



2018 ANNUAL REPORT



City of
Campbell
River

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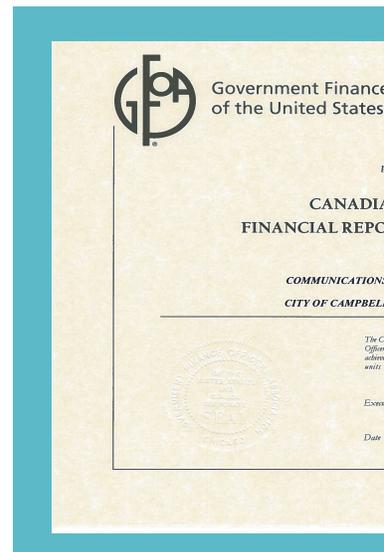
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City Scorecard
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City Services, Department Heads,
City Manager, Deputy City Manager,
Assets & Operations,
Community Development



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Financial Statements

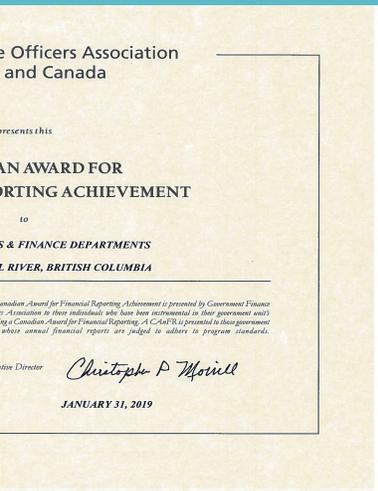
The enclosed financial statements present the City's financial position as at December 31, 2018.



2018 ANNUAL REPORT FOR THE FISCAL YEAR ENDED DECEMBER 31, 2018

Prepared by:
Communications and Finance Department
Campbell River, British Columbia, Canada

Many thanks for photo contributions to:
Shawn Bishop, Elle Brovold, Campbell River Mirror, Destination Campbell River, Jen Dykstra, Toni Falk, Roxanne Fleming, Melissa Heidema, Roni-Anne Hudack, Jon Isfeld, Chris Istace, Dani Karrass, Sue Lessard, Lawrence Loadman, Terri Martin, Ricci Miller Little Prints Photography, Trina Soltys, Suavair, Ingrid Thomas Photography, Tanya Wood



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Highlights 2018

GFOA Award for 2017 Annual Report

The Government Finance Officer's Association of USA/Canada honoured the City's Finance and Communications teams with an award for their collaboration on financial reporting in the 2017 Annual Report. This award is another testament to the City demonstrating best practice with communications, transparency, and financial reporting. This prestigious award for year-end presentation complements the City's budget presentation award, also from GFOA.



“ With several awards received in 2018, the City is maintaining momentum and dedicated to making the most of Campbell River’s potential.

Campbell River continues to build on its award-winning financial planning and community development. 2018 marked the completion of the City’s new water intake system and Campbell River water supply centre, a multi-year, \$28.1 million project.

This year, the City also completed in-water upgrades of the popular Big Rock Boat Ramp. A new floating dock system, a widened, refinished ramp and extended breakwaters provide safer access for boaters, funded through the City’s proceeds from Federal Gas Tax rather than

local property taxation. Grading the south-side lot and adding a new exit increases parking by roughly 50 per cent, and upgrades to the parking lot and park area will be completed during the next stage of work – scheduled for design in 2019.

We also began a multi-year \$27 million series of upgrades along Highway 19A, with new sewer infrastructure from the Maritime Heritage Centre to 1st Avenue. The City’s 10-year budgeting phases in further sewer and above ground upgrades along the waterfront that will continue into 2020.

MESSAGE FROM THE CITY

FOCUS ON HOUSING

In 2018, Zoocasa announced that Campbell River is the third most affordable community in B.C. when comparing household income against average home price. Indications are that many people are making their home here, with hundreds of new housing units built in Campbell River over the past year and many new subdivisions and multiple housing projects currently in the approval process. Construction of nearly 250 rental units was underway to meet demand with Campbell River's near-zero vacancy rate.

We recognize that not all community housing needs are met in Campbell River. The City continues to work with BC Housing to identify affordable housing partnership opportunities, including supportive housing development for people who are homeless or at risk of homelessness. The Financial Plan provides funding for property acquisition to support such housing objectives.

In 2018, BC Housing funded the \$5.1 million purchase and renovation of the former Travelodge to provide 40 affordable housing units run by M'akola Housing Society for low-income singles and couples.

In 2018, the City provided \$10,000 for a Campbell River Coalition to End Homelessness coordinator and agreed to provide up to \$10,000 for use of an indoor location for the Grassroots Kind Hearts downtown dinner program.

The City funded development charges for a new 11-unit Hilchey Road Habitat for Humanity development, with a total City investment of \$93,728.

The City also paid development cost charges of \$82,818 for a new 27-unit affordable housing project on 9th Avenue.

To support vulnerable community members, the City hired a senior planner to manage affordable housing and social planning issues and established a new social grant program. In 2018, Council allocated \$25,000 to this fund, which will increase to \$100,000 annually, starting in 2019.

ADAPTING TO CHANGE

Building on the City's long-term outlook, we continue to anticipate, prepare for, respond and adapt to change. In 2018, the City began a multi-year planning initiative built on strong relationships with other levels of government, partner organizations and public involvement to focus on anticipated effects of climate change, including sea level rise. Technical assessments of the marine and river shorelines are underway to determine risks from sea level rise in combination with extreme weather events, and to identify potential adaptation measures.

To help minimize energy consumption, the City introduced a home-energy reduction video and workshop series for builders and homeowners, and BC Hydro installed a fast charger for electric vehicles at the Community Centre. Campbell River is one of 31 municipalities in British Columbia to receive funding for this service. Charging stations here help people travelling to northern Vancouver Island. Electric vehicle chargers are also available at City Hall, Dogwood Operations Centre, North Island College, Discovery Harbour Centre, and the Visitor Centre.

Another 2018 initiative that addresses changing community needs was the new Downtown Safety Office. The highly visible, publicly accessible downtown safety office at 1302 Shoppers Row houses the City's bylaw enforcement department and provides a checkpoint for RCMP officers and a base for the City's downtown security and parking patrol officers. The City has also funded an additional RCMP member and hired a third bylaw enforcement officer to help focus more resources on complaints and concerns related to unsafe activity – and to connect and collaborate with social service agency representatives working at street level.

A technical working group made up of City staff from various departments meets regularly to review recommendations from the local RCMP crime analyst and work with social service agencies, and representatives from downtown businesses and public facilities to generate other ideas for improvement. This initiative is funded from the City's gaming reserve – generated from a percentage of proceeds from lottery and casino revenue rather than from property taxation.

RENEWED WITH RESTRUCTURE

In 2018, some members of the City's management staff changed portfolios to better support Council's strategic plan.

By removing, adjusting and adding some roles, we consolidated leadership and expanded support for departments that were realigned into divisions based on common functions for improved collaboration and efficiency.

Typically, re-structures come about in response to a need to cut costs. The previous re-structure at the City of Campbell River occurred in 2009 and resulted in layoffs. The 2018 restructure enhances an already high-functioning employee team and reflects a strategic management plan that follows best practices in local government management for service excellence. The changes were budget neutral.

IMPROVEMENTS FOR THE HERE AND NOW

Investment by government, service organizations and private business demonstrate that Campbell River is a progressive community to call home. Our work today balances the community's growing demands for services and the need to replace older infrastructure.

Stand-out examples that provide more recreational opportunities include the new weightroom equipment at the Sportsplex, the Roberts Reach walkway and two viewing platforms along the river, a replacement at Tyee Spit and a new installation in Campbellton.

Complementing these amenities, the downtown small initiatives strategy provided additional sidewalk bistro seating and parklet development, improvements to the Tidemark Square, new downtown lighting and a survey for feedback on a food truck pilot project.

The City also continues efforts to minimize habitat damage and loss to support biodiversity. In 2018, we ran an information campaign about invasive plant species and monitored progress on the Jubilee wetland restoration project. We are also urging the Province to consult with community on long-term management of Snowden demonstration forest.

With several more awards received in 2018, including accolades for financial planning, economic development, employee training and last year's financial planning and annual report (see the entire list on page 178), the City is maintaining momentum and dedicated to making the most of Campbell River's potential.

We're also using innovative ways to share information. In 2018, we updated the brochure that's mailed with the property tax notice to offer an at-a-glance view of the more than 100 services the City provides, and we launched two animated videos to illustrate the link between local government services, budgeting and property taxation as well as videos to illustrate how to report problems to the City (video available on the City's YouTube channel – just one click from the icon at the top of the website at campbellriver.ca).

Proud to serve, and to call Campbell River home.

*Mayor Andy Adams &
City Manager Deborah Sargent*



MAYOR ANDY ADAMS



CITY MANAGER DEBORAH SARGENT

HIGHLIGHTS & HISTORY





OUR STORY

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 third largest city 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, Campbell River became a City in 2005. In 1948, the Elk Falls John Hart Dam hydro development project changed the landscape of Campbell River, enabling the growing community to prosper.

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

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

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



CAMPBELL RIVER IS A CONNECTED AND MODERN CITY.

ENRICHED BY LAND AND SEA

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.

The city 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



AGE*
0 - 14 years: 15%
15 - 64 years: 64%
65+: 21%



Average age:
47 years*



FAMILIES*
2 Persons: 62%
3 persons: 17%
4 persons: 15%
5 persons: 6%

Average size of families:
2.7 people*

HOUSEHOLDS*

Owned: 73%
Rented: 27%



Total:
16,390*



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

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



LABOUR FORCE*
Employed: 95%
Unemployed: 5%

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



*Statistics Canada; more info here: <https://bit.ly/2E3ajLz>

**BC Statistics; more info here: <https://bit.ly/2JUAATC>

ELECTED OFFICIALS



From left to right: Councillor Larry Samson, Councillor Marlene Wright, Councillor Charlie Cornfield, Mayor Andy Adams, Councillor Michele Babchuk, Councillor Colleen Evans, Councillor Ron Kerr



From left to right: Councillor Colleen Evans, Councillor Michele Babchuk, Councillor Charlie Cornfield, Mayor Andy Adams, Councillor Ron Kerr, Councillor Claire Moglove, Councillor Kermit Dahl

* NEWLY ELECTED COUNCIL AS OF OCTOBER 2018

COUNCIL'S 2015 - 2019 STRATEGIC PLAN





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

FOCUS ON RELATIONSHIPS

We recognize our role as a regional hub and offer services to neighbouring communities in a manner that is financially responsible and sustainable for our residents.

We value our first nations neighbours and seek alignment and opportunities to work together.

We understand that a community is strengthened through diversity and is defined by how it treats its most vulnerable.

FOCUS ON ECONOMIC GROWTH

We will align our internal processes in support of economic health within the community.

We want a vibrant and prosperous downtown core.

We support our tourism industry in attracting visitors and business to the city.

FOCUS ON LIVEABILITY

We will address community safety issues for transportation and infrastructure in Campbell River.

We recognize access to recreational and cultural amenities as key to a healthy, vibrant and liveable community.

We will ensure a marine and river waterfront that is open and accessible.

FOCUS ON MANAGEMENT AND GOVERNANCE

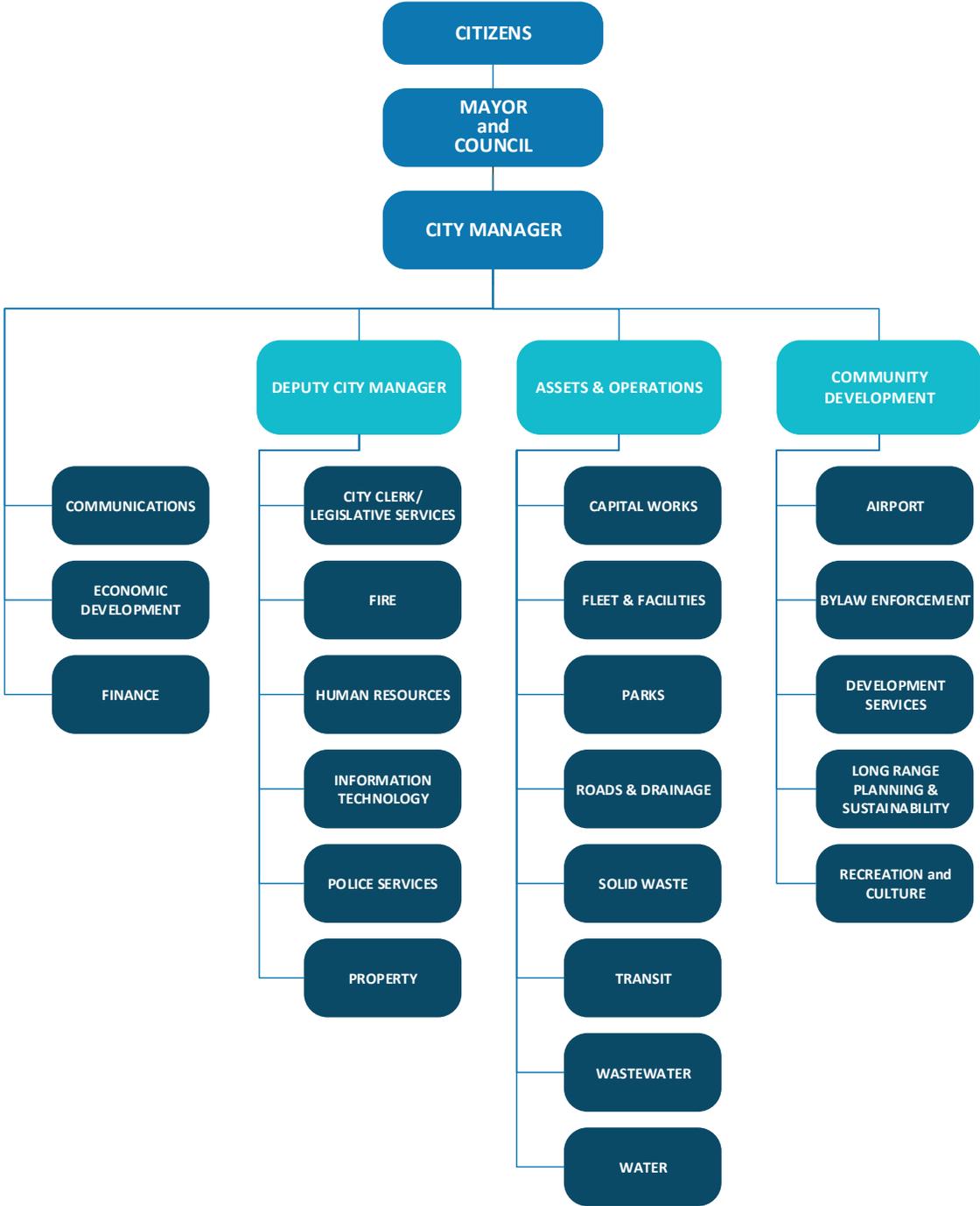
We actively support a regional solution for management and reduction of solid waste.

We plan proactively for the long-term costs of maintaining our critical infrastructure.

We value community input and will be disciplined in defining the scope of advisory groups and others.



CITY SERVICES



**CITY MANAGER
(CHIEF ADMINISTRATIVE OFFICER)**

Deborah Sargent

DEPUTY CITY MANAGER

Ron Neufeld

CORPORATE SERVICES

CITY CLERK

Elle Brovold

COMMUNICATIONS ADVISOR

Julie Douglas

FINANCE MANAGER

Alaina Maher

HUMAN RESOURCES MANAGER

Colleen Tillapaugh

**INFORMATION TECHNOLOGY
MANAGER**

Warren Kalyn

PROTECTIVE SERVICES

FIRE CHIEF

Thomas Doherty

RCMP INSPECTOR

Jeff Preston

RCMP MUNICIPAL MANAGER

Carrie Jacobs

ASSETS AND OPERATIONS

GENERAL MANAGER,

Dave Morris

DIRECTOR OF OPERATIONS

Drew Hadfield

CAPITAL WORKS MANAGER

Jason Hartley

FLEET AND FACILITIES MANAGER

Jason Decksheimer

PARKS OPERATIONS SUPERVISOR

Grant Parker

ROADS AND DRAINAGE SUPERVISOR

Jon Isfeld

UTILITIES MANAGER

Jennifer Peters

WASTEWATER SUPERVISOR

Lorne Sandberg

WATER SUPERVISOR

Nathalie Viau

COMMUNITY DEVELOPMENT

**GENERAL MANAGER AND
ACTING DIRECTOR OF FINANCE**

Ron Bowles

DIRECTOR OF PLANNING

Peter Wipper

AIRPORT MANAGER

Tyler Masee

**DEVELOPMENT SERVICES
MANAGER**

Kevin Brooks

**ECONOMIC DEVELOPMENT
OFFICER**

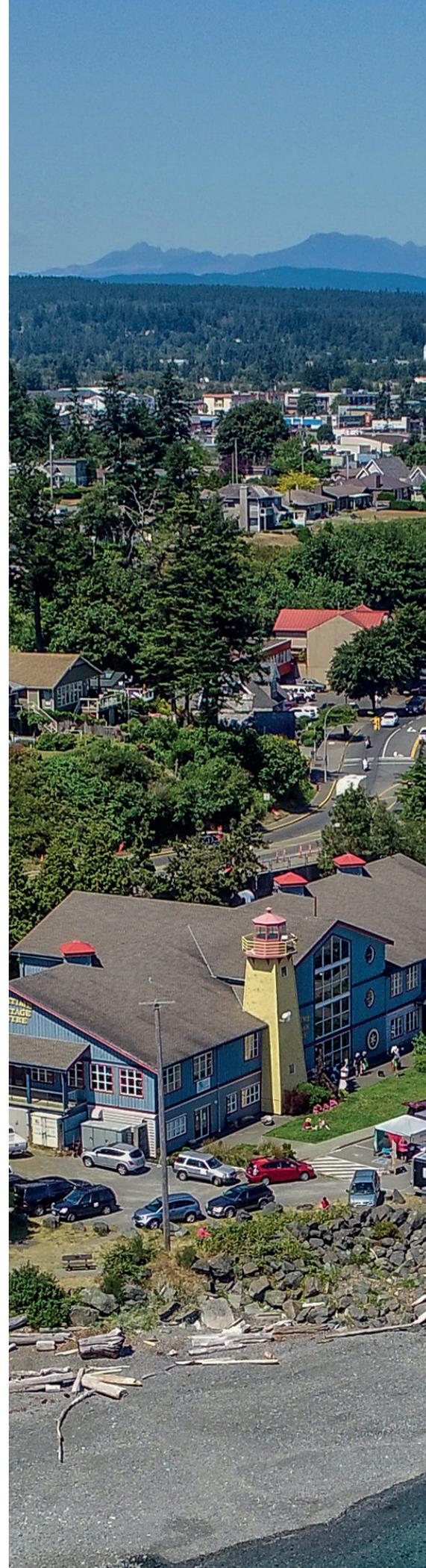
Rose Klukas

**LONG RANGE PLANNING AND
SUSTAINABILITY MANAGER**

Amber Zirnhelt

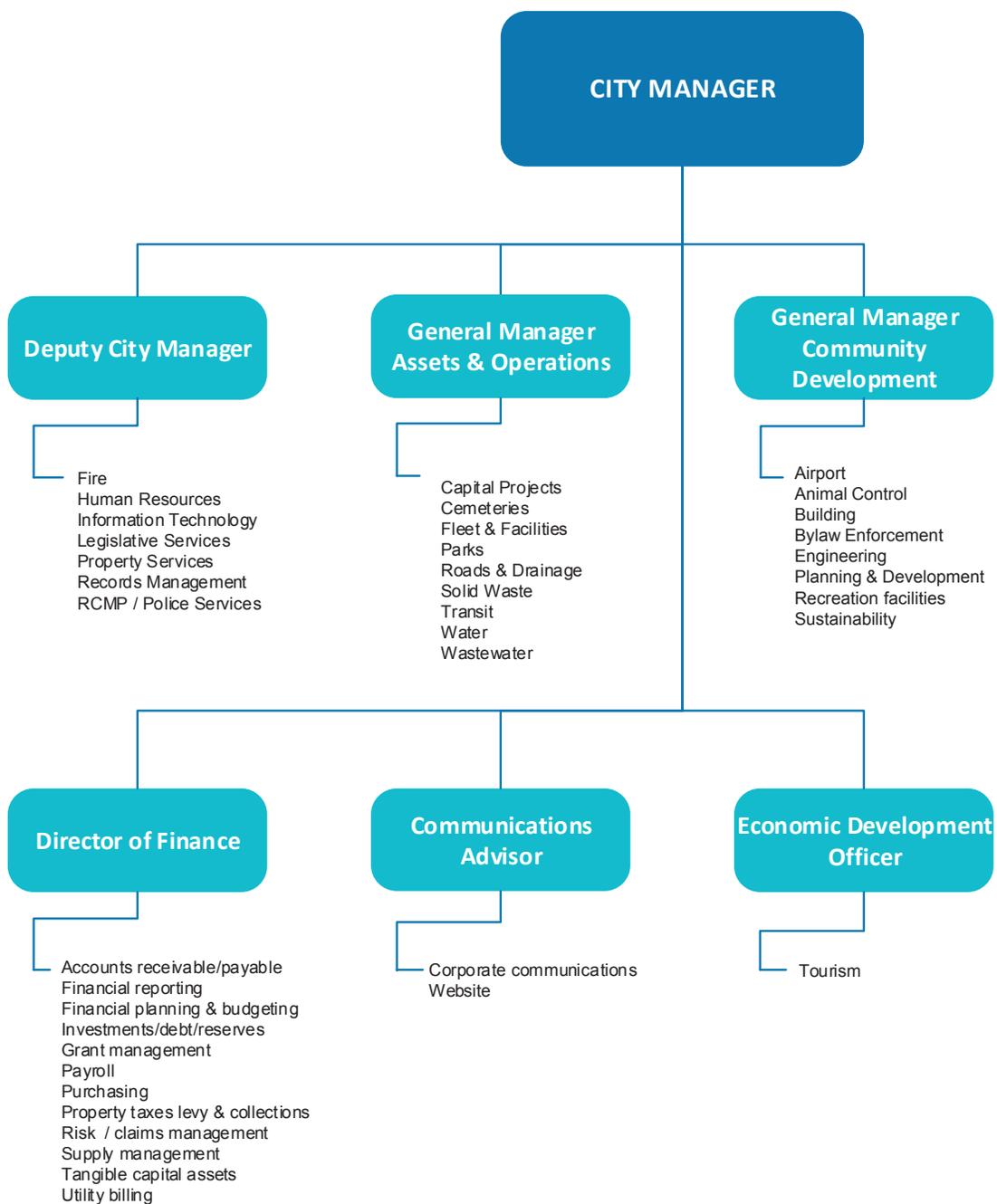
**RECREATION AND CULTURE
MANAGER**

Lynn Wark



DEPARTMENT HEADS





THE CITY MANAGER

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

COMMUNICATIONS

This department is responsible for corporate communications initiatives including comprehensive planning, materials development (news releases, website and social media postings, advertising, videos), citizen surveys, branding and in-house communications training to ensure that clear, consistent and complete information is distributed to employees and community members through multiple channels. The goal: to share information about City programs, events and initiatives as well as the local government decision-making process – and to encourage valuable feedback and positive working relationships that improve City services.

2018 HIGHLIGHTS

- City Scorecard – template developed, departmental data in progress, researching software options for ongoing data management/reporting
- Series of animated videos:
 - How to Report a Problem
 - City Services
 - City Budget
 - City Property Taxes
 - Home Energy Efficiency Incentives
 - BC Energy Step Code
 - In progress: Garbage / recycling / yard waste series

2019-2020 OBJECTIVES

- Increase use of key performance indicators in reporting through City Scorecard
- Develop additional animated videos
- Plan for website content refresh and stock photo library
- Community satisfaction survey

COMMUNICATIONS BY THE NUMBERS

2018



161

2017



155

2016



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ECONOMIC DEVELOPMENT

This department aligns with Council's mandate to support economic health, as the City grows to meet global demand while encouraging local investment and innovative entrepreneurship.

The department oversees a number of initiatives and works collaboratively with many organizations and community partners to meet annual goals within the economic development framework. This framework encompasses: business retention and expansion, investor readiness, collaboration, opportunities and communication.

ECONOMIC DEVELOPMENT GOALS

- A distinctive, vibrant downtown
- A diversified economy
- Targeted technology sector development

2018 HIGHLIGHTS

- Won two awards: Open for Business by Small Business BC and Smart 50 by Smart Cities Connect
- Launched Freelance Fridays providing an opportunity for entrepreneurs and professionals to meet on a monthly basis – effectively building Campbell River's entrepreneur ecosystem
- Hosted the Economic Development Division of the Ministry of Jobs, Trade and Technology for a TechDev101 Workshop
- Highlighted the City's municipal broadband network, CRadvantage at the 2018 SIGGRAPH Conference and the 2018 BC Tech Summit
- Partnered with North Island College, Community Futures Strathcona, and Campbell River Chamber of Commerce to offer a number of workshops in fall 2018
- Submitted an application for a \$10 million dollar prize in response to the federal government's Smart Cities Challenge
- Featured in a CBC radio interview on Campbell River's Smart Cities application
- Participated in the Campbell River Chamber of Commerce's annual Business Walk

2019-2020 OBJECTIVES

BUSINESS RETENTION & EXPANSION

- The Modern Entrepreneur workshop series continues with expanding outreach
- Continue programming and training opportunities for small business
- Participate in Provincial Nominee Program for immigrant entrepreneurs
- Create a new incubator program to encourage and support local entrepreneurship

INVESTOR READINESS

- Development of new sector profiles representing six areas—forestry, aquaculture, technology, tourism, health services, lands and logistics
- Continue to leverage the Investor Portal and integrate it with the City website
- Creation of a Community Profile highlighting community assets, demographic and economic data
- Encourage workforce development by completing an employment lands study

COLLABORATION

- Continue to work with other City departments to further Council's strategic initiatives
- Collaborate at a regional level with Vancouver Island Coastal Economic Development Association, 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

OPPORTUNITIES

- The Provincial Nominee Program provides opportunity to attract entrepreneurs to the community.
- Applying for grant funding through Invest Canada—Community Initiatives (ICCI) to support Foreign Direct Investment initiatives and activities.
- CRadvantage provides access to symmetrical bandwidth scalable to one gigabyte per second. Internet accessibility at this speed will put businesses in Campbell River on equal footing with competitors in downtown Vancouver, Palo Alto, San Francisco, or New York City, and at a fraction of the cost of living or doing business in any of those cities.

COMMUNICATION

- Share information about land use planning application processes and approvals in collaboration with the Development Services Department
- Develop Economic Development brand guidelines and social media strategy
- Increase analytics on all online platforms
- Continue strong presence in the community, at trade shows, workshops and conferences

ECONOMIC DEVELOPMENT BY THE NUMBERS

- Winner 2018 SMART 50 Awards
- Winner 2018 Open for Business
- Two Local Government Management Association presentations, webinar
- Hosted six Freelance Fridays meetings and 15 Modern Entrepreneur workshops.
- Participated in creating a regional tech attraction strategy for eight communities north of the Malahat.
- Attended/presented at 14 events, seminars and regional meetings.
- Wrote 14 blog posts and five newsletters.

A scenic view of a river flowing through a deep, forested canyon. A suspension bridge spans the top of the canyon, with a few people walking across it. The river is surrounded by lush green trees and rocky banks. The overall atmosphere is misty and serene.

CAMPBELL RIVER

#DISCOVERCAMPBELLRIVER

DISCOVERY GUIDE

TOURISM

Destination Think! has been operating as Destination Campbell River since 2017. Since winning the contract, the organization has implemented cohesive destination marketing messaging, imagery and an approach that has garnered outstanding increases in statistics and attention from visitors and business owners.

2018 HIGHLIGHTS

- Leveraged \$130,000 in revenue from grants, partnerships and retail sales
- Campbell River hotels collected \$501,000 from the Municipal & Regional District Tax Program (hotel tax)
- Campbell River occupancy rates were the highest in the Province for the second year in a row for the months of July (94%), August (98%) and September (93%)
- Increased social media engagement, yielding a 10% engagement rate and 15% spike in website activity
- Hosted a number of media, influencers and stakeholders and attended many festivals and events for promotion
- Supported tourism operators through digital assessments and workshops at the local and regional level

2019-2020 OBJECTIVES

- Build on print collateral, imagery and online promotion and align with provincial guidelines.
- Launch a spring campaign and host influencers.
- Increase stakeholder registration, engagement and outreach.
- The City will continue to contribute \$250,000 annually for local tourism marketing, program and projects.

TOURISM BY THE NUMBERS

- 75% Occupancy Rate - highest per cent increase in BC overall
- Destination Campbell River saw a 17.4% increase in visitors.
- 300% increase in hashtag use #DiscoverCampbellRiver
- 500% increase in HelloBC channel referrals

FINANCE DEPARTMENT

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
- Tangible capital assets management
- Property taxes levy and collection
- Utility billing
- Accounts receivable
- Accounts payable
- Payroll
- Procurement
- Supply management
- Risk management
- Asset disposal

FINANCE

In 2018, the department oversaw a \$73.7 million annual operating budget and the \$33.6 million annual capital budget for 117 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 and the Ministry-required Local Government Data Entry forms, as well as the Statement of Financial Information. The department manages payroll for three pay groups: exempt, CUPE and IAFF. Employees payroll and benefit administration totaled \$23.1 million in 2018.

The department managed approximately 26 grant files in 2018 for funds received from external organizations, and monitored 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 and hospital, resulting in 15,000 tax notices prepared, mailed, and payments collected each year. The department also administers the provincial tax deferral program and provincial home owner grant programs.

People served at the department's front counter average 150-200 per week, and up to 1,500-2,000 per week during tax time in May and June. 2,000 utility bills for metered customers are prepared, processed and delivered annually. The City issues and collects approximately 2,500 general receivable invoices annually, and processes approximately 10,000 accounts payable annually.

Purchasing and risk management is an essential professional service that ensures best value – without bias or favour – in purchasing decisions. Maintaining and adhering to a strict purchasing policy and following bylaws and domestic and international trade agreements, ensures that purchases are accountable and maintains high standards for goods and services procured using public funds. The City averages approximately \$12,000,000 per year in contractual awards, and conducts approximately 85 public competitions a year. This department also disposes of surplus equipment in a legally compliant, ethical and cost-effective manner. In addition, Risk Management oversees the placement of insurance and handles any related insurance claims and legal concerns.

2018 HIGHLIGHTS

- Third consecutive Distinguished Budget Presentation Award for the 2018-2027 Financial Plan for meeting the highest principles of governmental budgeting
- Government Finance Officers Association of Canada and United States Award for Financial Reporting for the 2017 Annual Report
- Streamlined the budget process for the 10-year financial planning with a goal to further stabilize the City's financial position.
- Streamlined quarterly financial reporting and year-end procedure
- Reviewed the City's utility billing processes.
- Worked with departments to start implementation of asset management activities including data review, asset inventory, condition assessments, and policy development.
- Participated and assisted with the new key performance indicator and performance measurement reporting model for the City.
- Reviewed project requirements with staff members to ensure purchasing procedures deliver best value to all departments.
- Conducted more than 72 major public competitions, receiving more than 171 bid submissions.
- 2018 project awards amounted to approximately \$12.7 million.
- Conducted major acquisitions, including: Highway 19A phase 3 design services, waterfront sewer upgrades phase I, Big Rock Boat Ramp reconstruction, Larwood-Erickson sewer upgrade, sewer main rehabilitation, sea level rise assessment study, and small compacting waste hauling vehicle.
- Enhanced the City's purchasing bid competitions webpage.

2019-2020 OBJECTIVES

- Distinguished Budget Presentation Award for the 2019-2028 budget and Award for Financial Reporting for the 2018 Annual Report.
- Review and revisit budget and tax rates model policy.
- Continue leadership for asset management activities: data review, asset inventory, condition assessments, and policy.
- Social grant policy development.
- Review cost allocations for internal charges between departments for fleet and equipment use, general administration, stores and utilities.
- Review and ensure existing investment policy follows City's long-term *Financial Stability and Resiliency Program*.
- Additional, more flexible options for tax payers to participate in the City's pre-authorized withdrawals system for property tax payments.
- Expand internal reporting.
- Review current software to undertake an income statement general ledger restructure in 2020. This will streamline financial reporting and improve service delivery.
- Complete purchasing process and policy review/update.
- Update corporate-wide risk management framework/policy.
- Expand participation with other government organizations in joint purchasing processes to maximize cost savings and efficiencies.
- Examine and develop potential social procurement practices to best complement City services.
- Implement a vendor performance evaluation process.

FINANCE BY THE NUMBERS

- **\$51 million in property taxes** collected in 2018
- **15,000 tax notices prepared**
- **\$23.1 million in payroll and benefit administration**
- **150-200 people served** at the Finance front counter per week - **up to 1,500-2,000 people served** per week during tax time
- **72 major competitions** conducted and 171 bids received
- **Approximately \$12.7 million in project awards**

Your Tax Dollars At Work

Building and maintaining critical infrastructure such as roads, water and sewer systems and essentials like emergency response and garbage, recycling and yard waste collection are among the more than 100 services the City provides. The City also takes care of parks, sports fields, trails and seawalk, along with the outdoor pool and recreation and cultural facilities.



- 17 Facilities, including:
- o Spirit Square
 - o Community Centre
 - o Tidemark Theatre
 - o Discovery Pier
 - o Splashpark
 - o Tennis and sand volleyball courts
 - o Various playgrounds
 - o Skatepark
 - o Museum



- Emergency Services
- o Police protection
 - o Fire suppression
 - o E911 Fire dispatch



- Transportation improvements
- o More bus stops and service hours
 - o Bike lanes
 - o LED streetlight replacements
 - o Sidewalk infill
 - o Asphalt overlay



43 kilometres of trails and pedestrian walkways within subdivisions



More than 260 kilometres of sewer main



337 acres of parks



Sewage collection through 15 pumping stations



Community energy efficient projects



YBL airport services



City-owned and operated water distribution system provides high-quality drinking water and water for fire protection to more than 36,000 local residents



Curbside garbage collection for more than 10,300 homes



2 boat ramps



190 kilometres of stormwater pipes and drainage improvements



Development services to the building community, including building inspections and permitting



3 sporting facilities, including 9 ball and 5 soccer fields



CR Live Streets – Music & entertainment



Economic development and tourism services



239 kilometres of roadways



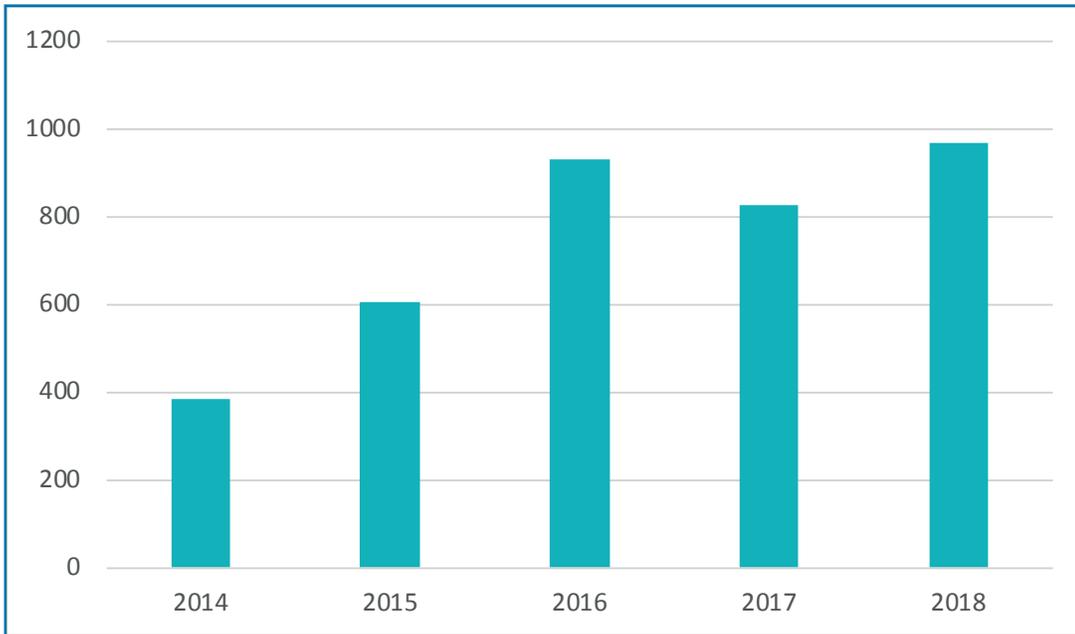
Taxes continue to be within provincial average

DID YOU KNOW?

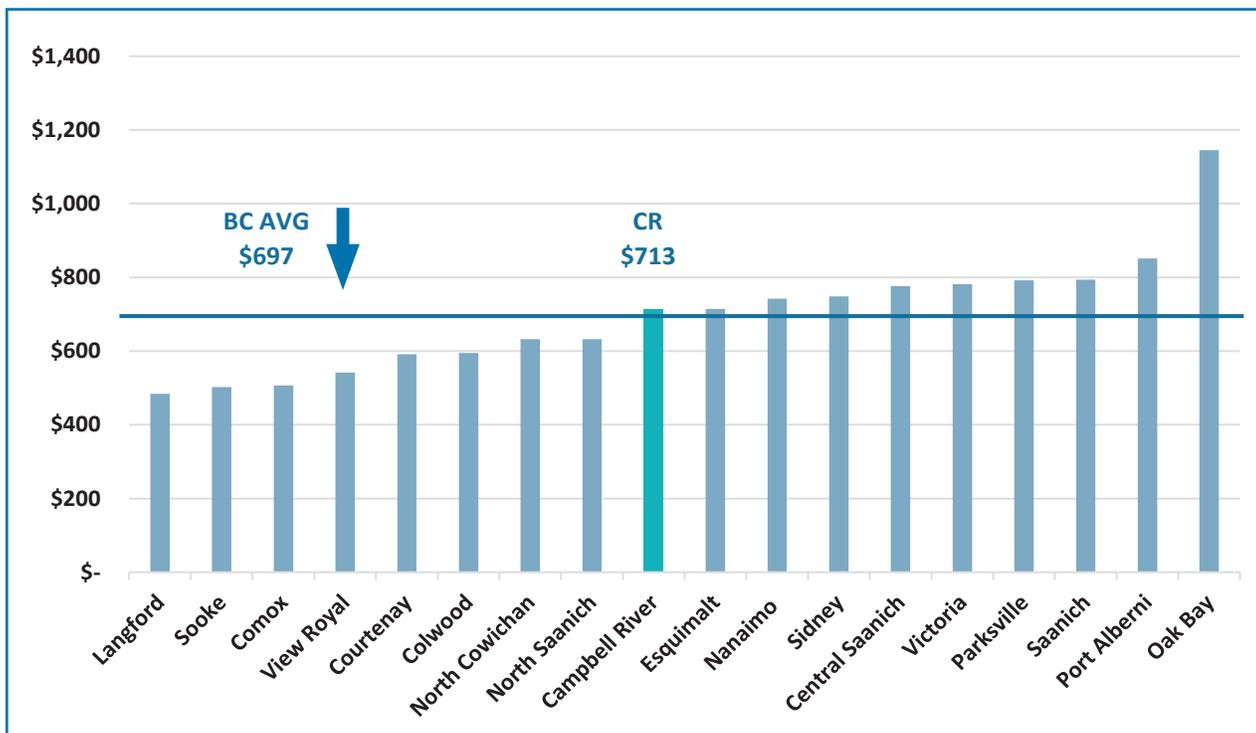
- At nine cents out of a dollar of property taxes, the average household in Campbell River contributes approximately \$250 for fire service, and the \$270 for parks, recreation and culture services each year.
- Average household contributes approximately \$25 per year to economic development and tourism services, and less than \$6 for snow clearing.
- Average monthly household expense for the more than 100 City services offered in Campbell River is \$229.
- Less than half of the City's budget is funded through local property taxation; the majority is funded through user fees, sale of services and senior government grants
- More than 34 per cent of the payment due on this year's property tax notice is collected by the City on behalf of other agencies (for provincial and regional district taxes, and for the hospital, schools and library.)

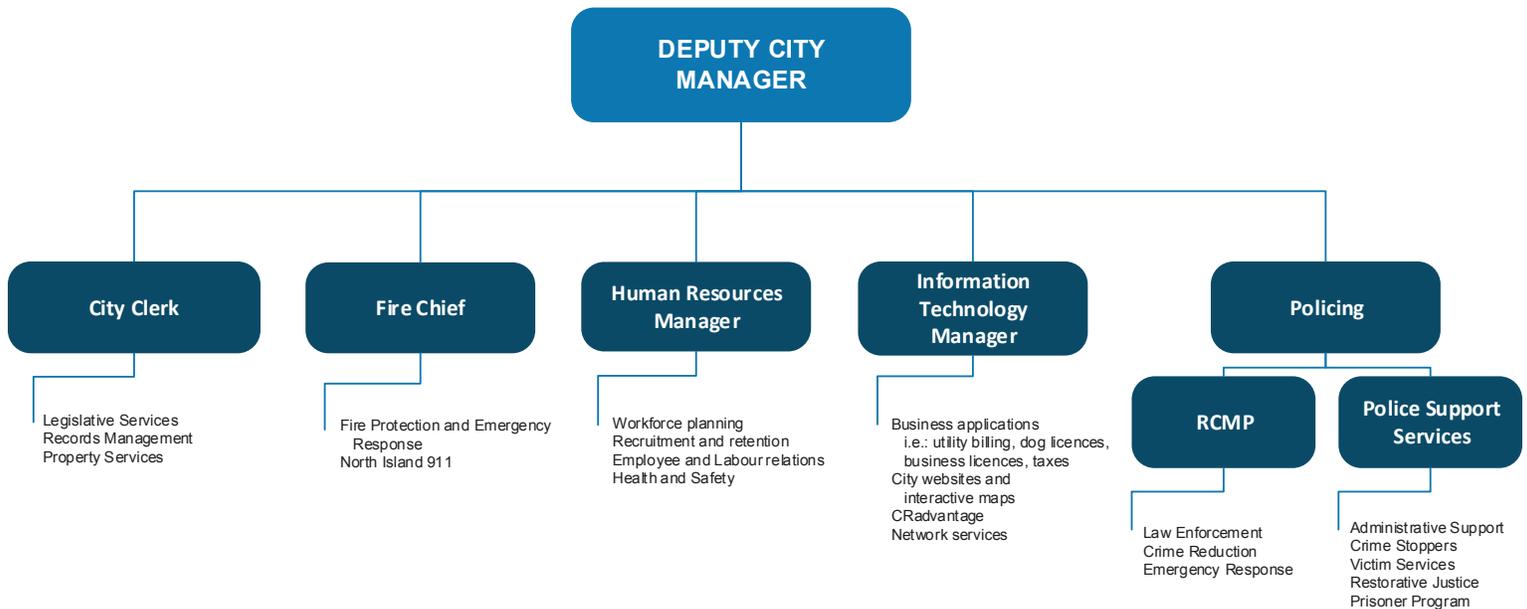
FINANCE BY THE NUMBERS

TAXPAYERS ON PRE-AUTHORIZED PAYMENT PLAN



MUNICIPAL TAXES PER CAPITA (VI COMMUNITIES > 10,000)





DEPUTY CITY MANAGER

The Deputy City Manager oversees corporate and protective services and supports the City Manager on strategic issues, in particular, action related to management and governance, external relationships and corporate systems.

CITY CLERK

LEGISLATIVE SERVICES

This department serves as the communication hub between Council, its advisory bodies, staff and the public. The department also serves as the City's historian, responsible for maintaining official records.

The following functions are undertaken by Legislative Services:

- City Hall reception and switchboard
- Preparation, administration, maintenance and execution of official City records
- Agendas, minutes, action reports
- Bylaws
- Council policies and procedures
- Corporate records management and access to information
- Committee staff support

PROPERTY SERVICES

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.

2018 HIGHLIGHTS

- 2018 general local election
- Assisted with governance review of Council's committee structure
- Populated three new advisory committees
- Annual Council Meeting schedule
- Renewed Willow Point Business Improvement Area Bylaw for next five years
- Supported significant capital projects, such as Big Rock Boat Ramp revitalization, Highway 19A upgrade
- Managed City-owned lands portfolio, with more than 39 agreements to not-for-profit societies
- Managed the Airport A-One Lands with more than 27 land lease tenants

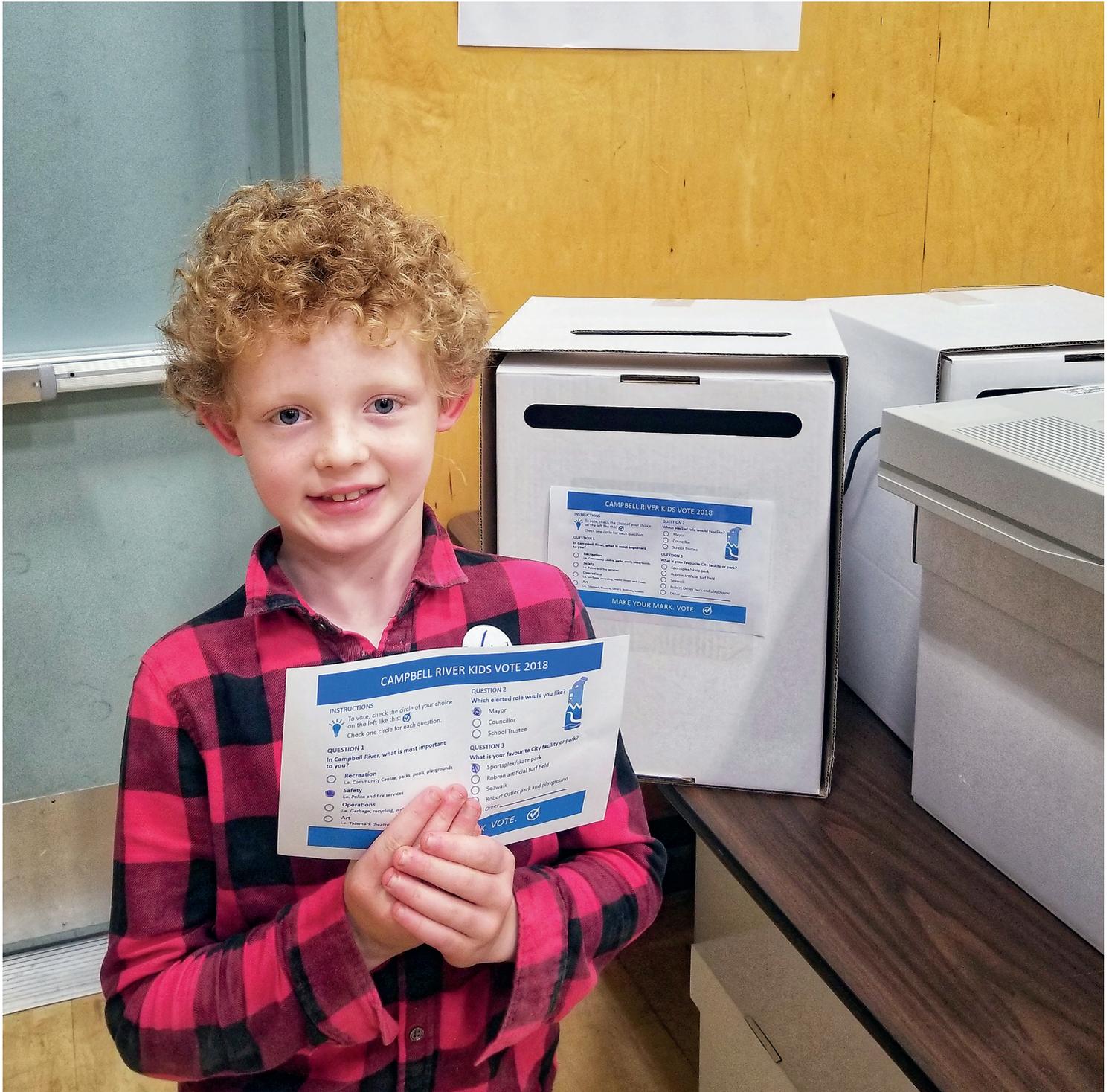
2018 MUNICIPAL ELECTION BY THE NUMBERS

A total of **6,522 ballots were cast**, and voter turnout was approximately 24.4 per cent. In 2014, voter turnout was approximately 39 per cent.

For the first time, the City of Campbell River offered a **Kids Vote ballot** to encourage young Campbell River residents to participate in the election process. An impressive **466 ballots were cast by those under 18 in our community**, voting on three questions.

2019-2020 OBJECTIVES

- Develop policy, procedures for corporate records and privacy management.
- Streamline Council meeting submissions, tracking processes.
- Preparing, updating, maintaining Council's policies and bylaws.
- Finalize land requirements for the waterfront project.





FIRE CHIEF

FIRE PROTECTION

Campbell River fire services are delivered to the citizens of Campbell River, including three First Nation communities, and Area D of the Strathcona Regional District south of Campbell River. Fire protection services are maintained 24 hours a day and by 23 career firefighters, 52 auxiliary firefighters and one fire prevention officer.

SERVICES PROVIDED:

- Fire suppression, emergency management, vehicle extrication, hazardous material response, environmental protection, pre-hospital emergency medical care, plus confined space, technical high angle rope and shore-based swift water rescues
- Fire inspections and code enforcement
- Fire and life safety public education
- Enforcement of Fire Services Bylaw, Clean Air Bylaw, Fireworks Regulation Bylaw

2018 HIGHLIGHTS

- Replaced fire apparatus and quick response brush truck.
- Donated retired fire apparatus to Firefighters without Borders.
- Retired 38-year-old fire apparatus.
- Hired new fire chief and recruited one additional full time relief firefighter.
- Filled vacancy by promoting firefighter to fire inspector.
- Renewed mutual aid agreement with Comox Valley Regional District.



2019-2020 OBJECTIVES

- Conduct feasibility study on fire station locations and replacement of No 1 Fire Station and the Fire Dispatch Centre.
- Review Campbell River Airport fire protection services.
- Implement new training officer position.
- Initiate planning and RFP for replacement fire apparatus in 2020.
- Implement new pre-incident planning software.
- Train all staff to wildland firefighter level 1 standard.
- Establish structural protection sprinkler unit for urban interface areas.
- Acquire all-terrain UTV unit for technical rescue and wildland firefighting.

FIRE BY THE NUMBERS

- Total incidents: 2,751
- Fire incidents increased 5%
- Cost benefit \$1.56 (Insurance cost saved for every \$1 spent on fire protection)
- \$31.7M value of buildings saved from spread of fire



E-911

delivers effective and efficient fire dispatch services to seven regional districts (61 fire departments) throughout the North Island, Powell River region and Peace River region encompassing a total service area more than 176,000 square kilometres. Fire dispatch operations are maintained 24 hours a day with a total of 10 staff. The City has provided fire dispatch service since 1995 through a contract with the North Island 9-1-1 Corporation (NI 911).

2018 HIGHLIGHTS

- New fire administration, dispatch manager recruited.
- New fire dispatcher recruited to fill retirement vacancy.
- Upgraded Tritech computer-aided dispatch software.
- Fire dispatch centre handled more than 20,000 incidents in 2018.

2019-2020 OBJECTIVES

- Provide dispatch services for an estimated 24,000 fire and medical emergency incidents to fire departments within the North Island 9-1-1 Corporation Service area.
- Continue to seek expansion of service delivery area for fire dispatch.
- Complete hazard, risk and vulnerability assessment on fire dispatch primary and back-up centre locations.
- Upgrade radio system to state of the art Radio Over IP, which allows to dispatch any fire department in any location.

E-911 BY THE NUMBERS

- More than **20,000** incidents handled
- **176,000** square kilometres covered by fire dispatch services



HUMAN RESOURCES

This department delivers progressive programs and services to attract, retain, support and develop City employees to serve the public and meet corporate goals and objectives. The City of Campbell River employs approximately 250 people in permanent positions and an average of 85 more in seasonal or auxiliary roles. Canadian Union of Public Employees (CUPE) Local 401 represents 69 per cent of employees while International Association of Fire Fighters (IAFF) Local 1668 represents 13 per cent, and 18 per cent are non-union positions.

CORE DEPARTMENT SERVICES:

- Workforce planning
- Recruitment and retention
- Employee and labour relations
- Health and safety
- Ability management
- Learning and development
- Human resources management program and policy development
- Records management
- Organizational relationships
- Compensation, benefits program

2018 HIGHLIGHTS

- **Organizational Design and Development:** Using a consultative change management approach, Human Resources performed a key role in the implementation of the Strategic Management Plan (SMP) and guiding leadership principles,
- **Holistic Workforce Planning:** A considerable amount of workforce planning from the new SMP provided opportunity for internal staff development through promotions and changes to the organizational structure. HR also worked collaboratively with department managers, providing deeper analysis and focus in areas of higher turnover and hard-to-fill vacancies.
- **Recognition Award:** The City is a proud recipient of the 2018 Chamber of Commerce Excellence in Workplace Development award that recognizes demonstrated excellence and best practices in skill development and prosperity of employees.
- **Labour Relations:** Continued emphasis on maintaining positive labour relations has led to a reduction in grievances along with more collaborative working relationships. Six CUPE grievances were filed in 2018, a decrease of 40 per cent over the previous year. The City and IAFF Local 1668 successfully renewed their collective agreement in 2018 and also signed six letters of understanding, allowing for operational growth, productivity enhancement and flexibility.

- **Health & Safety:** WorkSafeBC assessment rates increased from \$1.55 to \$1.59 per \$100 of assessable payroll for 2018. For the past five years, the City has been in a merit position with respect to assessments based on our experience and received a discount of 16.6 per cent of the base rate charge for the Local Government sub-class. This performance has resulted in a net savings of \$289,531 in assessment premiums when measured against the subclass average for this time. Campbell Rivers ranks 12th best out of 61 British Columbia municipalities with a similar-sized workforce.

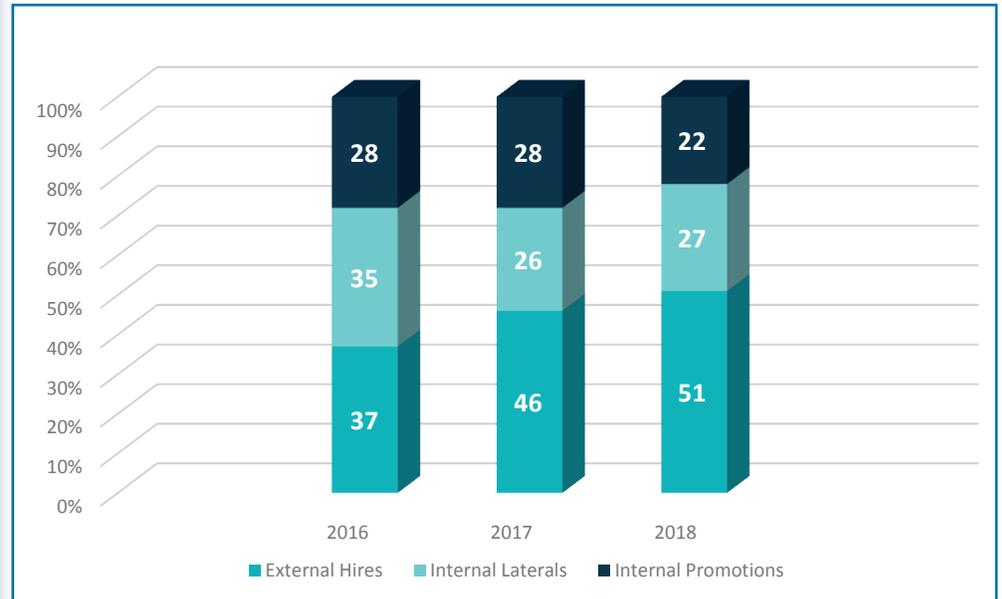
2019-2020 OBJECTIVES

- Grow and strengthen our leadership capacity and organizational capabilities to further develop and sustain a high-performing workforce.
- Use talent management strategy as a key succession-planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within our organization.
- Successfully negotiate a fair settlement of the CUPE collective agreement.
- Review compensation and benefits plan to maintain consistency, fairness, and organizational competitiveness.
- Continue focus on enhancing workplace health and safety program using Certificate of Recognition framework.

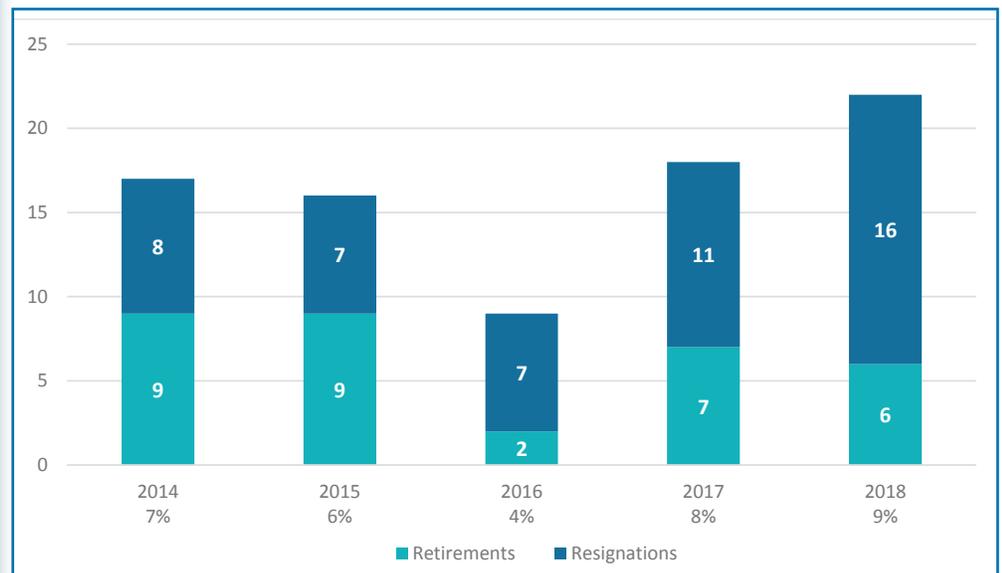
HUMAN RESOURCES BY THE NUMBERS

- In British Columbia, **6,000 jobs** were posted to the BC Local Government Job Board, the most in any year since CivicInfo BC and the Local Government Management Association (LGMA) partnered on the service in 2001.
- British Columbia communities are facing significant challenges in attracting and retaining top talent in this competitive market and **Campbell River is no exception**. Recognizing the need to adapt to market changes, **key objectives** for Campbell River include **building workforce capacity, hiring for tomorrow, and engaging and retaining valued employees.**

PERCENTAGE OF PERMANENT VACANCIES FILLED BY INTERNAL PROMOTIONS, LATERAL MOVEMENT, AND EXTERNAL HIRES



EMPLOYEE TURNOVER 2014 - 2018 (# OF EMPLOYEES)





We are
HIRING

INFORMATION TECHNOLOGY

- Provides strategic planning and coordination for all City of Campbell River technology initiatives.
- Keeps all network services operational so that staff can communicate internally and with residents.
- Keeps the major business applications operational to meet City's business requirements.
- Manages the City's Municipal Broadband Network—CR advantage.
- Keeps current with new technology, implements enhancements to support efficiency and cost-reduction.
- Supports City websites, mobile and cloud-based business requirements.
- Supports all geographical information system requirements including interactive maps and applications.
- Provides technology support for the Royal Canadian Mounted Police.

2018 HIGHLIGHTS

- Installed new digital phone system at Dogwood Operations Centre.
- Completed evergreen replacement plan for municipal network/workstation hardware.
- Deployed virtualization desktop project for workstations and remote access.
- Concluded rollout of Windows 10 and Office 2016.
- Upgraded network storage.
- Completed critical updates as defined in 2017 Network Security Audit.
- Commissioned wireless connection to new water supply centre.
- Added new wireless nodes for upgrade to 3.65 network.
- Replaced primary file server hardware.
- Completed engagements and presentations as defined in marketing plan.
- Submitted application for Smart City Challenge.
- Smart-50 award winner.
- Open for Business award winner.
- Completed competitive process for smart phones and mobile devices.
- Support technical requirements for municipal election.
- Geographic Information Systems
 - Expanded access to internet mapping and services (i.e. development applications status map)
 - Expanded data collection applications to support field staff
 - Supported development services bylaw amendment

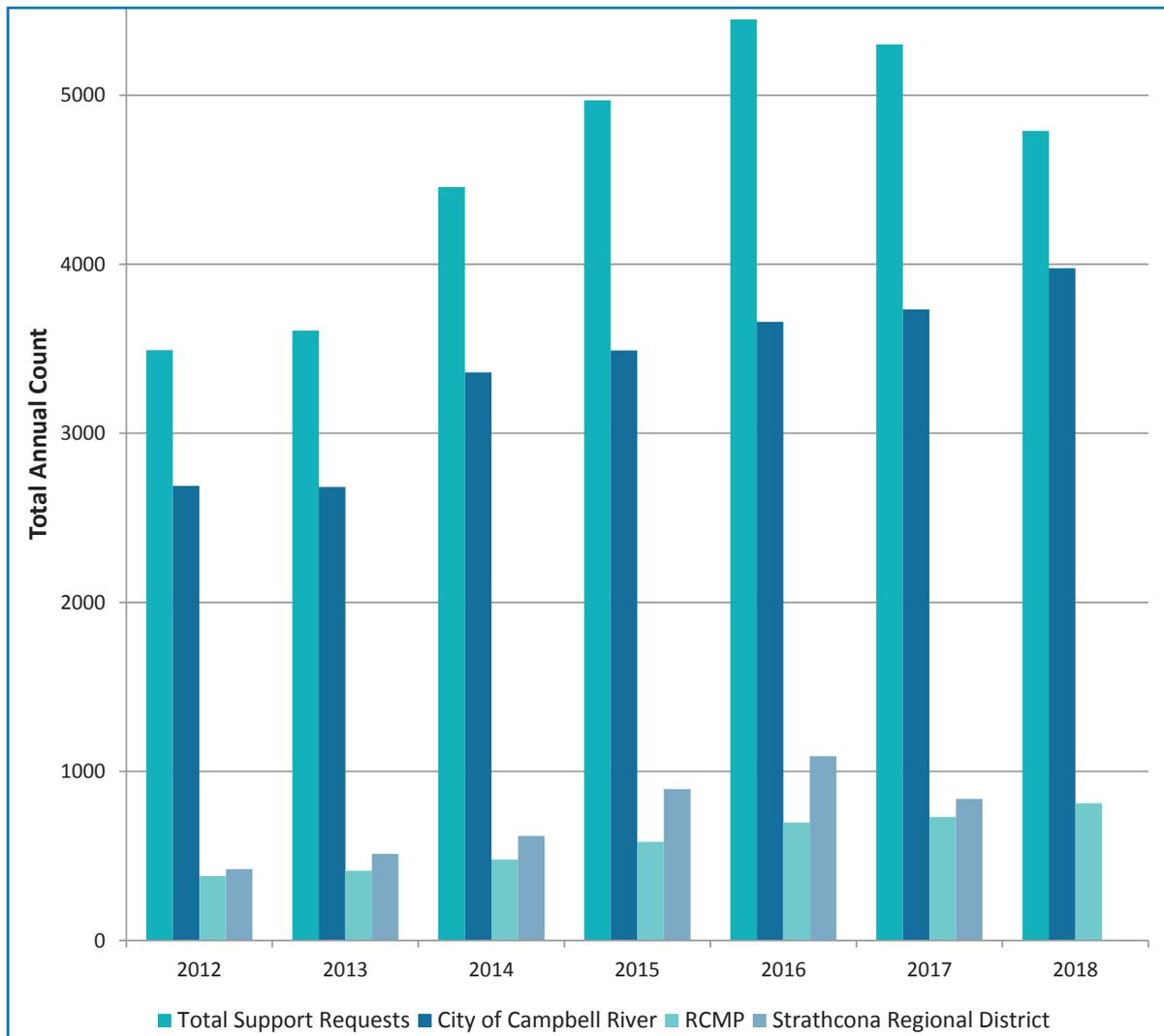
- Acquired air photos (eight centrimetres within and 30 centrimetres outside of the urban containment boundary)
- Supported asset infrastructure management leadership team with the creation of the asset investment management plan
- Started asset infrastructure data clean-up in preparation for asset management software upgrade
- Completed first ever geospatial maturity index assessment

2019-2020 OBJECTIVES

- Upgrade core software—Vadim and Tempest.
- Finalize Technical Support agreement for police services.
- Complete evergreen replacement plan for municipal network/workstation hardware.
- Deploy virtualization desktop project for workstations and remote access
- Complete disaster recovery plan operation priorities and recovery strategies.
- Renew Microsoft Enterprise Agreement.
- Create Information Technology five-year strategic plan.
- Support Economic Development Modern Entrepreneur series – Youth Hackathon.
- Improve position in geospatial maturity index ranking.

- **Geographic Information Systems**
 - Complete five-year strategic plan.
 - Actively participate in Asset Infrastructure Management (AIM) group.
 - Complete Public Sector Accounting Board requirements for asset reporting.
 - Continue logistical mapping support for emergency planning exercises.
 - Support Sea Level Rise planning initiative.
- Complete request for proposals for Cartegraph replacement with AIM.
- Implement phase one of Downtown 3D modeling to interactive web maps.
- Enhance Open Data platform.
- Add new orthophotos to interactive web map.
- Create Esri and Geocortex Analytics cloud services strategy.
- **CRAdvantage**
 - Create governance strategy.
 - Submit grant application for future funding.
 - Continue engagement with Development Services on building bylaw amendment.
 - Complete Cypress Street extension.
 - Submit nomination for Intelligent Community Forum Award.
 - Complete phase two budget and business case.

TOTAL ANNUAL TECHNOLOGY SUPPORT REQUESTS



Total helpdesk support tickets decreased in 2018 due to the elimination of the Strathcona Regional District support contract in late 2017. Overall, the trend for support requests continues to climb, with yearly increases at the RCMP and City.

RCMP

The City funds 42 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.

KEY FOCUS AREAS:

- To enhance community relations, RCMP members continue to actively participate in as many community events as possible.
- Drug Enforcement: Continue to 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: Continue to focus on distracted driving as well as impaired driving to keep our roads safer.
- First Nations Policing: Continue to 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 drunk in a public place.



2018 HIGHLIGHTS

- Downtown core security initiative
- Several high profile major investigations working with multiple units.
- Arrest of Campbell River-based Devil's Army Club president for a 2016 murder
- In June 2018, Campbell River's RCMP detachment sent four members (including Inspector Jeff Preston) to assist during the G7 Leader's Summit in Quebec. All costs (including salary and transportation) were covered by the Government of Canada.

2019-2020 OBJECTIVES

- RCMP will continue to address strategic initiatives through development of the annual performance plan in consultation with Mayor and Council.
- Recruit regular members to maximize funded RCMP positions.
- Police/Community Relations: Continue to actively participate in as many community events as possible.

- Drug Enforcement: Continue to 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 within the community who sell drugs.
- Traffic Enforcement: Continue to focus on distracted driving as well as impaired driving to keep our roads safer.
- First Nations Policing: Continue to contribute to safer and healthier First Nation Communities through 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.

POLICE SERVICES

This department supports local RCMP administrative, operational, custodial and building maintenance needs. The department also provides jail and lock-up facilities for municipal, provincial and federal prisoners. Service is provided to citizens and community partners for general inquiries and requests for information, Police Information Checks, and programs such as Restorative Justice, Crime Stoppers and Victim Services (intervention, immediate and follow-up assistance to victims and witnesses of crime and trauma).

2018 HIGHLIGHTS

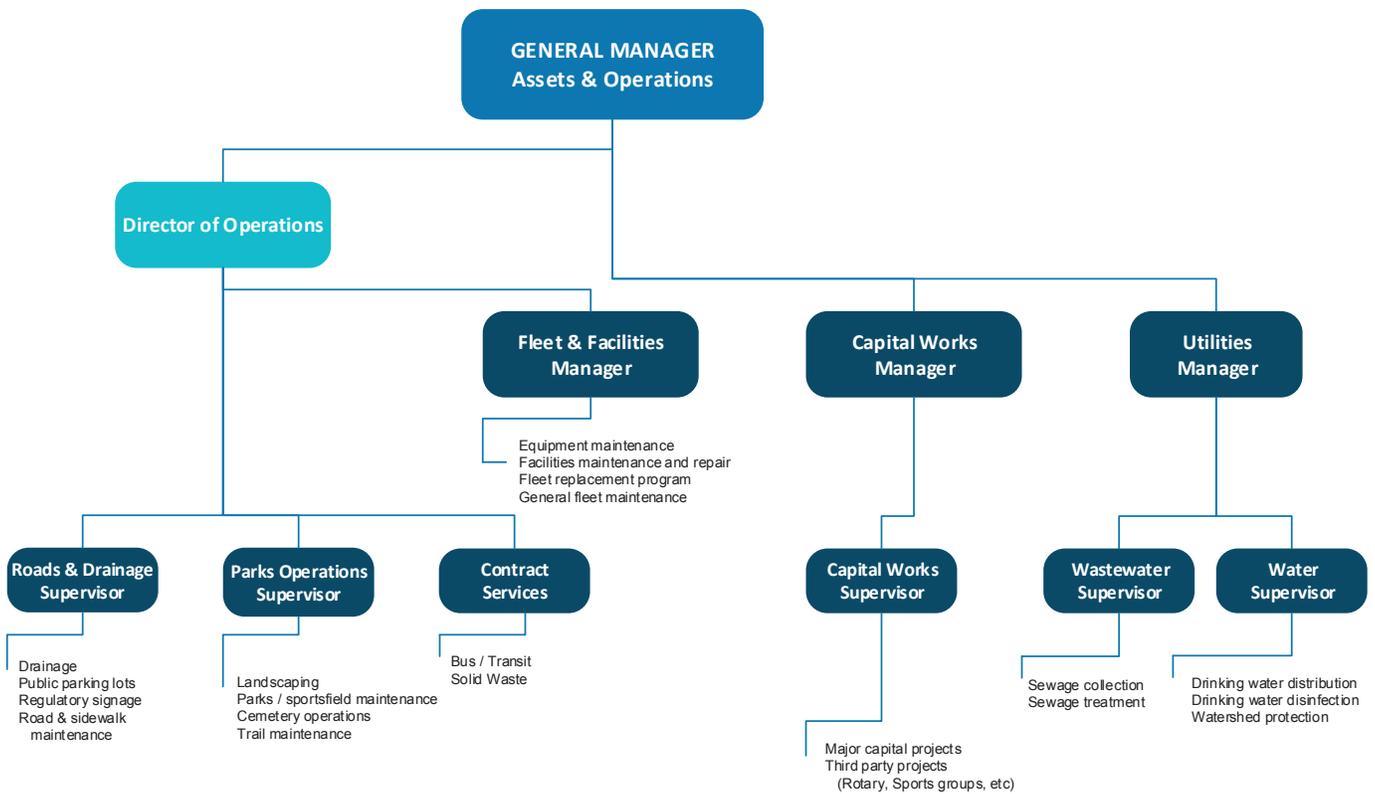
- Processed 1,750 police information checks.
- Processed 540 fingerprint submissions.
- Annual prisoner count was 1,356.
- Recovered \$141,391 for 2018 keep of provincial prisoners in the Campbell River lock-up facility revenues were above budget by end of year.

2019-2020 OBJECTIVES

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

**RCMP
BY THE NUMBERS**





ASSETS & OPERATIONS

This division provides coordinated delivery of essential services and related operations. City-owned infrastructure is built, operated and maintained by this division.

CAPITAL WORKS

This department focuses on the consistent delivery of all of the major capital projects approved for design and/or construction in the Long Range Capital Plan. Services provided by the department align with the phases of major project delivery, evolving from a support role early on in the project life cycle to the lead role when the project enters detailed design and construction, followed by support during the maintenance period. The department work effort peaks during the construction process to ensure all necessary support and controls are in place and that the project is delivered in accordance with the objectives and constraints.

2018 HIGHLIGHTS

- Campbell River water supply centre pump station and treatment building—completed and commissioned on time, on budget
- Big Rock Boat Ramp upgrades—Phase one completed on time, on budget
- Water System Impacts Project—completed on time, on budget
- Lift Station Generators Project—work completed on time and on budget
- Lift Station No.11—upgrades completed on time, on budget
- Airport Fueling Facility Project—civil and fuel delivery system completed on time, on budget

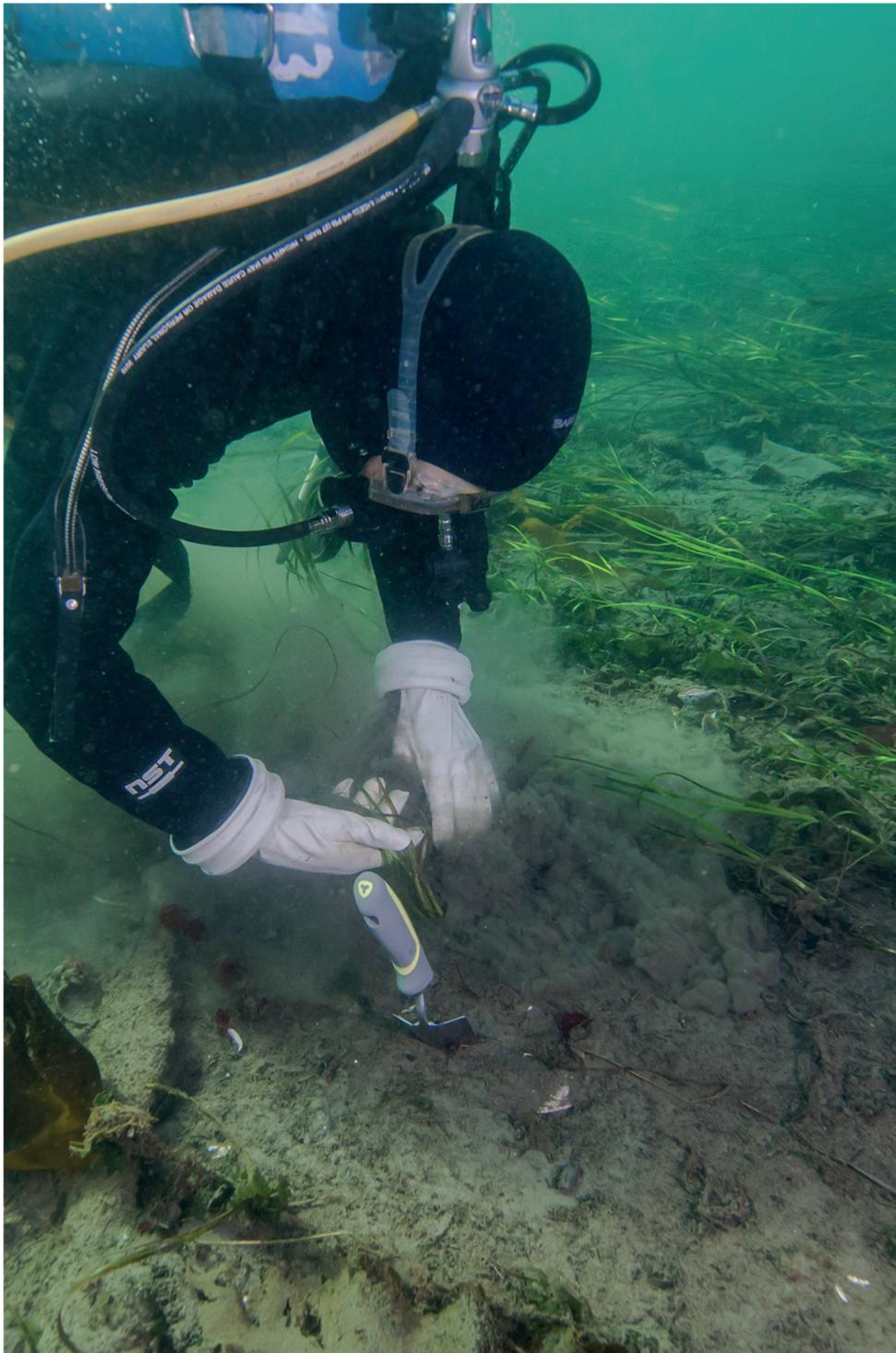
2018 HIGHLIGHTS CONTINUED

- Larwood-Erickson sewermain renewal project—phase one (Larwood Road) completed
- Waterfront Forcemain Upgrade Project—phase one completed on time, on budget
- Highway 19A phase three—Conceptual design completed, detailed design to 50% completed
- CIPP Sewermain Rehabilitation—works completed on time and on budget
- Shetland Pressure Reducing Valve (PRV)—design works completed



2019-2020 OBJECTIVES

- Highway 19A phase three—complete construction of phase one, complete design and approvals for balance
- Waterfront Sewer Upgrades—phase two—complete construction
- Larwood-Erickson sewermain replacement—complete construction
- Fir Street watermain replacement—complete construction
- Garfield/Pengelly watermain project—complete design and construction
- CIPP sewermain rehabilitation—complete design and construction
- Shetland PRV—complete construction
- NWECE electrical upgrades—complete design and prepare for construction
- Highway 19A sewer upgrade—complete design
- Seagull walkway— complete design





FLEET & FACILITIES

This department is responsible for maintaining and managing the City's equipment fleet and facility portfolio, the operations dispatch centre at the Dogwood Operations Centre, and running central stores.

The department ensures safe operation and maintenance of the City's fleet (approximately 130 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 \$15 million. The City currently has two electric vehicles in its fleet and six hybrids.

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 \$80 million. The department also supports non-profit tenants in City-owned facilities and manages corporate security initiatives, including downtown security patrol and networked video surveillance.

Stores manages internal parts and materials and stocks approximately 1,700 stock keeping units (SKUs) at a value of \$325,000. Items include clamps, pipes, and fittings that are used in emergency repair and are not readily available locally. These are critical to providing uninterrupted City services.

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 much of the City's operations crews.

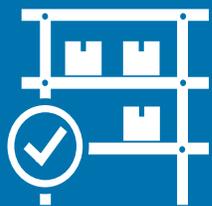


2018 HIGHLIGHTS

- Acquired several key fleet assets including two new fuel trucks and a snowblower for the Campbell River Airport, a replacement interface fire response vehicle and several replacement pickup trucks for the general operating fleet.
- Overhauled prioritization matrix for establishing 10-year fleet capital replacement cycle.
- Began maintaining light duty Fire Department fleet vehicles, now integrated into the fleet and heavy equipment reserve pool.
- Established the new Downtown Safety Office for use by Bylaw Enforcement Department, RCMP, and external service providers.
- Staff relocations and office changes required to implement the Strategic Management Plan, finalized the long range facilities plan for 41 City facilities, used in the creation of a 25-year Facilities Capital Plan
- Matrix for prioritizing nearly 1,900 planned maintenance/capital replacement projects within 10-year facilities capital plan
- Capital upgrades at several buildings, including front counter renovations at the Community Centre and Dogwood Operations Centre
- Structural repairs at Discovery Pier
- Finalized Rotary-constructed Dick Murphy Park viewing platform.
- With the Recreation Department, completed the Centennial Pool lifecycle analysis to determine required upgrades/improvements.
- With the City's Asset and Infrastructure Management Leadership Committee, advanced the City's asset management strategy.
- Small capital renewal acquisition program replaced aging small equipment pool for road safety, hot water pressure washers, power equipment, generators and mowers.

FLEET & FACILITIES BY THE NUMBERS

- **143 vehicle and equipment fleet**
- **146 facilities** - Includes all assets insured under City's property policy (some structures are not occupied)
- **5,500 requests for service** at Dogwood Operations Centre



Stores inventory valuation
\$319,217

2018 HIGHLIGHTS CONTINUED

- With the Sustainability Department, helped coordinate installation of a BC Hydro sponsored Level 3 electric vehicle charging station at the Community Centre.
- Continued disposal of end of life assets and improved organization of yard at Dogwood Operations Centre.

2019-2020 OBJECTIVES

- Use data from the long range facilities capital plan to further advance the City's 10 year facilities capital plan.
- Work with other stakeholders to implement maintenance / asset management software for both fleet and facilities asset classes.
- Work with a variety of departments to update and put into practice the City's contractor coordination policies.
- With Capital Works, undertake detailed design of major envelope and heating ventilation and air conditioning and additional storage space at the Campbell River Sportsplex.
- Review project coordination and project management protocols in order to streamline medium to large sized operational projects.
- Overhaul operations fleet pre- and post-trip inspection protocols.
- Implement newly developed fleet capital prioritization matrix for establishing the 10-year fleet replacement plan.
- Replace seven fleet vehicles through operations fleet capital replacement program.

- With a variety of stakeholders, update protocols and implement best practices for maintenance of emergency stand-by generators at emergency and utility facilities.
- Continue with small capital renewal program, which provides replacement and acquisition of small value operational equipment.
- Review stock movements in an effort to streamline stores inventory and maximize available space.
- Continue with disposal of end-of-life assets and improved organization of the Dogwood Operations Centre yard.
- Work with Purchasing and Risk Management to establish best practices relating to equipment rental, aggregate supply, and overall procurement practices.

PARKS

This department implements the Strategic Parks Plan and Parks Parcel Tax projects and is responsible for the cemetery operations and day-to-day management of 337 acres of parks, sports fields, trails, public open spaces and playgrounds. Facilities include Splashpark, Skatepark, Spirit Square, Sybil Andrews Cottage, tennis courts, soccer and baseball facilities and sand volleyball courts. Two cemeteries and 76 active parks require turf, irrigation and horticulture maintenance.

The department also maintains oceanfront and Mclvor Lake boat ramps, 220 garbage receptacles and 24 outdoor washrooms.

The Parks department is also responsible for:

- Banner program, decorative lighting
- Seawalk, 43 km of trails and subdivision walkways
- Marine foreshore restoration
- Mclvor Lake beach maintenance
- Park furniture donation program (243 benches, tables)
- Assessing City property, greenspace and street trees for hazards, sightlines (more than 3,325 street trees)
- Special events support (especially for Canada Day, Spirit Square)
- Vandalism repairs, graffiti removal, biohazard disposal
- Invasive plant species removal and community beautification support (Broom Busters, Business Improvement Associations)

2018 HIGHLIGHTS

- Shade Sails installed at Willow Point Splash Park
- Sea walk improvements
- Infield mix replacement
- Spruce Street waterfront park
- New landscaping at the Tidemark/Library area
- Elk Falls Cemetery upgrades:
 - Continued installation of cemetery frames
 - Tree infill
 - Completion of the parking lot
 - Memorial arbor

2019-2020 OBJECTIVES

- Maintenance of Campbell River’s greenspace and horticulture areas
- Asset management plan for parks standards
- Strategic Parks Plan rollout
- Annual foreshore restoration project
- Master plan for Nunns Creek Park
- Facilitate development of the Parks information and sign program
- Development of the Parks Irrigation Strategy
- Fences upgrades, replacements
- Asset Management—Park Infrastructure Renewal
- New entrance sign at Jubilee and Hwy 19A
- Greenspace turf and drainage design for Ostler Park
- Landscape upgrade for City Hall side hill
- Maintenance of Campbell River’s Elk Falls and Highway 19 cemeteries
- Burials and marker placements at Elk Falls and Campbell River Cemeteries (average 40 interments)

PARKS BY THE NUMBERS

- **337,350 dog poop bags used**
- **85 trees planted**
- **3,600 hours booked on sportsfields**
- **41 cemetery interments and 44 marker placements**

WATERFRONT WALKWAY FOR VACANT DOWNTOWN SITE

City crews extended the popular Seawalk through the vacant downtown waterfront site to fully connect the shoreline pathway along a 12-kilometre stretch from Maryland Road to the Tyee Spit. The Campbell River Rotary Club donated \$100,000 to extend the Seawalk from Roberts Reach to the Discovery Harbour Shopping Centre. Landscaping, lighting and viewpoint upgrades will be in 2019.

Establishing the walkway was a key recommendation of the City's waterfront task force, and is the first step in the development of this site. The City will continue to work in partnership with the Wei Wai Kum First Nation on this project, which will provide pedestrian access to connect to the shopping centre.

ELK FALLS CEMETERY UPGRADES AND EXPANSION

To complement the new entry drive and landscaping at Elk Falls Cemetery, the Parks Department commissioned Kevin MacKenzie, a Quadra Island artist, to design a unique gate that would characterize the cemetery. In keeping with the City policy of using locally sourced products, the stone for the pillars comes from a quarry on Cortes Island.

The gate was included in the budget of the Phase I development for the expansion and enhancement of the Elk Falls Cemetery. This development included relocation of the entrance, establishment of an upright marker section, creation of a green burial area, improvements to the gatehouse including public access during cemetery services and new native tree and shrub planting.

WHEEL-CHAIR ACCESSIBLE VIEWING PLATFORM—

DICK MURPHY PARK

A new, wheel-chair accessible viewing platform in Dick Murphy Park offers spectacular views of the estuary. Replacing a derelict wooden structure, the new platform is constructed with steel pilings and a concrete deck. The project is the result of a partnership initiated by the Rotary Club of Campbell River in 2016. In exchange for a \$25,000 contribution from the City, and based on an updated design, the Rotary Club championed design, construction and installation of the platform using a variety of in-kind community support. This included volunteers, material suppliers, and construction contractors. City crews installed a new path and finalized landscaping in fall, with signs that highlight estuary landmarks and contributing partners to follow.

SPRUCE STREET RIVER VIEWING PLATFORM

A new accessible viewing platform and bench at the north end of Spruce Street in Campbellton offers safe and spectacular river views.

Spruce Street Riverfront Park construction was completed by the City of Campbell River Parks Department in partnership with the Campbellton Neighbourhood Association (CNA) and FortisBC. A \$15,000 FortisBC grant along with City funds of \$15,000, the Parks crew's efforts, and the bench donation by the Rhenisch family, combined to provide a viewing platform accessible via a crushed gravel pathway and ramp. The Campbellton Neighbourhood Association, supported by Vancouver Island University planning students and City staff, have long championed access to the river as a way to revitalize the neighbourhood. Pocket parks and increased river access in Campbellton are among the key components of the wish list developed during neighbourhood consultations that began in 2014.



ROADS BY THE NUMBERS

- More than 1,800 service requests
- Repaired approximately 350 metres of sidewalk
- Road Safety campaign gained some of the highest click scores and engagement on the City’s social media. The City’s summer road safety and back-to-school photos featured employees and employee families on Facebook and in City Currents ads in the Mirror newspaper to remind everyone to slow down and stay focused on travelling safely through work and school zones.

ROADS & DRAINAGE

This department is responsible for the overall coordinated management of the City’s road network, storm drainage, solid waste, and public transit systems.

ROADS

Maintains the 280-km road network.

DUTIES INCLUDE

- Road and sidewalk maintenance
- Snow and ice control
- Regulatory signage
- Traffic signals
- Street lighting
- Public parking lot maintenance
- Labour and equipment for sewer and water system repairs/ upgrades
- Day-to-day drainage maintenance and operations
- Graffiti removal
- Small scale capital works projects
- Transit signs/bus stops

2018 HIGHLIGHTS

- More than 1,800 service requests
- Road overlays Dolly Varden, Pengelley, 2nd Avenue
- Additional pedestrian-controlled crossings installed at Greenwood and 9th avenue
- Upgraded lighting, layout for Beech Street parking lot
- Repaired approximately 350 metres of sidewalks
- \$5,000 from ICBC contributed to the cost of additional pedestrian flashing lights installed at Greenwood and 12th Avenue and at Alder and 5th Avenue.

2019-2020 OBJECTIVES

- Asphalt overlay as per the pavement management plan developed in 2018.
- Complete collector road LED streetlight upgrade.
- Install sidewalk on Cottonwood and South McPhederan (Merecroft to Quadra).
- Continue sidewalk inspection and repair program.
- Create on-line form to request street light repairs.



DRAINAGE

Crews are responsible for drainage and conveyance of storm water, including the maintenance of detention ponds, storm pipes, manholes, City ditches and catch basins.

2018 HIGHLIGHTS

- Attended approx. 380 drainage service requests.
- Ditched 2.5 kilometres of drainage corridors.
- Installed storm piping on Cheviot and Hopton roads.
- Completed flushing of 1.7 kilometres of downtown storm drains with wastewater department.
- Inspected 3,800 catch basins, 110 repaired.

2019-2020 OBJECTIVES

- Fir Street drainage improvements
- Nunns Creek/Homewood Road culvert replacement
- Willis Road pedestrian upgrades
- Expand downtown storm mitigation planning.

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.

CITIZENS CURRENTLY RECEIVE:

- Weekly garbage, recycling collection
- Yard waste collection (beginning of March through November)
- Year-round yard waste drop-off centre
- Information on recycling for large items, appliances and materials not accepted curbside
- Waste reduction tips provided in local media, brochures and via social media
- Liaison with Comox Strathcona Solid Waste Services
- Participation in Recycle BC recycling incentive program

2018 HIGHLIGHTS

- Through a contractor, curbside collection services for 10,300 homes
- Approximately 3,700 tonnes of garbage, 1,300 tonnes of recycling and 3,200 tonnes of yard waste are collected annually.

2019-2020 OBJECTIVES

- New contract for delivery of curbside services
- Increase waste diversion through the Recycle BC recycling program.
- New advertising/messaging to promote waste diversion and recycling programs.
- Diversion of material from the landfill through participation in yard waste collection and yard waste drop-off centre.
- With CVRD, develop curbside organics program in conjunction with the building of a new regional organics facility in Campbell River.
- Participate in Regional Solid Waste Management Advisory Committee.

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, BC Transit and Watson and Ash Transportation Ltd. Service includes both conventional transit service and custom service for specialized transportation needs.

2018 HIGHLIGHTS

- Campbell River's transit system consistently out-performs other British Columbia communities with populations between 20,000 and 50,000 people.
- The transit system serves the highest number of passengers per hour and runs at the lowest cost per ride as well as the lowest overall operating cost per hour of service provided.
- Each year, new bus stop shelters are added as part of improvements at stop locations.

2019-2020 OBJECTIVES

- Continue to review changes made in 2017 and look at options for improvements to the system.
- Continue to add transit shelters and improve stop locations.
- Continue to implement short and medium term recommendations of the Transit Futures Plan.
- Review transit fares.
- Continue to look for opportunities to promote monthly/semester fare products.
- Continue to promote transit services such as Bus to Work week.

OPERATIONS BY THE NUMBERS

- Approx. 380 drainage service requests
- Ditched 2.5 kilometres of drainage corridors
- Flushed 1.7 kilometres of downtown storm drains
- Inspected 3,800 catch basins, 110 repaired
- Curbside solid waste collection services to 10,300 homes
- Transit system: highest number of passengers per hour, runs at lowest cost per ride, and lowest overall operating cost per hour of service compared against other similar-sized British Columbia communities



WASTEWATER

This department provides collection and treatment of sanitary sewage for the City of Campbell River and First Nation neighbours at the Norm Wood Environmental Centre (NVEC). This plant treats an average of 14 million litres of wastewater a day collected via 260 kilometres of pipe and through 15 lift stations. A smaller treatment lagoon serves the northern industrial park.

2018 HIGHLIGHTS

- Construction of Larwood sewer system upgrade
- Waterfront sewer system upgrades phase one
- Sewer flushing (42 km)
- Sewer trenchless point repairs (13 locations)
- Update of confined space entry procedures underway
- Installation of emergency power at six lift stations
- Replacement of access hatches at lift station #11
- Sewer main renewal (various locations, Pier Street, Willow Point, etc.)
- Biosolids:
 - management options study
 - application site optimization options assessment
- NVEC:
 - outfall inspection
 - oxidation ditches, digester diffusers replacement
 - aeration pipe lining
 - electrical assessment

2019-2020 OBJECTIVES

- Erickson, Harrogate sewer system upgrade
- Replacement of eight forcemain air relief valves
- Installation of automatic cleaners at lift Stations #12, #13, #14
- Lift station #11 siding, mansards, doors, roof replacement
- Lift station #13 exterior wall sealing
- Continue update of confined space entry procedures
- Modify biosolids land application site to extend use
- NVEC:
 - electrical upgrade design
 - digester design
 - roof replacement
 - sludge pump station #1 roof, skylights



WATER

The City of Campbell River aims to consistently meet community service expectations with cost-effective delivery of safe, adequate, secure, reliable and aesthetically pleasing potable water. The City owns and operates a water distribution system that provides high-quality potable water and water flow for fire protection to more than 40,400 people, including bulk water delivery to three First Nations and Area D of the Strathcona Regional District. The water system includes protection of an 1,800-square-kilometre watershed and dual disinfection methods (ultra violet [UV] and chlorination) to produce the highest quality water possible.

Water is delivered to the community through more than 300 kilometres of watermain, including three reservoirs, two UV/chlorination stations, three pump stations, more than 30 pressure-reducing stations and many valves and fire hydrants.

WATERSHED PROTECTION

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

- Ongoing confirmation that the source water is safe.
- Early identification of potential impacts to water quality.
- Data necessary to determine the level of treatment required.

The watershed-sampling program collects data at various depths and from nine locations, monitoring for long-term environmental change. The City is able to avoid construction and operation of expensive treatment systems such as filtration by demonstrating effective watershed protection. We check for degradation by monitoring levels of turbidity and the presence of protozoan pathogens. In 2018, turbidity remained below 1.0 NTU (nephelometric turbidity unit) throughout the year, indicating that our source water continues to be of a high quality. More than 200 hours are spent annually monitoring erosion and illegal dumping in the watershed.

2018 HIGHLIGHTS

- Completion and commissioning of the new Campbell River Water Supply Centre
- Approximately 1,100 fire hydrant inspections
- Water conservation initiatives (toilet and appliance rebates)
- High-resolution aerial imaging for the John Hart Community Watershed (on-going)

2019/2020 OBJECTIVES

- Connecting the North Water System to the new Campbell River Water Supply Centre
- Supervisory Control and Data Acquisition (SCADA) upgrades (addition to new facilities)
- Watermain renewal—Fir Street and Garfield/Painter roads
- Design and construction of Petersen/Shetland pressure reducing valve
- Concept design for Area D connection improvements
- Concept design for CRIB-CCR water connection improvements

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 are conducted as listed in the Guidelines for Canadian Drinking Water Quality published by Health Canada.

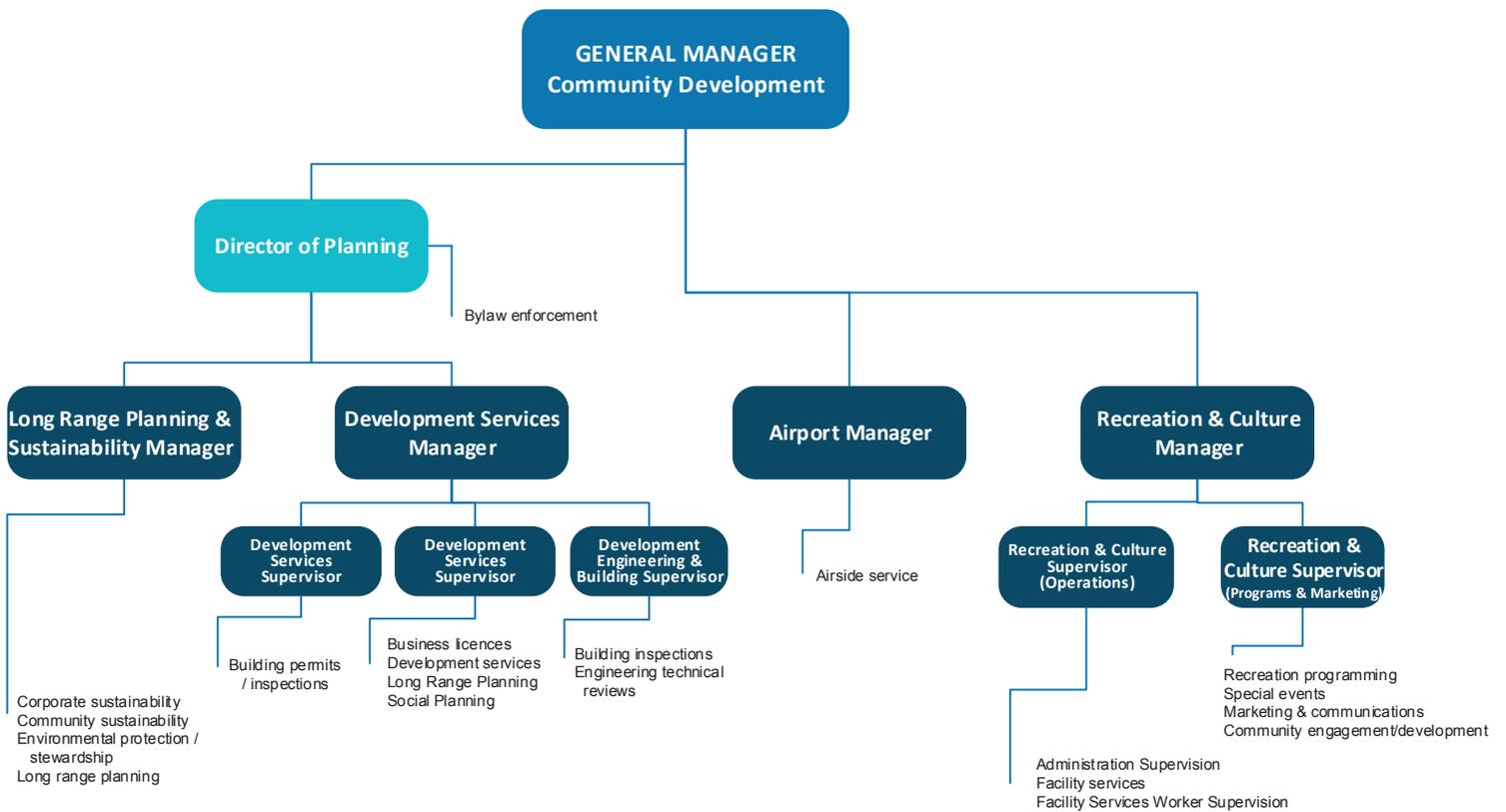
KEY TREATED DRINKING WATER PARAMETERS

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 October 2014	
GENERAL WATER CHEMISTRY					
pH			7.22	6.5-8.5	
Turbidity		NTU	0.316	<1.0	
Free Chlorine		mg/L	0.95418	≥0.2 and ≤4.0	
INORGANIC PARAMETERS					
Aluminium		mg/L	0.0160	<0.1	
Arsenic		mg/L	0.00010	0.010	
Barium		mg/L	0.0025	1.0	
Cadmium		mg/L	<0.00001	0.005	
Calcium		mg/L	7.41	No limit	
Chromium		mg/L	<0.0010	0.05	
Copper		mg/L	0.008	≤1.0	
Iron		mg/L	0.036	≤0.3	
Lead		mg/L	0.00033	0.010	
Magnesium		mg/L	0.738	No limit	
Manganese		mg/L	0.003	≤0.05	
Nitrate-N		mg/L	0.031	10	
Potassium		mg/L	0.06	No limit	
Sodium		mg/L	1.444	≤200	
Zinc		mg/L	0.0119	≤5.0	
Hardness (as CaCO3)		mg/L	21.6	No limit	
Total Dissolved Solids		mg/L	30	≤500	
Total (5) Haloacetic Acids		µg/L	27.0	80.0 (yearly running average)	
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 October 2014	
INORGANIC PARAMETERS					
Turbidity		NTU	0.34	<1.0	
Free Chlorine		mg/L	0.57	≥0.2 and ≤4.0	
MICROBIOLOGICAL					
Parameter	Samples Collected	Samples Tested	Negative	Positive	% Pos
Total Coliform	482	482	478	4	0.82% of total
Escherichia coli	385	385	385	0	0.00% of total

KEY TREATED DRINKING WATER PARAMETERS — INDUSTRIAL PARK

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 October 2014		
GENERAL WATER CHEMISTRY					
Turbidity	NTU	0.39	<1.0		
Free Chlorine	mg/L	0.79	≥0.2 and ≤4.0		
INORGANIC PARAMETERS					
Aluminium	mg/L	0.0232	0.1		
Arsenic	mg/L	0.00012	0.010		
Barium	mg/L	0.0032	1.0		
Cadmium	mg/L	<0.00001	0.005		
Calcium	mg/L	7.56	No limit		
Chromium	mg/L	<0.001	0.05		
Copper	mg/L	0.00579	≤1.0		
Iron	mg/L	0.057	≤0.3		
Lead	mg/L	0.00031	0.010		
Magnesium	mg/L	0.676	No limit		
Manganese	mg/L	0.0067	≤0.05		
Nitrate-N	mg/L	0.036	10		
Potassium	mg/L	0.064	No limit		
Sodium	mg/L	2.17	≤200		
Zinc	mg/L	0.0070	≤5.0		
Hardness (as CaCO ₃)	mg/L	21.7	No limit		
Total Dissolved Solids	mg/L	29	≤500		
Total (5) Haloacetic Acids	µg/L	22	80.0 (yearly running average)		
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 October 2014		
INORGANIC PARAMETERS					
Turbidity	NTU	0.36	<1.0		
Free Chlorine	mg/L	0.76	≥0.2 and ≤4.0		
MICROBIOLOGICAL					
Parameter	Samples Collected	Samples Tested	Negative	Positive	% Pos
Total Coliform	36	36	36	0	0.00% of total
Escherichia coli	36	36	36	0	0.00% of total





COMMUNITY DEVELOPMENT

This division coordinates community planning, development, culture, social services, property management, bylaw enforcement and airport operations. Businesses, developers, community groups and individual citizens benefit from unified attention to these Council-directed and customer-focused services that promote Campbell River's advantage.

BYLAW ENFORCEMENT

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.

2018 HIGHLIGHTS BYLAW / ANIMAL CONTROL

- Responded to more than 900 complaints.
- Relocated Bylaw Enforcement operations to the new Downtown Safety Office on Shoppers Row.
- Proactive foot patrols in the downtown area and City parks to prevent encampments
- Collaboration with social service providers and downtown stakeholders in response to vulnerable population downtown.
- Hired a third bylaw enforcement officer.
- Transition from paper to electronic bylaw enforcement filing system.
- Transition from Legislative Services to Community Development Department.

2019-2020 OBJECTIVES BYLAW / ANIMAL CONTROL

- Assume management of the downtown security patrol contract.
- Participate in the new Safer Downtown Working Group.
- Complete of workplace hazard assessment per WorkSafe BC requirements and review of operational procedures, required training and personal protection equipment requirements.
- Ongoing revisions and improvements to various regulatory bylaws, including further amendments to the Public Nuisance Bylaw to address disorder.

AIRPORT BY THE NUMBERS

- **Annual passenger count: 58,108**
- **Annual plane movements: 16,700**
 - 1,300 private aircraft
 - 70 international flights
 - 1,230 domestic flights
- **Approx. 50 flights per week to and from YVR (Vancouver south terminal)**
 - Up to 10 per day
 - 45 minute flight
 - Leave YBL as early as 6:45 a.m.
 - Leave YBL as late as 6:55 p.m.

AIRPORT

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 will benefit existing and future growth on airport and adjacent lands.

Maintenance staff is on site from 5:30 a.m. to 11 p.m. daily and ensures the airport operates in compliance with Canadian Aviation Regulations.

SERVICES INCLUDE:

- Runway maintenance
- Snow and ice control
- Pavement sweeping, painting and edging
- Runway lighting
- Wildlife control
- Field maintenance
- Ditch maintenance
- Drainage management
- Safety and security, including security for commercial apron, airside lands
- Field checks
- Airport buildings maintenance:
 - Terminal building
 - Airport administration
 - Maintenance shops

2018 HIGHLIGHTS

- New snow blower funded by the Airport Capital Assistance Program (95%).
- Applied for ACAP funding:
 - new runway spreader
 - replacement loader
- Removed old fuel facility.
- Paved access road and old fuel facility.
- Annual Wings & Wheels event

2019-2020 OBJECTIVES

- New serviced leased lots
- New general aviation parking lot, including taxiway access
- Shelter for new fuel facility
- Aircraft de-icing unit purchase
- Receive ACAP funding:
 - new runway spreader
 - new loader
- Apply for ACAP funding:
 - taxiway widening
 - commercial aircraft concrete operating stands
 - remove and replace old approach lighting and directional signage airside



DEVELOPMENT SERVICES

This department aims to provide timely, high-quality community service related to engineering, building and assistance on all aspects of current land use planning and development.

THE DEPARTMENT PROVIDES A SINGLE POINT OF SERVICE RELATED TO:

- Business licensing
- Development applications (Official Community Plan amendment, rezoning, subdivision, development permit, variance permit and Agricultural Land Reserve applications)
- Building permits and inspections
- Engineering infrastructure review and approvals related to subdivision, development and building

2018 HIGHLIGHTS

BUILDING SERVICES

- Processed more than 300 building permits with an estimated construction value of nearly \$80 million
- Total of 2,163 inspections
- Approximately 60 complaint related inspections for non-compliant matters
- Issued 15 Stop Work Orders with eight that have been brought into compliance
- More than 5,100 phone calls and emails and nearly 400 front counter customer service inquiries
- 40% of all new homes approved within three weeks and 60% of all new homes approved within six weeks
- Hired building services supervisor in March
- Initiated building permit process review
- Filled building inspector I vacancy in February
- Filled building inspector II vacancy in November
- Second building inspector II position approved in December

DEVELOPMENT ENGINEERING

- Issued 24 preliminary subdivision approval letters
- Accepted final on 10 subdivisions
- Processed more than 150 works on City lands
- Approved construction of
 - 480 m of road
 - 625 m of water main
 - more than 680 m of sidewalk
 - more than 550 m of sewer main
 - more than 700 m of storm sewer
- Total of \$2.33 million of new infrastructure construction
- Filled eng tech I vacancy in April

DEVELOPMENT PLANNING

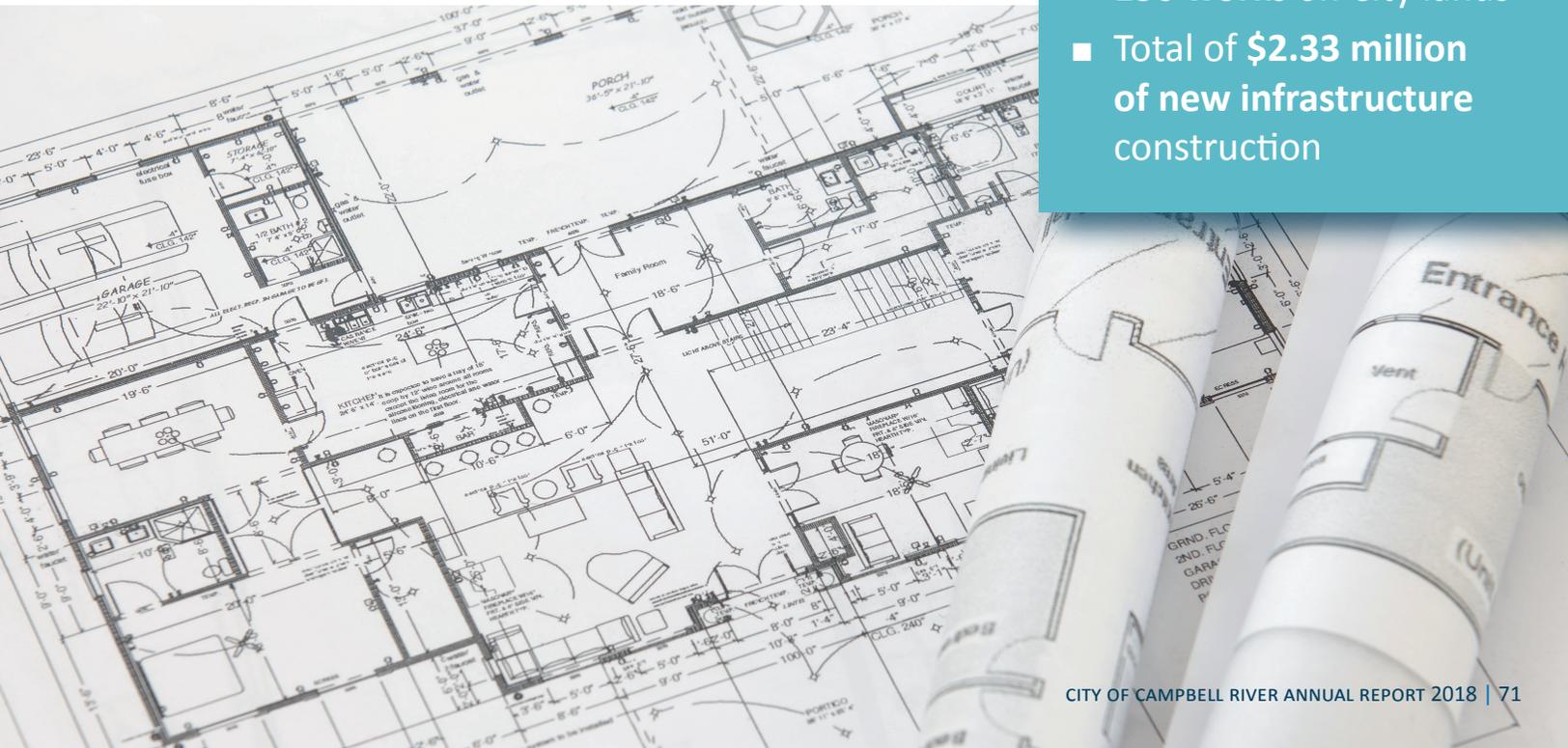
- 2,000 business licences
- Review, approval of 236 rental units
- Processed 105 development applications
- Signage bylaw and incentive program development
- Downtown safety office design
- Cannabis bylaw updates
- Filled development services supervisor position in March
- Filled planner II vacancy in April
- Filled planner I vacancy in June
- Filled clerk tech vacancy in July

2019 - 2020 OBJECTIVES

- Review process, fees for development permit applications.
- Update development process webpage.
- Update Official Community Plan design guidelines.
- Downtown public washrooms
- Building Bylaw updates aligning with Provincial Building Act, BC Energy Step Code
- Adopt BC Energy Step Code implementation for new construction.
- Complete Zoning Bylaw review.
- Hold four Builders and Developers forums.
- Update Soil Deposition Bylaw.
- Revise development applications for ease of use, greater clarity.
- Implement sign enhancement program.

DEVELOPMENT BY THE NUMBERS

- Processed more than **300 building permits** with an estimated construction value of **nearly \$80 million**
- Total of **2,163 inspections**
- More than **5,100 phone calls and emails**, and nearly **400 front counter customer service inquiries**
- Processed more than **150 works on City lands**
- Total of **\$2.33 million of new infrastructure construction**



LONG RANGE PLANNING & SUSTAINABILITY

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

2018 HIGHLIGHTS

- Supported the City’s beautification program working in partnership with the business improvement and neighbourhood associations.
- Offered a qualified environmental professional workshop with Development Services to address common questions and application gaps in the development permit process.
- Reviewed form and character development permit applications for implications and conflicts with existing and emerging policy/long range issues.
- Liaison for Quinsam Coal Technical Review Committee and federal Department of Fisheries and Oceans community advisor-led Stream Stewardship Committee.
- With Greenways Land Trust, Wei Wai Kum First Nation and other conservation organizations, worked on stewardship of the Campbell River estuary.

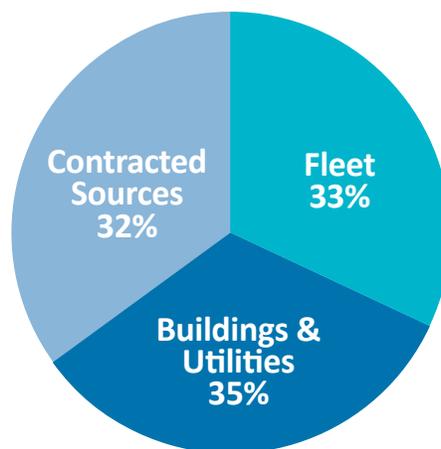
- Participated on the national Oceans Protection Plan public engagement process.
- Participating in BC Ferries’ Terminal Development Plan for Campbell River.
- Participated on the Canada Goose, Species and Ecosystems at Risk and the Coastal Invasive Species local government working groups.

2019-2020 OBJECTIVES

- Review projected housing needs and available land for infill and redevelopment, as well as possible future growth scenarios, and update the Official Community Plan and Zoning Bylaw accordingly.
- Coordinate affordable housing initiatives, including development of partnerships with BC Housing and local not-for-profit organizations.
- Support social planning, including downtown safety, homelessness, and community opioid crisis response efforts.

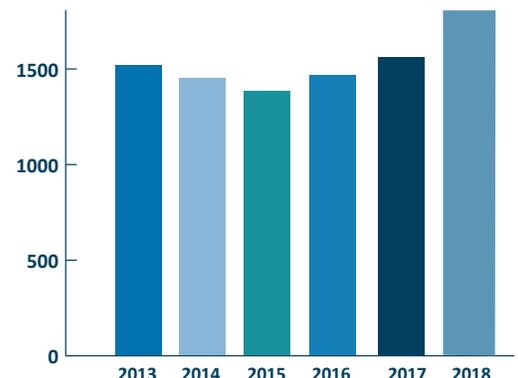
- Coordinate Sea level rise planning work and climate adaptation strategy development.
- Coordinate and enhance the City’s beautification program and downtown revitalization, including a downtown food truck pilot program.
- Develop the Art in Public Spaces master plan.
- Reduce environmental impacts and support stewardship services to the community through development permit reviews, liaising with community organizations, invasive species removal, supporting City restoration projects, and policy development for environmentally sensitive areas.
- Demonstrate leadership in climate action through annual greenhouse gas emission reporting and emission reduction initiatives, including the Energy Step Code and Power Down Campbell River.

GHG emissions related to local government services
As part of our Climate Action Charter commitment, the City tracks annual greenhouse gas emissions.



CARBON EMISSIONS SOURCES

ANNUAL CORPORATE TCO2E



MEASURED IN METRIC TONNES



RECREATION BY THE NUMBERS

- More than **19,000 visits to events**
- More than **165,000 annual visits**
- More than **1,000 citizens used the LIFE program***
- **Five successful CR Live Streets events**—including new **Art Battle**

RECREATION

This department provides a variety of quality recreation and culture services for people of all ages, stages and abilities. The department focuses on community engagement and partners with many different organizations to provide services to keep residents active and healthy. The department oversees operation of the Sportsplex, Community Centre and Centennial Pool, provides park and field booking services as well as custodial services for all recreation facilities, City Hall and the Enterprise Centre.

2018 HIGHLIGHTS

- Centennial Pool lifecycle assessment
- With Long Range Planning, started process for Art in Public Spaces master plan
- Began Walter Morgan Studio restoration work
- Transition of park and field bookings from Parks to Recreation and Culture
- New weightroom equipment at Sportsplex
- PLAY Campbell River working group with representatives from sport, recreation, health, education and local First Nations
- Completed Skatepark pilot project
- Campbell River Mirror Readers Choice Awards
 - Winner—Sportsplex (Best Sports Facility)
 - Finalist—Sportsplex (Best Gym/Fitness Studio)
- More than 1,000 people used the LIFE* program (support for low income households to participate in recreation programs)
 - *LIFE stands for: Leisure Involvement for Everyone
- Online registration increase from 28% in fall 2017 to 47% online registrations in summer 2018

2019-2020 OBJECTIVES

- Complete Walter Morgan Studio restoration.
- Complete transition of park and field bookings.
- Continue PLAY Campbell River initiative.
- Employee resiliency, succession planning and scorecard reporting initiatives.

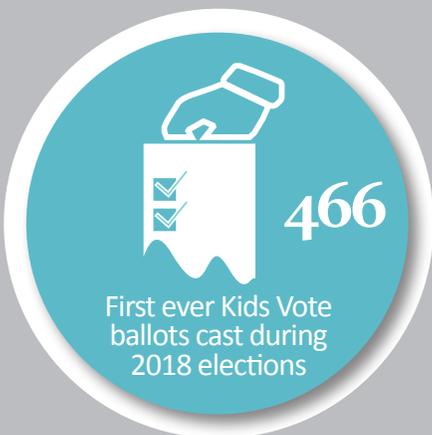




CITY SCORECARD



CITY SCORECARD HIGHLIGHTS 2018





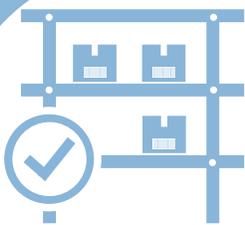
Multiple awards,
see page 178



540
Finger prints submitted
and processed



117
Capital projects



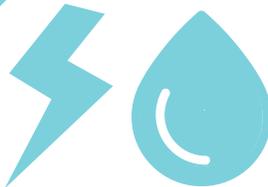
Stores inventory
valuation
\$319,217



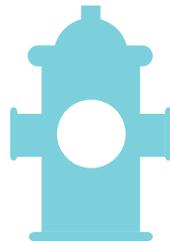
85
Trees planted



1,800+
Roads service requests



Installation of
emergency power at
six lift stations



Approximately
1,100 fire hydrants
inspected



16,700
Yearly plane
movements
at YBL



More than 300
Building permits
processed



11 Electric charging
stations at **six**
locations, including
one fast charger



165,000
Annual visits to
programs
and events



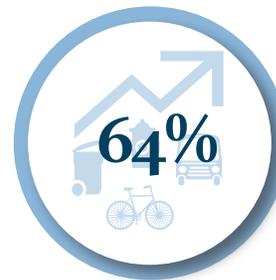
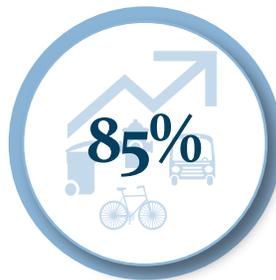
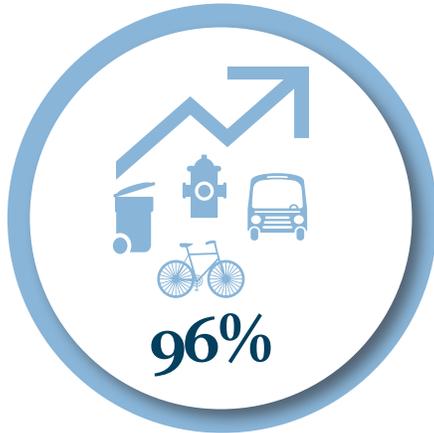
City Scorecard is a work in progress that aims to track trends and measure outcomes against objectives established in Council's Strategic Plan as well as departmental operational and master plans. The scorecard helps illustrate the type of service delivered, set standards and share results. The following key performance indicators are samples of City service measurements.

CITY MANAGER

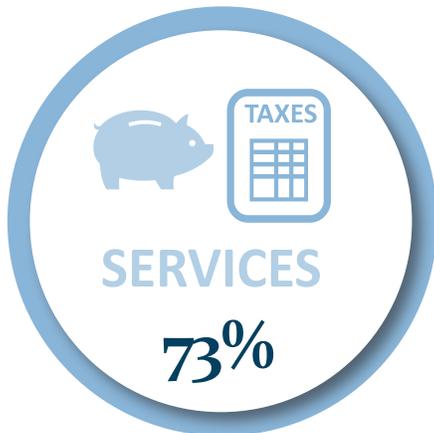
2016

2013

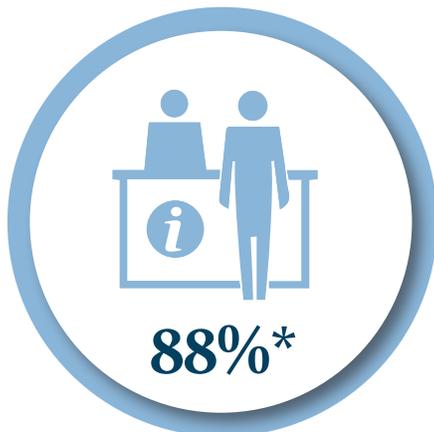
2006



CITY SERVICES QUALITY



VALUE FOR TAXES



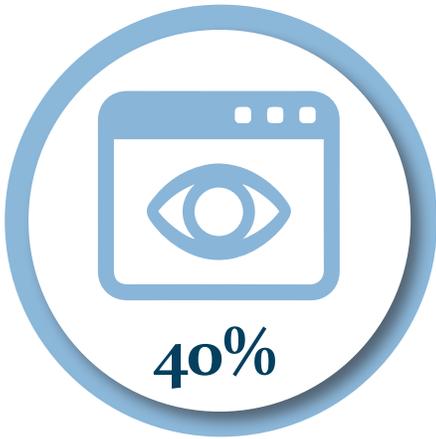
CUSTOMER SERVICE
*SOURCE: CITIZEN SATISFACTION SURVEYS

COMMUNICATIONS

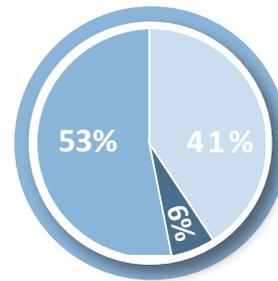
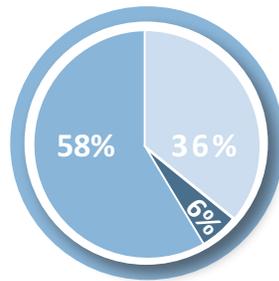
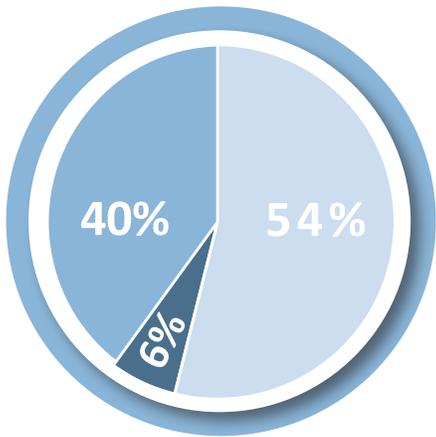
2018

2017

2016



UNIQUE WEBSITE PAGE VIEWS



NEWS COVERAGE

■ Positive
■ Neutral
■ Negative



FACEBOOK FOLLOWERS
PERCENTAGE OF POPULATION

FINANCE

2018

2017

2016



AUTOMATED
TAX
PAYMENTS



ONLINE
HOME
OWNER
GRANTS



PERCENTAGE
TAX INCREASE

PURCHASING

2018

2017

2016



NUMBER OF PROJECTS



AWARDED PROJECT VALUE



SAVINGS ACHIEVED

PROPERTY SERVICES

2018

2017

2016



NUMBER OF
REVENUE-
GENERATING
PROPERTIES



LEASES TO
COMMUNITY
GROUPS



WATERFRONT
OWNERSHIP

FIRE

2018

2017

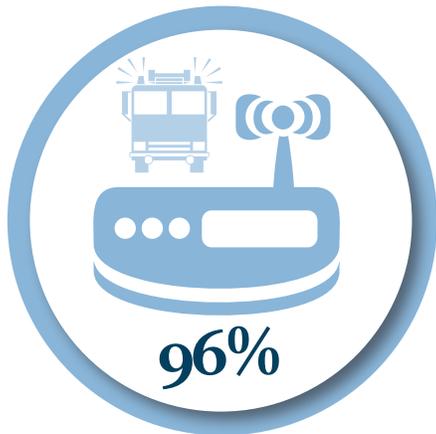
2016



TOTAL
EMERGENCY
CALLS



TOTAL FIRE
INCIDENTS



FIRE
DISPATCH
CALL
PROCESSING
TIME
WITHIN
60 SECONDS

FIRE

2018

2017

2016



VALUE OF BUILDINGS SAVED FROM FIRE



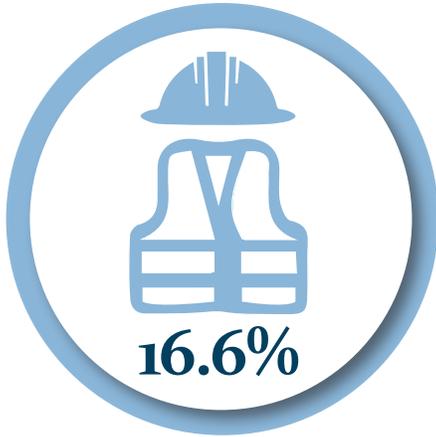
FOR EVERY \$ SPENT ON FIRE PROTECTION, INSURANCE COSTS SAVED BY CAMPBELL RIVER PROPERTY OWNERS

HUMAN RESOURCES

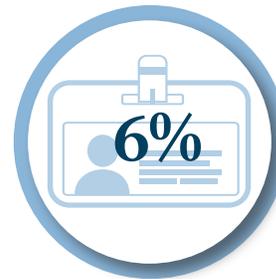
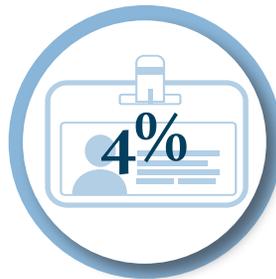
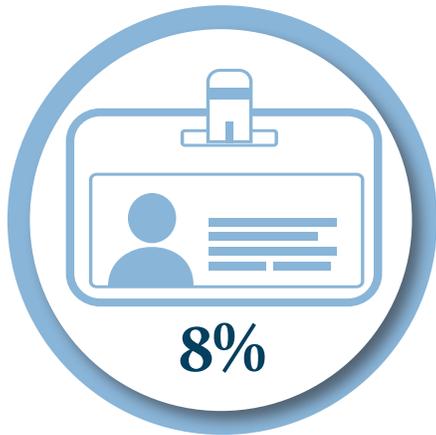
2018

2017

2016



PERCENTAGE DISCOUNT ON COMPENSATION PREMIUMS COMPARED TO OTHER B.C. COMMUNITIES WITH SIMILAR-SIZED LOCAL GOVERNMENT WORKFORCE



EMPLOYEE TURNOVER



INTERNAL PROMOTIONS

INFORMATION TECHNOLOGY

2018



2017



2016



NUMBER OF
HELPDESK
SUPPORT
REQUESTS

POLICE SERVICES

2018

2017

2016



ANNUAL FILE
COUNT



POLICE
INFORMATION
CHECK
APPLICATIONS



TOTAL
FINGER
PRINTS

CAPITAL WORKS

2018

2017

2016



CONSTRUCTION
PROJECTS
COMPLETED



CONSTRUCTION
PROJECTS
COMPLETED
ON TIME



CONSTRUCTION
PROJECTS
COMPLETED
ON BUDGET

FLEET & FACILITIES

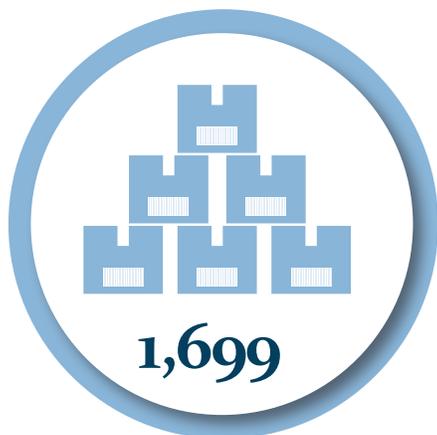
2018

2017

2016



STORES
INVENTORY
VALUE



STORES
STOCK
ITEMS



DOGWOOD
OPERATIONS
CENTRE
NUMBER OF
EXTERNAL
SERVICE
REQUESTS

FLEET & FACILITIES

2018

2017



FLEET



FACILITIES

PARKS

2018

2017

2016



TOTAL HOURS
BOOKED ON
FIELDS



DOG POOP
BAGS



INTERMENTS

PARKS

2018

2017

2016



SERVICE
REQUESTS



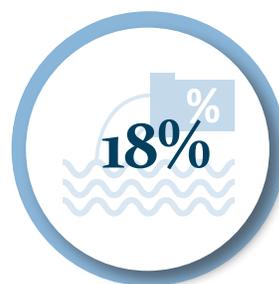
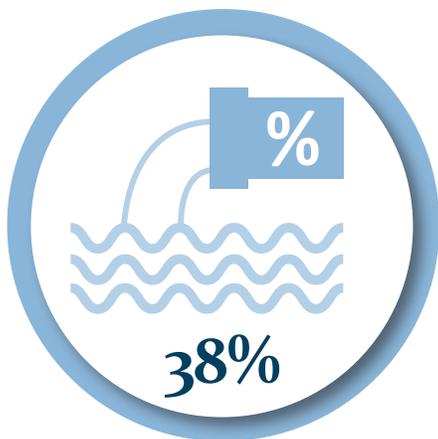
VANDALISM
COSTS

WASTEWATER

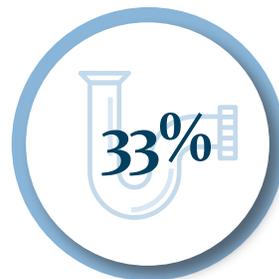
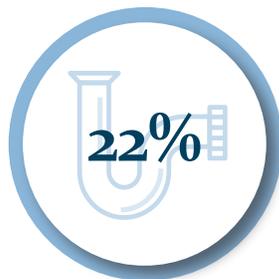
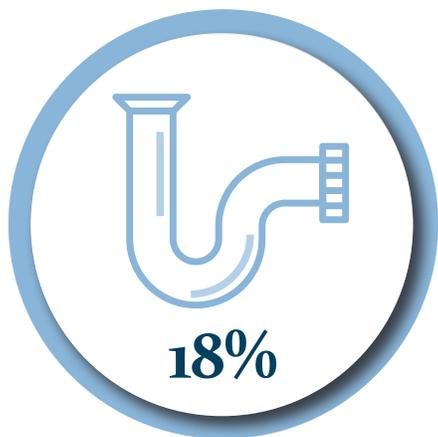
2018

2017

2016



DISCHARGE TO ENVIRONMENT
PERCENTAGE OF ALLOWABLE LIMIT



PERCENTAGE OF SEWER LINES FLUSHED

WATER

2017

2016

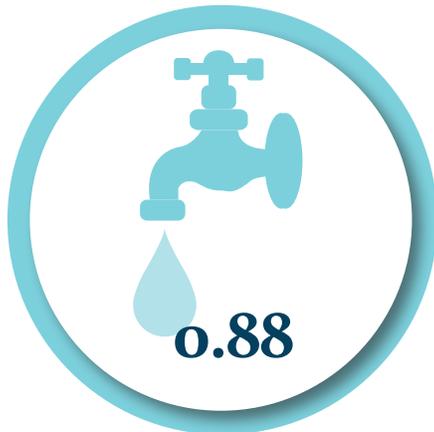
2015



AVERAGE DAILY WATER CONSUMPTION
LITRES PER CAPITA

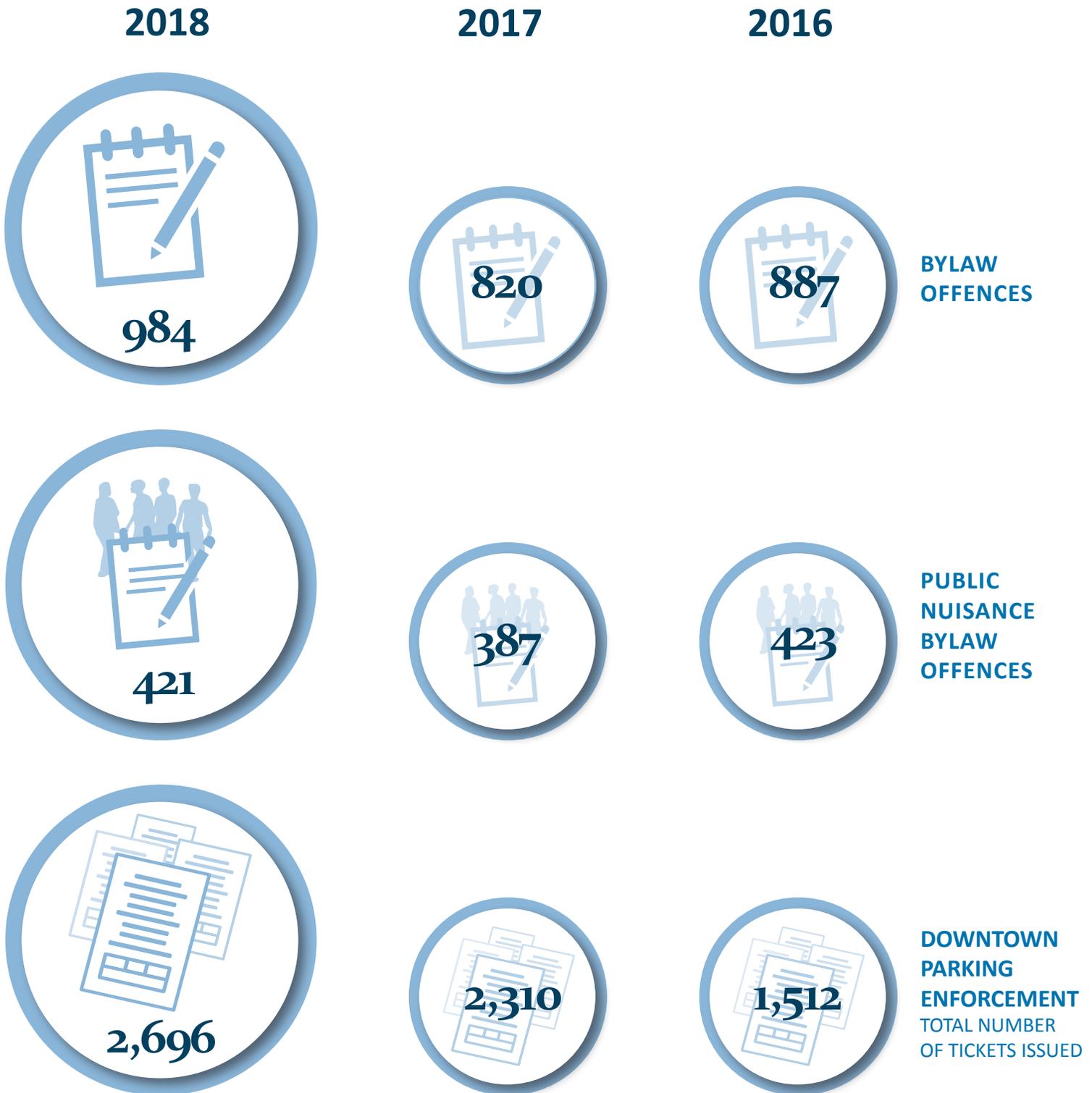


WATER LOSS
LITRES PER CONNECTION PER DAY



CUSTOMER COMPLAINTS PER 1000 PEOPLE SERVED

BYLAW ENFORCEMENT



BYLAW ENFORCEMENT

2018



2017



2016



CALLS FOR ANIMAL CONTROL SERVICE INCLUDES AGGRESSIVE, AT LARGE, BARKING, CONFINED, UNLICENSED DOGS AND DECEASED ANIMAL REMOVAL

AIRPORT

2018

2017

2016



PASSENGER
COUNT



PLANE
MOVEMENTS



JET FUEL \$
VALUE

AIRPORT

2018

2017

2016

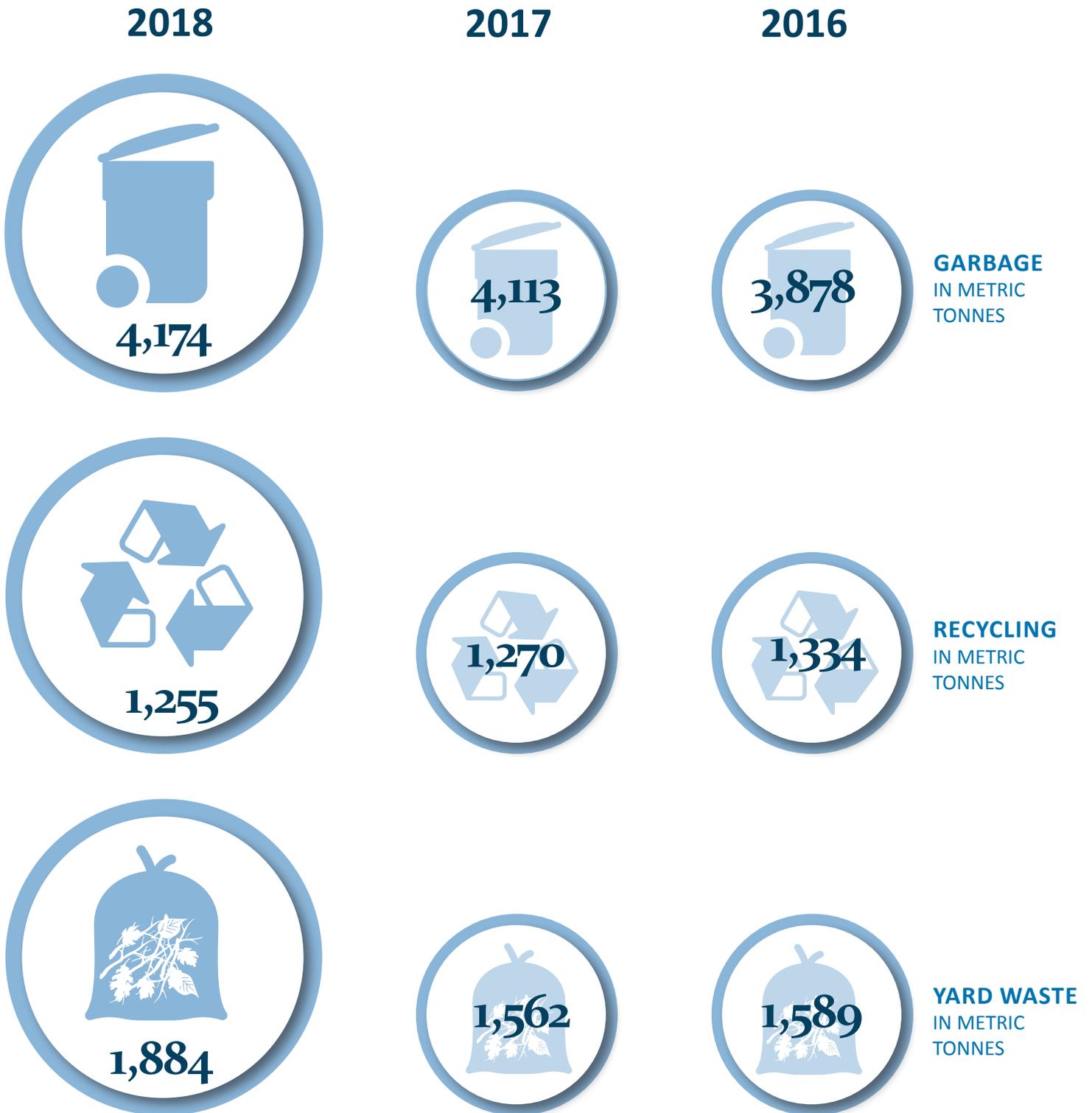


PROPERTY
AIRPORT
LEASE VALUE



AIRPORT
VEHICLE
PARKING
\$ VALUE

CURBSIDE SOLID WASTE COLLECTION



LONG RANGE PLANNING & SUSTAINABILITY

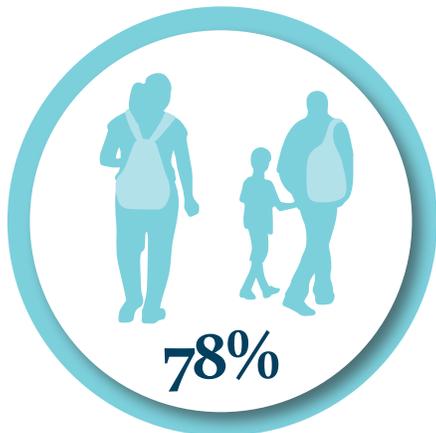
2018

2017

2016



HOUSING DENSITY
UNITS PER HECTARE (REDUCES SERVICE COSTS AND ENVIRONMENTAL IMPACTS)



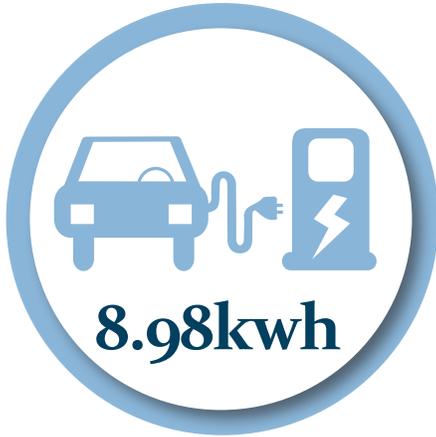
WALKABILITY
PERCENTAGE OF RESIDENCES WITHIN 800 METRES TO FOOD OR RETAIL



WALKABILITY 2018
PERCENTAGE WITHIN 800 METRES

LONG RANGE PLANNING & SUSTAINABILITY

2018



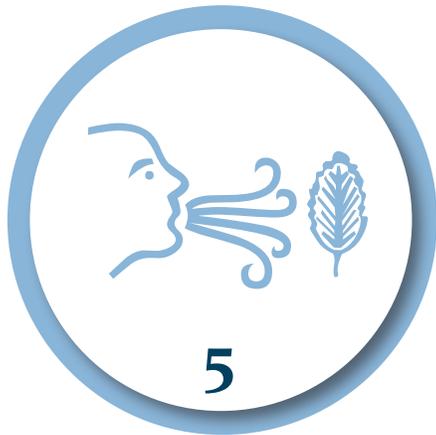
2017



2016



ELECTRIC VEHICLE CHARGING AT COMMUNITY CHARGING STATIONS
MEASURED IN KILOWATT HOURS



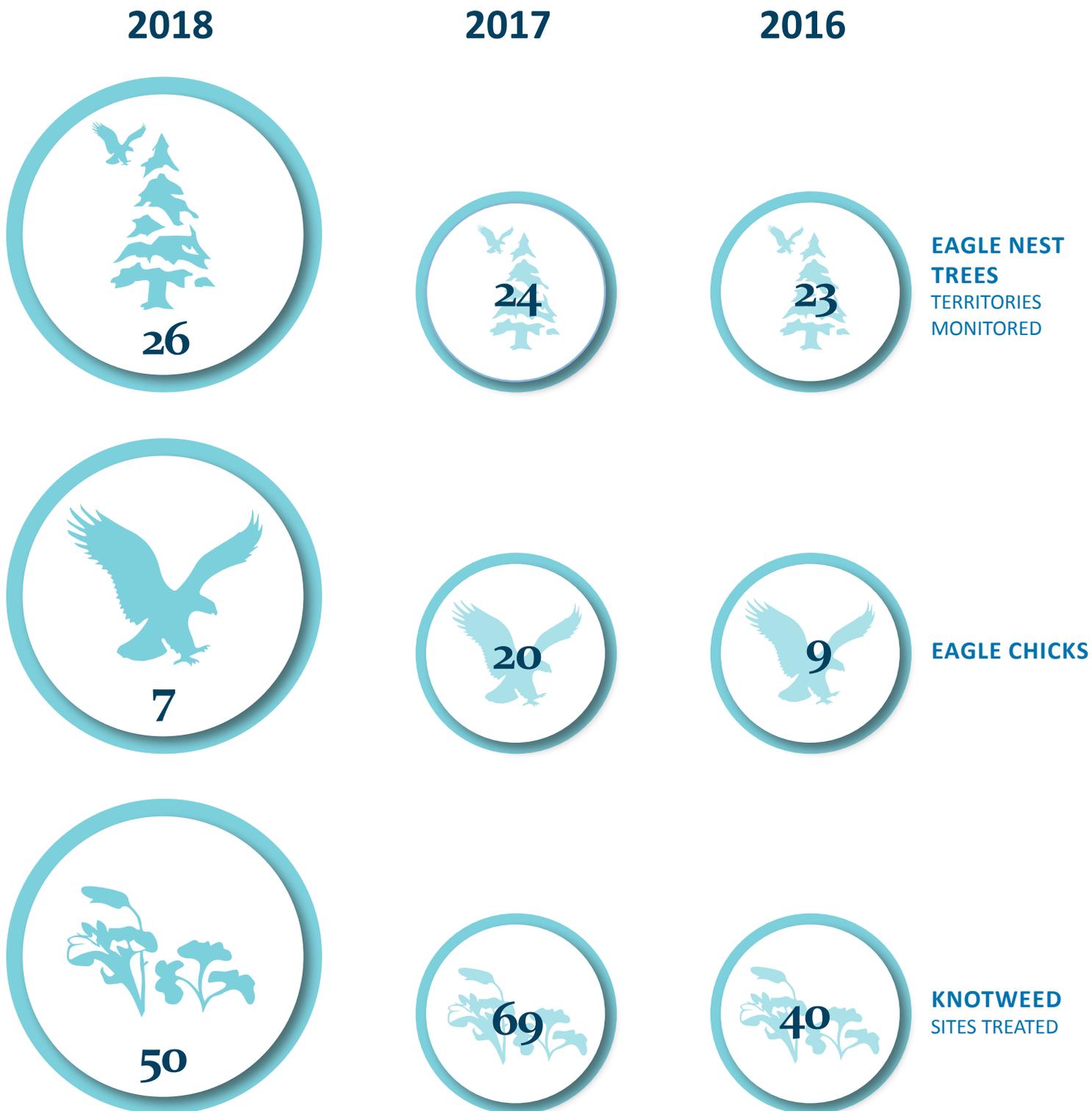
HIGHEST:
AUG. 21 – 146.9 MG/M3



HIGHEST:
AUG. 5 – 60.5 MG/M3

AIR QUALITY
NUMBER OF DAYS FINE PARTICULATE EXCEEDED PROVINCIAL HEALTH OBJECTIVE AVERAGE OF 25 MICROGRAMS PER CUBIC METRE

LONG RANGE PLANNING & SUSTAINABILITY



RECREATION & CULTURE 2018

CHILD, YOUTH & FAMILY PROGRAM VISITS



OUTDOOR POOL VISITS



50-PLUS PROGRAM VISITS



ADULT AND SPECIALTY PROGRAM VISITS



FITNESS AND WEIGHT ROOM VISITS



LIFE PROGRAM LEISURE INVOLVEMENT FOR EVERYONE SUBSIDIES



TOTAL RECREATION VISITS



TOTAL MEMBERSHIPS



EVENT VISITS







FINANCIAL STATEMENTS

The enclosed audited financial statements present the City's financial position as at December 31, 2018 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 CHIEF
FINANCIAL OFFICER &
FINANCE MANAGER**

May 16, 2019

We are pleased to present the City of Campbell River's audited consolidated financial statements for the year ended December 31, 2018, 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 for governments and have provided an unqualified opinion on the City's 2018 consolidated 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 aspects, the consolidated financial position of the City of Campbell River as at December 31, 2018, and the results of the consolidated operations and its consolidated cash flows for the year then ended 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 supervision 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 sound through ongoing monitoring of all financial affairs for the City.

The City's 2018 consolidated 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 \$13 million increase to accumulated surplus, for a total of \$304.6 million in 2018. 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 and strategic initiatives, and the City's net value of infrastructure assets that provide service to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology. The \$13 million increase represents the economic resources gained by the City in 2018, which is mainly a result of the net increase to capital infrastructure in the year and related capital funding. The City has also been incrementally increasing sewer and water utility reserves to fund future planned capital projects and infrastructure upgrades. Revenues of \$71 million were comparable to 2017 and expenses at \$58 million were slightly under budget due to vacancies, multi-year projects, and/or projects being delayed or completed under budget.

The audited financial statements demonstrate close alignment between actual financial results and the City's 2018 Financial Plan. The year-end results also demonstrate that the City's financial position continues to increase with a focus on reinvestment in infrastructure through stable tax and user fee increases. These stable increases are a key component of the City's Financial Stability & Resiliency Program, which ensures funding is available to maintain and upgrade the City's significant infrastructure. This framework establishes guidelines for how the City will acquire and manage a portfolio of financial and physical assets to ensure that the City's current and future needs of our community are met. For 2018, the City has also expanded its financial health and key performance indicators as part of the annual reporting to provide important information on trends for the City.

FORWARD FACING

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

- The Financial Stability & Resiliency Program establishes a long-term framework that focuses on providing ongoing stable funding, without the need for large tax rate increases in any one year. This provides stability to the City, while maintaining services and investing in critical infrastructure, and smooths out large swings in taxation. Under the City’s budget parameters, the annual tax rate increase will be between two and three per cent, which provides funding to maintain base service inflationary increases, fund 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 services.
- By maintaining a fair and equitable property tax policy, which strives to maintain tax rates for all classes within the provincial average, each class is allocated the same tax percentage increase, unless realignments are required. Any realignments occur over a multi-year period to reduce volatility for taxpayers. A five-year utility rate structure ensures adequate funding to maintain services, and upgrade infrastructure as required under the 10-year capital plan.
- Taxing 0.63% or \$190,000 to invest in critical infrastructure ensures ongoing replacement and renewal of critical infrastructure.
- The City is in the process of gaining a better understanding of the life-cycle costs of infrastructure through the development of a comprehensive asset management implementation plan. This will provide a better understanding of its asset inventory, condition and risk assessment levels, as well as a formal determination of service levels at the City. This plan will not only provide a comprehensive framework for guiding long-term decision making for funding needs, as well as ensure the City upgrades the highest priority needs and efficient use of assets. The knowledge gained will result in significant operational efficiencies through the development of standard operating procedures and inter-departmental working groups.
- Investigating ways to increase other sources of revenue to reduce the City’s reliance on residential property taxes.
- As a coastal community, the City is undertaking significant work on sea level rise in the coming years for consideration of downtown revitalization, ongoing development, the seawalk, storm drain infrastructure, and parks assets. City investment leveraged with external grants are providing a \$505,000 budget for a comprehensive plan to provide a strategy to inform future decisions.
- The City’s reserve policy maximizes use of resources, with funds available for cash flow, risks/emerging opportunities, capital infrastructure, and strategic initiatives and enhancements. While the City is focused on asset renewal, the financial plan also allocates funds to ensure Council can continue to enhance service levels to meet community demand with high priority projects that align with Council’s strategic plan.

Campbell River continues to be an attractive place to live, work and play, resulting in ongoing 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, and development services. It also demonstrates the need for even longer-term planning, especially asset management and investment to maintain critical infrastructure through asset renewal and replacement.

The City of Campbell River continues to deliver more than 100 services, including building and maintaining critical infrastructure such as roads, water and sewer systems and delivering essential services like emergency response and garbage, recycling and yard waste collection. The City also takes care of parks, sports fields, trails and the seawalk, along with the outdoor pool and recreation and cultural facilities.

Through development of the Financial Stability & Resiliency Program, related financial policies and procedures, and long-term financial planning has enabled the City to continue to increase its financial position, and is well positioned to deliver the municipal services residents and businesses expect. Through quarterly financial reporting, year-end financial reporting and the Government Finance Officer's Association award-winning budget, the City has a transparent process explaining the status of priorities and an accountable decision making process to ensure stable service delivery today and in the future.

Working collaboratively, the City is committed to continually improving its long term financial situation 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,



Ron Bowles
Chief Financial Officer



Alaina Maher, CPA, CMA, BCom
Finance Manager



CHIEF FINANCIAL OFFICER RON BOWLES



FINANCE MANAGER ALAINA MAHER

OVERVIEW OF THE FINANCIAL STATEMENTS

The 2018 consolidated 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, 2018 with comparatives to the 2017 fiscal year. The financial statements include:

- **Statement of Financial Position** - summarizes year end balances of financial assets, liabilities, and non-financial assets.
- **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.

STATEMENT OF FINANCIAL POSITION

The Statement of Financial Position provides a summary of the City's economic resources available to meet its obligations and to provide services. By continuing to increase its net financial assets and improve its financial position from the previous year, the City strengthens its ability to meet service demands.

Financial assets have increased to \$93 million from \$83 million in 2017; this is primarily a result of an increase in cash and investments. Financial liabilities for the City have also increased from the previous year; total liabilities increased from \$45 million in 2017 to \$49 million in 2018. This can mostly be attributed to increases in long-term debt for the waterfront sewer forcemain project.

The City's short and long-term debt balance increased to a combined \$13 million from \$9 million. Debt has helped fund the significant multi-year water supply capital project and leverage more than 75 per cent of the funding for this project from BC Hydro, as the project itself is a result of the John Hart dam upgrade. The City is accessing \$15 million of approved borrowing bylaws for water and sewer capital renewal and capacity upgrades.

Non-financial assets consist primarily of the City's capital infrastructure and have increased to \$260 million in 2018 from \$252 million in the previous year. In 2018, \$3.4 million of assets were contributed to the City through new subdivisions, an increase from \$2.7 million in 2017. It is important to note that the City invested \$10.9 million in capital renewal and enhancement projects in 2018, which helps to address the infrastructure deficit that many Canadian municipalities, currently face. Following public sector accounting standards, the City amortizes existing infrastructure over its estimated service period, which decreases the net book value of the City's assets over time; the amortization expense for 2018 was \$9 million and is similar to the 2017 expense. To maintain the net infrastructure balance in core assets, the City must continue to invest in annual capital projects and infrastructure renewal projects. The City's Financial Stability & Resiliency Program directs a portion of the annual tax increase approved in the 10-year Financial Plan to capital funding to ensure ongoing service delivery and investment to maintain the City's infrastructure. This funding will also help to mitigate the City's infrastructure deficit.

The accumulated surplus or net equity position of the City is \$304.6 million for 2018 as compared to \$291.6 million in 2017. This \$13 million annual surplus increase is mainly a result of the \$8 million increase in tangible capital assets (TCA) for fiscal 2018 as discussed earlier. While TCA increased by \$8 million overall, the City’s debt to support these projects increased by \$4.3 million for a net increase of \$3.7 million to the investment in TCA. 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)	\$ 6,046,452
Reserves	51,268,641
Investment in tangible capital assets	<u>247,316,118</u>
ACCUMULATED SURPLUS	\$ <u>304,631,211</u>

STATEMENT OF OPERATIONS

The statement of operations summarizes the financial activities or revenues and expenses for 2018 as compared to both budget and the previous year. The financial statements are prepared in accordance with Canadian Public Sector Accounting Standards 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 combine these funds.

Revenues on the statement of operations include taxes, sales of service, 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. Total revenues for 2018 were \$71 million, which was comparable to 2017, versus a budget of \$67 million. The main variance from budget is in contributed TCA (assets provided to the City by developers), which is a result of increased development in the City and includes assets such as sidewalks, roads, streetlights, sewer, and water lines to the new residential properties.

Total expenses for 2018 were \$58 million as compared to a budget of \$60 million and 2017 expenses of \$56 million. Overall, expenses for each core City service are under budget due to vacancies, multi-year projects, and/or projects being delayed or completed under budget.

The annual surplus represents the economic resources gained by the City in 2018. As noted on the statement of financial position, the annual surplus of \$13 million is mainly a result of the net increase to capital infrastructure in the year and related capital funding shown on this statement. The City has also been incrementally increasing sewer and water utility reserves to fund future planned capital projects and infrastructure upgrades. In 2018 there was significant expenditure from the sewer reserve for large projects, including the Larwood-Erickson sewer upgrade and waterfront sewer forcemain.

The \$13 million of annual surplus consists of the following:

Net decrease in unappropriated surplus	\$ (3,548)
Net increase in tangible capital assets	3,718,096
Net increase in general reserves	2,558,260
Net decrease in sewer reserve	(599,722)
Net increase in water reserve	<u>7,386,998</u>
TOTAL INCREASE (ANNUAL SURPLUS)	\$ <u>13,060,084</u>

As summarized on the previous page, the annual operating surplus resulted from a combination of higher revenues and lower department expenditures. As part of the City’s Financial Stability & Resiliency Program, through the waterfall system, the \$1.8 million general operating surplus flows into the Financial Stabilization Reserve to fund emerging risks and/or liabilities the City may incur in any one year.

Additional funding over the Financial Stabilization Reserve maximum threshold then flows into to capital reserves to fund the 2019-2028 capital plan, which includes asset renewal and numerous upgrades and maintenance projects required across the City to maintain service levels for facilities, furniture and equipment, fleet, fire, and roads infrastructure.

Investment interest & other income higher than budget	\$ 768,476
Loss on disposal of tangible capital assets	(56,772)
Materials and contracted services expenses over budget	(560,456)
RCMP contract under budget & vacancies	706,784
Additional property taxation & PILT revenue	24,789
Recreation user fees & development permit revenue higher than budget	515,781
CRIB servicing agreement less than budget	(28,514)
Labour vacancies	590,372
Interest on debt & tax prepayments higher than budget	(12,844)
Net transfer between reserves less than budget	(114,013)
Other miscellaneous items	(4,042)
2018 GENERAL OPERATING SURPLUS	\$ 1,829,561

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

The statement of changes in net financial assets highlights the City's acquisition of tangible capital assets decreased from \$20.2 million in 2017 to \$17.5 in 2018 due to a significant capital project for the City's water supply facility being completed.

The City continues to invest in infrastructure to maintain service levels. With ongoing development and growth, the City received \$3.5 million of contributed assets from developers (2017 - \$2.7million) for new subdivisions including roads, streetlights, storm drain, water and sewer lines. The City receives these assets and then has to maintain and upgrade them in the future. The City's overall net financial assets increased \$5.1 million from 2017; the balance is \$43.8 million up from \$38.7 million in 2017.

STATEMENT OF CHANGES IN CASH FLOWS

The statement of changes in cash flows identifies an increase in cash and investments of \$10.1 million; \$77.5 million in 2017 up to \$87.6 million in 2018. The annual surplus for general, sewer, and water make up \$9.4 million of this increase; these funds were transferred to reserve to be utilized in the City's 10-year financial plan to fund risks such as RCMP major crime investigations, insurance claims, and legal claims, which reduces the need for one-time large tax rate increases to fund these potential events. Additionally, these funds are used for capital infrastructure upgrades and maintenance to maintain service levels for sewer and water utilities, as well as maintain roads, streetlights, and parks and recreation facilities. The City also collected \$1.3 million of development cost charges, which will be used to upgrade infrastructure in the future as the community continues to grow. The City increased its accounts payable and accrued liabilities by \$1.1 million to pay for future obligations.

CONSOLIDATED FINANCIAL STATEMENTS

FINANCIAL REPORTING RESPONSIBILITY FOR THE YEAR ENDED DECEMBER 31, 2018

The preparation and presentation of the Consolidated Financial Statements is the responsibility of the management of the City of Campbell River. The Consolidated 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 Council of the City of Campbell River as the City's independent auditor. Their report accompanies the Consolidated Financial Statements.



Alaina Maher, CPA, CMA
Finance Manager



Ron Bowles
Chief Financial Officer

INDEPENDENT AUDITORS' REPORT

To the City of Campbell River:

Opinion

We have audited the consolidated financial statements of the City of Campbell River (the "City"), which comprise the consolidated statement of financial position as at December 31, 2018, and the consolidated statements of operations, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City as at December 31, 2018, and the results of its consolidated operations and its consolidated 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 Consolidated 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 consolidated 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.

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

Management is responsible for the preparation and fair presentation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

Our objectives are to obtain reasonable assurance about whether the consolidated 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 consolidated 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 consolidated 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.

INDEPENDENT AUDITORS' REPORT

- 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 consolidated 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 consolidated financial statements, including the disclosures, and whether the consolidated 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 13, 2019

MNP LLP

Chartered Professional Accountants

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2018**

	2018	2017
FINANCIAL ASSETS		
Cash and investments (note 2)	87,586,763	77,502,234
Accounts receivable (note 4)	5,529,421	5,696,809
Inventory held for sale	60,608	35,284
	93,176,792	83,234,327
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities (note 5)	9,920,323	9,093,117
Deposits and holdbacks	3,733,740	4,140,309
Development cost charges (note 6)	10,885,296	9,556,225
Deferred revenue (note 6)	11,769,378	12,933,221
Short-term debt (note 7)	4,800,000	4,300,000
Long-term debt (note 8 & schedule 1)	8,319,927	4,535,344
	49,428,664	44,558,216
NET FINANCIAL ASSETS	43,748,128	38,676,111
NON FINANCIAL ASSETS		
Inventory of supplies	375,302	316,483
Prepays	71,767	145,169
Tangible capital assets (schedule 2)	260,436,041	252,433,364
	260,883,110	252,895,016
ACCUMULATED SURPLUS (note 10)	304,631,211	291,571,127

See Contingent liabilities Note 11.



Alaina Maher, CPA, CMA
Finance Manager



Ron Bowles
Chief Financial Officer

**CONSOLIDATED STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2018**

	2018 Budget (see note 13)	2018 Actual	2017 Actual
REVENUE			
Taxes & parcel taxes (note 12)	32,644,546	32,528,517	31,245,700
Payments in lieu of taxes	617,700	716,817	695,387
Sale of services	23,984,590	24,535,635	24,066,511
Services provided to other governments	1,709,643	1,681,129	1,669,146
Transfers from other governments	5,914,460	5,986,445	9,538,502
Investment and other income	526,302	1,536,179	1,037,683
Other revenue	241,197	262,653	249,632
Development cost charges recognized	1,083,031	152,834	43,343
Contributed tangible capital assets	-	3,350,027	2,699,892
Loss on disposal of tangible capital assets	-	(72,536)	(14,626)
	66,721,469	70,677,700	71,231,170
EXPENSES			
General government	6,891,441	6,760,561	7,043,186
Protective services	17,107,354	16,572,269	15,597,148
Transportation services	12,597,346	12,000,146	12,203,639
Environmental health services	2,682,919	2,604,117	2,465,339
Public health services	183,255	148,775	161,069
Development services	2,618,467	2,226,581	1,829,845
Parks, recreation and cultural services	8,038,192	8,184,428	8,029,730
Sewer utility services	4,245,931	3,779,109	4,151,845
Water utility services	5,458,373	5,341,630	4,625,822
	59,823,278	57,617,616	56,107,623
ANNUAL SURPLUS	6,898,191	13,060,084	15,123,547
Accumulated Surplus, Beginning of Year	291,571,127	291,571,127	276,447,580
ACCUMULATED SURPLUS (note 10)	298,469,318	304,631,211	291,571,127

See Budget legislative compliance Note 13.

**CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2018**

	2018 Budget (see note 13)	2018 Actual	2017 Actual
ANNUAL SURPLUS	6,898,191	13,060,084	15,123,547
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(31,767,993)	(14,160,160)	(17,507,149)
Contributed tangible capital assets	-	(3,350,027)	(2,699,892)
Proceeds on disposal of tangible capital assets	-	16,145	14,364
Loss on disposal of tangible capital assets	-	72,536	14,626
Writedown of tangible capital assets	-	37,241	-
Amortization	8,798,500	9,381,615	8,903,210
	(22,969,493)	(8,002,650)	(11,274,841)
OTHER NON-FINANCIAL ASSETS			
Increase in inventory of supplies	-	(58,819)	(7,715)
(Increase)/decrease in prepaids	-	73,402	(38,572)
	-	14,583	(46,287)
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(16,071,302)	5,072,017	3,802,419
NET FINANCIAL ASSETS, BEGINNING OF YEAR	38,676,111	38,676,111	34,873,692
NET FINANCIAL ASSETS, END OF YEAR	22,604,809	43,748,128	38,676,111

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2018**

	2018	2017
OPERATING ACTIVITIES		
Annual surplus	13,060,084	15,123,547
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(100,568)	(103,957)
Contributed tangible capital assets	(3,350,027)	(2,699,892)
Loss on disposal of tangible capital assets	72,536	14,626
Writedown of tangible capital assets	37,241	-
Amortization expense	9,381,615	8,903,210
Decrease in inventory of supplies	(58,819)	(7,715)
(Increase)/decrease in prepaids	73,402	(38,572)
Changes in financial assets and liabilities:		
Accounts receivable	167,388	1,963,829
Inventory held for resale	(25,324)	12,411
Accounts payable and accrued liabilities	827,206	(1,929,281)
Deposits and holdbacks	(406,569)	982,430
Development cost charges	1,329,071	1,668,878
Deferred revenue	(1,163,843)	3,829,886
	19,843,393	27,719,400
CAPITAL ACTIVITIES		
Proceeds on sale of tangible capital assets	16,145	14,364
Acquisition of tangible capital assets	(14,160,160)	(17,507,149)
	(14,144,015)	(17,492,785)
FINANCING ACTIVITIES		
Debt proceeds	4,800,000	4,300,000
Debt principal repaid	(414,849)	(308,156)
	4,385,151	3,991,844
INCREASE IN CASH AND INVESTMENTS	10,084,529	14,218,459
CASH AND INVESTMENTS BEGINNING OF YEAR	77,502,234	63,283,775
CASH AND INVESTMENTS, END OF YEAR	87,586,763	77,502,234
INTEREST RECEIVED	1,130,366	643,204
INTEREST PAID	397,407	282,736

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

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

1. Significant accounting policies

a) Basis of presentation

The Consolidated 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 Consolidated 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 Consolidated 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 12) are not included in these financial statements.

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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

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 provides a method by which municipalities in British Columbia can access high quality investments not otherwise available to them while retaining a high degree of security and liquidity. The interest rate is variable and the funds are redeemable upon 24 hours notice. The carrying value of investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing, and any permanent decline in market value. The investment balances detailed in Note 2 are reported at market value which is also cost on December 31, 2018.

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 2.80% to 5.15% 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.

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 the capital lease and long-term debt are set at fixed rates for the term. The City does not have significant foreign currency denominated transactions. Accounts receivable are due from a broad base of customers, except as otherwise commented on in Note 4.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

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. In the year of addition amortization is calculated at one-half and no amortization is recorded in the year of disposal.

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

Asset	Useful life (yrs)
Land	N/A
Buildings	20-60
Furniture, machinery & equipment	3-25
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.

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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

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, 2018.

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.

k) Adoption of new accounting standards

i) PS 3210 Assets

Effective January 1, 2018, the City adopted the recommendations relating to PS 3210 Assets, as set out in the CPA Canada Public Sector Accounting Handbook. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

The new Section provides guidance for applying the definition of assets set out in PS 1000 Financial Statement Concepts. The main features of this standard are as follows:

Assets are defined as economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.

Economic resources can arise from such events as agreements, contracts, other government's legislation, the government's own legislation, and voluntary contributions.

The public is often the beneficiary of goods and services provided by a public sector entity. Such assets benefit public sector entities as they assist in achieving the entity's primary objective of providing public goods and services.

A public sector entity's ability to regulate an economic resource does not, in and of itself, constitute control of an asset, if the interest extends only to the regulatory use of the economic resource and does not include the ability to control access to future economic benefits.

A public sector entity acting as a trustee on behalf of beneficiaries specified in an agreement or statute is merely administering the assets, and does not control the assets, as future economic benefits flow to the beneficiaries.

An economic resource may meet the definition of an asset, but would not be recognized if there is no appropriate basis for measurement and a reasonable estimate cannot be made, or if another Handbook Section prohibits its recognition. Information about assets not recognized should be disclosed in the notes.

There was no material impact on the consolidated financial statements from adopting the new Section.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

ii) PS 3320 Contingent Assets

Effective January 1, 2018, the City adopted the recommendations relating to PS 3320 Contingent Assets, as set out in the CPA Canada Public Sector Accounting Handbook. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

The new Section establishes disclosure standards on contingent assets. The main features of this standard are as follows:

Contingent assets are possible assets arising from existing conditions or situations involving uncertainty. That uncertainty will ultimately be resolved when one or more future events not wholly within the public sector entity's control occurs or fails to occur.

Resolution of the uncertainty will confirm the existence or non-existence of an asset.

Passing legislation that has retroactive application after the financial statement date cannot create an existing condition or situation at the financial statement date.

Elected or public sector entity officials announcing public sector entity intentions after the financial statement date cannot create an existing condition or situation at the financial statement date.

Disclosures should include existence, nature, and extent of contingent assets, as well as the reasons for any non-disclosure of extent, and the bases for any estimates of extent made.

When a reasonable estimate can be made, disclosure should include a best estimate and a range of possible amounts (or a narrower range of more likely amounts), unless such a disclosure would have an adverse impact on the outcome.

There was no material impact on the consolidated financial statements from adopting the new Section.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

iii) PS 3380 Contractual Rights

Effective January 1, 2018, the City adopted the recommendations relating to PS 3380 Contractual Rights, as set out in the CPA Canada Public Sector Accounting Handbook. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

This new Section establishes disclosure standards on contractual rights, and does not include contractual rights to exchange assets where revenue does not arise. The main features of this standard are as follows:

Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.

Until a transaction or event occurs under a contract or agreement, an entity only has a contractual right to an economic resource. Once the entity has received an asset, it no longer has a contractual right.

Contractual rights are distinct from contingent assets as there is no uncertainty related to the existence of the contractual right.

Disclosures should include descriptions about nature, extent, and timing.

There was no material impact on the consolidated financial statements from adopting the new Section.

iv) PS 2200 Related Party Disclosures

Effective January 1, 2018, the City adopted the recommendations relating to PS 2200 Related Party Disclosures, as set out in the CPA Canada public sector accounting standards. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

This new Section defines a related party and established disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on the financial statements.

There was no material impact on the consolidated financial statements from adopting the new Section.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

2. Cash and investments

	2018	2017
General operating fund	73,092,872	63,604,773
Development cost charges deferred revenue	10,771,077	9,556,225
Capital lending reserve fund	1,907,408	2,797,795
Parks acquisition & development reserve fund	1,158,995	906,797
Parkland acquisition reserve fund	504,712	487,488
Other bank investments	151,699	149,156
	87,586,763	77,502,234

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) which are accessible within one business day. The monthly average interest rate for the MMF in 2018 was 1.61%.

3. Trust funds

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

	December 31, 2017	Collections	Expenses	December 31, 2018
CR Municipal Cemetery	322,420	2,998	-	325,418
Elk Falls Memorial Cemetery	233,284	7,770	-	241,054
	555,704	10,768	-	566,472

4. Accounts receivable

	2018	2017
Property taxes	1,531,384	1,502,163
Due from other governments	967,747	2,457,681
Other	3,030,290	1,736,965
	5,529,421	5,696,809

Other receivables includes from one customer an amount of \$599,580 (2017 - \$652,133) 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 19 year repayment term.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

5. Accounts payable and accrued liabilities

	2018	2017
Trade accounts payable	2,750,447	2,142,971
Due to other governments	2,564,046	2,497,419
Accrued liabilities	449,294	317,220
Accrued wages and benefits	4,096,496	4,086,993
Accrued interest	60,040	48,514
	9,920,323	9,093,117

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 woodwaste and requires remediation to an acceptable environmental standard. The City has estimated that the necessary remediation will cost approximately \$190,000 (2017 - \$190,000) based on

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, 2018 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts:

Accrued wages and benefits:

	2018	2017
Employee future benefits	1,581,600	1,586,000
Vacation liability	1,329,690	1,215,079
Banked overtime liability	276,016	264,112
Wages and other accruals	909,190	1,021,802
	4,096,496	4,086,993

Employee future benefits:

	2018	2017
Accrued benefit obligation - beginning	1,586,000	1,568,300
Current service cost	129,600	127,200
Interest cost	47,600	53,500
Benefits paid	(98,900)	(87,100)
Recognition of Actuarial loss/gain	(82,700)	(75,900)
	1,581,600	1,586,000

Discount rate	2.90%	2.90%
Inflation rate	2.50%	2.50%

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

6. 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 short-term investments in Note 2 (2018 - \$10,771,077, 2017 - \$9,556,225).

	December 31, 2017	Transfers	Collections	December 31, 2018
Development cost charges				
Park development	701,082	-	103,444	804,526
Parkland acquisition	413,363	-	214,918	628,281
Roads	3,717,027	128,613	312,144	3,900,558
Sanitary sewer	693,282	34,044	207,804	867,042
Storm drains	964,991	-	276,965	1,241,956
Water	3,066,480	-	376,453	3,442,933
	<u>9,556,225</u>	<u>162,657</u>	<u>1,491,728</u>	<u>10,885,296</u>
Deferred revenue				
Future local improvements	2,630,928	(26,744)	-	2,604,184
Prepaid property taxes	2,288,365	(3,871,948)	3,935,145	2,351,562
Community Works Fund	4,387,923	(2,757,911)	1,468,534	3,098,546
Parkland acquisition	487,488	-	37,124	524,612
Other	3,138,517	(386,212)	438,169	3,190,474
	<u>12,933,221</u>	<u>(7,042,815)</u>	<u>5,878,972</u>	<u>11,769,378</u>
	<u>22,489,446</u>	<u>(6,880,158)</u>	<u>7,370,700</u>	<u>22,654,674</u>

7. Short-term debt

Short-term financing is secured through the Municipal Finance Authority of BC for capital initiatives approved under loan authorizations. Interest is calculated daily on a variable rate basis at prime less 1.28%. In 2018 the rate averaged at 2.21% (2017 - 1.52%). Short-term borrowing is replaced by long-term debt periodically when balances and interest rates are considered appropriate. The outstanding short-term debt balance at the end of 2018 will be transferred to long-term in spring of 2019.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

8. Long-term debt

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

Year	General	Sewer	Water	Total
2019	84,846	49,891	387,119	521,856
2020	84,846	49,891	387,119	521,856
2021	84,846	49,891	387,119	521,856
2022	84,846	49,891	387,119	521,856
2023	84,846	49,891	387,119	521,856

The interest payments for the next five years are:

Year	General	Sewer	Water	Total
2019	51,964	162,308	282,650	496,922
2020	51,964	162,308	282,650	496,922
2021	125,854	162,308	282,650	570,812
2022	125,854	162,308	282,650	570,812
2023	123,277	162,308	282,650	568,235

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 11b).

9. Municipal Finance Authority debt reserve fund

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

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

	2018	2017
General	22,830	42,065
Sewer	12,525	12,258
Water	73,776	29,428
	109,131	83,750

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

10. Accumulated surplus

	<u>2018</u>	<u>2017</u>
Unappropriated surplus		
General	4,396,452	4,400,000
Sewer	800,000	800,000
Water	850,000	850,000
	<u>6,046,452</u>	<u>6,050,000</u>
Non-statutory reserves		
General	12,705,722	9,744,381
Airport	545,540	407,055
Sewer	16,052,644	16,652,366
Water	18,801,709	11,414,711
	<u>48,105,615</u>	<u>38,218,513</u>
Statutory reserves		
Capital lending	2,104,031	2,797,795
Parkland acquisition & development	1,058,995	906,797
	<u>3,163,026</u>	<u>3,704,592</u>
Investment in tangible capital assets	<u>247,316,118</u>	<u>243,598,022</u>
Total	<u>304,631,211</u>	<u>291,571,127</u>

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 debt or leases outstanding on those assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

11. 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, 2017, the plan has about 197,000 active members and approximately 95,000 retired members. Active members include approximately 39,000 contributors from local governments.

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

The most recent valuation for the Municipal Pension Plan as at December 31, 2015, indicated a \$2.224 billion funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1.927 billion was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The City of Campbell River paid \$1,875,948 (2017 - \$1,768,964) for employer contributions, while employees contributed \$1,516,169 (2017 - \$1,398,399) to the Plan in fiscal 2018. The City of Campbell River expects to pay \$1,825,000 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2018, with results available in 2019.

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, 2018 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 \$230,103 (2017 - \$132,229) has been recorded for these claims.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

12. Property taxation

	2018	2017
Municipal Taxation:		
General municipal property taxes	30,368,917	29,302,461
Local service taxes	85,206	79,421
Parcel taxes	1,554,614	1,381,136
1% utility tax	519,780	482,682
Total municipal taxation	32,528,517	31,245,700
Collections for Other Taxing Authorities:		
BC Assessment Authority	290,961	278,662
Comox Strathcona Regional Hospital District	4,183,915	4,221,769
Comox Strathcona Regional Solid Waste Board	972,306	976,520
Municipal Finance Authority	1,269	1,116
Provincial School Levy	15,462,174	14,528,668
Strathcona Regional District	5,893,843	5,842,546
Regional Library	1,460,947	1,462,850
Total collections for other taxing authorities	28,265,415	27,312,131
Payments to other taxing authorities	(28,265,415)	(27,312,131)
Net taxation for municipal purposes	32,528,517	31,245,700

13. 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, 2017, to the exception of the amounts noted below.

Adjustments to the 2019-2028 Financial Plan Annual Surplus:

Annual surplus, as per Statement of Operations	6,898,191
Adjustments for non-cash item:	
Amortization offset	8,798,500
Debt proceeds	7,443,793
Debt principal repayments	(715,150)
Capital expenses	(31,767,993)
Net transfer from reserves & unappropriated surplus	9,342,659
	-

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

14. Contractual Rights

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

	Lease/Rental Revenue	E911 Dispatch Operations	Local Area Service
2019	390,751	1,289,000	81,353
2020	149,273	1,333,000	81,353
2021	148,173	1,378,000	81,353
2022	145,986	-	81,353
2023	145,986	-	81,353
Thereafter, to completion	-	-	325,412
Total Contractual Rights	980,171	4,000,000	732,178

15. Segmented reporting

The City of Campbell River provides various City services within various divisions. The consolidated 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.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

16. Government transfers

	2018	2017
Federal	3,530,747	1,337,517
Provincial	1,535,698	8,145,690
Regional	920,000	55,295
	5,986,445	9,538,502

17. Comparative figures

Certain comparative figures have been reclassified to conform with the current year's presentation.

**CONSOLIDATED SCHEDULE OF LONG-TERM LIABILITIES
AS AT DECEMBER 31, 2018**

SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2017	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2018
Long-term debt								
General								
3303	Issue #103	23/04/23	5.00	91,693	-	9,713	4,111	77,870
2964	Issue #104	20/11/18	5.00	70,478	-	49,516	20,962	-
2966	Issue #104	20/11/18	5.00	77,827	-	54,681	23,146	-
3074	Issue #104	20/11/18	5.00	28,452	-	19,990	8,462	-
3301	Issue #104	20/11/23	5.00	323,204	-	34,235	14,492	274,477
3302	Issue #104	20/11/23	5.00	235,742	-	24,971	10,570	200,201
3302	Issue #106	10/13/24	4.00	72,078	-	6,668	2,458	62,952
3301	Issue #112	06/10/25	4.00	112,279	-	9,260	2,926	100,093
				<u>1,011,754</u>	<u>-</u>	<u>209,034</u>	<u>87,127</u>	<u>715,593</u>
Sanitary Sewer								
3345	Issue #112	06/10/25	4.00	272,498	-	22,474	7,100	242,924
3345	Issue #117	10/11/26	3.00	367,139	-	27,418	7,274	332,447
				<u>639,637</u>	<u>-</u>	<u>49,892</u>	<u>14,374</u>	<u>575,371</u>
Water								
3518	Issue #141	04/07/32	3.00	2,900,000	-	155,923	-	2,744,077
3518	Issue #145	04/23/33	3.00		4,300,000	-	-	4,300,000
				<u>2,900,000</u>	<u>4,300,000</u>	<u>155,923</u>	<u>-</u>	<u>7,044,077</u>
Accrued actuarial adjustment				<u>(16,047)</u>	<u>-</u>	<u>-</u>	<u>(933)</u>	<u>(15,114)</u>
Total long-term liabilities				<u>4,535,344</u>	<u>4,300,000</u>	<u>414,849</u>	<u>100,568</u>	<u>8,319,927</u>

**CONSOLIDATED TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE
AS AT DECEMBER 31, 2018**

SCHEDULE 2

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2018	Total 2017
COST							
Opening balance	33,228,595	36,633,890	21,892,455	325,251,943	28,824,403	445,831,288	425,976,036
Additions	-	804,121	3,549,133	3,269,962	6,536,944	14,160,160	17,507,149
Contributed tangible capital assets	-	-	-	3,350,027	-	3,350,027	2,699,892
Construction completed	-	5,790,866	3,503,440	18,659,866	(27,954,172)	-	-
Writedowns	-	-	(462,090)	(97,505)	(37,241)	(37,241)	-
Disposals	-	-	-	-	-	(559,595)	(351,790)
Closing balance	33,228,595	43,228,877	28,482,938	350,434,293	7,369,934	462,744,637	445,831,288
ACCUMULATED AMORTIZATION							
Opening balance	-	20,827,738	13,978,763	158,591,422	-	193,397,923	184,817,513
Amortization current year	-	1,128,164	1,111,511	7,141,941	-	9,381,615	8,903,210
Amortization from disposals	-	-	(432,624)	(38,319)	-	(470,944)	(322,800)
Closing balance	-	21,955,902	14,657,650	165,695,044	-	202,308,596	193,397,923
NET BOOK VALUE	33,228,595	21,272,975	13,825,288	184,739,249	7,369,934	260,436,041	252,433,364
NET BOOK VALUE (2017)	33,228,595	15,806,153	7,913,692	166,660,521	28,824,403		

**CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING
FOR THE YEAR ENDED DECEMBER 31, 2018**

SCHEDULE 3
(page 1 of 2)

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
REVENUE												
Taxes & parcel taxes (note 12)	30,896,375	29,784,436	-	-	337,799	176,574	-	-	-	-	73,669	68,636
Payments in lieu of taxes	716,817	695,387	-	-	-	-	-	-	-	-	-	-
Sale of services	321,545	455,289	1,923,153	1,910,819	2,715,606	2,915,901	2,377,319	2,358,340	52,989	82,008	1,661,363	1,443,848
Services provided to other governments	1,123,441	1,224,754	487,899	383,919	-	-	-	-	69,789	60,473	-	-
Transfers from other governments	2,078,350	858,588	379,099	380,250	3,486,883	1,777,620	15,285	54,500	-	-	-	-
Investment and other income	1,214,486	808,590	-	-	292	656	-	-	-	-	-	-
Other revenue	-	-	-	-	193,571	198,336	27,550	16,114	-	-	2,416	15,395
Development cost charges recognized	-	-	-	-	118,790	3,808	-	-	-	-	-	-
Contributed tangible capital assets	-	-	-	-	1,469,736	1,860,126	-	-	-	-	-	-
Loss on disposal of tangible capital assets	-	-	-	-	(56,772)	(3,157)	-	-	-	-	-	-
	36,351,014	33,827,044	2,790,151	2,674,988	8,265,905	6,929,864	2,420,154	2,428,954	122,778	142,481	1,737,468	1,527,879
EXPENSES												
Amortization	308,444	275,436	499,394	484,783	4,229,938	4,234,251	-	-	9,030	4,392	-	779
Interest & debt issue expenses	14,789	13,420	-	-	157,369	180,320	-	-	-	-	-	-
Operating expenses	911,761	1,244,789	8,761,543	8,382,929	5,237,117	5,550,577	2,503,981	2,367,409	37,723	32,553	1,285,321	976,349
Wages & benefits	5,525,567	5,509,541	7,311,332	6,729,436	2,375,722	2,238,491	100,136	97,930	102,022	124,124	941,260	852,717
	6,760,561	7,043,186	16,572,269	15,597,148	12,000,146	12,203,639	2,604,117	2,465,339	148,775	161,069	2,226,581	1,829,845
ANNUAL SURPLUS (DEFICIT)	29,590,453	26,783,858	(13,782,118)	(12,922,160)	(3,734,241)	(5,273,775)	(183,963)	(36,385)	(25,997)	(18,588)	(489,113)	(301,966)

See Note 15 for description of Segment Reporting categories.

**CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING
FOR THE YEAR ENDED DECEMBER 31, 2018**

SCHEDULE 3
(page 2 of 2)

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Consolidated Total	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
REVENUE										
Taxes & parcel taxes	512,256	509,897	31,820,119	30,539,543	708,398	706,157	-	-	32,528,517	31,245,700
Payments in lieu of taxes	-	-	716,817	695,387	-	-	-	-	716,817	695,387
Sale of services	1,163,693	1,183,315	10,215,668	10,349,520	6,033,765	5,983,832	8,286,202	7,733,159	24,535,635	24,066,511
Services provided to other governments	25,309	5,859	1,681,129	1,669,146	-	-	-	-	1,681,129	1,669,146
Transfers from other governments	-	-	5,984,926	3,076,817	-	-	1,519	6,461,685	5,986,445	9,538,502
Investment and other income	-	-	1,214,778	809,246	188,822	134,244	132,579	94,193	1,536,179	1,037,683
Other revenue	39,116	16,787	262,653	246,632	-	3,000	-	-	262,653	249,632
Development cost charges recognized	-	-	118,790	3,808	34,044	39,535	-	-	152,834	43,343
Contributed tangible capital assets	-	-	1,469,736	1,860,126	1,478,564	390,392	401,727	449,374	3,350,027	2,699,892
Loss on disposal of tangible capital assets	-	-	(56,772)	(3,157)	-	-	(15,764)	(11,469)	(72,536)	(14,626)
	1,740,374	1,715,858	53,427,844	49,247,068	8,443,593	7,257,160	8,806,263	14,726,942	70,677,700	71,231,170
EXPENSES										
Amortization	1,540,118	1,450,169	6,586,924	6,449,810	1,260,373	1,281,693	1,534,317	1,171,707	9,381,614	8,903,210
Interest & debt issue expenses	-	-	172,158	193,740	39,004	34,628	209,295	73,279	420,457	301,647
Operating expenses	2,685,207	2,548,461	21,422,653	21,103,067	1,430,354	1,848,907	1,900,420	1,783,768	24,753,427	24,735,742
Wages & benefits	3,959,103	4,031,100	20,315,142	19,583,339	1,049,378	986,617	1,697,598	1,597,068	23,062,118	22,167,024
	8,184,428	8,029,730	48,496,877	47,329,956	3,779,109	4,151,845	5,341,630	4,625,822	57,617,616	56,107,623
ANNUAL SURPLUS (DEFICIT)	(6,444,054)	(6,313,872)	4,930,967	1,917,112	4,664,484	3,105,315	3,464,633	10,101,120	13,060,084	15,123,547

See Note 15 for description of Segment Reporting categories.

FINANCIAL STATEMENTS—REPORTS

FINANCIAL INDICATORS

The City is committed to continued improvement of public performance reporting. As a result, the City has incorporated key performance indicators (KPIs) as part of the 2018 annual report, which include Public Sector Accounting Board issued Statement of Recommended Practices (SORP) financial ratios, and to provide insight on the City's financial sustainability, flexibility, and vulnerability. These indicators illustrate certain trends that are occurring, which form an important consideration as part of the long-term financial plan and Financial Stability & Resiliency Program. The SORP KPIs provide information of the City's financial condition by demonstrating how the City may be able to respond to economic changes.

- Sustainability indicators provides 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, and accrued liabilities and development cost charges that will be used to fund future infrastructure upgrades.
- Flexibility indicators provide a general indication of the City's reliance on long-term debt financing and whether the City can meet rising commitments by expanding its revenues or increasing its debt. This indicator identifies the City has very low debt levels and has been focused on repayment in recent years; with the focus on infrastructure maintenance and upgrade for utilities in the long-term financial plan, this ratio will slightly increase in coming years. However, the City's long-term debt policy ensures the debt servicing costs will remain at maximum 10 per cent 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 balances the use of internal reserves, external debt, and government grants when funding the 10-year capital plan, which ensures that the tax rate and utility user fee increases are stable and incremental following the City's Financial Stability & Resiliency Program.

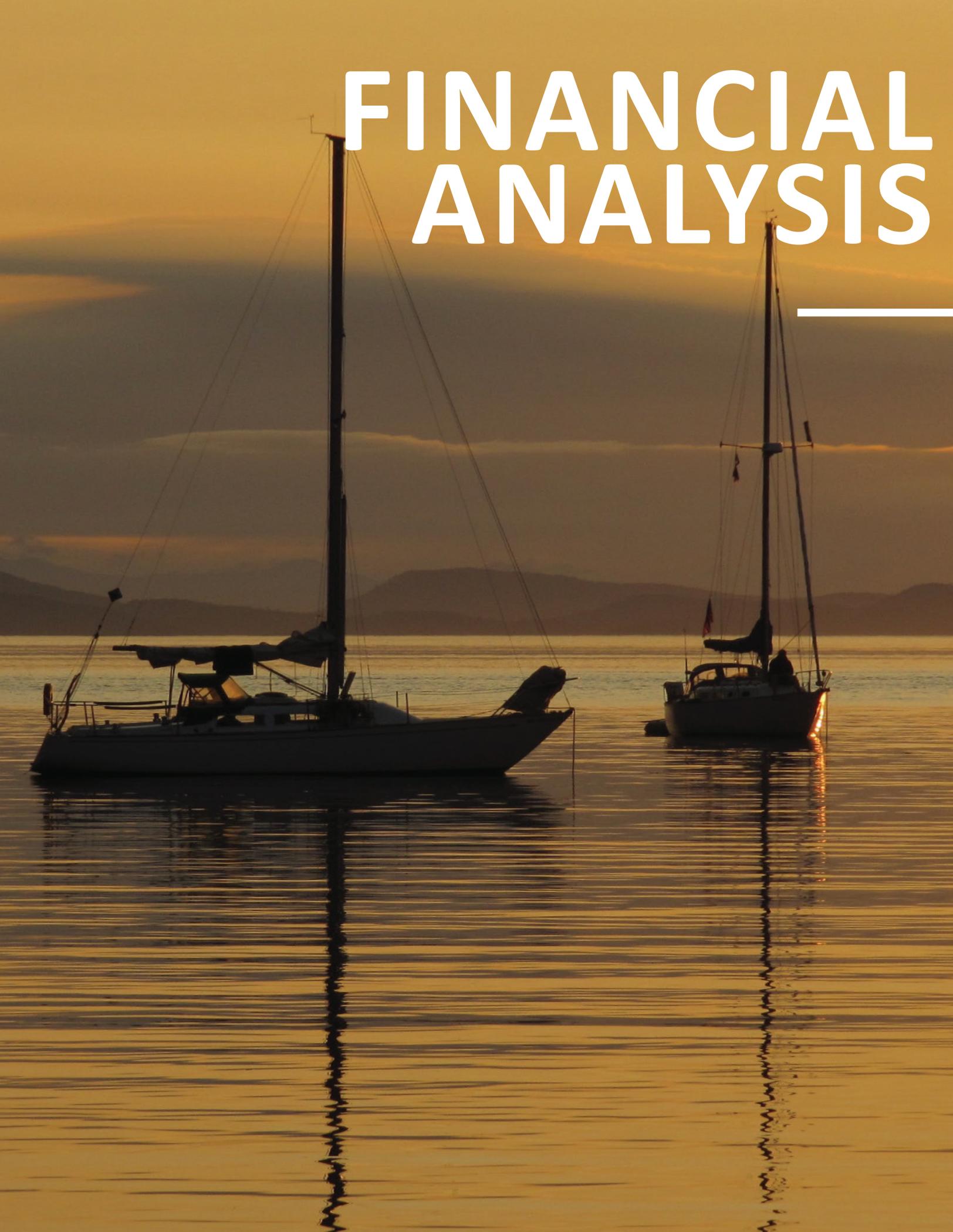
THE SUMMARY BELOW OF FINANCIAL INDICATORS CONSIDERED DEMONSTRATES THE IMPROVED FINANCIAL CONDITION OF THE CITY.

SORP RATIO	WHAT DOES THIS MEAN?	2018	2017	2016	2015	2014
FINANCIAL SUSTAINABILITY (ASSETS / LIABILITIES)	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 is lower in 2018 due to additional debt financing for sewer projects.	7.16	7.54	8.65	9.8	9.26
FINANCIAL SUSTAINABILITY (FINANCIAL ASSETS / LIABILITIES)	This shows the extent to which the City's future revenues will be required to pay for past transactions. A ratio greater than one indicates that financial assets are sufficient to meet obligations. The ratio is lower in the last three years due to additional debt financing for water and sewer projects.	1.89	1.87	1.97	2.14	1.94
FINANCIAL SUSTAINABILITY (NET DEBT / TAXABLE ASSESSMENT)	Provides a measure of sustainability of the municipal fiscal policies. If the ratio is increasing, the municipal debt is becoming more onerous on the taxpayers which may lead to increased taxes and/or reduced program expenses.	0.0084	0.0086	0.0082	0.0084	0.0073
FINANCIAL SUSTAINABILITY (EXPENSES / TAXABLE ASSESSMENT)	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 may not be sustainable.	0.0110	0.0124	0.0129	0.0126	0.0129
FLEXIBILITY (REVENUE)	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.	0.0094	0.0105	0.0104	0.1020	0.0100

SORP RATIO	WHAT DOES THIS MEAN?	2018	2017	2016	2015	2014
FINANCIAL FLEXIBILITY (NET DEBT / REVENUE)	Provides a measure of the future revenue required to pay for past transactions and events. The increasing trend indicates that more time to eliminate net debt will be necessary.	0.12	0.07	0.03	0.04	0.07
FUTURE FOCUSED FINANCIAL FLEXIBILITY	This shows the percentage of the estimated useful life of the capital assets. Financial flexibility can be significantly impaired by the impending future costs of asset repair or replacement. The City is trying to address the decreasing ratio by investing in its critical infrastructure (\$190K or 0.6% of taxation was specifically invested in critical infrastructure in 2018).	0.56	0.57	0.57	0.57	0.57
VULNERABILITY (TOTAL GOVERNMENT TRANSFERS TO TOTAL REVENUES)	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. This ratio decreased due to fewer grants received in 2018 as a result of the completion of the water supply project completion.	0.09	0.13	0.15	0.12	0.08

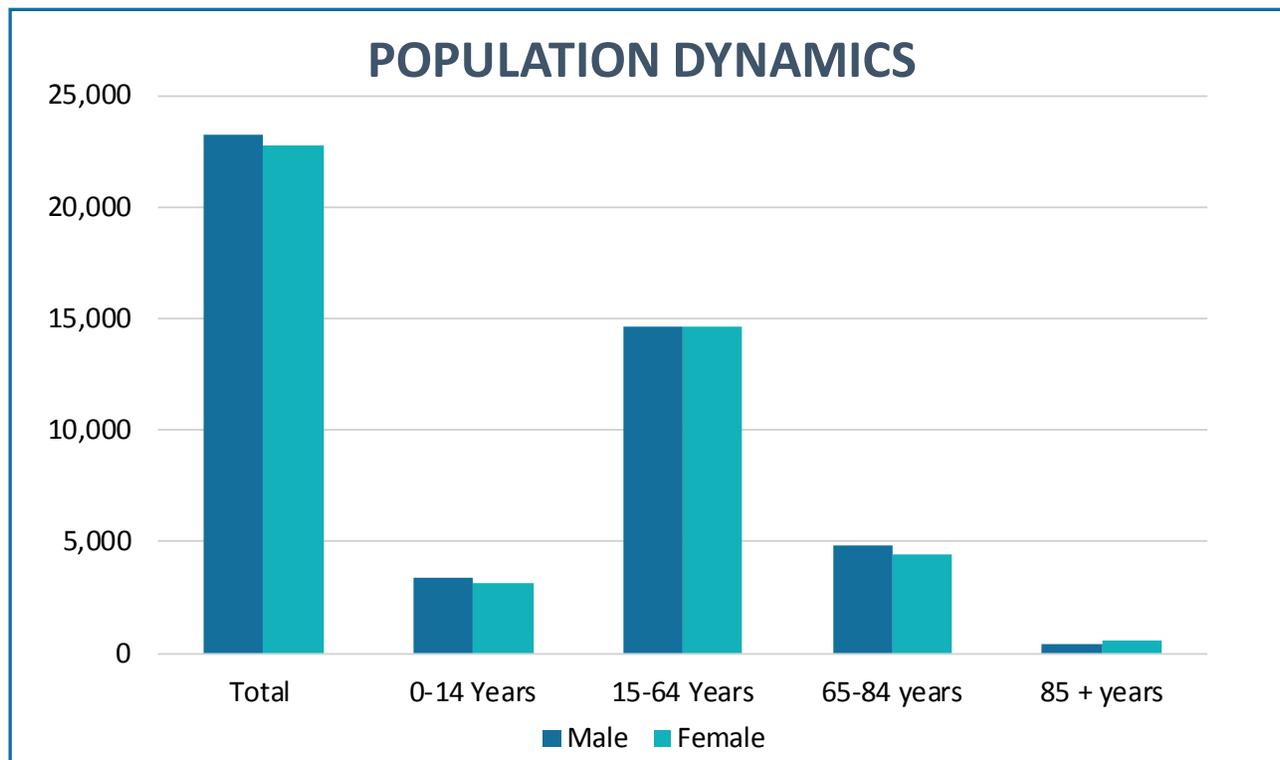
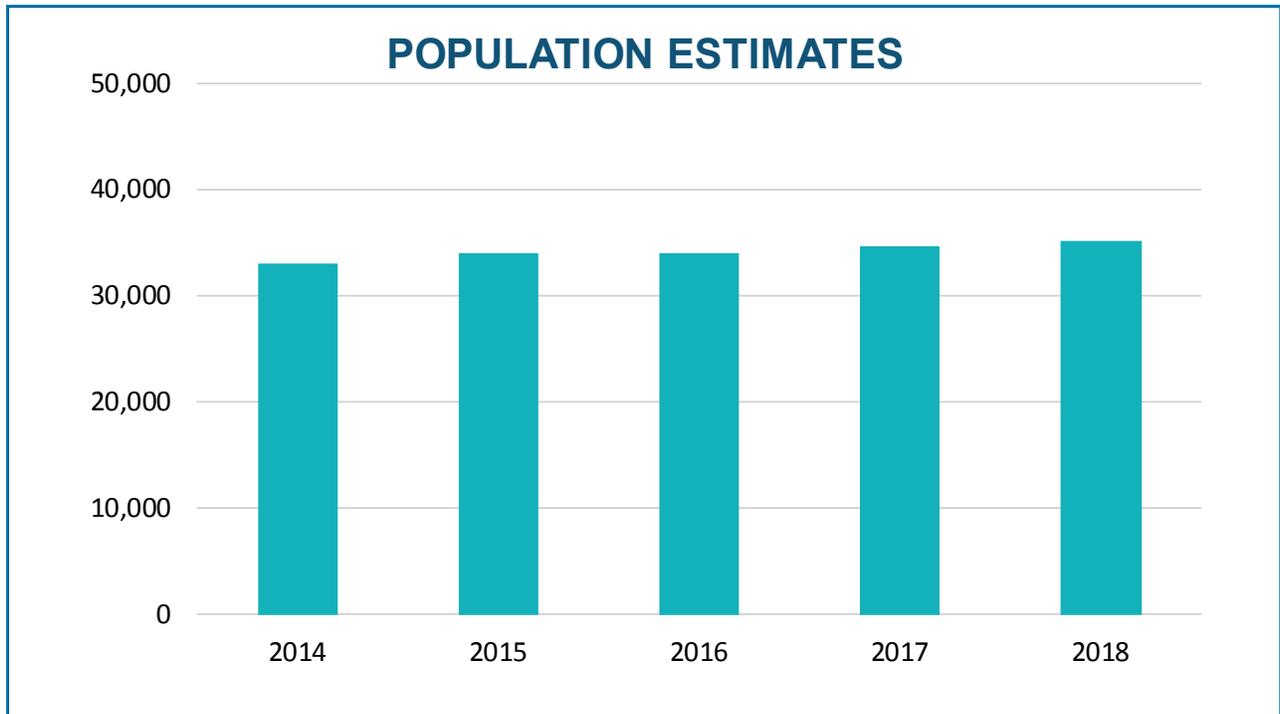
Additional analysis on detailed financial figures are included in the Statistical Information section of the annual report. The graphical presentations provide a visual indication of the City's financial trends over the last five years.

FINANCIAL ANALYSIS



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>



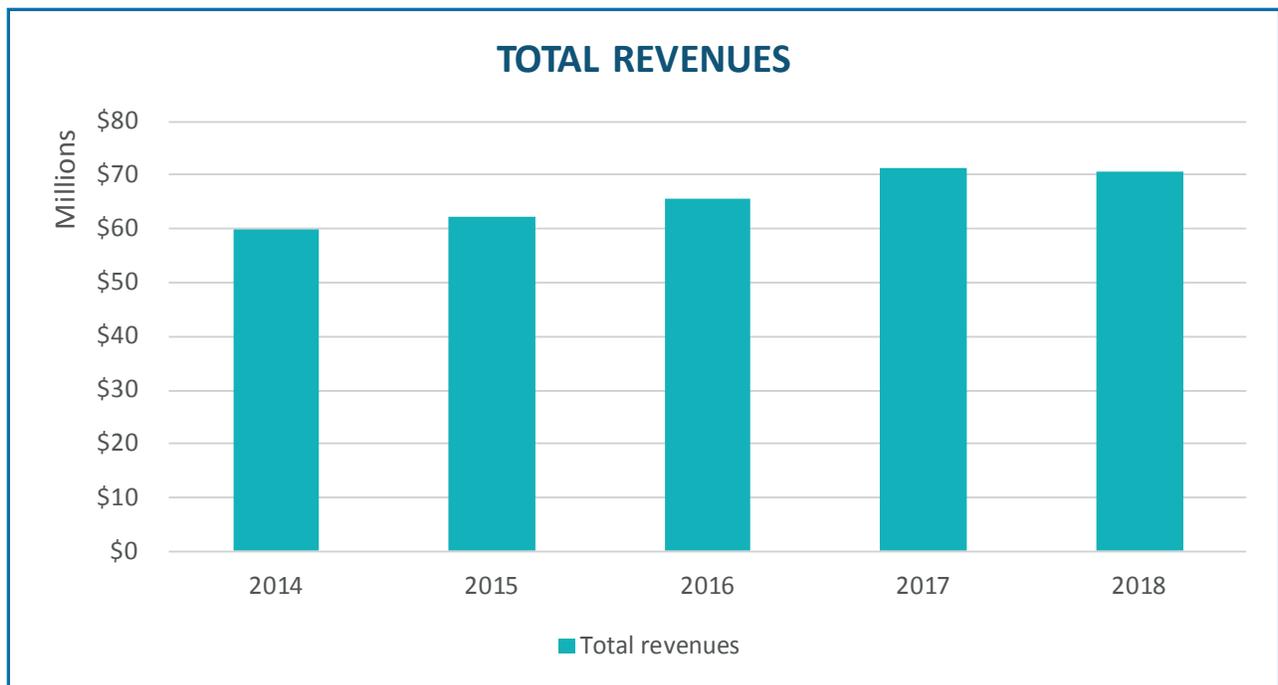
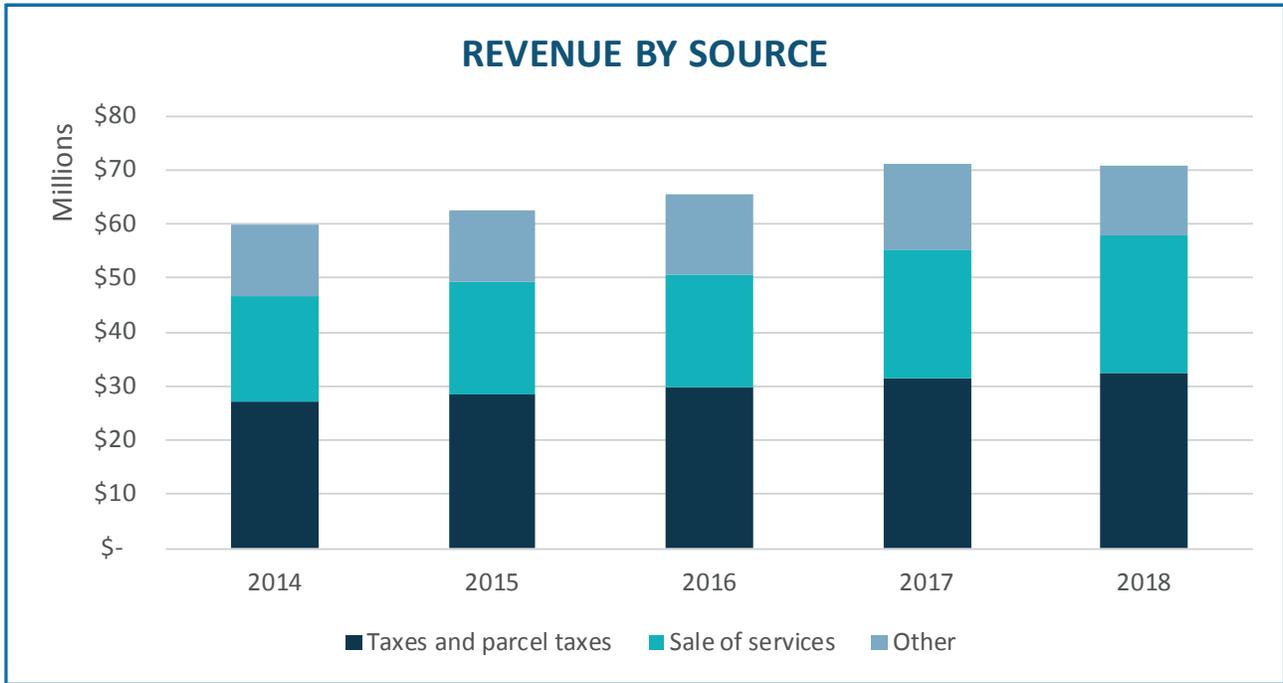
REVENUES BY SOURCE

Source: Finance Department

	2014	2015	2016	2017	2018
Taxes and parcel taxes	\$ 27,227,568	\$ 28,391,778	\$ 29,598,161	\$ 31,245,700	\$ 32,528,517
Payments in lieu of taxes	569,140	590,540	624,287	695,387	716,817
Sale of services	19,287,076	20,710,274	21,026,411	24,066,511	25,405,635
Services provided to other governments	1,510,112	1,624,517	1,675,204	1,669,146	1,681,129
Transfers from other governments	3,332,656	7,392,526	9,555,306	9,538,502	4,966,445
Investment and other income	1,080,288	905,236	885,063	1,037,683	1,536,179
Other revenue	1,395,744	865,134	418,551	249,632	262,653
Development cost charges recognized	286,628	1,200,316	369,205	43,343	152,834
Contributed tangible capital assets	5,294,573	382,907	1,354,840	2,699,892	3,500,027
Gain/(loss) on disposal of tangible capital assets	(24,925)	268,994	74,126	(14,626)	(72,536)
Total revenues	\$ 59,958,860	\$ 62,332,222	\$ 65,581,154	\$ 71,231,170	\$ 70,677,700

REVENUES BY SOURCE

Source: Finance Department



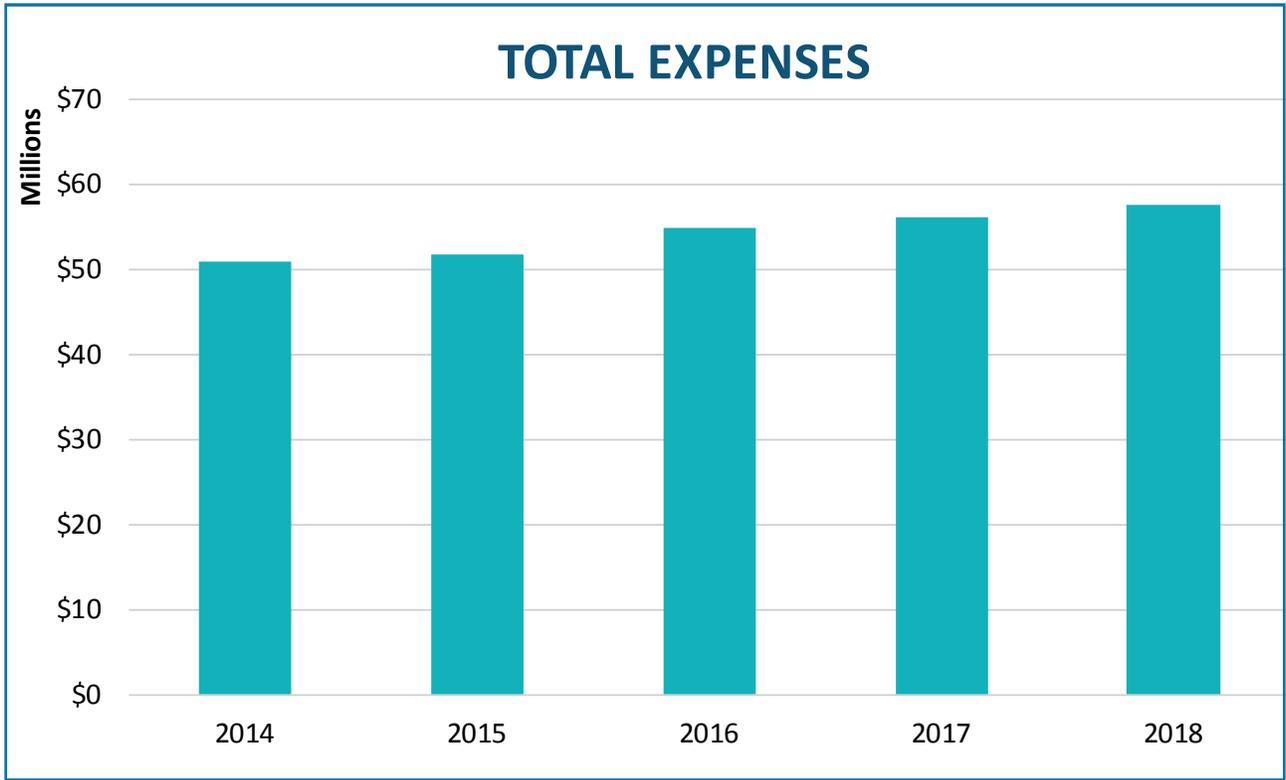
EXPENSES BY FUNCTION

Source: Finance Department

	2014	2015	2016	2017	2018
General government	\$ 6,058,115	\$ 5,693,530	\$ 6,785,640	\$ 7,043,186	\$ 6,760,561
Protective services	14,941,469	14,753,271	15,697,225	15,597,148	16,572,269
Transportation services	12,140,483	12,110,793	12,047,011	12,203,639	12,000,146
Environmental health services	2,051,050	2,264,760	2,354,701	2,465,339	2,604,117
Public health services	152,762	151,203	148,508	161,069	148,775
Development services	1,454,792	1,573,849	1,803,185	1,829,845	2,226,581
Parks, recreation and cultural services	6,783,239	7,437,259	7,778,699	8,029,730	8,184,428
Sewer utility services	3,531,645	3,728,203	3,917,430	4,151,845	3,779,109
Water utility services	3,796,049	3,963,008	4,242,758	4,625,822	5,341,630
Total expenses by function	\$ 50,909,604	\$ 51,675,876	\$ 54,775,157	\$ 56,107,623	\$ 57,617,616

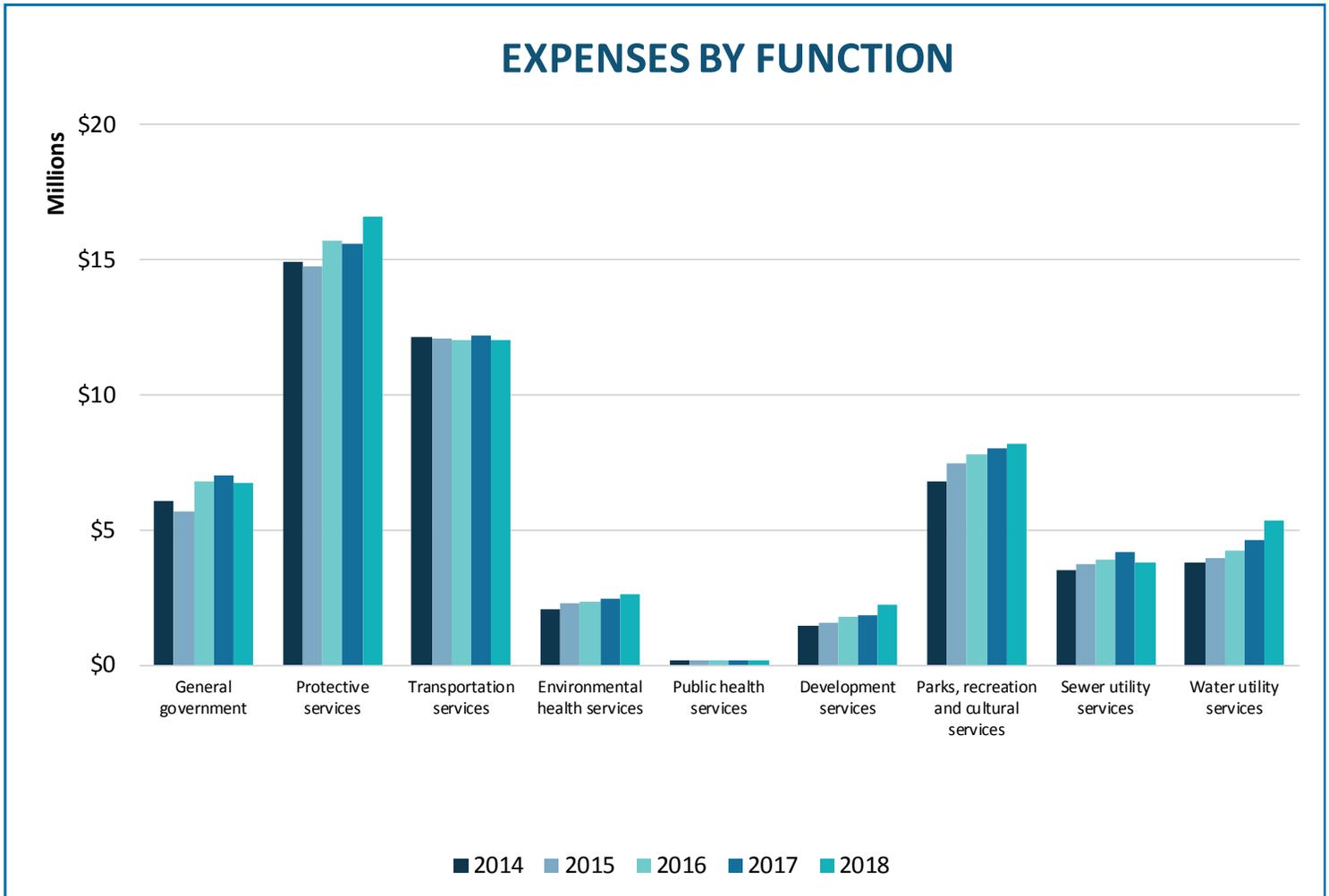
EXPENSES BY FUNCTION

Source: Finance Department



EXPENSES BY FUNCTION

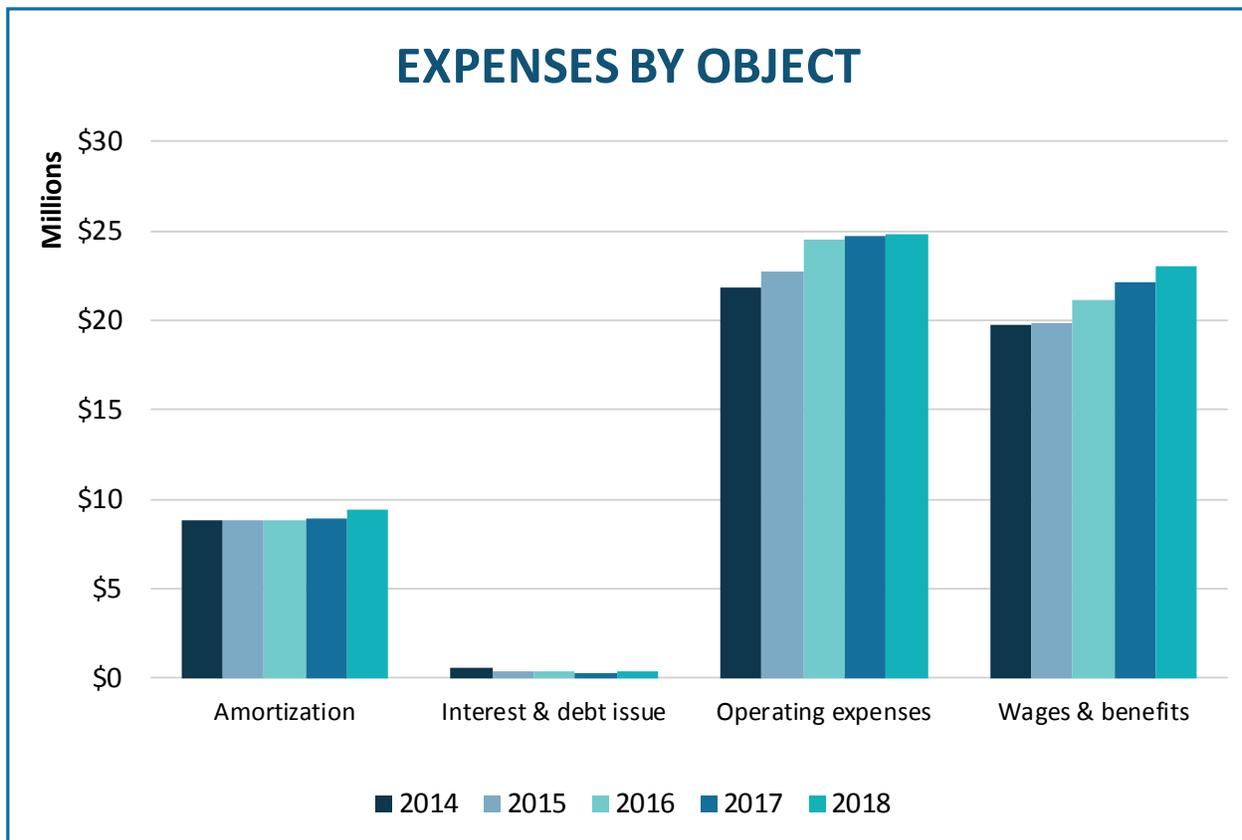
Source: Finance Department



EXPENSES BY OBJECT

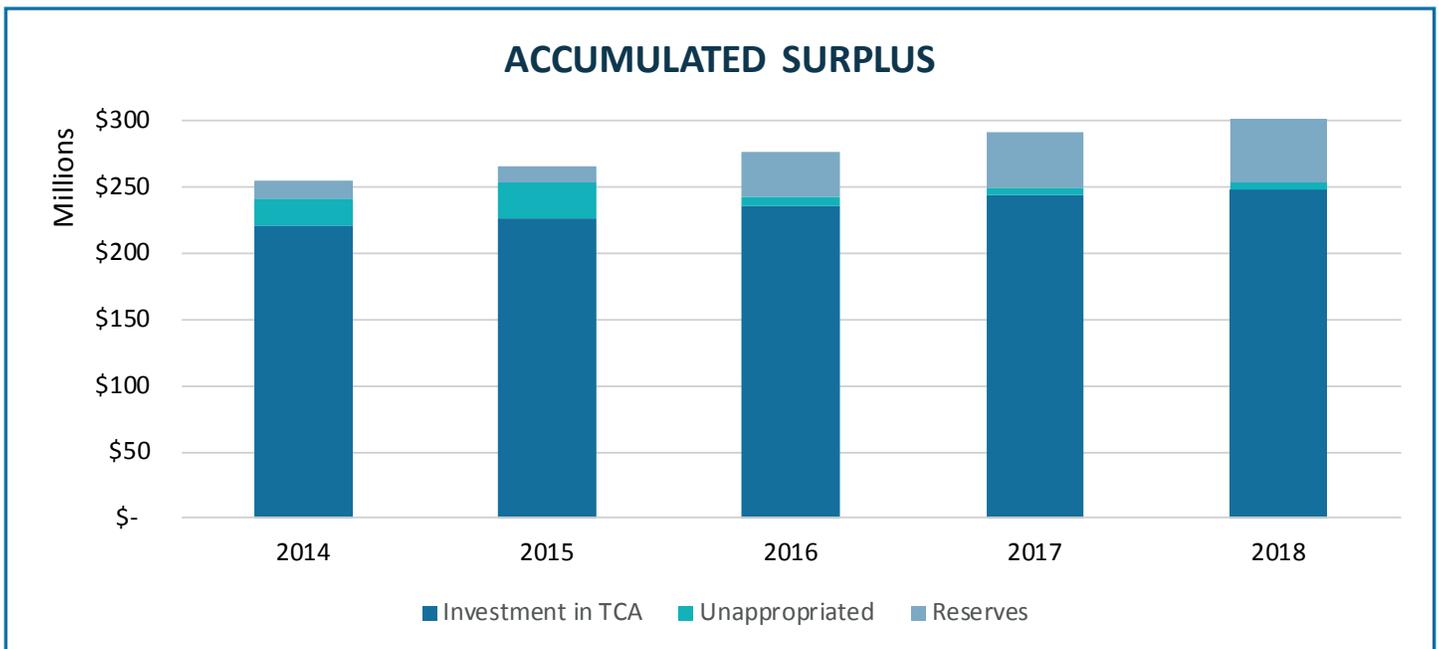
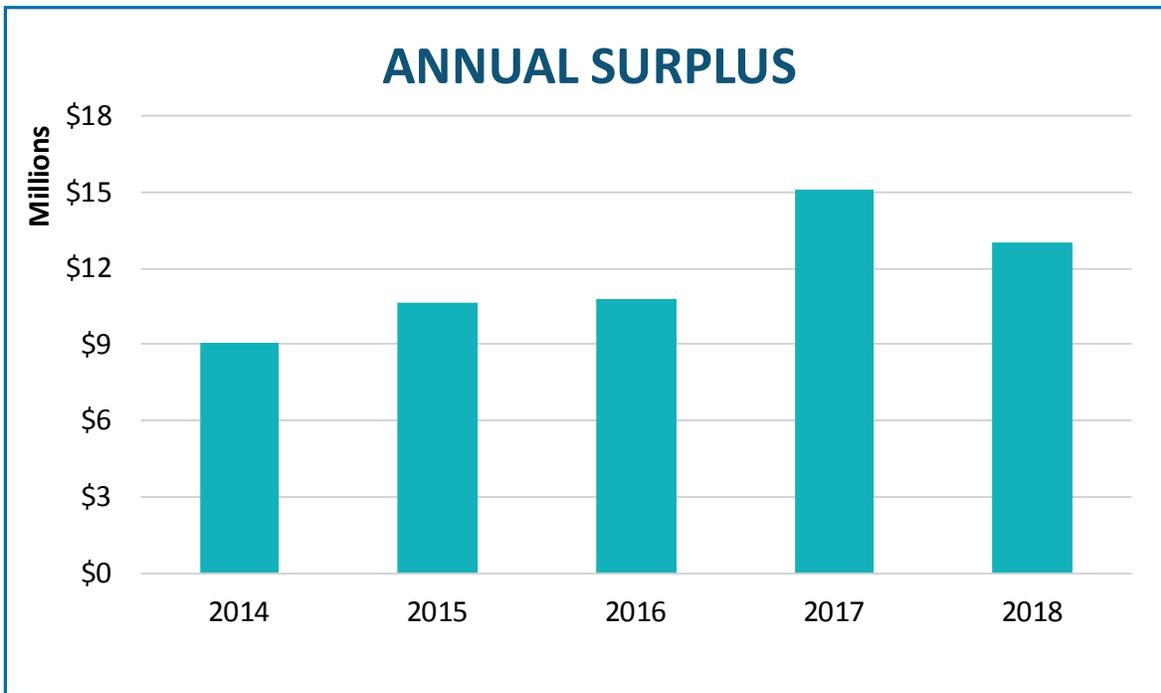
Source: Finance Department

	2014	2015	2016	2017	2018
Amortization	\$ 8,820,951	\$ 8,801,989	\$ 8,828,021	\$ 8,903,210	\$ 9,381,614
Interest & debt issue	558,935	384,631	332,803	301,647	420,457
Operating expenses	21,833,099	22,698,189	24,528,582	24,735,742	24,753,427
Wages & benefits	19,696,619	19,791,067	21,085,751	22,167,024	23,062,118
Total expenses by object	\$ 50,909,604	\$ 51,675,876	\$ 54,775,157	\$ 56,107,623	\$ 57,617,616



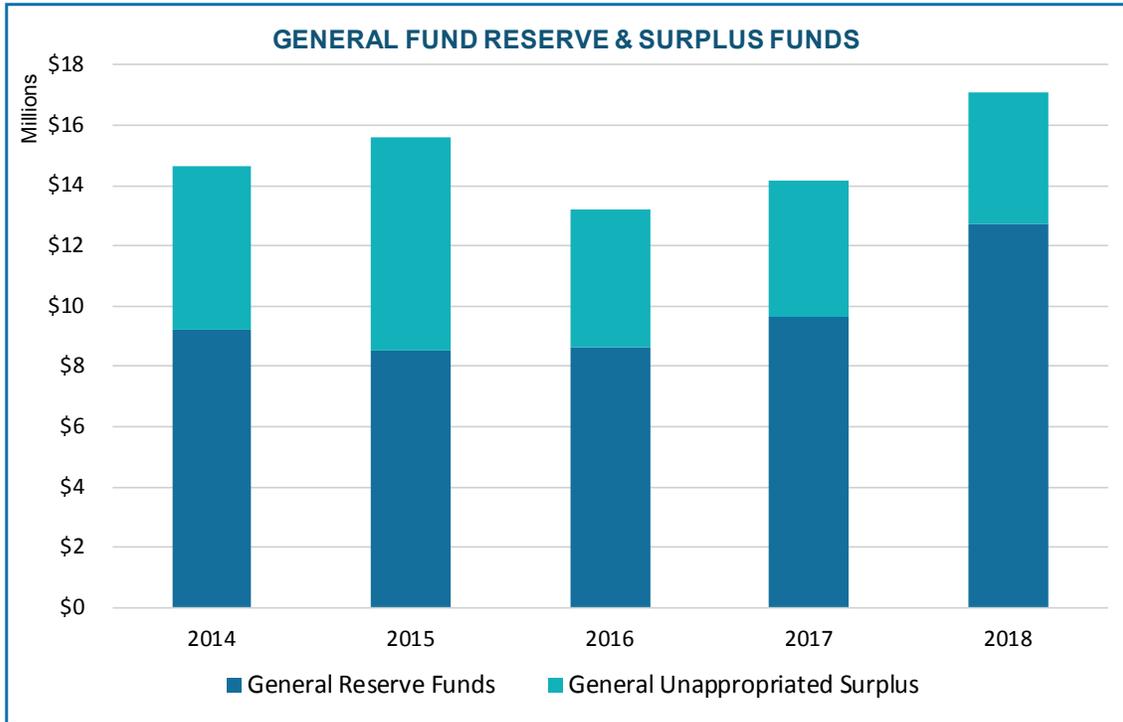
ANNUAL SURPLUS

Source: Finance Department



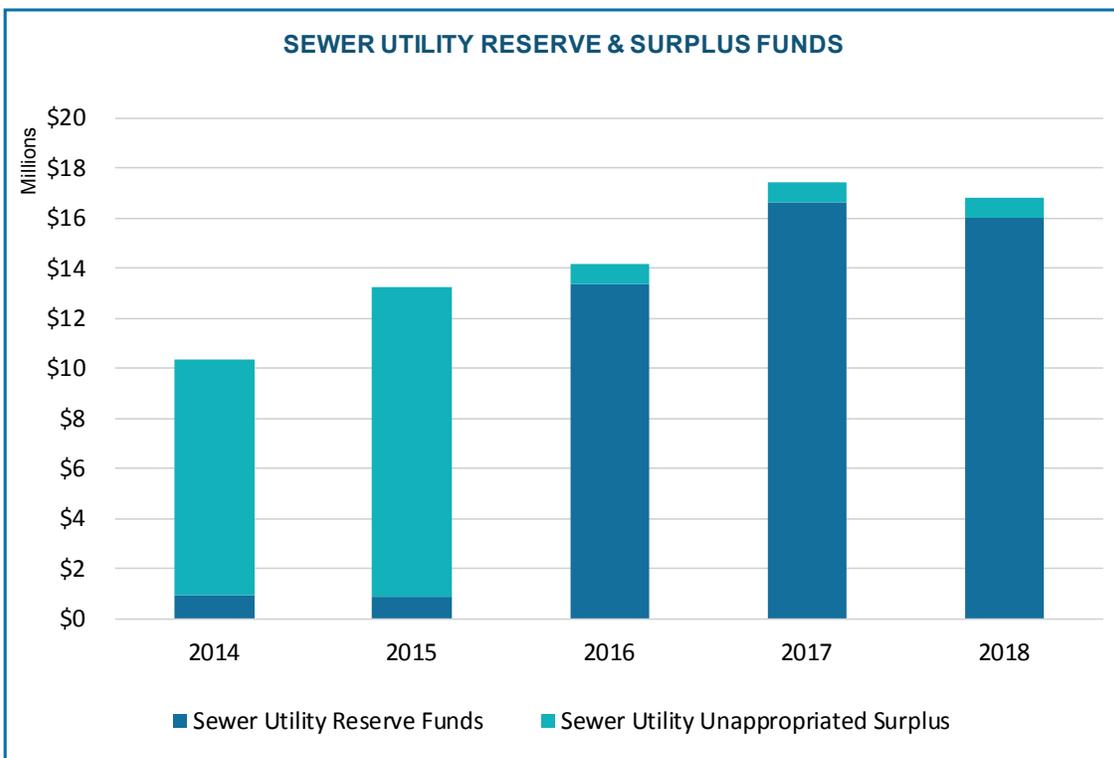
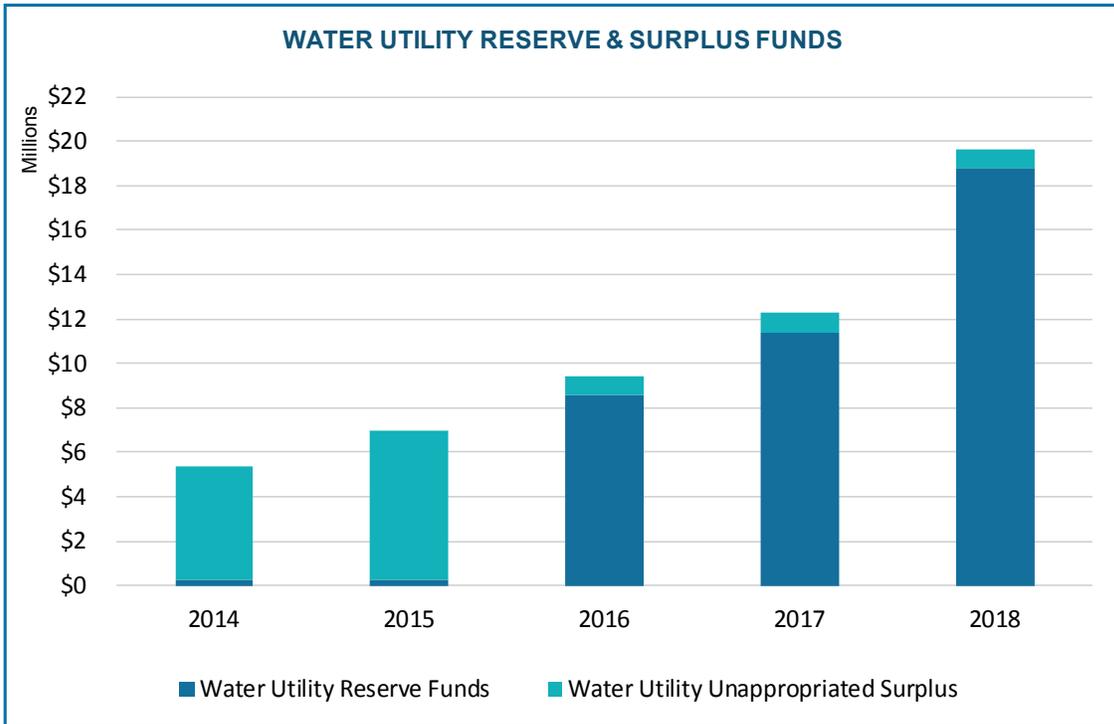
SURPLUS/EQUITY FUNDS

Source: Finance Department



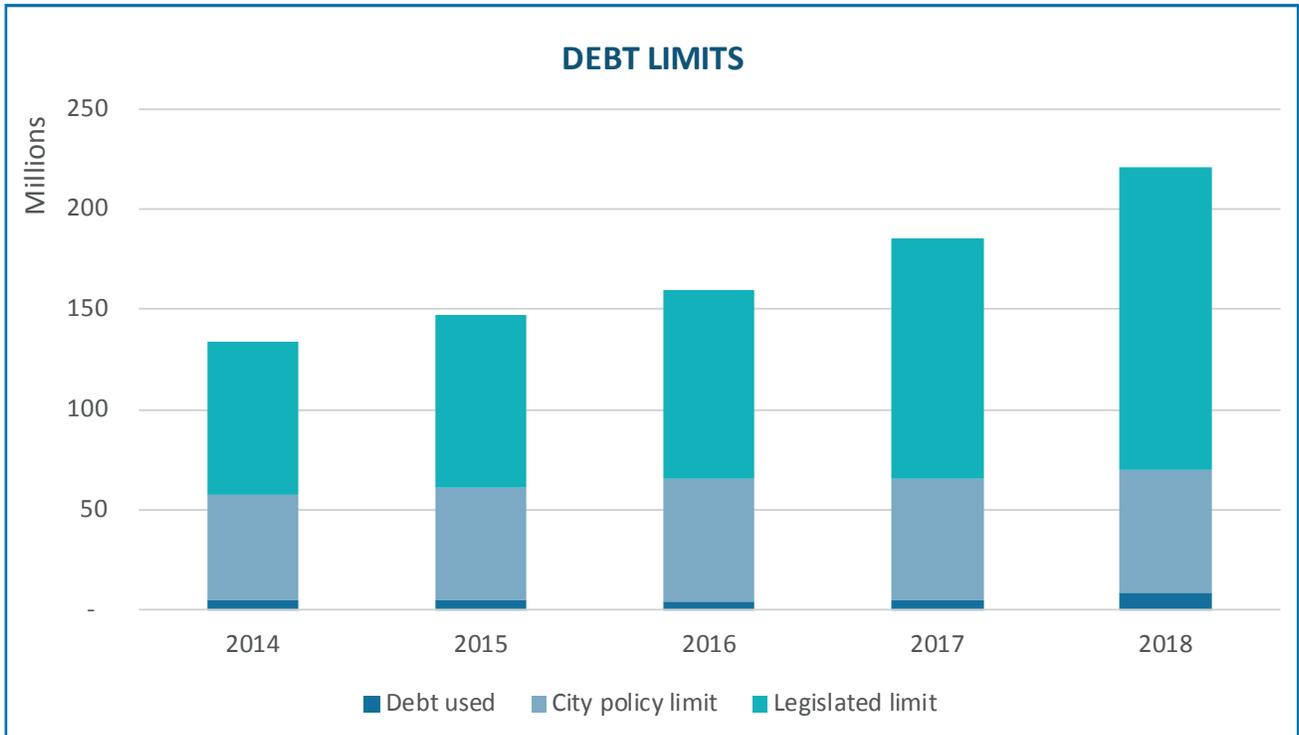
SURPLUS/EQUITY FUNDS

Source: Finance Department



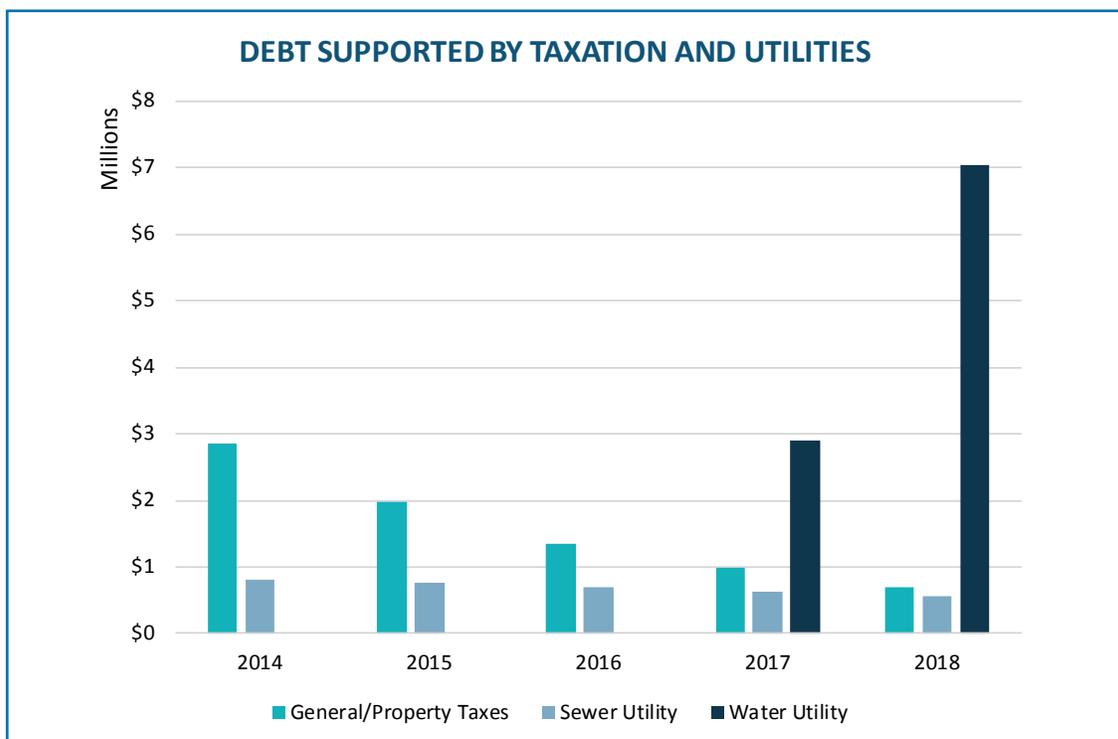
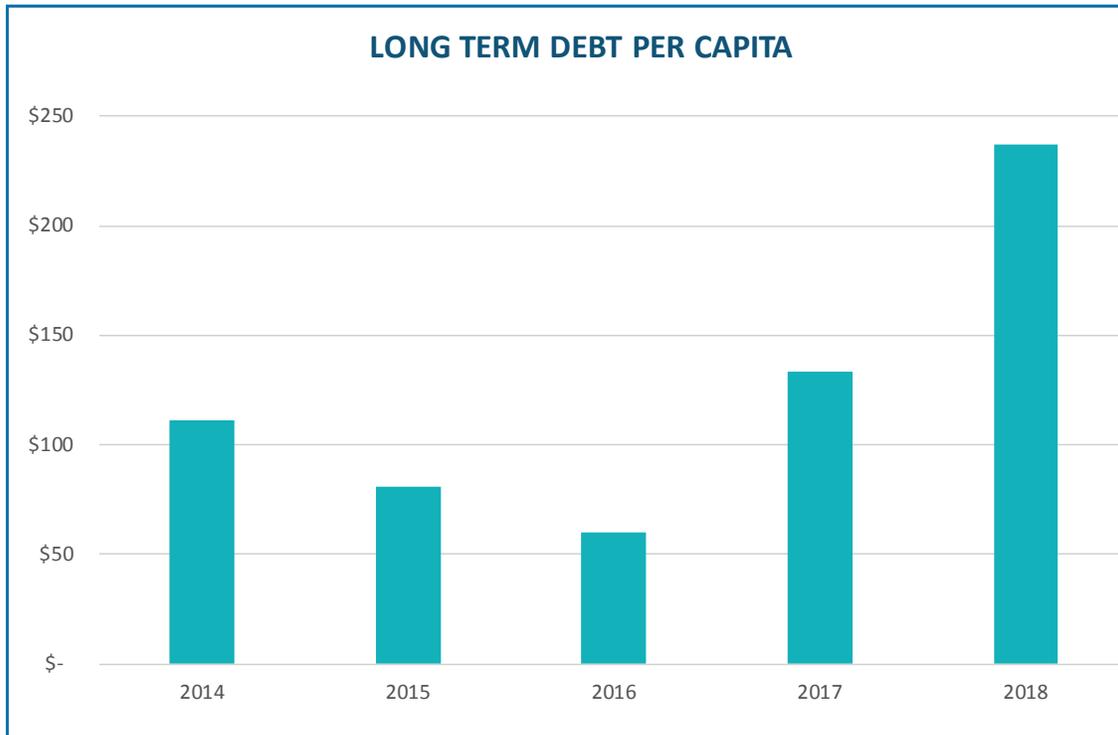
DEBT

Source: Finance Department



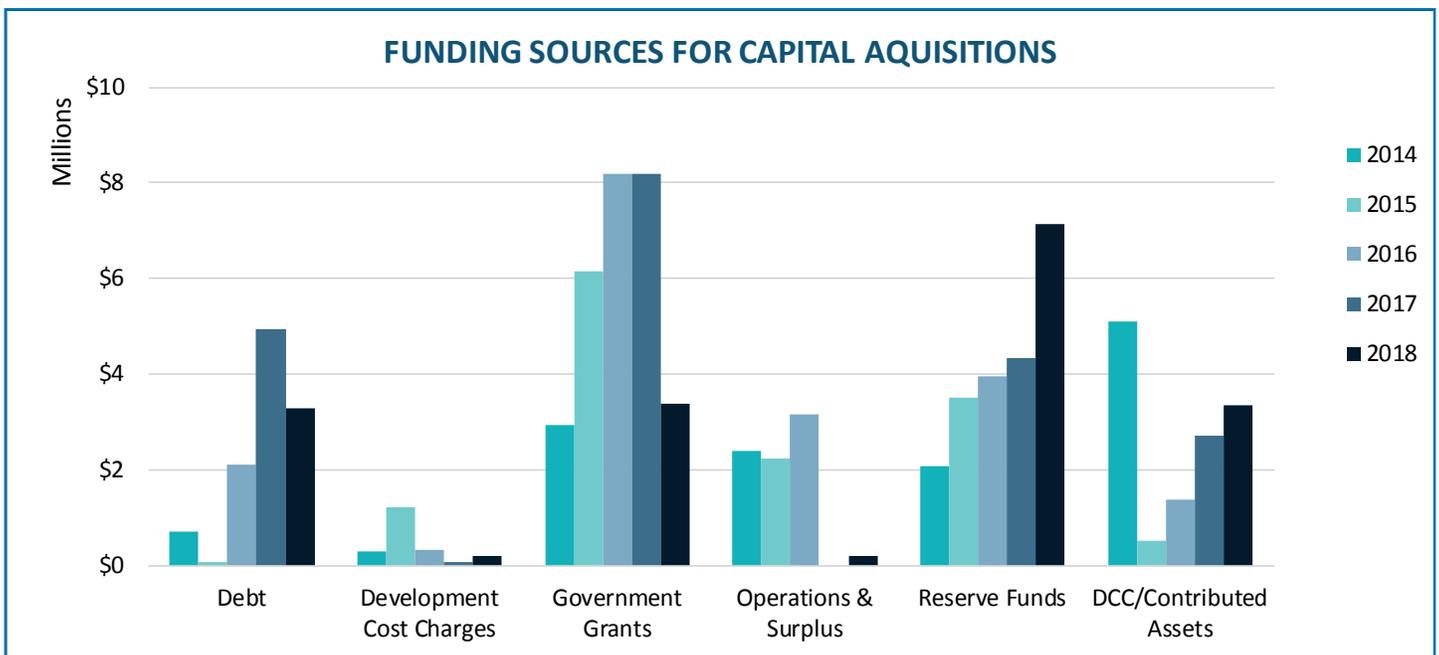
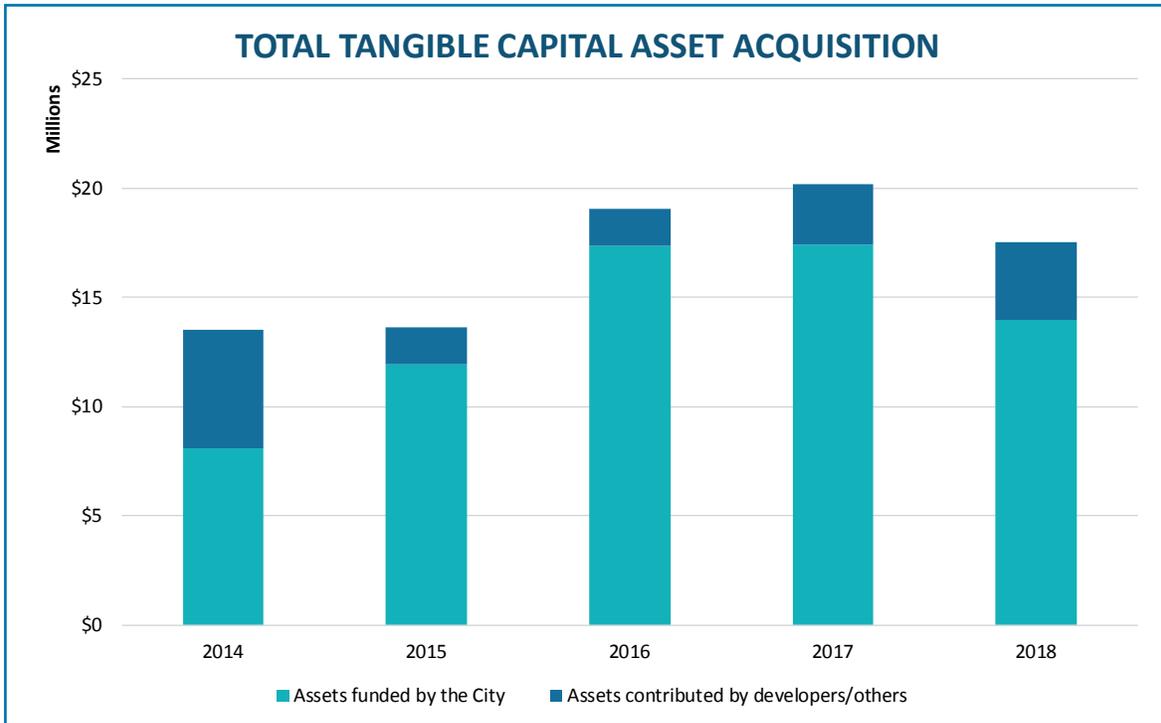
DEBT

Source: Finance Department



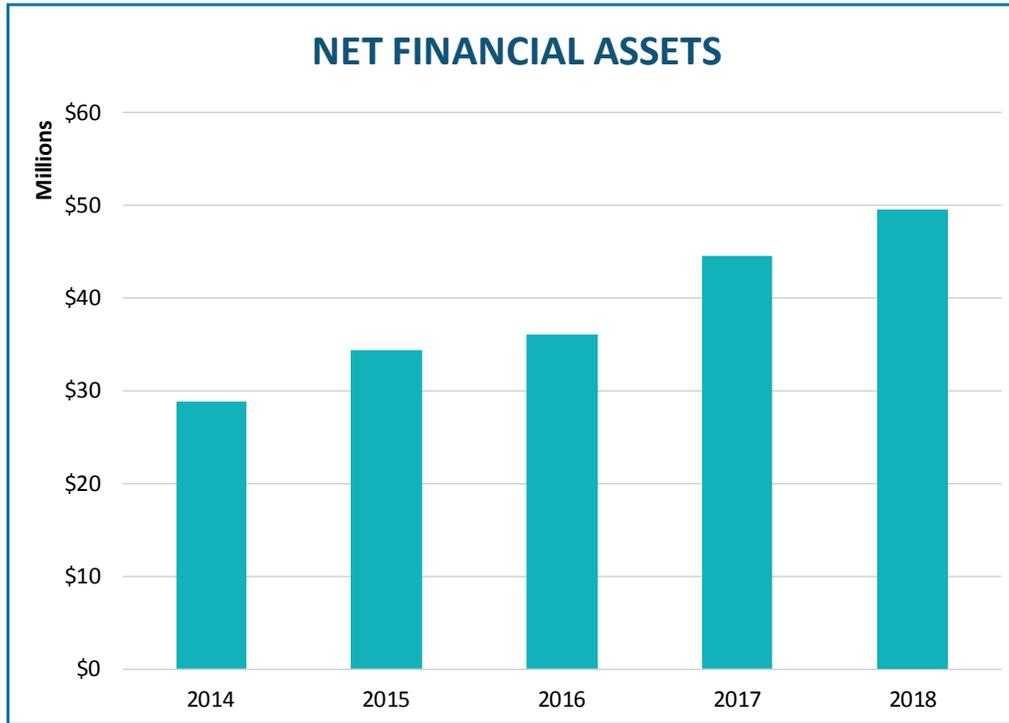
TAGINBLE CAPITAL ASSETS

Source: Finance Department



NET FINANCIAL ASSETS

Source: Finance Department

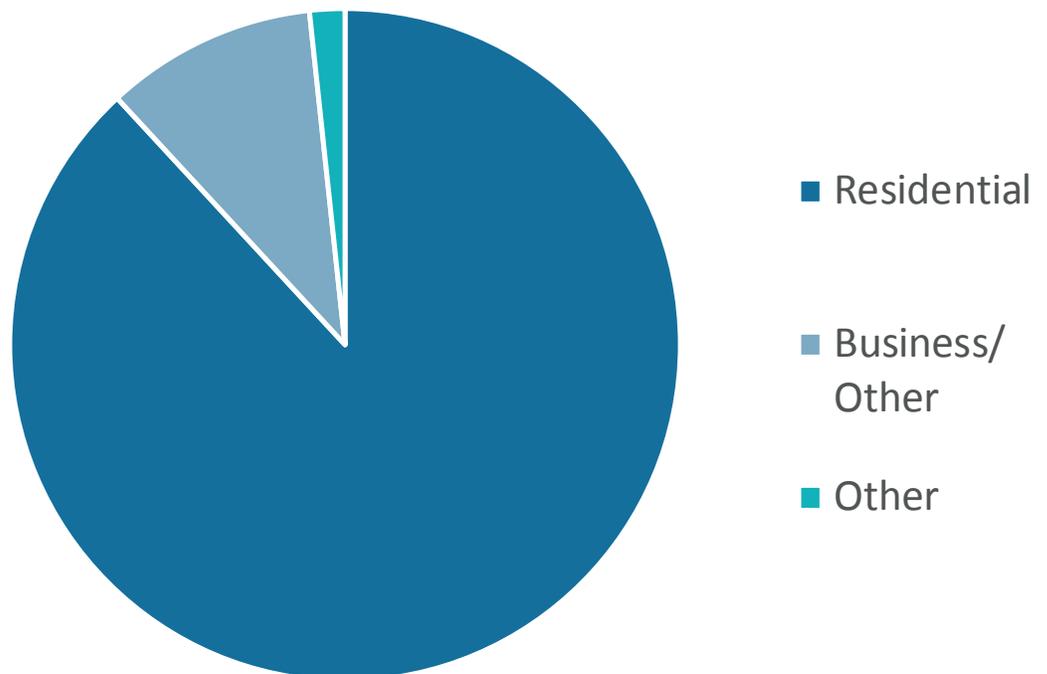


TAXATION & ASSESSMENT

Source: Finance Department & B.C. Assessment Revised Roll

	2014	2015	2016	2017	2018
Residential	3,412,308,989	3,551,128,780	3,704,186,407	3,942,565,595	4,601,169,069
Business/ Other	455,604,650	461,029,810	461,393,610	493,710,650	532,348,700
Utilities	31,047,400	31,544,900	30,623,800	30,925,700	31,296,300
Major Industry	3,912,500	4,042,000	4,038,200	4,063,100	4,106,100
Light Industry	25,845,300	25,697,300	25,571,500	25,140,200	25,133,800
Managed Forest	9,796,900	11,462,400	12,083,700	14,805,200	16,964,700
Recreational/ NonProfit	15,253,100	14,048,500	13,886,600	13,751,000	11,057,600
Farm	267,413	269,633	274,715	255,931	215,723
TOTAL	\$ 3,954,036,252	\$ 4,099,223,323	\$ 4,252,058,532	\$ 4,525,217,376	\$ 5,222,291,992
% Change	2.8%	3.7%	3.7%	6.4%	15.4%

2018 ASSESSMENT BY PROPERTY CLASS



PROPERTY TAX COLLECTION

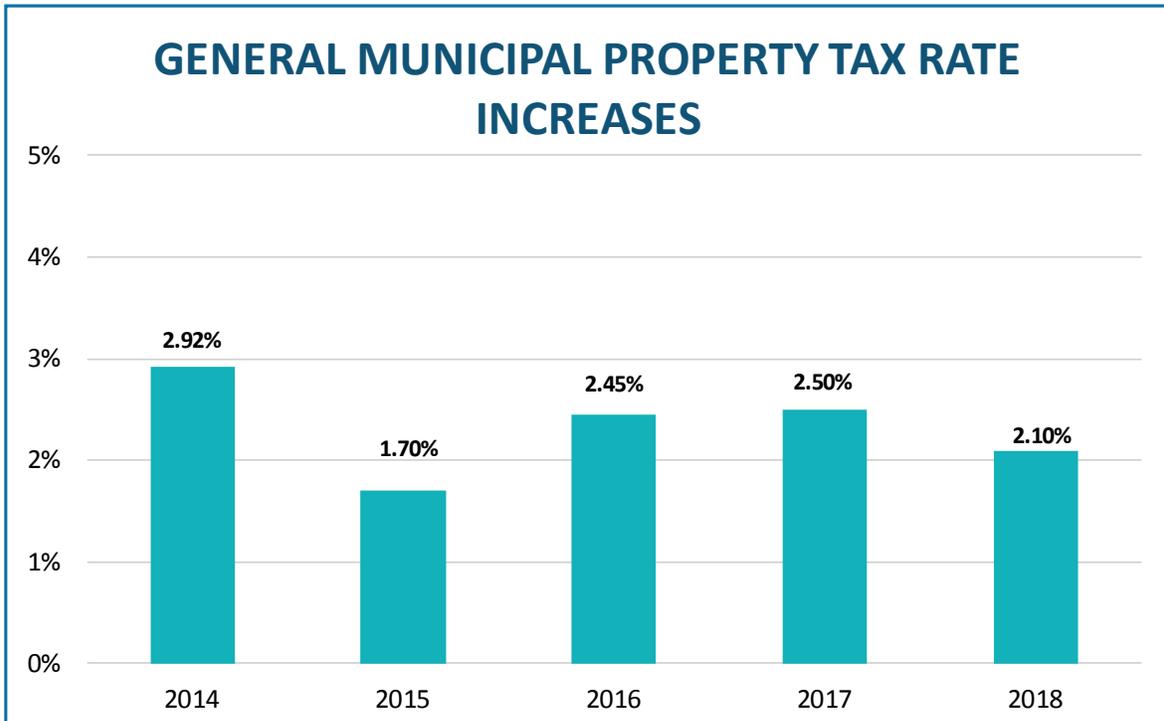
Source: Finance Department

	2013	2014	2015	2016	2017	2018
Municipal Taxes	24,303,884	25,508,093	26,507,914	27,683,998	29,301,339	30,377,222
Other Taxing Authorities	23,189,831	24,043,624	24,587,052	26,437,033	27,310,822	28,265,040
Municipal Utilities User Fees	9,002,378	9,478,074	10,179,309	10,891,584	11,665,281	12,077,820
Parcel Taxes	1,197,093	1,199,441	1,368,761	1,377,214	1,381,136	1,554,614
1% Utility Grants	477,960	479,462	478,899	482,646	482,682	519,780
Local Service Taxes	105,413	100,510	99,306	93,784	99,056	91,721
Business Improvement Areas	55,740	58,532	67,527	70,639	68,636	73,689
Total Current Taxes Levied¹	\$ 58,332,299	\$ 60,867,736	\$ 63,288,768	\$ 67,036,897	\$ 70,308,952	\$ 72,959,887
Current taxes collected	57,123,899	59,652,594	61,802,539	65,931,005	69,119,126	71,743,018
Current taxes outstanding at December 31	1,208,400	1,215,142	1,486,229	1,105,892	1,189,826	1,216,869
% of current taxes collected	97.9%	98.0%	97.7%	98.4%	98.3%	98.3%

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

TAXATION & ASSESSMENT

Source: Finance Department



NEW CONSTRUCTION

Source: Finance Department

2018 NON-MARKET ASSESSMENT

Class	2014	2015	2016	2017	2018
Residential	55,014,213	47,846,142	35,093,634	108,017,400	79,532,538
Utility	(1,000)	406,000	1,500	-	92,700
Major Industry	619,000	274,500	38,200	-	-
Light Industry	247,400	240,000	(2,000)	(925,500)	(814,600)
Business/Other	12,299,500	2,483,507	(4,162,250)	690,690	8,382,100
Managed Forest	(1,986,600)	1,006,300	(13,400)	1,179,200	327,800
Recreation/Non-Profit	353,800	(581,100)	96,300	(516,000)	(2,793,000)
Farm	43,027	(1,517)	7	(15,661)	(40,210)
	\$ 66,589,340	\$ 51,673,832	\$ 31,051,991	\$ 108,430,129	\$ 84,687,328

REVENUES FROM NON-MARKET CHANGE

Class	2014	2015	2016	2017	2018
Residential	307,411	252,621	190,909	525,704	518,723
Utility	(19)	12,497	-	-	7,785
Major Industry	18,916	6,249	-	-	-
Light Industry	2,893	3,571	(3,636)	(10,802)	(1,240)
Business/Other	143,825	44,633	(20,909)	(20,704)	74,897
Managed Forest	(12,155)	(893)	(1,818)	14,403	39,890
Recreation/Non-Profit	2,306	(2,678)	5,455	(3,601)	1,771
Farm	-	-	-	-	(74)
	\$ 463,177	\$ 316,000	\$ 170,001	\$ 505,000	\$ 641,753

PRINCIPAL TAXPAYERS

Source: Finance Department

2018 TOP TEN MUNICIPAL TAXPAYERS		
Owner	Description	Total Municipal Taxes
CAPITAL GENERATION SERVICES INC	Capital Power Generating Station	\$ 852,941
DISCOVERY HARBOUR HOLDINGS	Discovery Harbour Shopping Centre	\$ 416,281
MARINER HOLDINGS LTD	Mariner Square Shopping Centre	\$ 325,224
RAVEN FOREST PRODUCTS LTD	Merecroft Village Shopping Centre	\$ 215,819
A B EDIE EQUITIES INC	Campbell River Common	\$ 149,760
0942069 BC LTD	Discovery LNG Site	\$ 115,624
REALSTREAM INC	Timberline Village Shopping Centre	\$ 105,996
HILLSBOROUGH RESOURCES INC	Quinsam Coal Mine	\$ 105,352
TYEE PLAZA GP INC	Tyee Plaza Shopping Centre	\$ 101,367
VIEW INVESTMENTS LTD	Discovery Inn Hotel	\$ 85,817

City of Campbell River | PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	% PTE Awarded	City Taxes
Health, Housing and Community Services			
British Columbia Society for the Prevention of Cruelty to Animals (BCSPCA)	891 13th Ave (portion of)	100%	\$ 1,408
Campbell River Air Youth Association	2371 Airport Dr	100%	\$ 2,892
Campbell River Alano Club	301 10th Ave	100%	\$ 2,270
Campbell River and District Association for Community Living	301 Dogwood St	100%	\$ 9,042
Campbell River and District Association for Community Living	435 Jesmar Pl	100%	\$ 1,879
Campbell River and District Association for Community Living	1065 Greenwood St	100%	\$ 1,644
Campbell River and District Association for Community Living	1185 Greenwood St	100%	\$ 2,802
Campbell River and District Association for Community Living	1153 Greenwood St	100%	\$ 7,767
Campbell River and District Association for Community Living	1261 Shellbourne Blvd	100%	\$ 1,122
Campbell River and District Association for Community Living	1841 Island Hwy	100%	\$ 2,263
Campbell River and District Association for Community Living	1851 Island Hwy	100%	\$ 1,067
Campbell River and District Food Bank Society	1393 Marwalk Cres	100%	\$ 3,329
Campbell River and District Senior Housing Society	1441 Ironwood St	100%	\$ 282
Campbell River and North Island Transition Society	608 Alder St	100%	\$ 1,960
Campbell River and North Island Transition Society	1116 Dogwood St	100%	\$ 834
Campbell River Child Care Society	1048 Hemlock St	100%	\$ 3,038
Campbell River Child Care Society	394 Leishman Rd	100%	\$ 3,568
Campbell River Dragon Boat Society	1400 Ironwood St (portion of)	100%	\$ 1,176
Campbell River Family Services Society	427 10th Ave (portion of)	100%	\$ 4,492
Campbell River Head Injury Support Society	591 9th Ave	100%	\$ 3,105
Campbell River Head Injury Support Society	1710 16th Ave	100%	\$ 3,754
Campbell River Head Injury Support Society	1720 16th Ave	100%	\$ 3,754

City of Campbell River | PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	% PTE Awarded	City Taxes
Campbell River Hospice Society	440 Evergreen Rd	100%	\$ 3,118
Campbellton Neighbourhood Association (Community Garden)	1721 15th Ave	100%	\$ 1,594
Campbellton Neighbourhood Association (Community Garden)	1741 15th Ave	100%	\$ 1,586
Canadian Red Cross Society	520 2nd Ave (portion of)	100%	\$ 1,623
Communitas Supportive Care Society	A-1423 16th Ave	100%	\$ 6,455
Discovery Masonic Temple Association	2905 Island Hwy (portion of)	25%	\$ 1,114
Fraternal Order of Eagles 3097	1999 14th Ave	100%	\$ 9,490
Governing Council of the Salvation Army	1381 Cedar St	100%	\$ 5,736
Greenways Land Trust (Laughing Willow Community Garden)	1909 Lawson Grove	100%	\$ 1,418
Habitat for Humanity Vancouver Island North Society	1725 Willow St (portion of)	100%	\$ 13,376
John Perkins Memorial Housing Society (Royal Canadian Legion)	931 14th Ave	100%	\$ 1,955
Navy League of Canada	911 - 931 13th Ave	100%	\$ 2,570
North Island Supportive Recovery Society	647 Birch St	100%	\$ 1,097
Opportunities Career Services Society	101 - 300 St. Ann's Road	100%	\$ 3,731
St. John Society BC and Yukon	170 Dogwood St	100%	\$ 3,805
St. John Society BC and Yukon	675 2nd Ave	100%	\$ 1,855
The John Howard Society of North Island	980 Alder St (portion of)	100%	\$ 6,529
The John Howard Society of North Island	140-10th Ave	100%	\$ 11,791
The John Howard Society of North Island	91 Dogwood St	100%	\$ 1,551
Total Change Ministries	1691 Island Hwy (portion of)	100%	\$ 2,538
Willow Point Lions Club Society	2165 Island Hwy S	100%	\$ 3,818
Willow Point Supportive Living Society	100 142 Larwood Rd	100%	\$ 13,691
Willow Point Supportive Living Society	1 142 Larwood Rd	100%	\$ 905

City of Campbell River | **PERMISSIVE TAX EXEMPTIONS**

Organization	Civic Address	% PTE Awarded	City Taxes
Willow Point Supportive Living Society	2 142 Larwood Rd	100%	\$ 742
Willow Point Supportive Living Society	3 142 Larwood Rd	100%	\$ 742
Willow Point Supportive Living Society	4 142 Larwood Rd	100%	\$ 742
Willow Point Supportive Living Society	5 142 Larwood Rd	100%	\$ 753
Willow Point Supportive Living Society	8 142 Larwood Rd	100%	\$ 753
Willow Point Supportive Living Society	9 142 Larwood Rd	100%	\$ 742
Willow Point Supportive Living Society	10 142 Larwood Rd	100%	\$ 753
Willow Point Supportive Living Society	12 142 Larwood Rd	100%	\$ 5,364
Health, Housing and Community Services Total			\$ 175,385

City of Campbell River | PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	% PTE Awarded	City Taxes
Culture and Recreation			
Association Francophone de Campbell River	891 13th Ave (portion of)	100%	\$ 1,783
Campbell River Curling Club	260 Cedar St	100%	\$ 10,630
Campbell River Figure Skating Club	225 Dogwood St S (portion of)	100%	\$ 96
Campbell River Fish and Wildlife Association	2641 Campbell River Rd	100%	\$ 4,017
Campbell River Gun Club Society	2600 Quinsam Rd	100%	\$ 1,148
Campbell River Gymnastics Association	1394A Marwalk Crescent	100%	\$ 6,017
Campbell River Minor Hockey Association	225 Dogwood St S (portion of)	100%	\$ 521
Campbell River Motocross Association	7021 Gold River Hwy	100%	\$ 1,706
Campbell River Trail Riders Association	900 Parkside Dr	100%	\$ 3,406
Campbell River Tyee Judo Club	450B Merecroft Rd	100%	\$ 1,570
Campbell River Wado Karate Club	450A Merecroft Rd	100%	\$ 1,570
Campbell River Youth Soccer Association	450 Merecroft Rd	100%	\$ 1,126
Nature Trust of BC	3200 Willow Creek Rd	100%	\$ 3,277
River City Players Society	1080 Hemlock St	100%	\$ 4,275
Storey Creek Golf & Recreation Society	300 McGimpsey Rd	100%	\$ 27,403
Culture and Recreation Total			\$ 68,545

City of Campbell River | PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	% PTE Awarded	City Taxes
Property Used for City Purposes			
Campbell River & District Museum and Archives Society (Museum)	470 Island Hwy	100%	\$ 58,288
Campbell River & District Museum and Archives Society (Haig-Brown)	2250 Campbell River Rd	100%	\$ 4,722
Campbell River Arts Council	2131 S Island Hwy	100%	\$ 5,246
Campbell River Chamber of Commerce	900 Alder St (portion of)	100%	\$ 238
Campbell River Eagles Water Ski Club	Mclvor Lake Park	100%	\$ 545
Campbell River Seniors Society	1400 Ironwood St (portion of)	100%	\$ 6,357
Campbell River Maritime Heritage Society	621 Island Hwy	100%	\$ 35,903
Campbell River Public Art Gallery	1235 Shoppers Row (portion of)	100%	\$ 5,129
Campbell River Search and Rescue Society	261 Larwood Rd	100%	\$ 13,604
North Island 911 Corporation	275 to 385 S Dogwood St	100%	\$ 1,099
Coastal Animal Control Services	275 to 385 S Dogwood St	100%	\$ 1,499
Community Futures Development Corporation of Strathcona	900 Alder St (portion of)	100%	\$ 544
Comox Valley Regional District	6300 Argonaut Road	100%	\$ 4,549
Comox Valley Regional District	6700 Argonaut Road	100%	\$ 6,272
Greenways Land Trust	2251 Campbell River Rd	100%	\$ 6,347
Eagles Found Bicycle Program	900 Alder St (portion of)	100%	\$ 117
Nature Conservancy of Canada	2485 Island Hwy	100%	\$ 4,455
Nature Trust of BC	1201 Homewood Rd	100%	\$ 3,985
Nature Trust of BC	Homewood Rd	100%	\$ 3,082
Strathcona Regional District	103-990 Cedar St	100%	\$ 2,037
Strathcona Regional District	301-990 Cedar St	100%	\$ 1,990
Strathcona Regional District	303-990 Cedar St	100%	\$ 3,028

City of Campbell River | **PERMISSIVE TAX EXEMPTIONS**

Organization	Civic Address	% PTE Awarded	City Taxes
Tidemark Theatre Society	1220 Shoppers Row	100%	\$ 16,755
Tourist Information Centre	1235 Shoppers Row (portion of)	100%	\$ 2,564
Volunteer Campbell River	900 Alder St (portion of)	100%	\$ 816
Property Used for City Purposes Total			\$ 189,171

City of Campbell River | PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	% PTE Awarded	City Taxes
Churches & Places of Worship			
Anglican Synod Diocese of BC (St. Peter's Anglican Church)	228 S Dogwood St	100%	\$ 6,772
BC Conference of Mennonite Brethern Churches (Discovery Community Church)	250 10th Ave	100%	\$ 725
Bethany Evangelical Lutheran Church	201 Birch St	100%	\$ 1,670
Bishop of Victoria (St. Patrick's Parish)	34 Alder St S (portion of)	100%	\$ 3,349
Campbell River Baptist Church	260 S Dogwood St	100%	\$ 727
Campbell River Baptist Church (Private School)	260 S Dogwood St	100%	\$ 3,194
Campbell River Church of Christ	226 Hilchey Rd	100%	\$ 2,122
Campbell River Church of the Way	451 7th Ave	100%	\$ 1,209
Campbell River Vineyard Christian Fellowship	2215 Campbell River Rd	100%	\$ 1,528
Centre for Spiritual Living Campbell River	516 Dogwood St S	75%	\$ 908
Church of Jesus Christ of Latter-Day Saints in Canada	460 Goodwin Rd	100%	\$ 4,330
Foursquare Gospel Church of Canada	403 5th Ave	100%	\$ 1,230
Foursquare Gospel Church of Canada	422 Colwyn St	100%	\$ 1,700
Foursquare Gospel Church of Canada	415 5th Ave	100%	\$ 814
Governing Council of Salvation Army in Canada	271 Mclean St	100%	\$ 2,184
Guru Nanak Sikh Society	735 Pinecrest Rd	100%	\$ 3,218
Pentecostal Assemblies of Canada (Christian Life Fellowship)	445 Mercroft Rd	100%	\$ 4,052
Radiant Life Community Church	1251 Cypress St	100%	\$ 2,244
Seventh Day Adventist Church	300 Thulin St	100%	\$ 1,705
Trinity Presbyterian Church	145 Simms Rd	100%	\$ 2,554
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	100%	\$ 2,725
Trustees United Church of Canada	415 Pinecrest Rd	100%	\$ 2,630

City of Campbell River | **PERMISSIVE TAX EXEMPTIONS**

Organization	Civic Address	% PTE Awarded	City Taxes
Churches & Places of Worship Total			\$ 51,590
Grand Total			\$ 484,691

City of Campbell River | GRANTS-IN-AID

Organization	Grant-In-Aid
Core Operating Assistance	
Campbell River & District Public Art Gallery	\$ 58,000
Campbell River Community Arts Council	\$ 25,000
Campbell River Museum & Archives (Haig Brown House)	\$ 44,500
Campbell River & Archives (Museum)	\$ 184,411
Tidemark Theatre Society	\$ 175,000
Core Operating Assistance Total	\$ 486,911
Ongoing Events and/or Services	
Campbell River Salmon Festival	\$ 20,000
Shoreline Arts Society	\$ 5,000
Volunteer Campbell River	\$ 1,500
Ongoing Events and/or Services Total	\$ 26,500
Discretionary	
Citizens on Patrol	\$ 4,000
Campbell River Volunteer Search & Rescue	\$ 9,500
Greenways Land Trust	\$ 24,000
Discretionary Total	\$ 37,500
One-off Special Events and/or Travel Grants	
Campbell River Art Expo Society	\$ 1,000
Shoreline Musical Theatre Society	\$ 2,500
Words on the Water	\$ 2,000
One-off Special Events and/or Travel Grants Total	\$ 5,500
Recreation & Culture Facility Rental Grants Total	\$ 20,000
Grand Total	\$ 576,411

(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	2016	\$ 422,430
		2017	\$ 380,250
		2018	\$ 379,099

(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, 2017 for the fiscal year ended December 31, 2016	100% of funds received in 2016 were directed to the police operating budget.
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 2017 were directed to the police operating budget.



HIGHLIGHTS 2018

AWARDS & MILESTONES

EXCELLENCE IN WORKFORCE DEVELOPMENT

The City was honoured with a Campbell River Chamber Business Award of Distinction for excellence in development of a workforce with more than 50 employees. The City's focus on employee recruitment and retention is part of a strategic human resources plan. Cheryl McConnell, Shannon Baikie and Naomi Watts representing award sponsors North Island Employment Foundations Society and North Island College presented the award to Council, city manager Deborah Sargent and human resources manager Colleen Tillapaugh. Also that evening, the City of Campbell River sponsored the Community Spirit award, which honoured the John Howard Society. Congratulations to all nominees and award winners!

CITY A SMALL BUSINESS BC AWARD WINNER

More than 30 B.C. communities were nominated, with Campbell River recognized in the large communities category (cities with populations greater than 25,000), up against strong competition with Prince George and Penticton. The City's business case focused on its Modern Entrepreneur initiative and CRadvantage, the municipal broadband network.

THIRD CONSECUTIVE BUDGET AWARD

The City won its third consecutive Distinguished Budget Presentation Award for the 2018-2027 Financial Plan. This award is presented to governments who meet the highest principles of governmental budgeting.

In 2018, the City of Campbell River was once again the first local government in the Province to submit its approved financial plan. With budget meetings conducted in December again this year, Campbell River is on track to be at the head of the pack for 2019.

CAMPBELL RIVER MIRROR AWARDS READERS' CHOICE

- Best sports facility – Sportsplex
- Best City project worth the wait – Big Rock Boat Ramp
- Best swimming beach – McIvor Lake
- Best local event – Spirit Square
- Other nominations: best politician, place to work, playground, local kids' event, bike trail, gym and fitness studio, Sunday Funday, Annual Toy and Craft Sale, swimming hole, place to walk your dog, place for a wedding, place to be a tourist, recycling.



AWARDS & MILESTONES

MARCOM GOLD AWARD FOR WATERSHED SIGNS

The City's fifth MarCom Gold award was for new watershed signs. The City won in the billboard category for eye-catching information signs posted close to the watershed at the intersection of Hwy. 28 and Brewster Lake Road, at the entrance to McIvor Lake park on Hwy. 28 and halfway between Brewster Lake Road and the entrance to McIvor Lake park. These signs provide a visual reminder about the importance of protecting the community's drinking water source. Keeping pollution out of the watershed maintains the high quality of the water that feeds into the City's supply system – and that helps minimize the cost of disinfecting water before it's distributed throughout the community. MarCom gold awards are international recognition for exceeding the high standards of the marketing and communications industry.

AWARD FROM THE GOVERNMENT FINANCE OFFICERS ASSOCIATION

Mayor Adams announced the City of Campbell River received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the 2018-2027 budget. This is the City's third Distinguished Budget Presentation Award, which is the highest form of recognition in government budgeting. The award is in recognition of the exemplary practices within the City's financial plan.



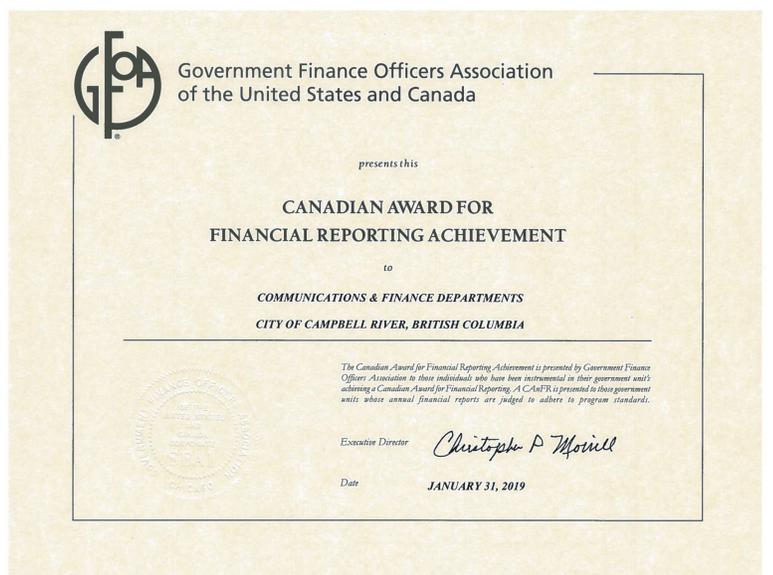
For more details, see the City's news release, in the newsroom at campbellriver.ca/home/newsroom

GFOA AWARD FOR 2017 ANNUAL REPORT

The Government Finance Officer's Association of USA/Canada honoured the City's Finance and Communications teams with an award for their collaboration on financial reporting in the 2017 Annual Report. This award is another testament to the City demonstrating best practice with communications, transparency, and financial reporting. This prestigious award for year-end presentation complements the City's budget presentation award, also from GFOA.

INTERNATIONAL RECOGNITION WITH SMART 50 AWARD

Each year, Smart 50 Awards honour the most innovative and influential technology projects around the world. This international award recognizes CRadvantage, Campbell River's progressive and innovative approach to improving connectivity and spurring economic development. As the first municipality on Vancouver Island to offer this broadband service, Campbell River is also the first island municipality to win this award, which showcases CRadvantage to a worldwide audience.



PARTNERSHIPS

EARTHQUAKE WARNINGS IN KEY COMMUNITY LOCATIONS

“If it knocks you down, go to high ground” is the message on signs installed in five popular community locations that could be flooded after a major earthquake. The sign also features a map showing the potential flood zone, evacuation routes and a code to scan for an online map. The headline is translated into Lik’wala. One sign is installed at Dick Murphy Park, Robert Ostler Park and the Canyon View Trail, with two at Spirit Square.

FIRST PLAYBOX AT CENTENNIAL PARK

The code to open the box is accessible at no charge to anyone at any time through the Campbell River Recreation and Culture online registration site thanks to a partnership with SCOPE BC (Sustainable Childhood Obesity Prevention through Community Engagement).

TEN TIMES FASTER ELECTRIC VEHICLE CHARGER

BC Hydro installed the direct current electric vehicle fast charger at the downtown community centre this spring. Campbell River is one of the most northern Vancouver Island communities and one of 31 municipalities in British Columbia to receive funding for this service. Electric vehicle owners can currently use this free service to fully charge an average electric vehicle in less than 30 minutes. Level 2 electric vehicle chargers are available at City Hall, Dogwood Operations Centre, North Island College, Discovery Harbour and Tyee Plaza.

CHARSTATE GARDEN READY FOR SPRING

The City installed the water connection to the Charstate Park community garden, and created a small parking area off Quadra Avenue adjacent to the garden area. The garden is on track to be ready for the spring of 2019.

BUSINESSES HELP PROMOTE BUILDING ENERGY EFFICIENCY

In partnership with BC Hydro, several building and trades sector businesses to promote building energy efficiency promoted building energy efficiency in the City’s May economic development newsletter, complemented by a social media campaign on the Sustainable Campbell River Facebook page.

ANNUAL ICBC FUNDING FOR CAMPBELL RIVER ROAD SAFETY

In 2018, \$5,000 from ICBC assisted in covering the cost of two pedestrian flashing lights at Greenwood and 12th Avenue and at Alder and 5th Avenue.



PARTNERSHIPS

WATERFRONT WALKWAY DOWNTOWN

City crews extended the popular seawalk through the vacant downtown waterfront site to fully connect the shoreline pathway along a 12-kilometre stretch from Maryland Road to the Tyee Spit. The Campbell River Rotary Club donated \$100,000 to extend the seawalk from Roberts Reach to the Discovery Harbour Shopping Centre. Paving was completed this year. Funding will be carried forward for landscaping, lighting and viewpoint upgrades in 2019. Establishing the walkway is the first step in the development of the site, recommended by the City's 2017 waterfront task force.

The project is a partnership with the Wei Wai Kum First Nation supplying gravel base material and approving a right-of-way agreement.

NEW BUS SHELTERS

Campbell River's transit system consistently out-performs other communities with similar populations (between 20,000 and 50,000 people). Campbell River's transit system serves the highest number of passengers per hour and runs at the lowest cost per ride, as well as the lowest overall operating cost per hour of service provided.

MODERN ENTREPRENEUR SERIES EXPANDED

Building on 2017 success, this year the professional development program offered more workshops as well as partnerships with North Island College, Community Futures Strathcona, and Campbell River Chamber of Commerce to provide specialized courses. The Modern Entrepreneur series was the focal point of Campbell River's winning bid in the 2018 Open for Business Award-large communities category. By the end of 2018, 15 workshops were presented, with hundreds of current and would-be Campbell River entrepreneurs participating.



COMMUNITY BUILDING

EVENT SUCCESS

Spirit Square programming provided by Jim Creighton produced events for 18 community groups. Tuesday noon music and Thursday evening concerts continue to grow in popularity, with one Thursday event attracting approximately 1,000 people. Campbell River recreation programs and special events attracted approximately 165,000 participant visits in 2018.

MOST POPULAR REPAIR CAFÉ YET

The sixth annual Repair Café was hosted at the Sportsplex in November. Ten volunteer fixers offered services free of charge at the busiest event to date, with 69 items repaired in three hours. Participants came from as far as Nanaimo and Qualicum to attend this year's event – and asked for information on getting a Repair Café started in their own communities.

Participant comments included:

- This is a wonderful program. Please keep it going.
- It's like brand new – woo hoo!
- This is a brilliant concept. Have more of them.
- I can do it myself next time. Thanks for showing me how to repair a lamp.
- Incredible – it doesn't have to go to the dump yet.

17TH ANNUAL STEWARDSHIP AWARDS

During September's Rivers Day and Fall Festival at Haig-Brown House, the City honoured the following people for working to preserve the integrity, stability and beauty of Campbell River's natural areas:

- Tom Porsberg – Air Quality / Alternative Transportation
- Sherrill Stone – Pesticide Free / Urban Agriculture
- Dan Klinka – Water / Energy Conservation
- Bob Tonkin – Habitat Protection / Creation
- Rhonda Teramura – Waste Reduction
- Anna Buck – Youth Special Recognition
- Jerry Fletcher – Environmental Excellence (for outstanding achievement!)

The fifth and final \$200 Tom Easton Remembrance Bursary went to Wesley Greentree.

TRIAL 40 KM/HOUR ZONES

New 40 km/hour speed limits in the North Penfield and Cheviot Road neighbourhoods should encourage more walking and cycling, especially in areas without sidewalks.

These neighbourhoods are accessed through local streets with low traffic volumes and relatively low speeds, with school and playground zones or bike routes – allowing assessment of the lower speed limits on a variety of activities.

ROAD SAFETY CAMPAIGNS

The City's summer road safety and back-to-school photos featured employees and their families on Facebook and in City Currents ads in the Mirror newspaper to remind everyone that we need to slow down and stay focused on travelling safely through work and school zones.

3.5-ACRE PROPOSAL ADAPTION MEASURES FOR SEA LEVEL RISE

As part of an ongoing planning initiative to prepare for sea level rise along the marine and river shores, the City reviewed the task force's vision for the 3.5-acre site. Campbell River already has a history of storm and tide-related temporary flooding in low-lying areas. Sea level rise specialists confirmed that adaptation measures could be built into the original proposal to minimize the depth and duration of temporary flooding to manageable levels. The walkway currently in the works for the site can be upgraded to fit into future development, including any adaptation measures to address sea level rise. More details on sea level rise planning: campbellriver.ca/



COMMUNITY BUILDING

REMOVING THE UNWANTED

An information campaign included new requirements under the Environmental Protection Bylaw as well as photos and tips on how to identify and remove Scotch broom, yellow flag iris, knotweeds and giant hogweed. The City continues to work with Greenways Land Trust and Broom Busters on treatment and removal.

JUBILEE WETLAND RESTORATION

Following amphibian salvage, earthworks were completed as part of the restoration of the previously infilled Jubilee wetland. Various wetland areas were sculpted to include a range of depths, peat was applied and coarse woody debris was placed in select areas to add habitat complexity. Invasive species removal and riparian planting are ongoing. A conservation covenant will be registered on the wetland and another on the 2.1 hectares of forest land near the west property boundary.

PUTTING CAMPBELL RIVER ON THE MAP

The City's economic development team attended the BC Seafood Expo and the Siggraph tradeshow to promote opportunities for investors and businesses in our community.

EROSION AWARENESS

Large areas of exposed soil can suffer severe erosion, and heaps of sediment washing off development sites sends muddy discharge into City storm drains, ditches and creeks –smothering fish habitat and increasing storm drain maintenance costs. Water that's too dirty to see through is too dirty to discharge – and rain and snow create the highest erosion risk. Developers are responsible for implementing and maintaining erosion and sediment control measures and could be fined for fouling a watercourse or the storm drainage system under the City of Campbell River Environmental Protection Bylaw.

ENERGY STEP CODE TRANSITION

Campbell River adopted proactive regulations in building bylaws to ease the transition and allows builders time to prepare for Energy Step Code requirements coming to the BC Building Code. The City's incentives for new buildings constructed to the Energy Step Code, as well as two regional builder training sessions offered in the spring were designed to help the local building industry with the transition.



ENHANCED SERVICES

DOWNTOWN SAFETY OFFICE

The highly visible, publicly accessible downtown safety office at 1302 Shoppers Row houses the City's bylaw enforcement department and provides a checkpoint for RCMP officers and a base for the City's downtown security and parking patrol officers.

The City also added two RCMP officers and hired a third bylaw enforcement officer, providing additional resources on complaints and concerns related to unsafe activity – and to connect and collaborate with social service agency representatives working at street level.

A technical working group made up of City staff from various departments will review recommendations from the local RCMP crime analyst and work with social service agencies, representatives from downtown businesses and public facilities to generate other ideas for improvement.

The Downtown Safety Office is funded from a percentage of lottery and casino revenue rather than from property taxation. Council's policy directs that this gaming reserve supports sport, recreation and social causes.

TAX NOTICE, VIDEOS LINK BUDGET, SERVICES

To illustrate funding for local government services, a new brochure was mailed with the property tax notice, and two animated videos link local government services, budgeting and property taxes.

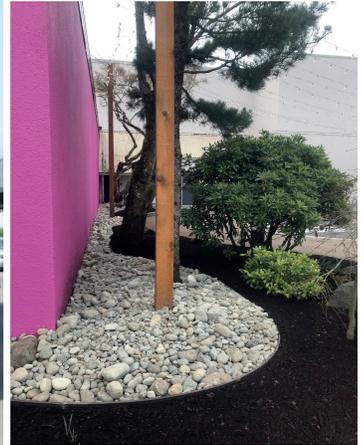
- Less than half of the City's budget is funded through local property taxation; the majority is funded through user fees, sale of services and senior government grants
- More than 34 per cent of the amount collected by the City is on behalf of other agencies (for provincial and regional district taxes, and for the hospital, schools and library).



Access the City's YouTube channel from the icon on the homepage at campbellriver.ca. Find out more at campbellriver.ca under City Services/Property taxes.

2019 BUDGET HIGHLIGHTS

- One additional building inspector to support significant increase in development applications
- One additional RCMP member
- Development of a tree protection bylaw, arborist to maintain, enhance urban forest
- Enhanced Skate Park environment (youth leaders at Skate Park during busy summer season)
- Additional funding for economic development
- Detailed design on the Highway 19A road improvements from Simms Creek to Rockland Road (construction in 2020)
- Campbellton entrance and ongoing planning work
- Elk Falls cemetery expansion design
- Downtown washroom improvements
- Additional bus shelters and bus pull-out on Dogwood Street at Carihi
- Willis Road pedestrian upgrades
- Sportsplex roof replacement and facility rehabilitation
- Ongoing community infrastructure renewal for sewer, water, roads, storm drains.



Your Tax Dollars At Work

Building and maintaining critical infrastructure such as roads, water and sewer systems and essentials like emergency response and garbage, recycling and yard waste collection are among the more than 100 services the City provides. The City also takes care of parks, sports fields, trails and seawalk, along with the outdoor pool and recreation and cultural facilities.



ENHANCED SERVICES

2019 BUDGET HIGHLIGHTS CONTINUED

- Continuation of grant programs to local associations in four main commercial areas (downtown, Pier Street, Campbellton, Willow Point)
- Continuation of Safer Downtown program (safety office and additional bylaw enforcement)
- Installation of a new traffic signal on Hwy. 19A at Maryland

NEW AND IMPROVED DEVELOPMENT HANDBOOK

To streamline the development permit and approval process, the City updated its illustrated, easy-to-read handbook for developers preparing applications. The Development Handbook was first created in 2013 and is a comprehensive guide on development permit submission requirements, including how Official Community Plan guidelines apply to new commercial and multi-family projects.



Available online at campbellriver.ca/development-permit-handbook

CITY MAPS EXPANDED WITH OPEN DATA CATALOGUE

To increase access to the City's mapping data, a new catalogue allows people to download and pinpoint features for viewing on Google Maps. This is of particular interest to developers, businesses and citizens using interactive mapping. Available online at campbellriver.ca/city-services/maps Maps are best viewed using Google Chrome.

HOW-TO VIDEOS

A new series of animated videos illustrates where to direct concerns or report problems, even outside regular work hours, for the fastest possible solution to bylaw infractions and broken streetlights, trouble with roads, parks, water, sewer storm drains, or even a lost or problem dog.



DEVELOPMENT PERMIT HANDBOOK
Plans and Submission Requirements



How to Report A Problem

ROADS AND PARKS



0:03 / 1:06

Scroll for details



PROJECTS

NEW CAMPBELL RIVER WATER SUPPLY CENTRE

The new pumping and disinfection facility on the shores of John Hart Lake was a six-year, multi-million-dollar project.

Water flowing from this facility is disinfected on site, and water quality consistently meets and even exceeds Canadian drinking water quality standards.

A new water supply system was required because the BC Hydro penstocks, formerly the City's connection to the water source, are being removed as part of the John Hart Generating Station replacement project. BC Hydro funded the majority of the construction cost – \$18.3 million of the \$29.1 million total cost. The project was delivered on time and on budget.

Trees felled on the property were used in the building. Local artists Bill, Greg and Junior Henderson of the Wei Wai Kum First Nation carved three western red cedar totems on the front of the building as well as the intricate design on the front doors, which tell the story of the local indigenous peoples' connection to this area. Campbell River's water system distributes potable water for domestic, commercial and industrial use and for fire protection throughout the community. Services are also provided to local First Nations and a portion of Strathcona Regional District Area D.

More details: campbellriver.ca/water-supply-centre

\$27M WATERFRONT UPGRADES ALONG HWY19A

An extensive, three-year renewal project began this summer to deliver major upgrades along Highway 19A.

These include: updating waterfront sewer line between Rockland Road and the Maritime Heritage Centre, a rebuild of the Big Rock Boat Ramp and completing the next phase of Highway 19A improvements. Work began on a new sewer line along Highway 19A, between the Maritime Heritage Centre and 1st Avenue, with pipe installed primarily on the west side of the road.

Over the next three years, the waterfront sewer project will also involve: installing a new forcemain along Hwy 19A from Lift Station No. 7 (Simms Creek) to 1st Ave (in 2019), upgrading lift (pump) stations 5 and 6 along the route, building a new lift station on the Anchor Inn site and connecting the new sewer to new and existing lift stations and several existing gravity main connections. More details: campbellriver.ca/construction

BIG ROCK BOAT RAMP

The upgraded facility includes a reconstructed ramp with widened lanes, a high traction finish and reduced angle to the water. New floating docks allow for much safer launching, year-round access and temporary moorage on both sides, while the higher breakwaters provide better protection from wave action and prevent gravel build-up in the basin and access channel.

Also, grading the south-side lot and adding a new parking lot exit increases parking by roughly 50 per cent. This project was completed on time and on budget. Phase two will include upgrades to the parking lot and park area. Design and planning options for this next stage of work will be considered in 2019.



More details: campbellriver.ca/bigrockboatramp

LARWOOD-ERICKSON SEWER

Construction of an upgraded sewermain on Larwood, Harrogate and Erickson roads will enhance existing service and provide increased system capacity for the Jubilee Heights subdivision. Work was particularly challenging on Larwood Road where deep excavation (five to six metres) in poor soil conditions was required. The project will continue in 2019. With the work completed in 2018, the Jubilee Heights subdivision is able to proceed as per the developer's timeline.





WE VALUE YOUR FEEDBACK

CONTACT US

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FOR ONLINE INFORMATION about City of Campbell River services, programs, and events, please see our website at www.campbellriver.ca

FOLLOW US ON SOCIAL MEDIA through our Facebook page, YouTube channel, LinkedIn, Instagram and Twitter.



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