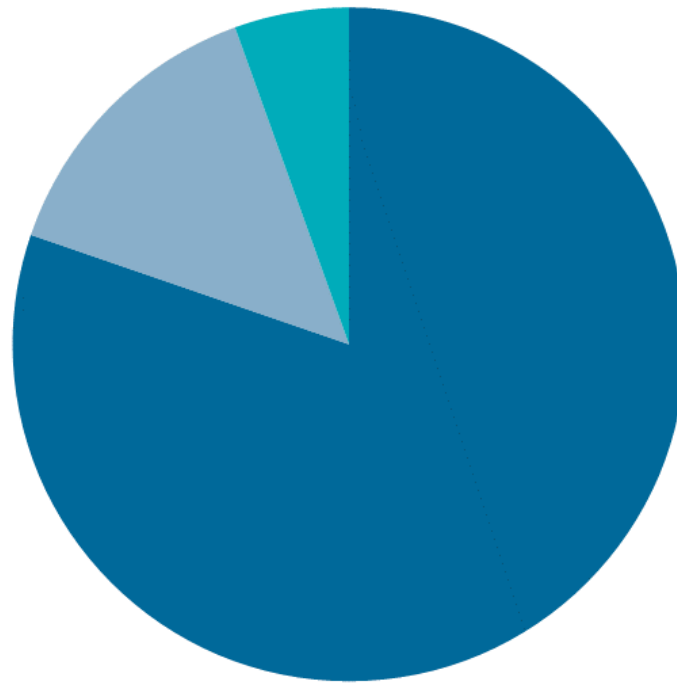
Source: Finance Department

Assessment by Property Class	2017	2018	2019	2020	2021
Residential	\$ 3,942,565,595	\$ 4,601,169,069	\$ 5,433,336,045	\$ 6,461,934,099	\$ 6,531,095,000
Business	493,710,650	532,348,700	575,538,200	627,082,450	1,157,568,591
Utilities	30,925,700	31,296,300	32,023,300	32,694,000	284,262,900
Major Industry	4,063,100	4,106,100	4,176,800	4,212,900	4,351,300
Light Industry	25,140,200	25,133,800	27,619,800	28,270,200	31,647,201
Managed Forest	14,805,200	16,964,700	21,227,300	18,588,200	18,588,200
Recreational/NonProfit	13,751,000	11,057,600	11,637,400	13,230,500	108,795,300
Farm	255,931	215,723	203,506	204,806	204,806
<b>TOTAL</b>	<b>\$ 4,525,217,376</b>	<b>\$ 5,222,291,992</b>	<b>\$ 6,105,762,351</b>	<b>\$ 7,186,217,155</b>	<b>\$ 8,136,513,298</b>
% Change		15.4%	16.9%	17.7%	13.2%

## TAXATION AND ASSESSMENT

Source: Finance Department

### 2021 ASSESSMENT BY PROPERTY CLASS



■ Residential ■ Business ■ Other



## PROPERTY TAX COLLECTION

Source: Finance Department

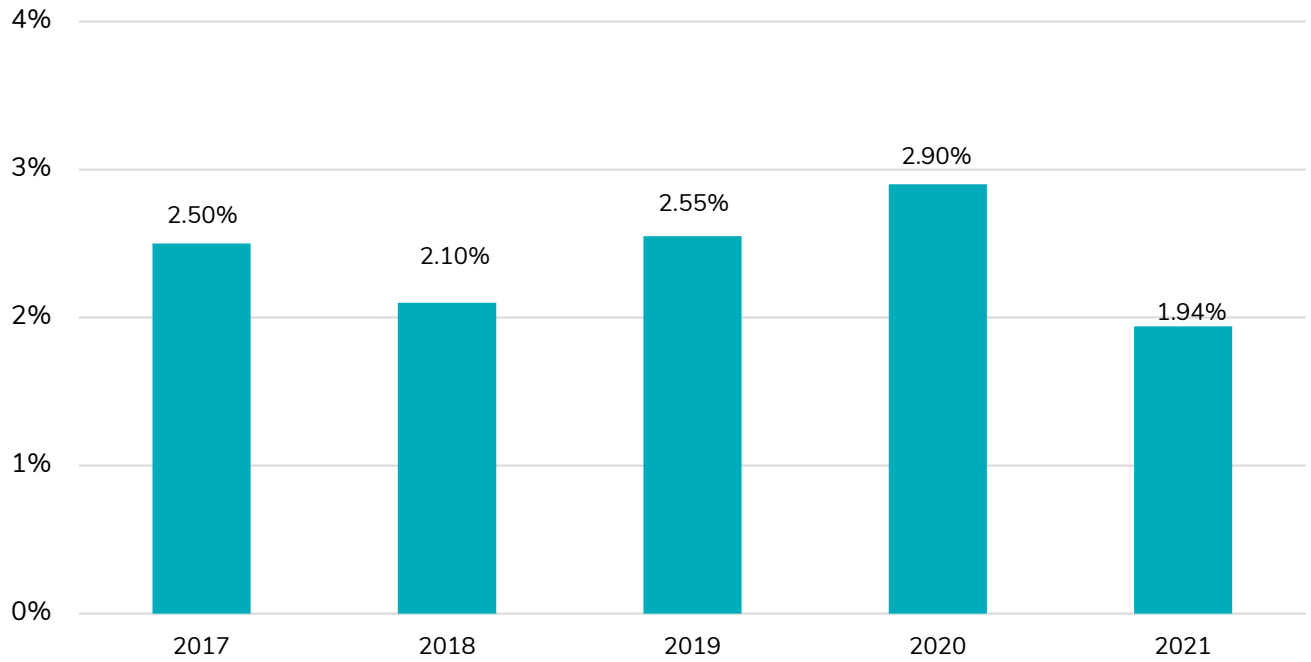
Property Taxes Levied and Collected	2017	2018	2019	2020	2021
Municipal Taxes	\$ 29,301,339	\$ 30,377,222	\$ 31,864,875	\$ 33,327,424	\$ 34,625,075
Other Taxing Authorities	27,310,822	28,266,035	29,873,834	29,816,560	30,775,302
Municipal Utilities User Fees	11,665,281	12,077,820	12,459,648	12,661,562	12,661,562
Parcel Taxes	1,381,136	1,554,614	1,733,611	1,925,559	2,106,064
1% Utility Grants	482,682	519,780	526,703	521,245	516,549
Local Service Taxes	99,056	91,721	88,727	81,353	81,353
Business Improvement Areas	68,636	73,689	76,865	76,585	78,848
<b>Total Current Taxes Levied</b>	<b>\$ 70,308,952</b>	<b>\$ 72,960,882</b>	<b>\$ 76,624,263</b>	<b>\$ 78,410,288</b>	<b>\$ 80,844,753</b>
Current taxes collected	\$ 69,119,126	\$ 71,744,014	\$ 75,459,338	\$ 77,247,964	\$ 79,829,457
Current taxes outstanding at December 31	\$ 1,189,826	\$ 1,216,868	\$ 1,164,925	\$ 1,162,324	\$ 1,015,296
% of current taxes collected	98.3%	98.3%	98.5%	98.5%	98.7%

Note: excludes grants in lieu of tax, interest and penalties.

## TAXATION AND ASSESSMENT

Source: Finance Department

### GENERAL MUNICIPAL PROPERTY TAX INCREASES



## NEW CONSTRUCTION

Source: Finance Department

### 2021 NON-MARKET ASSESSMENT

Non-Market Assessment	2017	2018	2019	2020	2021
Residential	\$ 108,017,400	\$ 79,532,538	\$ 120,787,238	\$ 104,816,337	\$ 120,317,600
Utility	-	92,700	234,300	-	547,900
Major Industry	-	-	-	-	(76,600)
Light Industry	(925,500)	(814,600)	(108,500)	(199,000)	(1,262,300)
Business/Other	690,690	8,382,100	6,533,650	16,798,600	9,256,450
Managed Forest	1,179,200	327,800	2,272,700	(3,124,200)	(118,400)
Recreation/Non-Profit	(516,000)	(2,793,000)	229,000	610,300	544,300
Farm	(15,661)	(40,210)	(13,052)	(19,598)	(3,445)
<b>TOTAL</b>	<b>\$ 108,430,129</b>	<b>\$ 84,687,328</b>	<b>\$ 129,935,336</b>	<b>\$ 118,882,439</b>	<b>\$ 129,205,505</b>



## NEW CONSTRUCTION

Source: Finance Department

### REVENUES FROM NON-MARKET CHANGE


	2017	2018	2019	2020	2021
Residential	\$ 586,634	\$ 384,500	\$ 518,723	\$ 427,426	\$ 427,426
Utilities	-	3,051	7,785	-	19,132
Major Industry	-	-	-	-	(2,364)
Light Industry	(11,506)	(10,018)	(1,240)	(2,336)	(14,135)
Businesses/ther	8,587	100,256	74,897	186,161	107,160
Managed Forest	24,402	6,206	39,890	53,991	(2,143)
Recreational/ Non-Profit	(3,961)	(21,735)	1,771	4,506	4,272
Farm	(85)	(223)	(74)	(114)	(21)
	604,071	462,037	641,752	669,634	586,730

## PRINCIPAL TAXPAYERS

Source: Finance Department

### 2021 TOP TEN MUNICIPAL TAXPAYERS

Owner	Description	Total Municipal Taxes
Capital Generation Services Inc	Capital Power Generating Station	923,449
Mariner Holdings Ltd	Mariner Square Shopping Centre	360,280
Discovery Harbour Holdings	Discovery Harbour Shopping Centre	299,421
Raven Forest Products Ltd.	Merecroft Village Shopping Centre	185,992
A B Edie Equities Inc.	Campbell River Common	153,114
Discovery Sound Ltd. Partnerships	Tyee Plaza Shopping Centre	140,877
Broadstreet Properties	Seymour Pacific/Broadstreet Properties Head Office	131,084
0942069 BC Ltd.	Discovery LNG Site	112,442
Realstream Inc.	Timberline Village Shopping Centre	102,061
View Investments	Discovery Hotel	92,248
<b>Total</b>		<b>\$ 2,465,420</b>



**2021 AUDITED  
FINANCIAL  
STATEMENTS**





## CITY OF CAMPBELL RIVER FINANCIAL REPORTING RESPONSIBILITY For the Year Ended December 31, 2021

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

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



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Alaina Maher, CPA, CMA  
Director of Finance/Chief Financial Officer



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Aaron E. Daur, CPA  
Controller

# Independent Auditor's Report



## Independent Auditor's Report

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

### Opinion

We have audited the financial statements of the City of Campbell River (the "City"), which comprise the statement of financial position as at December 31, 2021, and the statements of operations, changes in net financial assets and cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2021, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

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

### Other Information

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

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

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

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

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

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

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



**ACCOUNTING > CONSULTING > TAX**  
 201, 990 CEDAR STREET, CAMPBELL RIVER B.C., V9W 7Z8  
 T: 250.287.2131 F: 250.287.2134 **MNP.ca**



## Independent Auditor's Report

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

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

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

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

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

Campbell River, British Columbia

May 9, 2022

*MNP LLP*

Chartered Professional Accountants



## CITY OF CAMPBELL RIVER STATEMENT OF FINANCIAL POSITION As at December 31, 2021

	2021	2020
<b>FINANCIAL ASSETS</b>		
Cash and investments (note 2)	107,147,911	99,444,603
Accounts receivable (note 4)	6,147,471	8,508,383
Inventory held for sale	56,704	24,648
	<b>113,352,086</b>	107,977,634
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities (note 5)	14,244,297	17,468,792
Deposits and holdbacks	5,316,001	4,497,475
Development cost charges (note 6)	12,851,727	12,720,575
Deferred revenue (note 6)	12,661,158	10,484,554
Long-term debt (note 7 & schedule 1)	10,746,957	11,651,472
	<b>55,820,140</b>	56,822,868
<b>NET FINANCIAL ASSETS</b>	<b>57,531,946</b>	51,154,766
<b>NON FINANCIAL ASSETS</b>		
Inventory of supplies	403,781	474,820
Prepays	54,099	21,400
Tangible capital assets (schedule 2)	290,325,147	285,705,342
	<b>290,783,027</b>	286,201,562
<b>ACCUMULATED SURPLUS</b> (note 9)	<b>348,314,973</b>	337,356,328

See Contingent liabilities Note 10.

See Significant events Note 18.



Alaina Maher, CPA, CMA  
Director of Finance/Chief Financial Officer



Aaron E. Daur, CPA  
Controller

The accompanying notes are an integral part of these financial statements

## CITY OF CAMPBELL RIVER STATEMENT OF OPERATIONS For the Year Ended December 31, 2021

	2021 Budget (see note 12)	<b>2021 Actual</b>	2020 Actual
<b>REVENUE</b>			
Taxes & parcel taxes (note 11)	37,376,384	<b>37,329,041</b>	35,854,588
Payments in lieu of taxes	703,700	<b>760,729</b>	711,370
Sale of services	26,507,058	<b>27,139,784</b>	23,816,603
Services provided to other governments	1,690,007	<b>1,499,057</b>	1,596,147
Transfers from other governments (note 15)	11,087,214	<b>3,586,616</b>	13,423,631
Investment and other income	966,846	<b>1,177,820</b>	921,336
Other revenue	296,142	<b>1,014,408</b>	285,472
Development cost charges recognized	3,762,699	<b>2,199,740</b>	1,351,905
Contributed tangible capital assets (note 17)	52,679	<b>4,017,610</b>	2,639,297
Gain/(loss) on disposal of tangible capital assets	-	<b>(39,543)</b>	(311,012)
	<b>82,442,729</b>	<b>78,685,262</b>	<b>80,289,337</b>
<b>EXPENSES</b>			
General government	7,653,232	<b>9,267,734</b>	9,198,207
Protective services	19,295,142	<b>18,693,861</b>	18,127,980
Transportation services	13,418,894	<b>13,508,920</b>	12,188,199
Environmental health services	2,871,703	<b>2,600,238</b>	2,609,372
Public health services	232,337	<b>247,658</b>	229,155
Development services	2,792,146	<b>2,780,745</b>	2,244,067
Parks, recreation and cultural services	8,931,602	<b>8,760,780</b>	7,758,785
Sewer utility services	4,479,518	<b>5,055,377</b>	4,184,035
Water utility services	6,077,023	<b>6,811,304</b>	6,247,816
	<b>65,751,597</b>	<b>67,726,617</b>	<b>62,787,616</b>
<b>ANNUAL SURPLUS</b>	16,691,132	<b>10,958,645</b>	17,501,721
Accumulated Surplus, Beginning of Year	337,356,328	<b>337,356,328</b>	319,854,607
<b>ACCUMULATED SURPLUS (note 9)</b>	<b>354,047,460</b>	<b>348,314,973</b>	<b>337,356,328</b>

See Budget legislative compliance Note 12.

The accompanying notes are an integral part of these financial statements



**CITY OF CAMPBELL RIVER**  
**STATEMENT OF CHANGES IN NET FINANCIAL ASSETS**  
**For the Year Ended December 31, 2021**

	2021 Budget (see note 12)	2021 Actual	2020 Actual
<b>ANNUAL SURPLUS</b>	16,691,132	<b>10,958,645</b>	17,501,721
<b>TANGIBLE CAPITAL ASSETS</b>			
Acquisition of tangible capital assets	(41,486,108)	<b>(12,913,995)</b>	(19,456,143)
Contributed tangible capital assets (note 17)	-	<b>(4,017,610)</b>	(2,639,297)
Proceeds on disposal of tangible capital assets	-	<b>87,363</b>	74,186
Loss on disposal of tangible capital assets	-	<b>39,543</b>	311,012
Writedown of tangible capital assets	-	<b>1,171,132</b>	268,148
Amortization	9,380,800	<b>11,013,762</b>	10,323,551
	(32,105,308)	<b>(4,619,805)</b>	(11,118,543)
<b>OTHER NON-FINANCIAL ASSETS</b>			
Decrease/(increase) in inventory of supplies	-	<b>71,039</b>	(81,043)
Increase in prepaids	-	<b>(32,699)</b>	(21,400)
	-	<b>38,340</b>	(102,443)
<b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	(15,414,176)	<b>6,377,180</b>	6,280,735
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	51,154,766	<b>51,154,766</b>	44,874,031
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	35,740,590	<b>57,531,946</b>	51,154,766

The accompanying notes are an integral part of these financial statements

## CITY OF CAMPBELL RIVER STATEMENT OF CASH FLOWS For the Year Ended December 31, 2021

	2021	2020
<b>OPERATING ACTIVITIES</b>		
Annual surplus	10,958,645	17,501,721
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(122,201)	(95,850)
Contributed tangible capital assets	(4,017,610)	(2,639,297)
Loss on disposal of tangible capital assets	39,543	311,012
Writedown of tangible capital assets	1,171,132	268,148
Amortization expense	11,013,762	10,323,551
Decrease/(increase) in inventory of supplies	71,039	(81,043)
Increase in prepaids	(32,699)	(21,400)
Changes in financial assets and liabilities:		
Accounts receivable	2,360,912	(1,084,566)
Inventory held for resale	(32,056)	5,128
Accounts payable and accrued liabilities	(3,224,495)	6,415,761
Deposits and holdbacks	818,526	(155,461)
Development cost charges	131,152	213,756
Deferred revenue	2,176,604	(2,253,556)
	21,312,254	28,707,904
<b>CAPITAL ACTIVITIES</b>		
Proceeds on sale of tangible capital assets	87,363	74,186
Acquisition of tangible capital assets	(12,913,995)	(19,456,143)
	(12,826,632)	(19,381,957)
<b>FINANCING ACTIVITIES</b>		
Debt principal repaid	(782,314)	(779,937)
	(782,314)	(779,937)
<b>INCREASE IN CASH AND INVESTMENTS</b>	<b>7,703,308</b>	<b>8,546,010</b>
<b>CASH AND INVESTMENTS BEGINNING OF YEAR</b>	<b>99,444,603</b>	<b>90,898,593</b>
<b>CASH AND INVESTMENTS, END OF YEAR</b>	<b>107,147,911</b>	<b>99,444,603</b>
<b>INTEREST RECEIVED</b>	<b>716,090</b>	<b>724,506</b>
<b>INTEREST PAID</b>	<b>421,712</b>	<b>454,851</b>

The accompanying notes are an integral part of these financial statements

# CITY OF CAMPBELL RIVER

## NOTES TO THE FINANCIAL STATEMENTS

### For the Year Ended December 31, 2021

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

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

#### 1. Significant accounting policies

##### a) Basis of presentation

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

##### b) Reporting entity

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

The Cemetery Trust Funds administered by the City are specifically excluded from the Financial Statements and are reported separately (Note 3).

##### c) Accrual accounting

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

##### d) Revenue recognition

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

###### i) Taxation

Taxes for Municipal Purposes are recognized in the year levied. Levies imposed by other taxing authorities (Note 11) are not included in these financial statements.



# CITY OF CAMPBELL RIVER

## NOTES TO THE FINANCIAL STATEMENTS

### For the Year Ended December 31, 2021

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

##### ii) Sale of services

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

##### iii) Transfers from other governments

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

##### iv) Other revenue

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

##### v) Development cost charges and other deferred revenues

Development cost charges are recognized in the year that they are used to fund an eligible capital project that has been authorized by bylaw. Receipts which are restricted by agreement with external parties are reported as Deferred Revenue at the time they are received. When the qualifying expenses are incurred the related Deferred Revenue is brought into revenue. Deferred Revenues are comprised of the amounts shown in Note 6.

#### e) Cash and investments

Investments are held with the Municipal Finance Authority of BC (MFA). The Money Market Fund and the High Interest Savings Accounts offered by the MFA provide 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 investment balances detailed in Note 2 are reported at market value which is also cost on December 31, 2021.

#### f) Long-term debt

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

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2021

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

**g) Financial instruments**

The City's financial instruments consist of cash and investments, accounts receivable, accounts payable and accrued liabilities, deposits and holdbacks, short-term 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 long-term debt are set at fixed rates for the term. The City does not have significant foreign currency denominated transactions. Accounts receivable are due from a broad base of customers, except as otherwise commented on in Note 4.

**h) Non-financial assets**

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

**i) Tangible capital assets**

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

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

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

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

**ii) Inventory**

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

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2021

### 1. Significant accounting policies (continued)

#### i) Use of estimates/measurement uncertainty

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

#### j) Liability for contaminated sites

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2021.

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

### 2. Cash and investments

	2021	2020
General operating fund	90,855,804	83,693,831
Development cost charges deferred revenue	12,851,727	12,720,575
Capital lending reserve fund	2,752,286	2,245,486
Parkland acquisition reserve fund	531,055	629,227
Other bank investments	157,039	155,484
	107,147,911	99,444,603

The City's investment policy is designed to provide the optimal blend of investment security and rate of return while meeting the operational requirements of the City while maintaining compliance with restrictions imposed by the Community Charter. The investment policy applies to all cash assets of the City not required for immediate operational needs. All current investments are held within the MFA Money Market Fund (MMF) and High Interest Savings Accounts which are accessible within one business day. The monthly average interest rate was 0.69% (2020 - 0.85%).



## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2021

### 3. Trust funds

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

	December 31, 2020	Collections	Expenses	December 31, 2021
CR Municipal Cemetery	338,363	5,484	-	343,847
Elk Falls Memorial Cemetery	258,093	4,183	-	262,276
	<u>596,456</u>	<u>9,667</u>	<u>-</u>	<u>606,123</u>

### 4. Accounts receivable

	2021	2020
Property taxes	1,526,377	1,644,822
Due from other governments	1,072,415	3,341,980
Other	3,548,679	3,521,581
	<u>6,147,471</u>	<u>8,508,383</u>

Other receivables include an amount from one customer of \$426,596 (2020 - \$486,931) which is a structured payment established through a local service agreement and is collected as part of the annual tax levy with the final payment occurring in 2027. The annual repayment amount is \$81,353 based on an interest rate of 4.71% over the 20 year repayment term. There are 6 years remaining on the repayment term.

### 5. Accounts payable and accrued liabilities

	2021	2020
Trade accounts payable	1,932,936	2,269,448
Due to other governments	7,054,796	10,030,611
Accrued liabilities	209,684	216,200
Accrued wages and benefits	4,964,160	4,867,670
Accrued interest	82,721	84,863
	<u>14,244,297</u>	<u>17,468,792</u>

Included in accrued liabilities is a liability for a contaminated site the City owns. The site is potentially contaminated with elevated levels of minerals in its soil and groundwater from its former use as a dumping site for industrial wood waste and requires remediation to an acceptable environmental standard. The City has estimated that the necessary remediation will cost approximately \$190,000 (2020 - \$190,000) based on a letter of opinion from the City's consultant.

Full-time permanent employees receive up to one-third or one-sixth of their sick bank on retirement, per their respective collective agreement. Permanent employees are also entitled to awards of supplemental vacation on certain anniversary years. The value of the liabilities for sick leave and supplemental vacation as at December 31, 2021 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts.

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2021

### 5. Accounts payable and accrued liabilities (continued)

#### Accrued wages and benefits:

	2021	2020
Employee future benefits	1,791,800	1,842,200
Vacation liability	825,017	1,015,660
Banked overtime liability	327,300	267,317
Wages and other accruals	2,020,043	1,742,493
	<b>4,964,160</b>	<b>4,867,670</b>

#### Employee future benefits:

	2021	2020
Accrued benefit obligation - beginning	1,842,200	1,653,400
Current service cost	164,500	139,900
Interest cost	39,900	46,100
Benefits paid	(171,300)	(164,000)
Recognition of Actuarial loss/gain	(83,500)	166,800
	<b>1,791,800</b>	<b>1,842,200</b>
Discount rate	2.50%	2.10%
Inflation rate	2.50%	2.50%

### 6. Development cost charges and deferred revenue

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

The funded DCC's are disclosed as cash and investments in Note 2 and total \$12,851,727 (2020 - \$12,720,575).

	December 31, 2020	Transfers	Collections	December 31, 2021
Development cost charges				
Park development	1,062,162	-	178,668	1,240,830
Parkland acquisition	1,118,372	-	329,767	1,448,139
Roads	3,129,303	2,197,970	500,251	1,431,584
Sanitary sewer	1,307,085	-	316,753	1,623,838
Storm drains	1,714,568	-	365,541	2,080,109
Water	4,389,085	1,770	639,912	5,027,227
	<b>12,720,575</b>	<b>2,199,740</b>	<b>2,330,892</b>	<b>12,851,727</b>
Deferred revenue				
Future local improvements	2,529,473	22,531	-	2,506,942
Prepaid property taxes	3,220,831	5,930,269	6,365,804	3,656,366
Community Works Fund	2,981,057	1,460,016	2,948,037	4,469,078
Parkland acquisition	629,227	102,528	4,355	531,054
Other	1,123,966	598,764	972,516	1,497,718
	<b>10,484,554</b>	<b>8,114,108</b>	<b>10,290,712</b>	<b>12,661,158</b>
	<b>23,205,129</b>	<b>10,313,848</b>	<b>12,621,604</b>	<b>25,512,885</b>

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2021

### 7. Long-term debt

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

Year	General	Sewer	Water	Total
2022	128,977	333,084	398,957	861,018
2023	145,277	360,431	440,971	946,679
2024	26,897	371,636	454,200	852,733
2025	15,887	383,191	467,826	866,904
2026	-	355,200	481,861	837,061
2027 & thereafter	-	2,822,476	3,560,086	6,382,562
<b>Total Long Term Debt</b>	<b>317,038</b>	<b>4,626,018</b>	<b>5,803,901</b>	<b>10,746,957</b>

The interest payments for the next five years are:

Year	General	Sewer	Water	Total
2022	44,911	141,510	216,650	403,071
2023	42,334	141,510	216,650	400,494
2024	5,378	141,510	216,650	363,538
2025	2,373	141,510	216,650	360,533
2026	-	135,750	216,650	352,400
2027 & thereafter	-	957,600	1,327,025	2,284,625
<b>Total Interest Payments</b>	<b>94,996</b>	<b>1,659,390</b>	<b>2,410,275</b>	<b>4,164,661</b>

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 10b).

### 8. Municipal Finance Authority debt reserve fund

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

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

	2021	2020
General	24,248	23,843
Sewer	63,999	62,929
Water	78,358	77,048
	<b>166,605</b>	<b>163,820</b>



## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2021

### 9. Accumulated surplus

	2021	2020
Unappropriated surplus		
General	4,400,000	4,400,000
Sewer	800,000	800,000
Water	850,000	850,000
	<b>6,050,000</b>	6,050,000
Non-statutory reserves		
General	23,903,010	20,354,941
Airport	66,008	166,035
Sewer	12,062,612	13,544,683
Water	24,600,030	21,641,308
	<b>60,631,660</b>	55,706,967
Statutory reserves		
Capital lending	2,752,286	2,245,486
Investment in tangible capital assets	<b>278,881,027</b>	273,353,875
Total	<b>348,314,973</b>	337,356,328

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

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

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

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

### 10. Contingent liabilities

#### a) Pension liability

The municipality and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2020, the plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from local governments.

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2021

### 10. Contingent liabilities (continued)

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

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The City of Campbell River paid \$2,011,686 (2020 - \$1,988,410) for employer contributions, while employees contributed \$1,662,581 (2020 - \$1,657,994) to the plan in fiscal 2021. The City of Campbell River expects to pay \$1,971,000 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2021, with results available in 2022.

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

#### b) Regional District debt

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

#### c) Other claims and contingent liabilities

In the course of a year, the City is faced with lawsuits, assessment appeals on property values, and other claims for damages and management believes the exposure to be insignificant. As at December 31, 2021 there existed several claims which management believes may be successful against the City. The City has recorded a liability for these claims, as it believes a reasonable estimate can be made. An accrued liability of \$21,308 (2020 - \$26,655) has been recorded for these claims.

### 11. Property taxation

	2021	2020
<b>Municipal Taxation:</b>		
General municipal property taxes	<b>34,625,075</b>	33,325,984
Local service taxes	<b>81,353</b>	81,353
Parcel taxes	<b>2,106,064</b>	1,926,006
1% utility tax	<b>516,549</b>	521,245
<b>Total municipal taxation</b>	<b>37,329,041</b>	<b>35,854,588</b>

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2021

### 11. Property taxation (continued)

<b>Collections for Other Taxing Authorities:</b>		
BC Assessment Authority	<b>373,451</b>	362,294
Comox Strathcona Regional Hospital District	<b>3,200,761</b>	4,290,122
Comox Strathcona Regional Solid Waste Board	<b>1,265,316</b>	1,506,277
Municipal Finance Authority	<b>1,681</b>	1,594
Provincial School Levy	<b>17,317,190</b>	15,095,895
Strathcona Regional District	<b>6,939,812</b>	6,944,190
Regional Library	<b>1,677,091</b>	1,616,188
<b>Total collections for other taxing authorities</b>	<b>30,775,302</b>	29,816,560
<b>Payments to other taxing authorities</b>	<b>(30,775,302)</b>	(29,816,560)
<b>Net taxation for municipal purposes</b>	<b>37,329,041</b>	35,854,588

### 12. Budget legislative compliance

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

The budget amounts presented throughout these financial statements are based on the Ten Year Financial Plan bylaw adopted by Council on December 14, 2020, to the exception of the amounts noted below.

Adjustments to the 2021-2030 Financial Plan Annual Surplus:	
Annual surplus, as per Statement of Operations	<b>16,691,132</b>
Adjustments for non-cash item:	
Amortization offset	<b>9,380,800</b>
Debt principal repayments	<b>(782,312)</b>
Capital expenses	<b>(41,486,108)</b>
Net transfer from reserves & unappropriated surplus	<b>16,196,488</b>
	<b>-</b>

### 13. Contractual Rights

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

	<b>Lease/Rental Revenue</b>	<b>Local Area Service</b>
2022	357,254	81,353
2023	308,688	81,353
2024	241,026	81,353
2025	177,727	81,353
2026	177,727	81,353
Thereafter, to completion	2,031,112	81,353
<b>Total Contractual Rights</b>	<b>3,293,534</b>	<b>488,118</b>



# CITY OF CAMPBELL RIVER

## NOTES TO THE FINANCIAL STATEMENTS

### For the Year Ended December 31, 2021

#### 14. Segmented reporting

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

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

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

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

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

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

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

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

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

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

#### 15. Government transfers

	<u>2021</u>	<u>2020</u>
Federal	2,078,652	7,778,104
Provincial	1,457,964	5,595,527
Regional	50,000	50,000
	<u>3,586,616</u>	<u>13,423,631</u>

#### 16. Comparative figures

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

#### 17. Contributed Tangible Capital Assets

\$4,017,610 of contributed tangible capital assets were received in 2021. These assets consisted of subdivision installations (roads, drainage, water and sewer assets), a bike skills park and the Highway 19A improvement project. These contributed assets are reported on the Statement of Changes in the Net Financial Assets.

#### 18. Significant events

In March 2020, the COVID-19 outbreak has caused governments worldwide to enact emergency measures to combat the spread of the virus. These measures, which include the implementation of facility closures, travel restrictions, self-isolation periods, and social and physical distancing, will have a significant impact on the local and global economy. At this time, it is not possible to reliably estimate the length and severity of the COVID-19 outbreak and how it may impact the City's financial results but the City did experience supply chain disruptions, staffing shortages and delays in project delivery in 2021.

# CITY OF CAMPBELL RIVER FINANCIAL STATEMENTS SCHEDULE OF LONG-TERM DEBT As at December 31, 2021

## SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2020	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2021
<b>Long-term debt</b>								
General								
3303	Issue #103	23/04/23	2.65	48,541	-	9,713	5,837	<b>32,991</b>
3301	Issue #104	20/11/23	2.90	171,097	-	34,235	20,576	<b>116,286</b>
3302	Issue #104	20/11/23	2.90	124,797	-	24,971	15,008	<b>84,818</b>
3302	Issue #106	13/10/24	2.25	43,592	-	6,668	3,597	<b>33,327</b>
3301	Issue #112	06/10/25	1.28	74,241	-	9,953	3,891	<b>60,397</b>
				<u>462,268</u>	<u>-</u>	<u>85,540</u>	<u>48,909</u>	<u><b>327,819</b></u>
Sanitary Sewer								
3345	Issue #112	12/10/26	1.28	180,182	-	24,157	9,444	<b>146,581</b>
3345	Issue #117	06/10/26	1.47	258,844	-	27,418	11,606	<b>219,820</b>
3519	Issue #147	09/04/32	2.66	4,541,920	-	258,080	7,742	<b>4,276,098</b>
				<u>4,980,946</u>	<u>-</u>	<u>309,655</u>	<u>28,792</u>	<u><b>4,642,499</b></u>
Water								
3518	Issue #141	07/04/32	2.80	2,418,057	-	155,923	14,458	<b>2,247,676</b>
3518	Issue #145	23/04/33	3.15	3,830,672	-	231,196	14,080	<b>3,585,396</b>
				<u>6,248,729</u>	<u>-</u>	<u>387,119</u>	<u>28,538</u>	<u><b>5,833,072</b></u>
Accrued actuarial adjustment				<u>(40,471)</u>	<u>-</u>	<u>-</u>	<u>15,962</u>	<u><b>(56,433)</b></u>
<b>Total long-term debt</b>				<u><b>11,651,472</b></u>	<u><b>-</b></u>	<u><b>782,314</b></u>	<u><b>122,201</b></u>	<u><b>10,746,957</b></u>

## CITY OF CAMPBELL RIVER FINANCIAL STATEMENTS TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE As at December 31, 2021

**SCHEDULE 2**

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2021	Total 2020
<b>COST</b>							
Opening balance	33,222,152	43,301,588	31,466,168	381,177,972	17,177,247	506,345,107	485,578,908
Adjustments	(310,303)	310,303	-	-	-	-	-
Additions	102,528	2,055	1,498,438	10,280,959	1,030,015	12,913,995	19,456,143
Contributed tangible capital assets	-	-	-	4,017,610	-	4,017,610	2,639,297
Construction completed	-	1,608,207	89,099	13,625,631	(15,322,937)	-	-
Writedowns	-	-	-	-	(1,171,132)	(1,171,132)	(268,148)
Disposals	(88)	-	(596,434)	(573,755)	-	(1,170,277)	(1,061,093)
Closing balance	33,014,289	45,222,133	32,457,271	408,528,417	1,713,193	520,935,303	506,345,107
<b>ACCUMULATED AMORTIZATION</b>							
Opening balance	-	23,469,327	16,519,848	180,650,590	-	220,639,765	210,992,109
Amortization current year	-	1,103,246	1,480,372	8,430,144	-	11,013,762	10,323,551
Amortization from writedowns	-	-	-	-	-	-	-
Amortization from disposals	-	-	(565,674)	(477,697)	-	(1,043,371)	(675,895)
Closing balance	-	24,572,573	17,434,546	188,603,037	-	230,610,156	220,639,765
<b>NET BOOK VALUE</b>	<b>33,014,289</b>	<b>20,649,560</b>	<b>15,022,725</b>	<b>219,925,380</b>	<b>1,713,193</b>	<b>290,325,147</b>	<b>285,705,342</b>
<b>NET BOOK VALUE (PRIOR YEAR)</b>	<b>33,222,152</b>	<b>19,832,241</b>	<b>14,946,320</b>	<b>200,527,382</b>	<b>17,177,247</b>		



# CITY OF CAMPBELL RIVER FINANCIAL STATEMENTS SCHEDULE OF SEGMENTED REPORTING For the Year Ended December 31, 2021

SCHEDULE 3  
(page 1 of 2)

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
<b>REVENUE</b>												
Taxes & parcel taxes (note 11)	35,144,129	33,851,997	-	-	854,160	680,016	-	-	-	-	78,848	76,585
Payments in lieu of taxes	760,729	711,370	-	-	-	-	-	-	-	-	-	-
Sale of services	429,494	417,419	1,924,043	1,919,649	2,737,097	1,522,406	2,790,382	2,628,925	95,789	111,135	2,265,833	1,606,517
Services provided to other governments	1,005,824	1,013,758	418,918	505,419	-	-	-	-	74,315	76,970	-	-
Transfers from other governments (note 15)	681,990	9,742,245	473,066	433,608	2,305,830	3,214,950	-	20,000	-	-	115,211	14,300
Investment and other income	853,174	567,414	-	-	1,189	2,961	-	-	-	-	-	-
Other revenue	-	-	-	-	716,305	245,336	13,385	22,220	-	-	-	416
Development cost charges recognized	-	-	-	-	2,197,970	1,351,905	-	-	-	-	-	-
Contributed tangible capital assets (note 17)	-	806,729	-	-	2,928,075	1,252,837	-	-	-	-	-	-
Gain/(loss) on disposal of tangible capital assets	-	-	-	-	34,393	(280,547)	-	-	-	-	-	-
	<b>38,875,340</b>	<b>47,110,332</b>	<b>2,816,027</b>	<b>2,858,676</b>	<b>11,775,019</b>	<b>7,989,864</b>	<b>2,803,767</b>	<b>2,671,145</b>	<b>170,104</b>	<b>188,105</b>	<b>2,459,892</b>	<b>1,697,818</b>
<b>EXPENSES</b>												
Amortization & writedowns	421,611	327,580	416,954	408,974	4,843,737	4,589,256	-	-	21,041	9,883	-	-
Interest & debt issue expenses	8,869	26,440	-	-	44,911	49,453	-	-	-	-	-	-
Operating expenses	2,943,355	2,754,500	9,397,936	9,369,229	6,416,286	5,012,733	2,536,886	2,556,475	41,784	47,199	1,569,300	938,064
Wages & benefits	5,893,899	6,089,687	8,878,971	8,349,777	2,203,986	2,536,757	63,352	52,897	184,833	172,073	1,211,445	1,306,003
	<b>9,267,734</b>	<b>9,198,207</b>	<b>18,693,861</b>	<b>18,127,980</b>	<b>13,508,920</b>	<b>12,188,199</b>	<b>2,600,238</b>	<b>2,609,372</b>	<b>247,658</b>	<b>229,155</b>	<b>2,780,745</b>	<b>2,244,067</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>29,607,606</b>	<b>37,912,725</b>	<b>(15,877,834)</b>	<b>(15,269,304)</b>	<b>(1,733,901)</b>	<b>(4,198,335)</b>	<b>203,529</b>	<b>61,773</b>	<b>(77,554)</b>	<b>(41,050)</b>	<b>(320,853)</b>	<b>(546,249)</b>

See Note 14 for description of Segment Reporting categories.

# CITY OF CAMPBELL RIVER FINANCIAL STATEMENTS SCHEDULE OF SEGMENTED REPORTING For the Year Ended December 31, 2021

SCHEDULE 3  
(page 2 of 2)

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
<b>REVENUE</b>										
Taxes and parcel taxes	526,732	524,179	36,603,869	35,132,777	725,172	721,811	-	-	37,329,041	35,854,588
Payments in lieu of taxes	-	-	760,729	711,370	-	-	-	-	760,729	711,370
Sale of services	782,090	614,736	11,024,728	8,820,787	6,651,460	6,189,833	9,463,596	8,805,983	27,139,784	23,816,603
Services provided to other governments	-	-	1,499,057	1,596,147	-	-	-	-	1,499,057	1,596,147
Transfers from other governments	519	(1,472)	3,576,616	13,423,631	-	-	10,000	-	3,586,616	13,423,631
Investment and other income	-	-	854,363	570,375	129,438	151,572	194,019	199,389	1,177,820	921,336
Other revenue	53,066	17,500	782,756	285,472	94,879	-	136,773	-	1,014,408	285,472
Development cost charges recognized	-	-	2,197,970	1,351,905	-	-	1,770	-	2,199,740	1,351,905
Contributed tangible capital assets	-	-	2,928,075	2,059,566	579,035	183,763	510,500	395,968	4,017,610	2,639,297
Loss on disposal of tangible capital assets	-	-	34,393	(280,547)	(27,761)	(5,918)	(46,175)	(24,547)	(99,543)	(311,012)
	<b>1,362,407</b>	<b>1,154,943</b>	<b>60,262,556</b>	<b>63,671,483</b>	<b>8,152,223</b>	<b>7,241,061</b>	<b>10,270,483</b>	<b>9,376,793</b>	<b>78,685,262</b>	<b>80,289,337</b>
<b>EXPENSES</b>										
Amortization & write-downs	1,669,231	1,626,444	7,372,574	6,962,137	1,586,137	1,395,069	2,055,051	1,966,345	11,013,762	10,323,551
Interest & debt issue expenses	-	-	53,780	75,893	151,283	162,308	216,650	216,650	421,713	454,851
Operating expenses	2,642,579	2,362,834	25,548,126	23,041,034	2,188,840	1,610,237	2,739,708	2,161,931	30,476,674	26,813,202
Wages & benefits	4,448,970	3,769,507	22,885,456	22,276,701	1,129,117	1,016,421	1,799,895	1,902,890	25,814,468	25,196,012
	<b>8,760,780</b>	<b>7,758,785</b>	<b>55,859,936</b>	<b>52,355,765</b>	<b>5,055,377</b>	<b>4,184,035</b>	<b>6,811,304</b>	<b>6,247,816</b>	<b>67,726,617</b>	<b>62,787,616</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>(7,398,373)</b>	<b>(6,603,842)</b>	<b>4,402,620</b>	<b>11,315,718</b>	<b>3,096,846</b>	<b>3,057,026</b>	<b>3,459,179</b>	<b>3,128,977</b>	<b>10,958,645</b>	<b>17,501,721</b>

See Note 14 for description of Segment Reporting categories.

**CITY OF CAMPBELL RIVER  
FINANCIAL STATEMENTS  
SCHEDULE OF COVID-19 SAFE RESTART  
GRANT FOR LOCAL GOVERNMENT FUNDS  
As at December 31, 2021**

SCHEDULE 4

Description	Balance at December 31, 2020	Annual Interest Allocation	Amounts Spent	Amounts Used for Lost Revenues	Ending Balance
<b>Opening Balance</b>					
COVID-19 Safe Restart Grant for Local Governments funding	3,894,679		-	-	
Transfer to offset lost revenue at the Airport				170,246	
Airport Facility Re-opening and Operating Costs			28,400		
COVID-19 Vaccine Passport Security Booths at the Sportsplex and Community Center			50,825		
Facility Re-opening and Operating Costs			40,000		
Interest allocated on reserve balances	-	27,201	-	-	
<b>Closing Balance</b>	<b>3,894,679</b>	<b>27,201</b>	<b>119,225</b>	<b>170,246</b>	<b>3,632,409</b>









# Permissive Tax Exemptions

Permissive tax exemptions are designed to support non-profit community groups that add to Campbell River's quality of life by delivering economic, social and cultural programs and which, under ordinary circumstances, would be subject to property tax.

Organizations such as hospitals, schools, and places of religious worship are statutorily exempt from property taxation under Section 220 of the Community Charter.

The City recognizes the important services provided by these nonprofit groups for the betterment of the quality of life for the citizens and visitors to our community.

## PERMISSIVE TAX EXEMPTIONS

### Health, Housing and Community Services

Organization	Civic Address	%PTE Awarded	City Taxes
British Columbia Society for the Prevention of Cruelty to Animals (BCSPCA)	891 13th Ave (portion of)	100%	\$ 2,322
Campbell River Air Youth Association	2371 Airport Dr	100%	\$ 1,501
Campbell River Alano Club	301 10th Ave	100%	\$ 2,731
Campbell River and District Association for Community Living	1065 Greenwood St	100%	\$ 1,650
Campbell River and District Association for Community Living	1153 Greenwood St	100%	\$ 5,557
Campbell River and District Association for Community Living	1185 Greenwood St	100%	\$ 3,855
Campbell River and District Association for Community Living	1261 Shellbourne Blvd	100%	\$ 1,448
Campbell River and District Association for Community Living	1441 Ironwood St	100%	\$ -
Campbell River and District Association for Community Living	1841 Island Hwy	100%	\$ 2,582
Campbell River and District Association for Community Living	1851 Island Hwy	100%	\$ 1,459
Campbell River and District Association for Community Living	301 Dogwood St	100%	\$ 10,685
Campbell River and District Association for Community Living	435 Jesmar Pl	100%	\$ 2,088
Campbell River and District Food Bank Society	1393 Marwalk Cres	100%	\$ 3,855



## PERMISSIVE TAX EXEMPTIONS

### Health, Housing and Community Services

Organization	Civic Address	%PTE Awarded	City Taxes
Campbell River and North Island Transition Society	1116 Dogwood St	100%	\$ 1,137
Campbell River and North Island Transition Society	608 Alder St	100%	\$ 1,468
Campbell River Child Care Society	1048 Hemlock St	100%	\$ 998
Campbell River Child Care Society	394 Leishman Rd	100%	\$ 3,832
Campbell River Dragon Boat Society	1400 Ironwood St (portion of)	100%	\$ 117
Campbell River Family Services Society	427 10th Ave (portion of)	100%	\$ 4,561
Campbell River Head Injury Support Society	1710 16th Ave	100%	\$ 4,108
Campbell River Head Injury Support Society	1720 16th Ave	100%	\$ 4,108
Campbell River Head Injury Support Society	591 9th Ave	100%	\$ 3,408
Campbell River Hospice Society	440 Evergreen Rd	100%	\$ 6,332
Canadian Red Cross Society	520 2nd Ave (portion of)	100%	\$ 1,853
Communitas Supportive Care Society	A-1423 16th Ave	100%	\$ 7,108
Fraternal Order of Eagles 3097	1999 14th Ave	100%	\$ 10,071

## PERMISSIVE TAX EXEMPTIONS

### Health, Housing and Community Services

Organization	Civic Address	%PTE Awarded	City Taxes
Governing Council of the Salvation Army	1381 Cedar St	100%	\$ 6,772
Habitat for Humanity Vancouver Island North Society	1725 Willow St (portion of)	100%	\$ 14,656
John Perkins Memorial Housing Society (Royal Canadian Legion)	931 14th Ave	100%	\$ 1,046
Navy League of Canada	911 - 931 13th Ave	100%	\$ 3,738
North Island Supportive Recovery Society	647 Birch St	100%	\$ 1,729
Opportunities Career Services Society	101 - 300 St. Ann's Road	100%	\$ 3,519
The John Howard Society of North Island	140-10th Ave	100%	\$ 16,335
The John Howard Society of North Island	91 Dogwood St	100%	\$ 1,646
The John Howard Society of North Island	980 Alder St (portion of)	100%	\$ 7,143
Total Change Ministries	1691 Island Hwy	100%	\$ 408
Willow Point Lions Club Society	2165 Island Hwy S	100%	\$ 4,144
Willow Point Supportive Living Society	1 142 Larwood Rd	100%	\$ 870
Willow Point Supportive Living Society	10 142 Larwood Rd	100%	\$ 870

## PERMISSIVE TAX EXEMPTIONS

### Health, Housing and Community Services

Organization	Civic Address	%PTE Awarded	City Taxes
Willow Point Supportive Living Society	12 142 Larwood Rd	100%	\$ 5,233
Willow Point Supportive Living Society	2 142 Larwood Rd	100%	\$ 842
Willow Point Supportive Living Society	3 142 Larwood Rd	100%	\$ 842
Willow Point Supportive Living Society	4 142 Larwood Rd	100%	\$ 842
Willow Point Supportive Living Society	5 142 Larwood Rd	100%	\$ 870
Willow Point Supportive Living Society	8 142 Larwood Rd	100%	\$ 870
Willow Point Supportive Living Society	9 142 Larwood Rd	100%	\$ 842
<b>Health, Housing and Community Services Total</b>			<b>\$ 177,103</b>



## PERMISSIVE TAX EXEMPTIONS

### Culture and Recreation

Organization	Civic Address	%PTE Awarded	City Taxes
Association Francophone de Campbell River	891 13th Ave (portion of)	100%	\$ 2,318
Campbell River Curling Club	260 Cedar St	100%	\$ 13,163
Campbell River Eagles Water Ski Club	Mclvor Lake Park	100%	\$ 384
Campbell River Fish and Wildlife Association	2641 Campbell River Rd	100%	\$ 4,736
Campbell River Gun Club Society	2600 Quinsam Rd	100%	\$ 1,352
Campbell River Gymnastics Association	1394A Marwalk Crescent	100%	\$ 5,950
Campbell River Minor Hockey Association	225 Dogwood St S (portion of)	100%	\$ 565
Campbell River Motocross Association	7021 Gold River Hwy	100%	\$ 3,566
Campbell River Trail Riders Association	900 Parkside Dr	100%	\$ 4,603
Campbell River Tyee Judo Club	450B Merecroft Rd	100%	\$ 2,237
Campbell River Wado Karate Club	450B Merecroft Rd	100%	\$ 2,052
Campbell River Youth Soccer Association	450 Merecroft Rd	100%	\$ 1,612
Nature Trust of BC	3200 Willow Creek Rd	100%	\$ 3,485
River City Players Society	1080 Hemlock St	100%	\$ 4,919
Tyee Club of British Columbia	2951 Spit Rd	100%	\$ 521
Campbell River Skating Club	225 Dogwood St S (portion of)	100%	\$ 111
<b>Culture and Recreation Total</b>			<b>\$ 51,574</b>

## PERMISSIVE TAX EXEMPTIONS

### Property used for City Purposes

Organization	Civic Address	%PTE Awarded	City Taxes
Campbell River and District Museum and Archives Society (Haig-Brown)	2250 Campbell River Rd	100%	\$ 5,848
Campbell River and District Museum and Archives Society (Museum)	470 Island Hwy	100%	\$ 57,282
Campbell River Arts Council	2131 S Island Hwy	100%	\$ 5,532
Campbell River Maritime Heritage Society	PO Box 25083 RPO Tye Campbell River, BC V9W 0B7	100%	\$ 36,166
Campbell River Public Art Gallery	1235 Shoppers Row (portion of)	100%	\$ -
Campbell River Search and Rescue Society	261 Larwood Rd	100%	\$ -
Campbellton Neighbourhood Association (Community Garden)	1721 15th Ave	100%	\$ 1,841
Campbellton Neighbourhood Association (Community Garden)	1741 15th Ave	100%	\$ 1,841
Comox Valley Regional District	6300 Argonaut Road	100%	\$ 4,725
Comox Valley Regional District	6700 Argonaut Road	100%	\$ 6,573
Greenways Land Trust	2251 Campbell River Rd	100%	\$ 10,659
Greenways Land Trust	1909 Lawson Grove	100%	\$ -
Nature Conservancy of Canada	2485 Island Hwy	100%	\$ 6,298
Nature Trust of BC	1201 Homewood Rd	100%	\$ 4,976
Nature Trust of BC	Homewood Rd	100%	\$ 3,869
Tidemark Theatre Society	1220 Shoppers Row	100%	\$ -
Tourist Information Centre	1235 Shoppers Row (portion of)	100%	\$ -
Eagles Found Bike Program	900 Alder St (portion of)	100%	\$ 189
Campbell River Seniors Centre Society	1400 Ironwood St (portion of)	100%	\$ 840
Campbell River Volunteer Society	900 Alder St (portion of)	100%	\$ 791
<b>Property Used for City Purposes Total</b>			<b>\$ 147,430</b>

## PERMISSIVE TAX EXEMPTIONS

### Churches and Places of Worship

Organization	Civic Address	%PTE Awarded	City Taxes
Anglican Synod Diocese of BC (St. Peter's Anglican Church)	228 S Dogwood St	100%	\$ 6,013
BC Conference of Mennonite Brethern Churches (Discovery Community Church)	250 10th Ave	100%	\$ 603
Bethany Evangelical Lutheran Church	201 Birch St	100%	\$ 1,805
Bishop of Victoria (St. Patrick's Parish)	34 Alder St S (portion of)	100%	\$ 5,400
Campbell River Baptist Church	260 S Dogwood St	100%	\$ -
Campbell River Church of Christ	226 Hilchey Rd	100%	\$ 2,425
Campbell River Church of the Way	451 7th Ave	100%	\$ 1,288
Campbell River Vineyard Christian Fellowship	2215 Campbell River Rd	100%	\$ 1,617
Centre for Spiritual Living Campbell River	516 Dogwood St S	75%	\$ 1,268
Centre for Spiritual Living Campbell River	516 Dogwood St S	100%	\$ -
Church of Jesus Christ of Latter-Day Saints in Canada	460 Goodwin Rd	100%	\$ 3,209
Foursquare Gospel Church of Canada	403 5th Ave	100%	\$ 1,295
Foursquare Gospel Church of Canada	415 5th Ave	100%	\$ 699
Foursquare Gospel Church of Canada	422 Colwyn St	100%	\$ 1,946
Governing Council of Salvation Army in Canada	291 Mclean St	100%	\$ 1,805
Pentecostal Assemblies of Canada (Christian Life Fellowship)	445 Mercroft Rd	100%	\$ 3,015
Seventh Day Adventist Church	300 Thulin St	100%	\$ 1,983
Trinity Presbyterian Church	145 Simms Rd	100%	\$ 2,565
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	100%	\$ 2,527
Guru Nanak Sikh Society	735 Pinecrest Rd	100%	\$ 2,692
Campbell River United Church	415 Pinecrest Rd	100%	\$ 2,715
<b>Churches Total</b>			<b>\$ 44,870</b>





# Community Partnership Grants

The Community Partnership Program Grants are designed to support community arts and culture groups with the delivery of services and/or major events. These groups assist the City in fulfilling the principle objective of promoting a dynamic arts and cultural community, while promoting a positive community spirit in Campbell River.

## COMMUNITY PARTNERSHIP GRANTS

Organization	Community Grants
<b>Core Operating Assistance</b>	
Campbell River and District Public Art Gallery	\$80,000
Campbell River Community Arts Council	\$27,000
Campbell River Museum and Archives (Haig Brown House)	\$51,000
Campbell River and Archives (Museum)	\$ 203,300
Tidemark Theatre Society	\$188,700
<b>Core Operating Assistance Total</b>	<b>\$ 550,000</b>
<b>Ongoing Events and/or Services</b>	
Campbell River Salmon Festival	\$25,000
Volunteer Campbell River	\$1,500
North Island Cruisers	\$4,000
Campbell River Arts Council Banners Program	\$5,000
<b>Ongoing Events and/or Services Total</b>	<b>\$35,500</b>
<b>Discretionary</b>	
Campbell River Volunteer Search and Rescue	\$9,500
Discovery Coast Greenways Land Trust	\$30,000
<b>Discretionary Total</b>	<b>\$39,500</b>
<b>One-off Special Events and/or Travel Grants Total</b>	<b>\$--</b>
<b>Recreation and Culture Facility Rental Grants Total</b>	<b>\$20,000</b>
<b>Grand Total</b>	<b>\$645,000</b>



# Strategic Community Investment Funds

The Strategic Community Investment Fund includes the Traffic Fine Revenue Sharing Program, Small Community Grant and Regional District Grant Programs.

The City has discretion and flexibility to use the unconditional funding to meet their local needs in various ways including more policing, new equipment, increased community safety initiatives, infrastructure, and administration and service delivery priorities.

## Strategic Community Investment Funds

### (1) SCI FUNDS RECEIVED OR ANTICIPATED:

Payments under the small community, regional district and traffic fine revenue sharing portions of the Strategic Community Investment Funds (SCI Funds) will be set out separately in the local government's SCI Funds Agreement.


Strategic Community Investment Funds	Use	Date	Amount Received
Traffic Fine Revenue Sharing Grants	Defray the cost of local police enforcement	2017	\$ 380,250
		2018	\$ 379,099
		2019	\$ 367,922
		2020	\$ 433,608
		2021	\$473,066

### (2) SCI FUNDS INTENDED USE, PERFORMANCE TARGETS AND PROGRESS MADE:

Traffic Fine Revenue Sharing Portion of the SCI Funds.

Intended Use	Support police enforcement over the term of the SCI Agreement
Performance Targets	100% of funds are used to support police enforcement over the term of the SCI Agreement
Progress made to fourth reporting period due June 30, 2018 for the fiscal year ended December 31, 2017	100% of funds received in 2017 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2019 for the fiscal year ended December 31, 2018	100% of funds received in 2018 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2020 for the fiscal year ended December 31, 2019	100% of funds received in 2019 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2021 for the fiscal year ended December 31, 2020	100% of funds received in 2020 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2022 for the fiscal year ended December 31, 2021	100% of funds received in 2021 were directed to the police operating budget.



A photograph of a forest path with people walking and a dog. The path is dirt and leads through a dense forest of tall trees. In the distance, a person in a red jacket, a person on a bicycle, and a dog are visible on the path. The background is a soft-focus view of the forest canopy.

**2021 Annual Report**  
**For the fiscal year ended**  
**December 31, 2021**  
**Campbell River,**  
**British Columbia**

We value your feedback.

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City of  
**Campbell  
River**