

# City of Campbell River British Columbia

## 2007 Annual Report & Financial Statements



From left to right: Councillors Stewart, Ruehlen, Storry,  
Mayor McDonell, Councillors Ostler, Grant, Adams.

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## INTRODUCTION



Gateway to Campbell River—Southern Entrance

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## Coat of Arms – reserved for protocol, historical and legal purposes

Campbell River's Coat of Arms is a mark of honour and a symbol of Campbell River's status as a community. Each element of the Coat of Arms is an expression of Campbell River's history, geography and economy, using symbols from the rich tradition of heraldry described below.

### The Shield and the Coronet

The shield is the central and most important element. The lower portion symbolizes the meeting of the waters of Campbell River and Discovery Passage and the vital industries of fishing and forestry. In the upper portion or 'chief' of the shield, the Lord Lyon has honoured the town's namesake Dr. Samuel Campbell by featuring the ancient arms of the

Chief of the Clan Campbell; replacing the black sections in this case with Ermines, a heraldic fur which recalls the early importance of the fur trade.

Above the shield is a mural coronet in Canada's national colors, the special sign granted to all District Municipalities. Above the coronet in the place of honour is the traditional symbol of high status among the First Peoples of the region, the cedar headring for the Kwagiutl ornamented with abalone.

### The Supporters

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

### The Compartment & Motto

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

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



## Corporate Logo – A new visual identity

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

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

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

## CAMPBELL RIVER VISION 2025

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

*E* conomic prosperity

*N* atural environment

*R* ecreation

*I* nclusivity and diversity

*C* ulture and heritage

*H* ealth and safety

*E* xcellence in Local Government

*D* ynamic families

*BY LAND AND SEA*



### ***Economic Prosperity***

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

### ***Natural Environment***

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

### ***Recreation***

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

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

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

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

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

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

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

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

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

### ***Dynamic Families***

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



June 8, 2008

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

Your Worship and Members of Council,

I am pleased to present you with our 2007 Annual Report and Financial Statements. The Annual Report is a requirement of section 98 of the *Community Charter*. The Financial Statements, audited by Meyers Norris Penny LLP, are for fiscal year ended December 31<sup>st</sup>, 2007 and are presented pursuant to section 167 of the *Community Charter*. The audit firm of Meyers Norris Penny LLP is appointed by City Council.

The preparation of the Annual Report and Financial Statements and the related information is the responsibility of the management of the City of Campbell River. The Financial Statements have been prepared in accordance with generally accepted accounting principles for local governments. The preparation of 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 provide reasonable assurances for the safeguarding of assets and the reliability of the financial records. Management recognizes the limits that are inherent in all systems of internal accounting control; however, management believes that the City has an effective and responsive system of internal accounting controls, which is subjected to routine review and revision.

#### **Financial Overview:**

The financial results for the City of Campbell River for 2007 were in line with our expectations. For the year 2007, a 2% tax increase on the average value single family house was required due mainly to wage and benefit costs, fire and police protection cost increases, and reduction in taxes collected from major industry.

One of the most significant costs of running a municipality is the function of protective services. In 2007, thirty-seven cents of every tax dollar collected via the general levy went towards police protection services and seventeen cents was spent on fire protection services.

Council manages general operating fund debt in accordance with the City's debt management policy, which states that general operating fund debt charges are not to exceed 20% of the fund's revenue. In 2007, the City's debt charges were 13.6% of revenues. For the water and sewer utility funds, debt charges are not to exceed 50% of revenues. On a consolidated basis, the water and sewer utility funds debt charges were 32% of revenues.

#### **Financial Position:**

Consolidated revenue in 2007 was 17% more than anticipated in the 2007-2011 Financial Plan, while consolidated expenditure was 10% less, mainly due to unfinished capital works projects. As a result, the net effect of consolidated operations in Statement C on Page 41 was a surplus of \$4,338,206, as follows:

Operating funds net revenue	<i>Schedule 1, Page 53</i>	\$	7,791,801
Capital funds net expenditure	<i>Schedule 2, Page 54</i>		(3,898,338)
Reserve funds net revenue	<i>Schedule 3, Page 55</i>		<u>444,743</u>
		\$	<u>4,338,206</u>

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This surplus helped finance debt costs of \$4,751,014, leaving a net increase in consolidated financial equity of \$412,808. The City maintained a strong financial position at the end of 2007, with almost \$30 million in accumulated surpluses and reserves, and \$285 million equity in physical assets. Much of the accumulated surpluses and reserves are restricted to specific purposes, such as spending on capital infrastructure. The Notes to the Consolidated Financial Statements provide additional information about these surpluses and reserves.

**Outlook:**

Major industry taxation levels are something Council has been concerned about and dealing with for the last 17 years. Since 1988, Council has reduced major industry's share of the total tax levy from 58% to 26% and we are striving to continue to see less of our taxation revenues come from major industry in the future. In order to show commitment to reduced municipal taxation from major industry, Council adopted the following major industry tax reduction action plan:

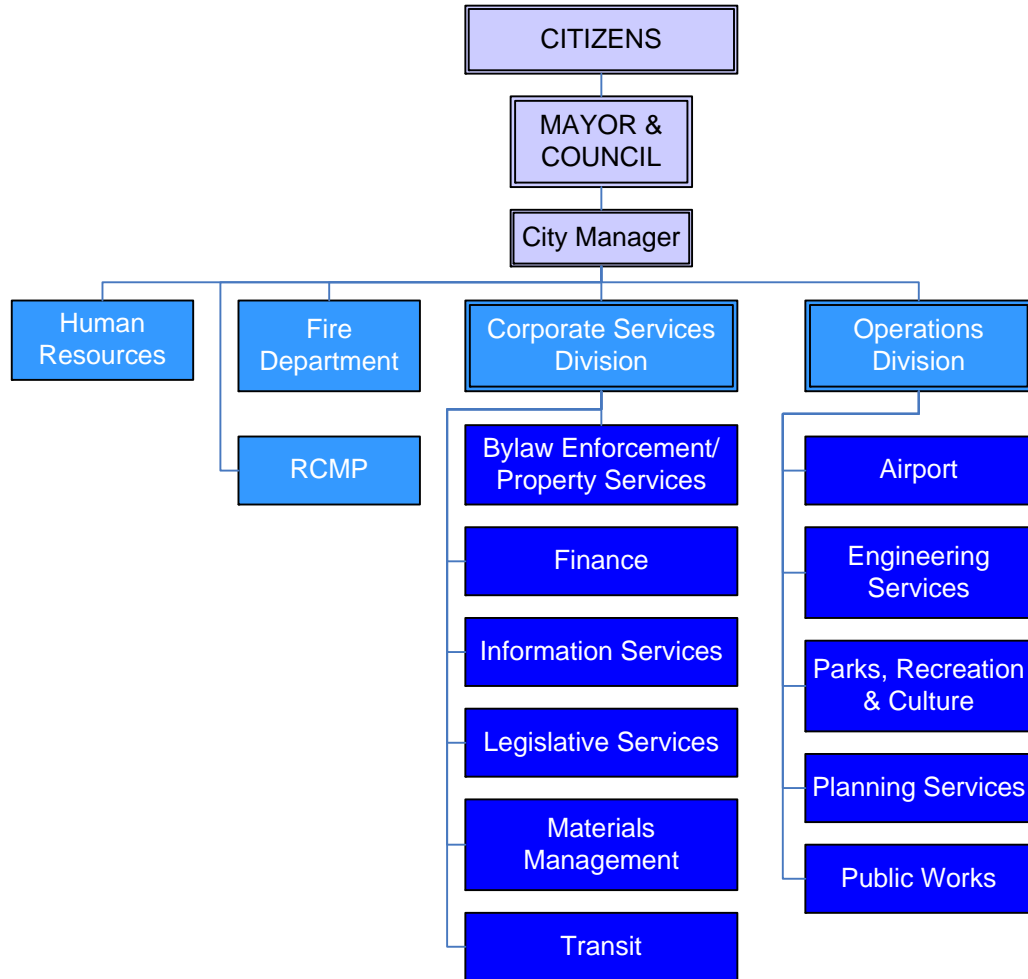
- No additional taxation on new capital investment in the major industry classification unless the major industry tax rate multiple is less than four times the residential rate.
- Target percentage of taxes from major industry is to be less than 25% of the total levy with the goal to attain this target by or before 2010.
- Where production capacity is removed from major industry (Class 4) recognition will be given to lowering the amount of the property taxation levy from the major industry class based on the taxable assessment reduction provided by the British Columbia Assessment Authority.
- Any additional taxes received from new investment in Class 2 (Utilities) will be used to reduce major industry share of tax levy until the share of the major industry tax levy is less than 25% of the total tax levy or the major industry tax multiple is less than four times the residential rate, whichever comes first.
- Council will work with other local governments and major industry partners to engage in discussions with the provincial government on providing local governments with other sources of revenue in order to lower local government dependence on property taxation.

One of the most visible ways to measure the economic health of a community is through activity in local construction. The year 2007 was another solid year of construction growth in our community. There was a 6% increase in single family permits compared to 2006 and the total number of building permits was virtually unchanged from 2006. 2007 was the second highest year in the past ten years for construction values, as well as building permits issued. For 2008, the strong building trend is expected to continue.

Another measure of a community's economic health is the amount of change in total assessed values in the community. Figures to-date show our assessed values increasing from \$3.35 billion in 2007 to \$3.82 billion in 2008. This represents a growth in assessed values of 14%. Values have increased on the residential assessment where the average home increased 10%. Even with the dramatic increase in residential housing values, our community compared to neighbouring communities to the south still represents good value in the cost of housing and this will continue to attract people to Campbell River as the preferred community of choice when considering relocating. Campbell River residents also continue to enjoy one of the lowest levels of property taxation in British Columbia.



Thomas R. Stevens, B.Sc., B.Comm. (Hon), CMA  
Acting City Manager  
Corporate Services Director  
Chief Financial Officer



### ELECTED OFFICIALS

**Mayor Roger McDonell**

**Councillor Andy Adams**  
**Councillor Roy Grant**  
**Councillor Morgan Ostler**

**Councillor Ziggy Stewart**  
**Councillor Mary Storry**  
**Councillor Laird Ruehlen**

### CITY OFFICIALS

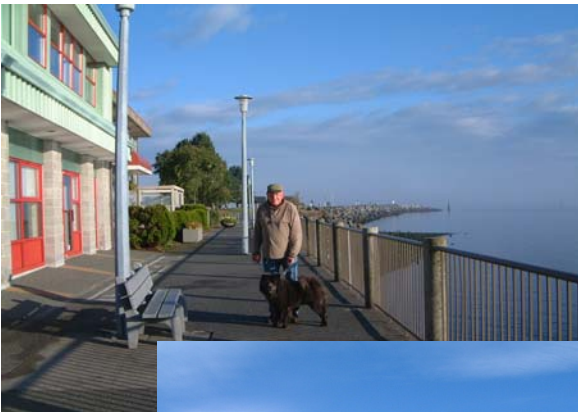
Tom Stevens, Acting City Manager

Tom Stevens, Corporate Services Director/Chief Financial Officer  
Larry Samson, Fire Chief  
Rob Harley, Bylaw Enforcement/Property Services Manager  
Mary Ellen Callaghan, Information Services Manager  
Nancy Frank, Financial Planning Manager  
Tyler Masee, Airport Manager  
Ross Milnthorp, Parks, Recreation and Culture Manager  
Graham Stewart, Acting Public Works Manager  
Laura Ciarniello, Human Resources Manager

John MacKay, Operations Services Director  
Bill Halstead, City Clerk  
Lyle Gelinas, RCMP Inspector  
Debra Law, Finance Manager  
Dave Morris, Materials Manager  
Gordon Brown, Acting City Engineer  
Paul Stanton, Planning Services Manager  
Dawn Christenson, Special Projects Manager  
Carrie Jacobs, RCMP Municipal Manager



## DEPARTMENTAL HIGHLIGHTS, OBJECTIVES & MEASURES



*Pier Street Sea Walk*



*Beach Volleyball*



*Discovery Harbour*

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**CITY MANAGER** is responsible for the overall operations and strategic direction of the City. The City Manager liaises with the Mayor and Council to develop long-term plans and implement Council directives. The Corporate Services and Operations Divisions and the Human Resources Manager report directly to the City Manager. Through consultation with a Public Safety Committee, the City Manager oversees the operations of the Fire Department and the City's police force provided by the RCMP. The City Manager is responsible for the development and implementation of Council's Strategic Plan.

### 2007 Highlights

- ✓ Improved Campbell River's attractiveness as a place to live, work and play obtaining 4 blooms in the Communities in Bloom regional competition
- ✓ Established a Community Vision for Campbell River
- ✓ Saw the first cruise ships dock in Campbell River at the new Wei Wai Kum Cruise Ship Facility

### 2007 Progress Report

Objective	Strategy	Measure
Improve Campbell River's attractiveness as a place to live, work and play	To increase the attractiveness of the community through the Communities in Bloom initiative	Improve the overall score for Campbell River from 3 blooms to 4 over the previous year
To make the downtown of Campbell River a more livable space by increasing residential development in the downtown core	To implement a downtown transportation study and new DCC bylaws, which encourage focus in the City's downtown	DCC bylaw in place, Downtown Transportation Study being worked on, and initiatives around housing are being developed

### 2008 Objectives and Measures

Objective	Strategy	Measure
To implement a Public Safety Strategy	Through a Public Safety Committee develop a comprehensive Crime Reduction Strategy to improve the quality of life in Campbell River	To see the plan adopted and implemented



*Regent Seven Seas Mariner* cruise ship docked at Campbell River's new port



## ***Economic Development, Tourism and Film Development***

### **Economic Development and Tourism**

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

It should be noted that 2007 was not a “regular” year for Rivercorp. In the late spring of 2007, the General Manager and Business Officer of Rivercorp left the organization within a few weeks of each other reducing the company people resources from 3 to 1. Although this void was created, it was viewed as an opportunity to initiate change and revitalize the role of the organization. Specifically, two consultants were hired to assist with the day-to-day operation and assess where the organization was going. During the summer of 2007, a new economic development strategy was developed and approved by the City of Campbell River. The strategy created a value added proposal wherein the services of economic development, tourism and visitor center were to be integrated under one umbrella in 2008.

#### **2007 Highlights**

- ✓ Two consultants were hired on six-month contracts
- ✓ A new integrated economic development strategy was developed
- ✓ A new organization chart was developed
- ✓ A communication timeline and plan was developed to engage stakeholders for buy-in and acceptance of the new strategy
- ✓ Rivercorp worked closely with Tourism Campbell River and Region (TCRR), and The Chamber of Commerce (Visitor Centre), in securing agreement for the transfer of their operations to the umbrella of Rivercorp. The process went smoothly and has been successful in realizing this component of the strategy
- ✓ A Gantt Chart was developed to initialize key components of the strategy
- ✓ New accounting and workflow processes were developed and continue to be streamlined as part of the integration process
- ✓ Board of Directors Succession Planning processes were developed and implemented
- ✓ Interim Board members and permanent Board members were recruited to support the new plan
- ✓ A new CEO was recruited
- ✓ Research and Development, along with a business report was created regarding an Ocean Centre of Excellence. The cornerstone of the project would be the construction of a large “tank” which could be used for a range of activities similar to those currently in place at the UBC facility
- ✓ We secured the 2008 Pacific Aquaculture Exhibition to be held in Campbell River (we were competing with Nanaimo’s new convention centre)
- ✓ A new business license listing was created to allow for outreach activities
- ✓ A new website was developed and implemented
- ✓ Community partnerships were strengthened within the educational sectors with North Island Employment Foundation Society (NIEFS), Discovery College, and North Island College
- ✓ An aviation fair (to be held in 2008) was coordinated with NIEFS, Sealand Aviation and Rivercorp
- ✓ Rivercorp, NIEFS and Discovery College hosted an event for Indonesian delegates visiting Campbell River. The delegation was reviewing education facilities that could provide health care and other credentials. The group is coming back in 2008 to explore formalizing such an initiative



- ✓ Rivercorp facilitated bringing government and community stakeholders together to discuss the province's Small Ports Strategy and how Campbell River and Region could benefit
- ✓ Rivercorp met with the new owners (Mapleleaf) consultants of the "auctioned" TimberWest Property regarding potential uses of the property. They intended to build a deep sea port and barge goods in and out. We connected them with potential partners who they followed up with in Vancouver
- ✓ We participate on a number of committees such as Pacific Aquaculture Exchange, Catalyst Community Advisory, BC Hydro Liaison, Canada Day, Spirit of BC Campbell River, Development Advisory Commission, Select Committee (Ishikari), Port of Call, Discovery Passage, Tourism Vancouver Island Marketing, Tourism Vancouver Island Media, Vancouver Island Economic Development Association, Vancouver Island Economic Alliance and the Daybreak Rotary Club
- ✓ Tourism focuses have been based around operator training, development of the visitor and adventure guides, seven trade and consumer shows, website improvement, cruise ship readiness support, familiarization tours, media tours and support

### **2008 Objectives**

- ✓ Fully integrated Economic Development, Tourism and Visitor Centre
- ✓ Develop a "one brand" for Campbell River (and Region)
- ✓ Focus on community diversity through the placement of an Events Coordinator in alignment with the City's Recreation Infrastructure Initiative
- ✓ Research and get buy-in for the 2% Additional Hotel Tax with a plan to implement in 2009
- ✓ Develop a report regarding opportunities related to the Asia Pacific Initiative
- ✓ Continue to build ongoing partnerships and alliances and rebuild neutral or weak relationships
- ✓ Revisit all four websites (Rivercorp, Tourism, Visitor Centre and Retiree) and utilize the City Community Portal Website where appropriate
- ✓ Establish new objectives with Retiree Group (we have an agreed to list of actions with them)
- ✓ Develop a new relocation and attraction package for residents, retirees and investors – any collateral materials will be linked to new one brand

### **Film Development**

Vancouver Island North Film Commission (INfilm), in its 12<sup>th</sup> year of operation, has attracted more than \$65 million of direct spending in the North Island region. Representing the entire geographic area on Vancouver Island north of Nanaimo, and including the Powell River Regional District, INfilm is showcasing one of Canada's most picturesque regions to the world.

The City contracts with Island North Film Commission (INfilm) based in Campbell River to provide service for the North Island region. Its mandate is to promote and facilitate the film and television industry. As a not-for-profit society, it runs in accordance with the Societies Act. The Board of Directors is made up of representatives from around the region. Funding for the organization comes from all levels of government. 2007 was the second year of a three-year contract with the City of Campbell River. INfilm's staff members are certified by the Association of Film Commissioners International (AFCI).

### **2007 Highlights**

- ✓ In 2007, the direct economic impact was \$1,047,004, bringing in over \$65,657,204 in direct economic development to the region
- ✓ INfilm responded to 163 location requests and facilitated 22 projects in the region
- ✓ Through the development of innovative marketing tools, cutting-edge computer technology, and participation at some of the world's premier film industry gatherings, INfilm is poised to build on its successes. Additionally, the organization has taken the lead in developing a collaborative agreement with the Greater Victoria Film Commission, to work toward marketing Vancouver Island as a whole

- ✓ INFilm, a registered not-for-profit society, has an integrated, cohesive Board of Directors, representing most regional districts and several municipalities and cities on Vancouver Island. In 2007, invitations will be extended to the remaining unrepresented regional districts to appoint representatives to ex-officio board positions with INFilm. The film commission values the perspectives and integrity that the elected officials bring to the board. Several of the political representatives are the bedrock of the INFilm finance committee, currently developing a fair funding model to apportion realistic funding requests to local governments, while meeting the annual budgetary requirements of the film commission
- ✓ 2007 funding partners include:
  - The City of Campbell River
  - Alberni Clayoquot Regional District
  - Alberni Clayoquot Community Futures
  - Mount Waddington Regional District
  - Village of Gold River
  - Village of Cumberland
  - Comox Strathcona Regional District Electoral Areas B, D, G, H, and J
  - BC Film Commission
  - Coast Sustainability Trust
  - Island Coastal Economic Trust
- ✓ In terms of marketing in 2007, INFilm continued to reap success from its superb locations brochure, highlighting some of the most vivid landscapes this region has to offer, in a 64-page glossy format. The regional brochure was distributed during trade missions to China and Europe. It was circulated at Locations Expo in Los Angeles, the Banff International TV Festival, the Toronto Film Festival, the Vancouver Film Festival and the Whistler Film Festival. In the coming year, INFilm will engage in marketing opportunities in North America, the United Kingdom, Germany, China and New Zealand
- ✓ INFilm's two staff members are highly qualified and certified by the Association of Film Commissioners International (AFCI), the only organization that production companies recognize for helping them take care of pre-production groundwork. In 2007, the INFilm staff completed masters' classes in marketing and economic development, and in 2008, they will take masters' classes in advanced film production and leadership. This continuous upgrading assists staff members' responsiveness to a broad spectrum of film industry requests and requirements. The INFilm commissioner is currently the only Canadian AFCI board member; she chairs the International Cineposium Conference for AFCI members, and holds an executive position on the Regional Film Commissions Association of BC
- ✓ The film commission has developed leading software programs. INFilm has catalogued more than 22,000 photographic images from the entire region and loaded them onto an online database, which provides immediate locations library access to production companies worldwide. Island Coastal Economic Trust money is funding a complete database upgrade that will allow INFilm in 2008 to be even more responsive to film industry requirements



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

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

## 2007 Highlights

- ✓ Responded to 1819 emergency incidents, covering over 170<sup>2</sup> km
- ✓ 911 handled 8665 emergency incidents covering 56,000<sup>2</sup> km
- ✓ Career firefighters trained to NFPA Technician Level for rope rescue through ROCO
- ✓ Suppression staff conducted 3,000 inspections
- ✓ Implemented Juvenile Fire Setter Program to recognize and deal with juveniles who have set fires
- ✓ Introduced "Hot Summer Nights", a program where firefighters mentor children and provide positive role models
- ✓ Provided woodstove inspections
- ✓ Trained public in the use of fire extinguishers
- ✓ Provided tours of No. 1 Fire Hall
- ✓ Presented information for babysitting courses
- ✓ Visited all Grade Three classes with the Fire Safety House
- ✓ Hosted a regional training program, co-sponsored with the Justice Institute of British Columbia for firefighters all over Vancouver Island
- ✓ Adoption of Campbell River Clean Air Bylaw
- ✓ Introduction of mobile computer-aided dispatch to Campbell River Fire Department



## 2007 Progress Report

Objective	Strategy	Measure
Improvement of air quality, health and wellness, and outdoor activities	Introduced a Clean Air Bylaw, which severely restricts the outdoor burning of land development and yard waste	Improvement of air quality, increase in recycling yard waste, and reduction in nuisance burning

## 2008 Objectives and Measures

Objective	Strategy	Measure
To implement recommendations of the Crime Reduction Strategy	Focusing on the two Strands; Prevent & Deter and Apprehend and Prosecute Offenders	Electrical Safety Inspection Program and mentorship program for children and youth, focusing on positive role models
To introduce mobile computer-aided dispatch to fire departments located in 911 dispatch areas	To work with the larger departments on the benefits of tracking of apparatus, access to accurate forwarding of information and a safer environment for fire fighters to work in	To bring online two departments per month to the mobile computer-aided dispatch program
To bring Fire Services Bylaw before Council for adoption	To consult stakeholders and reach consensus among the different advisory committees in Fire Services Bylaw 2612	Council's approval of the Fire Services Bylaw





**Police Protection Services** The year 2007 saw our detachment aggressively pursue our crime reduction strategies. We were very successful in removing a significant number of prolific offenders from our community. Our objective for the coming year is to continue down this same path and target those who are known to be committing the majority of the crime in our city. For 2008, we are optimistic that greater successes will be realized as we coordinate our efforts with the City of Campbell River's Public Safety Community Strategy Committee. Breaking the cycle of repeat offending is a major component of reducing crime on our streets.

Substance abuse, property crimes and traffic safety will once again be our strategic objectives for 2008. These issues were the

ones most often identified by the community as areas where they feel police resources should be directed. Campbell River is a safe and vibrant community to live in and we are looking forward to working with community members to solve problems and address community needs. At present, we have a strong and dedicated group of volunteers who work with the RCMP. Their work is invaluable and we should recognize the significance of their contribution to the successes we have enjoyed. We are indebted to these great citizens of Campbell River.

### 2007 Highlights

- ✓ PRIME, an RCMP records management system went live in Campbell River in June 2007, which allows instant access to files by any credited policing agency in BC from vehicle or office. The police officer on the street will have the most up-to-date information possible on persons of interest and criminal activity anywhere
- ✓ COPS (Citizens on Patrol) have volunteered a total of 3484 hours. Although membership is down to approximately 65 members, a recent recruitment drive has resulted in ten new applications
- ✓ Continuous participation in programs such as Child Find, Lock It or Lose It, Stolen Auto Recovery, Speed Watch, Cops for Cancer, and regular patrols
- ✓ Our First Nations Policing Officer continues to be very active in crime prevention programs in the native communities, focusing mainly on youth, and offering programs such as a First Nations Youth Camp on Quadra Island and a Mountie Camp in Comox Valley. He also helped organize a Crime Prevention Workshop for the north island chiefs and councils
- ✓ Held 22 restorative justice forums to-date. Fifty six offenders have gone through the program with 39 victims assisted
- ✓ Trained 22 new facilitators this year. No recidivism has been encountered
- ✓ Crime Stoppers received 230 tips, 16 of which resulted in arrests; cleared 24 cases, laid 31 charges
- ✓ Recovered \$8,500 in property, with approximately \$240,000 in drugs seized
- ✓ The Victim Services program provides support services to victims of property crime and domestic violence and is a well respected support service in our Detachment. A new coordinator was hired this year. The volunteer hours have reached up to 500 hours each year with over 1000 victims being served
- ✓ The Auxiliary Program's 12 trained members donated a total of 1674 hours to-date, representing:
  - 780 hours of community policing
  - 440 hours of ride-alongs
  - 454 hours of training

- ✓ The recruiting drive secured 14 new auxiliary trainees who started training in January 2008
- ✓ Our detachment has only two active DARE instructors this school year, and we are actively recruiting for other DARE officers. There are currently five Grade 5 classes, consisting of approximately 140 students benefiting from the program. As the DARE Program continues to be the focus of the Campbell River Detachment's drug prevention strategy, we envision all Grade 5 classes being taught DARE by the end of the 2007/2008 school year
- ✓ The School Liaison Officer continued to develop and maintain relationships with the youth and staff in the School District. The School Liaison Officer is responsible for delivering educational programming to students, as well as assisting members in their investigations and school-based requests

**CORPORATE SERVICES DIVISION** provides financial, legal, and technical support for the City. Its mandate is to

- Provide internal support services as required to all City departments on a timely and accurate basis
- Provide superior customer service and communication on a consistent, timely and accurate basis
- Ensure all business transactions comply with current accounting standards and legislation
- Capitalize on technology where it is proven to be the most effective means of delivering service

**Financial Services** manages the City's financial activities, including the provision of accounting services such as payroll, accounts payable, taxation, utility billing, investments, debt management, and other revenue collections. The department is responsible for enforcing policies and procedures in matters related to finance. The department has 12.6 full-time equivalent staff, and is responsible for assembling and compiling the annual five-year financial plan and annual financial statements in accordance with generally accepted accounting principles.

### 2007 Highlights

- ✓ Initiated search for a new fully-integrated business system software solution to replace the aging legacy financial system and stand-alone databases. As a part of the detailed Request for Proposal process, users from all departments of the City viewed demonstrations from potential software vendors to assess the fit of the solution
- ✓ Started gathering asset information; researched best practices in preparation for the implementation of the Public Sector Accounting Board's new accounting standard for tangible capital assets. Starting in the fiscal year 2009, all municipalities are required to record and report the amortization of tangible capital assets

### 2007 Progress Report

Objective	Strategy	Measure
Continue to reduce dependency on taxation from major industry	Adopt a financial plan that reduces dependency on major industry taxation by reducing costs, finding new sources of revenue, shifting the tax burden, or some combination of the above	Reduced major industry taxation to 27% of total, while keeping average residential tax increase to 2% over 2006
Increase opportunity to customers for electronic interaction	Partner with BC Online to make tax certificates available electronically; implement eCommerce initiatives; communicate availability of online service	Added the ability to apply and pay for business licences through the <i>Online Payments</i> link on City's website; total eCommerce volume increased 6%; electronic Home Owner Grant applications volume was 5% of total

Objective	Strategy	Measure
Increase functionality of financial recording and reporting	Research and analyze financial systems options to find best fit for current and future needs; start implementation process	Request for Proposal process complete, with final recommendation to Council in January 2008

#### 2008 and 2009 Objectives and Measures

Objective	Strategy	Measure
Continue to reduce dependency on taxation from major industry	Adopt a financial plan that reduces dependency on major industry taxation by reducing costs, finding new sources of revenue, shifting the tax burden, or some combination of the above	Reduce major industry taxation so that the burden borne by this class is no more than 25% by the year 2009
Increase opportunity to customers for electronic interaction	Include eCommerce applications as part of the new fully-integrated business system to provide online inquiry, application, and payment functionality for strategic business areas	Increase overall volume and functionality of electronic interactions with clients
Increase functionality of financial recording and reporting	Implement selected business system solution	Reduction in number of days from end of month to distribution of management financial reports
Implement financial reporting compliance to PSAB 3150 (Tangible Capital Assets)	Research standards and best practices, develop policy, develop infrastructure asset database, implement changes to financial recording and reporting	Full compliance for 2009 fiscal year



**Information Services** 2007 was another year of great change and growth for Information Services. We relocated our Public Works Server Room to a new space that combined enhanced security with environmental control for the servers and expansion capability for IT services at the site. We implemented our new City website using SharePoint 2007. We completed a major infrastructure multi-year project to replace our entire wide area network with self-managed equipment, including Airport operations. We also assisted the Public Works and Engineering Departments with the final stages of Phase One implementation (for a total of 17 sites live) of the SCADA System to remotely monitor our water, storm and sewage systems.

#### 2007 Highlights

- ✓ Implemented a new City Internet site using Microsoft's SharePoint Services at [www.campbellriver.ca](http://www.campbellriver.ca)
- ✓ Supported Public Works in the implementation of 17 SCADA sites for completion of Phase One of the SCADA Project



- ✓ Enhanced our Firehall #2 site in Willow Point with the addition of IT equipment at that site
- ✓ Implemented Citrix Services for staff access to network services from home
- ✓ Implemented electronic E-agenda for staff, Mayor and Council
- ✓ Implemented Business License applications, renewals and payments through E-commerce
- ✓ Implemented the Self-Service Helpdesk Asset Tracking system to support internal operations by tracking the number of warranty particulars, asset acquisitions and retirements

## 2008 and 2009 Objectives and Measures

Objective	Strategy	Measure
Continue to improve operational stability of the wide area network	Increase familiarity with the services available through use of better network management tools, and continue to automate and streamline network operations. Continue to enable wireless access within our city buildings to more staff as equipment is upgraded. Focus on a single service provider for Internet Services	Reduction in call severity and urgency, as tracked through the Self-Service Helpdesk system, and reduction in number of service calls related to network speed and stability
Improve communication tools for staff and the public, leveraging the power of the internet	Continue to enhance the City's website using SharePoint 2007, and provide training to staff who will keep content current. Develop the Community Portal and support content expansion, as we attract new community associates. Enhance our E-commerce offerings via the internet. Plan for future service delivery based on demand as indicated by usage statistics. Continue to use the internet for application delivery for both staff and the public	Increase number of unique visitors to the City's website and the Community Portal and increase usefulness and functionality for staff and the public. Provide electronic agenda to staff, Mayor and Council as Phase One
Continue to improve our service to City staff by providing a secure "up-to-date" desktop environment	Upgrade the desktop environment to Office 2007 to leverage Microsoft's SharePoint Services integration with the Office Suite and SQL *Server. Utilize the Helpdesk system's automated inventory and service call history to schedule devices due for maintenance or replacement. Reduce desktop application installation as web delivery becomes more widespread. Provide streamlined access to electronic services for staff that need to work from home after hours	Extended service life of shared devices with regular scheduled maintenance, and reduce number of service calls related to software and hardware integration issues. Implement Citrix for more staff to work from home
Improve access to online mapping services for staff and the Public to the City	Replace City Interactive Map with a more "user friendly" mapping service. Consolidate internal (for staff only) and external maps into a single City managed service. Support integration with the new Financial/Land System	Increased visits to the City Interactive Map. Increase in the number and variety of services we can offer, demand-based

**Legislative Services** is responsible for the corporate administration of the City. The department has five full-time staff who are involved in supervising the preparation and maintenance of official records of the City, including general access to information related to the meetings for Council, staff, and the public, and advising Council, its committees, department managers and others regarding resolutions, enactments, bylaws and other official decisions of the City.

In this capacity, the City Clerk is required to draft and execute bylaws, contracts, policies and procedures, and to interpret and report on a variety of legislative and administrative decisions.

#### 2007 Highlights

- ✓ Completed a review of Development Cost Charges
- ✓ Coordinated the provision of transit for the cruise ships
- ✓ Established a plan to provide expanded Transit service effective January 2008
- ✓ Provided administrative support for the Community Partnership Commission and Freeman Task Force
- ✓ Updated the Municipal Ticketing Bylaw to achieve greater efficiency in bylaw enforcement
- ✓ Provided input and support for Regional District split
- ✓ Implemented new web-based agenda/minute application which includes tracking system for action items

**Materials Management's** primary functions are that of building maintenance and repair, general vehicle fleet planning, purchasing and stores. The department works closely with all other City departments and building tenants, and manages all major contracting competitions for goods and services for the City.

#### 2007 Highlights

- ✓ Updated our system of electronic Tender/RFP/RFO posting and distribution, and an electronic bidder's list
- ✓ Completed the disposal of surplus Stores inventory and re-engineered Stores in preparation for an updated inventory control systems
- ✓ Completed Phase 1 of the new Materials Management Plan in conjunction with the Stores and Public Works physical changes
- ✓ Completed the planning and execution of the renovation projects at the Municipal Services Centre, portions of City Hall
- ✓ Facilitated the updating our Fleet Management planning and cost charging system with the Finance, Public Works, and the Fire Department
- ✓ Completed an updated Audit/Inventory of City facilities, establish immediate and long-term needs
- ✓ Administered Building Maintenance and Repair Budget of approximately \$1,600,000, covering approximately 20 major facilities
- ✓ Conducted negotiations, or competitions (Requests for Offers, Tenders and Requests for Proposals) of approximately \$6,000,000 for numerous City projects and acquisitions



**Bylaw Enforcement/Property Services** provides bylaw enforcement, business licensing, property and risk management, and building inspection services to the City. This includes responding to complaints from the public regarding noise, animal control, and other bylaw infractions. The department also issues parking tickets

and business licenses, and provides investigative support for other departments. Building inspection is a significant service provided by this department, handling over \$99,000,000 in construction in 2007.

### 2007 Highlights

- ✓ Negotiated the last of the commercial areas on the Tyee Spit
- ✓ Revised the Public Nuisance Bylaw and the Sign Bylaw
- ✓ Issued 457 building permits and conducted 2517 building inspections

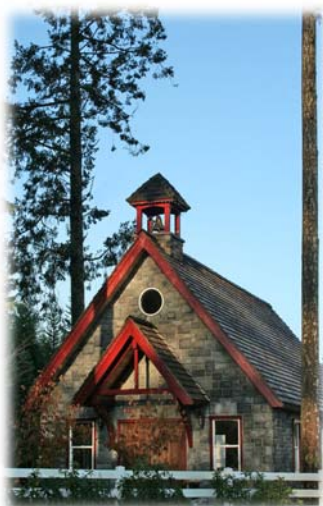
### 2007 Progress Report

Objective	Strategy	Measure
Process building permit applications within ten working days from receipt of fully completed application	Streamline the current inspection and permit system to help alleviate wait times Created a Property Use Inspector position to deal with the bylaw enforcement issues that pertain to Building Inspection Department	Building permit process time has been reduced to ten working days or less

### 2008 and 2009 Objectives and Measures

Objective	Strategy	Measure
Increase functionality of the building permit and inspection process and reporting	Implement new computer program for the building inspection function to replace the current paper-based process	Reduction in person-hours required to complete and file inspection reports
To provide better access to property files for property owners or their agents	To have all property files copied over to a digital format so that they can be accessed through the City's website	Reduction in person-hours required to deal with inquiries that are presently dealt with in person at City Hall

**Public Transit** In partnership, BC Transit and the City have contracted with Watson and Ash Transportation Ltd. to provide public transit to all areas of the City and a portion of Area "D" of the Strathcona Regional District. Service includes both conventional transit service, as well as a custom service for persons with special needs.



### 2007 Highlights

The first major service increase in many years was approved late in 2007 for implementation January 2008. It included:

- ✓ Increased service to the Dogwood Alder Routes and Petersen Routes
- ✓ Full evening service from Thursday to Saturday
- ✓ Adding Sunday service between 8:45 a.m. and 6:45 p.m.
- ✓ Increasing the daytime service for the Dogwood route
- ✓ Introducing a new Shoppers Shuttle to achieve improved service for the downtown that also accommodates cruise ship traffic



Campbell River continues to enjoy the highest return of any small community transit system in BC, resulting in the new service being added at a net cost of \$44,320

**OPERATIONS DIVISION** is responsible for long-term physical planning of Campbell River through the management of five departments. The Planning Services department lays out the land use plans for the community; the Engineering Services department designs and constructs the infrastructure to match the land use plan and the Public Works department maintains the infrastructure. This division also manages the “people services” including the Parks, Recreation and Culture department and the Campbell River Airport.

**Engineering Services** focuses on providing specialized service in the areas of drinking water, rainwater management, liquid waste management, transportation services, environmental management and development services. The department’s role within each of these areas includes long term planning, detailed design, construction administration and records management.

### 2007 Highlights

- ✓ Completed construction of ultra-violet water treatment facility
- ✓ Commenced extension of sewer and water services to municipal airport. Completed Phases 1, 2 & 3
- ✓ Managed Phase 2 of the construction and expansion of Dick Murphy Park
- ✓ Completed design of 5<sup>th</sup> Avenue and Evergreen/Birch Local Improvement Projects
- ✓ Completed the design for replacement of the watermain for Harrogate/Larwood
- ✓ Completed design for replacement of Petersen Road culvert
- ✓ Commenced South Campbell River Sewer Study
- ✓ Undertook pilot yard waste curbside collection project and awarded the tender for a blue box and seasonal yard waste curbside collection services to commence in 2008



### 2007 Progress Report

Objective	Strategy	Measure
Improve capital works communications	Develop in-house monthly project update reports	Monthly status reports are provided to Mayor and Council, and are available to the public from City Hall and the City’s website

### 2008 and 2009 Objectives and Measures

Objective	Strategy	Measure
Complete Phase 4 (Water booster pump station) for Airport Sewer and Water Project	Booster pump station required to provide adequate water pressures to service airport properties	Airport properties able connect to City water system by July 2008
Improve customer service	Develop enhanced web-based services for information, permits, procedures and standards Upgrade the engineering services office to be more efficient and user friendly	Increased utilization of web-based tools Fewer hours spent at front counter



Objective	Strategy	Measure
Commence design of Airport water system reservoir	Reservoir will provide backup storage for emergencies and fire protection and improve system operating pressures	Secure system storage
Provide improved drinking water quality	Commission advanced ultraviolet water treatment facility	Improved water quality and security
Complete construction of 5 <sup>th</sup> Avenue and Evergreen/Birch LIPs	Replace ageing water and sewer system and upgrade roads to an urban cross section	Improved underground and surface infrastructure
Initiate blue box and yard waste curbside collection services	Distribute blue boxes and institute weekly blue box recycling service Provide seasonal spring and fall curbside yard waste collection service	Reduce volumes of sold waste sent to landfill for disposal and recover valuable resources for reuse
New subdivision design standards	In conjunction with the development Advisory commission undertake a review of developments piloting use of new subdivision design standards and implement new standards before the end of 2008	New standards will result in moving the City towards its goal of sustainable development as part of its Green City strategy

**Parks, Recreation and Culture** oversees the operation of the Sportsplex, Community Centre, Centennial Pool, Mclvor Lake and all of Campbell River's parks and public open spaces. The Department works to enhance the lifestyle and health of the community of Campbell River through a variety of quality programs and services based on public consultation. To meet this goal, the Department works with the Community Advisory Commission, Youth Advisory Committee, Campbell River Access Awareness Committee, Field User Fee Advisory Group, 50+ Active Living Programs Committee, Community Beautification Committee, Communities in Bloom Committee and a variety of focus groups specific to program interests. The City of Campbell River Parks, Recreation and Culture Department is committed to providing recreation and parks services for people of all ages, stages and abilities.

### 2007 Highlights

- ✓ Completed the installation of two stainless steel salmon sculptures in the Community Centre
- ✓ Successfully completed the Culture and Heritage Plan adopted in principle by Council September 2007
- ✓ Reviewed the organizational structure of the Parks Department as recommended by the Strategic Plan, which resulted in a reorganization of the Parks Department to be implemented January 1, 2008
- ✓ The implementation of a new Parks Parcel Tax enabled the following projects to be completed in 2007:



- Two permanent washroom facilities erected at Robron Park
- Six new playgrounds erected at Nunn's, Ruby, Lilelana, Harrogate, Hilchey and Dick Murphy Parks
- Re-establishment of Larwood Park
- New bleachers at Willow Point Park
- Partial funding and completion of Dick Murphy Park Phase II
- Partial funding of the Village Commons project
- ✓ Completed in the Communities in Bloom program and received four Blooms, a Landscape Areas Award and Special Mentions for the UV Disinfection Plant, the Draft Heritage and Culture Plan, the Strategic Parks Plan and the Baikie Island Restoration Project
- ✓ The Communities in Bloom Committee also hosted a very successful Residential Garden Contest with 18 entrants
- ✓ Recognized six businesses with Beautification Awards
- ✓ Implemented a new Individual Recognition Program
- ✓ Completed a Tot Lot Survey for the Harrogate, Hilchey, Westgate, Simm's and Coronation Park neighbourhoods which allowed for the decision to reinvest in two of the Tot Lots
- ✓ Completed the back channel project on Baikie Island
- ✓ Started construction of the Skate Park in Willow Point Park
- ✓ The Department secured more than \$43,000 in grants to support the Active Campbell River plan

## 2007 Progress Report

Objective	Strategy	Measure
Increase the level of participation of the general public in fitness activities by 20% by 2010	Develop an action plan with input from the community	Completion of plan objectives

## 2008 Objectives and Measures

Objective	Strategy	Measure
Implement the Strategic Parks Plan	Meet current demands for parks usage and adapt for future conditions	Increased public support and satisfaction with City parks
Increase safety, attractiveness and usage of the City's parks and playgrounds	Replace playground equipment in two parks and implement several park facility upgrades	Increased satisfaction with City parks and playgrounds
Expand parks and green spaces to meet the demands of a growing community	Complete Dick Murphy Park Phase II, expand Larwood Park and design Penfield West	Increased satisfaction with City parks and green spaces
Referendum for new recreation facilities	Infrastructure review	Financial viability and public support for a referendum determined
Expand City recreation facilities to meet the needs of the community	Construct skateboard facility at Willow Point Park	Increased satisfaction with City recreation facilities
Implement Cultural and Heritage Plan	Start a community Heritage Registry	Ten statements of significance completed for the Registry

**Planning Services** deals with the preparation of land use policies and regulations, the processing of applications for bylaw amendments and permits, and dealing with daily inquiries for the use and development of property. The preparation of policies and regulations includes the preparation and adoption of the Official Community Plan (OCP), zoning bylaws, subdivision bylaws, development cost charges, and others.

### 2007 Highlights

- ✓ Completed review and adoption of new Zoning Bylaw No. 3250
- ✓ Completed preparation of North Campbell River Smart Growth Study, preparation of draft OCP and zoning amendment bylaws, and review draft bylaw with Development, Community, Environment and Seniors Advisory Commissions
- ✓ Obtained funding approval to initiate Quinsam Heights and Nunn's Creek Area Smart Growth Implementation Strategy
- ✓ Processed high volume of current planning applications

### 2008 Objectives and Measures

Objective	Strategy	Measure
Adopt North Campbell River Estuary Area Smart Growth Study into OCP and zoning bylaws	Complete review of draft OCP and zoning amendment bylaws with Commission, then review with public, prior to initiation of formal adoption process	Completion and adoption of OCP and zoning amendment bylaws
Completion of Quinsam Heights /Nunn's Creek Area Smart Growth Implementation Strategy	Award tender following review of proposals and initiate Smart Growth implementation strategy for Quinsam Heights/Nunn's Creek area, adopt as amendments into the OCP and zoning bylaw	Completion of study and adoption of recommendations by amendment into the OCP and zoning bylaw

**Public Works** is responsible for maintaining the City's infrastructures. These infrastructures include the water treatment and distribution systems, sewage collection and treatment systems, storm water management systems, road and sidewalk networks, traffic signals, signage and streetlights.

### 2007 Highlights

#### Departmental:

- ✓ In conjunction with the Parks, Recreation and Culture Department, split Parks Operations from Public Works, thereby establishing Parks maintenance as a separate and unique function
- ✓ Responded to 2657 service requests
- ✓ Provided training to staff in several areas including:
  - safe work procedures
  - water operations
  - safe handling of asbestos cement pipe
  - environmental protection, and
  - equipment operation

#### Water Treatment and Distribution:

- ✓ Treated and delivered 11 billion liters of potable water
- ✓ Working with Engineering Services:





- Constructed the new UV treatment facility at the John Hart BC Hydro site
- Continued the construction of the South Dogwood water pumping station
- Re-lined and earthquake proofed the Beaver Lodge Lands reservoir
- Completed the construction of the watermain to the Airport

#### **Transportation Network:**

- ✓ Sidewalk upgrades in 2007 included:
  - South side of 2<sup>nd</sup> Avenue, from Cedar Street to Yucalta Lodge
  - North side of Merecroft Road, east of Dogwood Street
  - North side of 11<sup>th</sup> Avenue, across from Community Centre
  - South side of Highway 19A, across from Quinsam Hotel
- ✓ Street re-paving projects:
  - Overlay Erickson Road, west of Harrogate Road
  - Overlay Birch Street, 5<sup>th</sup> Avenue to 6<sup>th</sup> Avenue
  - Overlay sections of Discovery Drive
  - Overlay sections of Evergreen Road, east of Petersen Road
  - Mill and overlay Soderholm Court
  - Mill and overlay Catherine Place
  - Mill and overlay Murray Place
  - Mill and overlay 11<sup>th</sup> Avenue, across from Community Centre
- ✓ Street Lights:
  - Began the conversion of the old street lights on Pier Street to the City's new Lumex standard



#### **Sewers and Stormwater:**

- ✓ Storm Drainage:
  - Upgraded sections of piping on Treelane Road
  - Upgraded a section of drain on 8<sup>th</sup> Avenue
- ✓ Sanitary Sewers:
  - Processed 6.2 billion liters of sewage

**Campbell River Airport** is a federally certified airport owned and operated by the City. The airport adheres to all Canadian Aviation Regulations for the operation of an airport and recovers 100% of its costs from user fees and other revenue. The airport manager develops short and long term planning for economic development and capital improvements at the airport, with funding assistance through the Transport Canada Airport Capital Assistance Program. No City tax dollars are used to support airport operations or capital programs.



## 2007 Highlights

The City Airport received provincial funding and signed agreements with project partners that allowed the water and sewer project to begin. Construction Phases of the sewer component were completed, and Phase 4 of the water component (booster pump station) was started in the fall of 2007. Altitude Consulting, our marketing firm was retained in July 2007; along with the Airport Marketing Committee, this team provided direction for the remainder of 2007. A customer satisfaction survey in the terminal building provided several recommendations for improvements, which are being implemented in 2008 and 2009. Campbell River Airport continues to operate within the Council mandated self-sufficiency model.

## 2007 Progress Report

Objective	Strategy	Measure
Provide adequate water supply to meet domestic and fire flow demands for current and future airport users	Plan, organize, implement and monitor construction of water supply system, in coordination with Engineering Services	Phase 3 completed Phase 4 started
Provide sanitary sewage disposal system to meet current and future needs of airport users	Plan, organize, implement and monitor construction of sewage disposal system, in coordination with Engineering Services	Phase 3 completed System put into service
Obtain federal capital funding for equipment purchase	Submitted funding application, October 2007	Received funding announcement for purchase of new equipment

## 2008 and 2009 Objectives and Measures

Objective	Strategy	Measure
Provide adequate water supply to meet domestic and fire flow demands for current and future airport users	Plan, organize, implement and monitor construction of water supply system, in coordination with Engineering Services	New system operational by fall 2008
Airport runway expansion	Prepare a business case for Council consideration and apply for senior levels of government funding	Receive funding from Senior levels of government, Council approval of business case
Obtain federal capital funding for capital purchases	Prepare ACAP Submission for October 2008	Successful federal funding announcement in April 2009
Increase activity at airport	Implement recommendations arising out of the five-year marketing plan	Increased usage statistics, new land leases signed

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# FINANCIAL STATEMENTS



*Frank James Park, Willow Point*

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### **Financial Reporting Responsibility**

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

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

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

In management's opinion, these statements have been properly prepared within the framework of the accounting policies summarized in the Notes to the Consolidated Financial Statements and fairly present the financial position of the City of Campbell River as at December 31, 2007.



Tom Stevens, B.Sc., B.Comm. (Hon), CMA  
Acting City Manager  
Corporate Services Director  
Chief Financial Officer

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MEYERS NORRIS PENNY

## Auditors' Report

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

We have audited the consolidated statement of financial position of the City of Campbell River as at December 31, 2007 and the consolidated statements of changes in financial position and financial activities for the year then ended. These financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the consolidated financial statements taken as a whole. The supplementary information, including schedules 1 to 4, is presented for purposes of additional analysis. Such supplementary information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the consolidated financial statements taken as a whole.

Campbell River, British Columbia

April 25, 2008

*Meyers Norris Penny LLP*

Chartered Accountants



CHARTERED ACCOUNTANTS & BUSINESS ADVISORS  
201 - 990 CEDAR STREET, CAMPBELL RIVER, BC V9W 7Z8  
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**STATEMENT A**

**Consolidated Statement of Financial Position  
As at December 31, 2007**

	<u>2007</u>	<u>2006</u>
<b>FINANCIAL ASSETS</b>		
Cash	\$ -	\$ 504,615
Investments (Note 3)	39,084,144	40,428,674
Property taxes receivable	852,341	2,830,486
Accounts receivable (Note 5)	5,624,131	3,917,977
Inventory held for resale	44,033	57,333
Land held for resale	1,170,806	1,170,806
Tax sale properties	7,268	48,038
Deposits	10,214	10,214
	<u>46,792,937</u>	<u>48,968,143</u>
<b>FINANCIAL LIABILITIES</b>		
Bank indebtedness	39,174	-
Accounts payable and accrued liabilities (Note 6)	7,780,446	9,510,470
Deferred revenue (Note 8)	9,169,396	9,240,944
Capital lease (Note 10) (Schedule 4)	1,987,985	2,233,016
Long-term debt (Note 11) (Schedule 4)	16,139,226	20,645,212
	<u>35,116,227</u>	<u>41,629,642</u>
<b>NET FINANCIAL ASSETS</b>	<u>11,676,710</u>	<u>7,338,501</u>
<b>NON-FINANCIAL ASSETS</b>		
Inventory of supplies	208,125	135,748
Physical assets (Note 13)	303,397,414	282,532,784
	<u>303,605,539</u>	<u>282,668,532</u>
	<u>315,282,249</u>	<u>290,007,033</u>
<b>FINANCIAL POSITION</b>		
Financial equity		
Operating funds (Note 14) (Schedule 1)	21,150,977	22,706,723
Capital funds (Note 14) (Schedule 2)	5,031,798	4,771,284
Reserve funds (Note 14) (Schedule 3)	3,621,146	2,738,722
	<u>29,803,921</u>	<u>30,216,729</u>
Equity in non-financial assets (Note 15)	<u>285,478,328</u>	<u>259,790,304</u>
	<u>\$ 315,282,249</u>	<u>\$ 290,007,033</u>

*Outstanding commitments and contingent liabilities (Notes 16 and 17)*

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



Tom Stevens, B.Sc., B.Comm. (Hon), CMA  
Acting City Manager  
Corporate Services Director  
Chief Financial Officer

**STATEMENT B**

**Consolidated Statement of Changes in Financial Position  
For the Year Ended December 31, 2007**

	<u>2007</u>	<u>2006</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net revenue/(expenditure)	\$ 4,338,206	\$ 1,356,451
Add non-cash items		
Increase (decrease) in deferred revenue	(71,548)	1,474,074
	<u>4,266,658</u>	<u>2,830,525</u>
Decrease (increase) in		
Property taxes receivable	1,978,145	(1,958,906)
Accounts receivable	(1,706,154)	(1,644,388)
Inventory held for resale	13,300	3,066
Land held for resale	-	120,650
Tax sale properties	40,770	(48,038)
Deposits	-	(1,134)
Increase (decrease) in		
Accounts payable and accrued liabilities	(1,730,024)	1,661,455
	<u>(1,403,963)</u>	<u>(1,867,295)</u>
	<u>2,862,695</u>	<u>963,230</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
New debt issued	516,651	2,551,500
Debt and lease principal repaid	(5,267,665)	(5,151,798)
	<u>(4,751,014)</u>	<u>(2,600,298)</u>
<b>CHANGE IN CASH AND EQUIVALENTS DURING THE YEAR</b>	(1,888,319)	(1,637,068)
<b>CASH AND EQUIVALENTS</b>		
Beginning of year	40,933,289	42,570,357
End of year	<u>39,044,970</u>	<u>40,933,289</u>
<b>REPRESENTED BY</b>		
Cash	-	504,615
Bank Indebtedness	(39,174)	-
Investments	39,084,144	40,428,674
	<u>39,044,970</u>	<u>40,933,289</u>
<b>SUPPLEMENTAL INFORMATION</b>		
Interest paid	\$ <u>2,512,409</u>	\$ <u>2,980,548</u>

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

**STATEMENT C**

**Consolidated Statement of Financial Activities  
For the Year Ended December 31, 2007**

	<b>2007 Actual</b>	<b>2007 Budget Unaudited</b>	<b>2006 Actual</b>
<b>REVENUE</b>			
Taxes and user fees	\$ 29,335,486	\$ 29,335,399	\$ 29,198,983
Payments in lieu of taxes	1,178,259	1,159,080	1,062,390
Services provided to other governments	701,262	706,000	681,728
Sale of services	2,563,086	2,524,841	2,461,222
Other revenue from own sources	3,379,095	3,004,210	3,171,448
Interest on investments	1,417,081	182,000	1,391,023
Development cost charges recognized	1,620,157	3,408,663	603,045
Land sale proceeds	11,053	-	1,444,120
Gifts and contributions	10,751,937	2,359,979	7,821,080
Unconditional transfers from other governments	440,979	434,000	432,803
Conditional transfers from other governments	5,028,078	6,874,768	2,248,132
MFA debt reserve fund refund	391,074	-	38,376
MFA surplus repatriation	425,204	-	726,717
Actuarial adjustment on debt	1,648,551	-	1,387,923
	<u>58,891,302</u>	<u>49,988,940</u>	<u>52,668,990</u>
<b>EXPENDITURE</b>			
General government	4,416,429	5,033,862	4,169,461
Protective services	11,060,141	12,076,407	10,773,923
Transportation services	14,819,574	14,158,240	15,341,960
Environmental health services	767,255	731,945	624,819
Public health services	106,170	98,301	69,872
Development services	1,236,913	1,290,784	2,918,959
Recreation and cultural services	6,628,634	6,869,702	4,519,021
Sewer utility	5,760,187	8,354,312	7,591,861
Water utility	9,757,793	11,913,203	5,302,663
	<u>54,553,096</u>	<u>60,526,756</u>	<u>51,312,539</u>
<b>NET REVENUE/(EXPENDITURE)</b>	<u>4,338,206</u>	<u>(10,537,816)</u>	<u>1,356,451</u>
<b>DEBT</b>			
Debt issued	516,651	4,000,000	2,551,500
Debt and lease principal repayments	(3,619,114)	(3,906,453)	(3,763,875)
Actuarial adjustment on debt	(1,648,551)	-	(1,387,923)
	<u>(4,751,014)</u>	<u>93,547</u>	<u>(2,600,298)</u>
<b>CHANGE IN FUND BALANCE</b>	<u>(412,808)</u>	<u>(10,444,269)</u>	<u>(1,243,847)</u>
<b>FUND BALANCE</b>			
Beginning of year	30,216,729	30,216,729	31,460,576
End of year	\$ <u>29,803,921</u>	\$ <u>19,772,460</u>	\$ <u>30,216,729</u>

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

## Notes to Consolidated Financial Statements

Year Ended December 31, 2007

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

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

### 1. Significant accounting policies

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

#### a) Basis of presentation

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

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

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

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

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

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

The budget figures used are based on the five-year financial plan approved by Council on May 8, 2007 in Bylaw 3300. They are presented on the basis used for actual results.



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

**b) Basis of accounting**

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

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

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

**c) Revenue recognition**

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

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

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

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

**d) Investments** are held with the Municipal Finance Authority. The Money Market Fund provides a method by which municipalities in British Columbia can access high quality investments not otherwise available to them while retaining a high degree of security and liquidity. The interest rate is variable and the funds are redeemable upon 24 hours notice. The carrying value of investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing, and any permanent decline in market value. The investments balances detailed in Note 3 are reported at market value which is also cost on December 31, 2007.

**e) Inventory** is reported at the lower of cost or market value, on a weighted average basis.

**f) Land held for resale** is recorded at the lower of cost and market value.

## 1. Significant accounting policies (continued)

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

Physical assets are not amortized; however, the City is preparing to implement depreciation of tangible capital assets in compliance with PSAB 3150 effective the fiscal 2009 reporting period. During 2007, the City continued to work towards compliance with the new Public Sector Accounting Board recommendations for accounting for tangible capital assets (PSAB 3150), which are effective January 1, 2009. As at December 31, 2007, no progress has been made towards gathering the inventory and valuation information necessary to implement PSAB 3150, however the City expects to gather and finalize this information by December 31, 2008.

### **h) Long-term debt**

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

### **i) Financial instruments**

The City's financial instruments consist of cash, investments, property taxes receivable, accounts receivable, deposits, bank indebtedness, accounts payable and accrued liabilities, capital lease, and long-term debt. Unless otherwise noted, it is management's opinion that the City is not exposed to significant interest, currency, or credit risk arising from these financial instruments. Interest rates for the capital lease and long-term debt are set at fixed rates for the term. The City does not have significant foreign currency denominated transactions. Accounts receivable are due from a broad base of customers, and property taxes receivable collections are assured through the tax sale process.

### **j) Property tax collections for other governments**

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

## 1. Significant accounting policies (continued)

### k) Comparative figures

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

### l) Use of estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported amounts of revenues and expenditures during the reporting period. Actual results will depend on future economic events and could differ from the estimates. Adjustments, if any, will be reflected in the period of settlement or upon a change in the estimate. Accounts where estimates were used include allowance for doubtful accounts, accrued liabilities, and actuarial adjustments to MFA debenture debt.

## 2. Related party transactions

The City is the sole shareholder of Campbell River Economic Development Corporation (Rivercorp). Its purpose is to provide economic development services to the City through retention, enhancement and recruitment of business. Transactions of Rivercorp are consolidated at December 31<sup>st</sup> each year. During the year Rivercorp received \$235,000 (2006 – \$300,000) as funding contributions from the City.

## 3. Investments

	<b>2007</b>	<b>2006</b>
General Capital Fund	\$ 190,327	\$ 331,561
General Operating Fund	29,544,137	31,873,756
Capital Lending Reserve Fund	2,876,076	2,319,240
Parks Acquisition and Development Reserve Fund	269,724	-
Parkland Reserve Fund	314,576	371,370
Facility Reserve Fund	27,888	48,112
Development cost charges deferred revenue	5,861,416	5,484,635
	<u>\$ 39,084,144</u>	<u>\$ 40,428,674</u>

## 4. Trust funds

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

	<b>2006</b>	Receipts and Interest	Expenditures	<b>2007</b>
Campbell River Municipal Cemetery	\$ 308,915	\$ 14,824	\$ 14,057	\$ 309,682
Elk Falls Memorial Cemetery	142,944	14,997	-	157,941
	<u>\$ 451,859</u>	<u>\$ 29,821</u>	<u>\$ 14,057</u>	<u>\$ 467,623</u>

## 5. Accounts receivable

	<u>2007</u>	<u>2006</u>
User fees	\$ 390,690	\$ 347,067
Due from Federal Government	1,136,931	798,957
Due from Provincial Government	2,033,141	224,905
Due from Regional District and other governments	337,996	-
Airport	129,507	490,367
Development cost charges	484,256	414,146
Other	1,111,610	1,642,535
	<u>\$ 5,624,131</u>	<u>\$ 3,917,977</u>

## 6. Accounts payable and accrued liabilities

	<u>2007</u>	<u>2006</u>
Due to other governments	\$ 684,247	\$ 1,525,186
Trade accounts payable	3,480,081	3,974,128
Accrued wages and benefits	2,012,751	1,846,556
Accrued interest	280,665	413,179
Other liabilities	-	427,827
Deposits and holdbacks	1,322,702	1,323,594
	<u>\$ 7,780,446</u>	<u>\$ 9,510,470</u>

## 7. Restricted assets

Included in the consolidated assets are short-term investments of \$5,861,416 (2006 – \$5,484,635) and installments receivable of \$484,256 (2006 – \$414,146). These assets can only be used for expenditures as permitted by the Development Cost Charges Bylaw and the relevant sections of the *Local Government Act*, unless otherwise authorized by the Ministry of Community Services.

## 8. Deferred revenue

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

	Deferred Revenue	Deferred Payments	2007	2006
Development cost charges				
Roads	\$ 3,323,598	\$ 161,115	\$ 3,484,713	\$ 3,122,911
Public open space	732,749	50,716	783,465	565,608
Water	730,438	181,310	911,748	1,430,975
Storm water drainage	193,164	-	193,164	182,204
Sanitary sewer	691,475	62,953	754,428	484,751
Other parks	189,992	28,162	218,154	112,332
	5,861,416	484,256	6,345,672	5,898,781
Other deferred revenue				
Prepaid property taxes	317,406	-	317,406	259,147
Future local improvement projects	1,285,949	-	1,285,949	1,047,871
Community Works Fund (Note 19)	620,364	-	620,364	689,784
Conditional transfers	236,579	-	236,579	929,696
Other	363,426	-	363,426	415,665
	2,823,724	-	2,823,724	3,342,163
	\$ 8,685,140	\$ 484,256	\$ 9,169,396	\$ 9,240,944

## 9. Municipal Finance Authority Debt Reserve Fund

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

Upon the maturity of a debt issue, the unused portion of the Debt Reserve Fund established for that issue will be discharged to the City. The proceeds from these discharges will be credited to income in the year they are received. As at December 31, 2007 the total of the City's MFA Debt Reserve Fund is comprised of:

	2007	2006
General	\$ 1,387,520	\$ 2,139,198
Sanitary Sewer	1,057,542	1,259,596
Waterworks	109,358	384,057
	\$ 2,554,420	\$ 3,782,851

## 10. Capital lease

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

## 11. Long-term debt

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

The principal payments for the next five years are:

	General	Sewer	Water	Total
2008	\$ 1,738,586	\$ 669,706	\$ 119,257	\$ 2,527,549
2009	1,542,908	669,706	119,257	2,331,871
2010	1,156,417	431,192	-	1,587,609
2011	828,302	272,183	-	1,100,485
2012	796,659	272,183	-	1,068,842
	<u>\$ 6,062,872</u>	<u>\$ 2,314,970</u>	<u>\$ 238,514</u>	<u>\$ 8,616,356</u>

## 12. Consolidated expenditures by object

	2007	2006	2005	2004	2003
Salaries, wages and benefits	\$15,800,424	\$14,024,935	\$13,972,182	\$12,642,651	\$11,390,833
Interest and debt issue expense	2,638,699	3,164,683	3,277,764	3,258,604	3,513,631
Operating expenditures	15,249,343	15,792,678	13,413,498	12,278,784	13,683,161
Purchase of physical assets	20,864,630	18,330,243	11,394,258	10,460,829	8,052,998
	<u>\$54,553,096</u>	<u>\$51,312,539</u>	<u>\$42,057,702</u>	<u>\$38,640,868</u>	<u>\$36,640,623</u>

## 13. Physical assets

	General and Rivercorp	Airport	Sanitary Sewer	Water	2007 Total	2006 Total
Engineering structures	\$ 125,506,804	\$ 11,859,854	\$ 67,167,517	\$ 41,487,841	\$ 246,022,016	\$ 226,173,711
Buildings	24,941,559	1,657,712	-	66,008	26,665,279	26,714,769
Machinery and equipment	10,737,566	1,940,169	577,844	927,234	14,182,813	13,216,998
Land	12,532,076	2,868,200	1,049,063	77,967	16,527,306	16,427,306
	<u>\$ 173,718,005</u>	<u>\$ 18,325,935</u>	<u>\$ 68,794,424</u>	<u>\$ 42,559,050</u>	<u>\$ 303,397,414</u>	<u>\$ 282,532,784</u>



#### 14. Fund balances

	<u>2007</u>	<u>2006</u>
<b>Operating funds</b>		
General	\$ 11,289,566	\$ 12,313,154
Airport	747,610	1,086,011
Sanitary Sewer	4,443,508	4,432,843
Water	4,642,936	4,862,444
Rivercorp	27,357	12,271
	<u>21,150,977</u>	<u>22,706,723</u>
<b>Capital funds</b>		
General	3,132,299	3,253,313
Sanitary Sewer	872,324	783,626
Water	556,369	263,539
Industrial Park	470,806	470,806
	<u>5,031,798</u>	<u>4,771,284</u>
<b>Reserve funds</b>		
Capital Lending	3,008,958	2,319,240
Parks Acquisition and Development	269,724	-
Parkland	314,576	371,370
Facility	27,888	48,112
	<u>3,621,146</u>	<u>2,738,722</u>
	<u>\$ 29,803,921</u>	<u>\$ 30,216,729</u>

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

	<u>2007</u>	<u>2006</u>
Capital expenditures	\$ 11,917,930	\$ 12,301,955
Increase (decrease) in inventory of supplies	72,377	(37,736)
Contributions from others	9,239,558	6,028,288
Debt issued	(516,651)	(2,551,500)
Debt principal repayments	5,267,667	5,151,798
Disposals	(292,857)	(915,716)
Change in equity in non-financial assets	25,688,024	19,977,089
Balance, beginning of year	259,790,304	239,813,215
Balance, end of year	<u>\$ 285,478,328</u>	<u>\$ 259,790,304</u>

## **16. Outstanding commitments**

The City has leased a fire truck from MFA Leasing Corporation at an annual cost of \$50,065, including taxes. The lease expires on July 28<sup>th</sup>, 2009, at which time the City acquires title.

## **17. Contingent liabilities**

### **a) Museum loan**

The Campbell River & District Museum & Archives Society owes the Royal Bank \$7,742 as at December 31<sup>st</sup>, 2007. While no formal guarantee agreement exists, should future donations to the Society and related fund-raising projects not produce sufficient funds to repay the outstanding principal and interest, the City may assume liability for the remaining debt.

### **b) Centre for Aquatic Health Sciences operating line of credit**

The City has entered into an agreement with the Centre for Aquatic Health Sciences Society to provide an operating line of credit to a maximum of \$350,000, limited to the total of grant funds that the Centre is entitled to receive from external funding agencies. The outstanding balance as of December 31, 2007 is \$0 (2006 – \$50,000).

### **c) Pension liability**

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

Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The most recent valuation as at December 31, 2006 indicated a surplus of \$438 million for basic pension benefits. The next valuation will be as at December 31, 2009 with results available in 2010. The actuary does not attribute portions of the surplus to individual employers. The City paid \$935,861 (2006 – \$974,232) for employer contributions to the plan in fiscal 2007. The employees' contributions during 2007 amounted to \$783,999 (2006 – \$780,905).

### **d) Regional District debt**

Debt issued by the Comox Strathcona Regional District is a direct joint and several liability of the Regional District and each member municipality, including the City of Campbell River.

### **e) Claims for damages**

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

### **f) Property assessment appeals**

As at December 31, 2007, there were various assessment appeals pending with respect to properties. The outcome of those appeals may result in adjustments to property taxes receivable for the current and prior years. The City has made a general provision for refund of municipal taxes as the outcomes are presently indeterminable.

## 17. Contingent liabilities (continued)

### g) Environmental Regulations

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

## 18. Property tax collections for other governments

	<b>2007</b>	<b>2006</b>
Provincial School Levy	\$ 14,368,642	\$ 14,710,997
Comox Strathcona Regional Hospital District	2,582,958	2,174,758
Comox Strathcona Regional District	3,398,675	3,275,491
Vancouver Island Regional Library	932,067	894,663
Municipal Finance Authority	997	843
BC Assessment Authority	349,865	381,126
	<u>\$ 21,633,204</u>	<u>\$ 21,437,878</u>

## 19. Federal Gas Tax Agreement

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

	<b>2007</b>	<b>2006</b>
Balance, beginning of year	\$ 689,784	\$ 372,530
Funds received	496,206	371,394
Interest earned	36,526	18,538
	<u>1,222,516</u>	<u>762,462</u>
Expenditures	(602,152)	(72,678)
Administrative expenditures	-	-
Balance, end of year	<u>\$ 620,364</u>	<u>\$ 689,784</u>

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**SCHEDULE 1**

**Operating Funds  
Consolidated Schedule of Financial Activities  
For the Year Ended December 31, 2007**

Unaudited

	<b>2007 Actual</b>	<b>2007 Budget</b>	<b>2006 Actual</b>
<b>REVENUE</b>			
Taxes and user fees	\$ 29,335,486	\$ 29,335,399	\$ 29,198,983
Payments in lieu of taxes	1,178,259	1,159,080	1,062,390
Services provided to other governments	701,262	706,000	681,728
Sale of services	2,563,086	2,524,841	2,461,222
Other revenue from own sources	3,331,270	3,004,210	3,152,900
Gifts and contributions	85,454	-	-
Interest on investments	1,063,611	170,100	1,107,783
Development cost charges recognized	-	-	64,276
Unconditional transfers from other governments	440,979	434,000	432,803
Conditional transfers from other governments	837,296	841,542	886,670
Actuarial adjustment on debt	1,648,551	-	1,387,923
	<u>41,185,254</u>	<u>38,175,172</u>	<u>40,436,678</u>
<b>EXPENDITURE</b>			
General government	3,983,333	4,021,117	3,847,866
Protective services	11,004,571	11,688,887	10,691,658
Transportation services	6,443,972	6,298,944	5,714,540
Environmental health services	767,255	731,945	624,819
Public health services	106,170	98,301	69,872
Development services	1,234,704	1,288,284	2,742,114
Recreation and cultural services	4,736,598	4,598,439	4,148,471
Sewer utility	3,204,611	3,382,577	3,053,409
Water utility	1,912,239	2,169,342	1,899,672
	<u>33,393,453</u>	<u>34,277,836</u>	<u>32,792,421</u>
<b>NET REVENUE</b>	<u>7,791,801</u>	<u>3,897,336</u>	<u>7,644,257</u>
<b>DEBT AND TRANSFERS</b>			
Net transfer from (to) reserves	(809,723)	(384,750)	(27,862)
Net transfer from (to) capital	(3,270,159)	(9,066,712)	(3,304,225)
Debt principal repayments	(3,619,114)	(3,906,453)	(3,763,875)
Actuarial adjustment on debt	(1,648,551)	-	(1,387,923)
	<u>(9,347,547)</u>	<u>(13,357,915)</u>	<u>(8,483,885)</u>
<b>CHANGE IN FUND BALANCE</b>	<u>(1,555,746)</u>	<u>(9,460,579)</u>	<u>(839,628)</u>
<b>FUND BALANCE</b>			
Beginning of year	22,706,723	22,706,723	23,546,351
End of year	<u>\$ 21,150,977</u>	<u>\$ 13,246,144</u>	<u>\$ 22,706,723</u>

**SCHEDULE 2**

**Capital Funds**  
**Consolidated Schedule of Financial Activities**  
**For the Year Ended December 31, 2007**

Unaudited

	<b>2007 Actual</b>	<b>2007 Budget</b>	<b>2006 Actual</b>
<b>REVENUE</b>			
Interest on investments	\$ 203,628	\$ 11,900	\$ 201,345
Gifts and contributions	10,666,483	2,359,979	7,821,080
Land sale proceeds	11,053	-	1,444,120
Development cost charges recognized	1,620,157	3,408,663	538,769
Conditional transfers from other governments	4,190,782	6,033,226	1,361,462
Other revenue from own sources	19,825	-	15,273
MFA debt reserve fund refund	391,074	-	38,376
MFA surplus repatriation	158,303	-	-
	<u>17,261,305</u>	<u>11,813,768</u>	<u>11,420,425</u>
<b>EXPENDITURE</b>			
General government	433,096	1,012,745	321,595
Protective services	55,570	387,520	82,265
Transportation services	8,375,602	7,859,296	9,627,420
Development services	2,209	2,500	176,845
Recreation and cultural services	1,892,036	2,271,263	370,550
Sewer utility	2,555,576	4,971,735	4,538,452
Water utility	7,845,554	9,743,861	3,402,991
	<u>21,159,643</u>	<u>26,248,920</u>	<u>18,520,118</u>
<b>NET EXPENDITURE</b>	<u>(3,898,338)</u>	<u>(14,435,152)</u>	<u>(7,099,693)</u>
<b>DEBT AND TRANSFERS</b>			
Net transfer from (to) reserves	372,042	521,350	(605,038)
Net transfer from (to) operating	3,270,159	8,450,339	3,304,225
Debt issued	516,651	4,000,000	2,551,500
	<u>4,158,852</u>	<u>12,971,689</u>	<u>5,250,687</u>
<b>CHANGE IN FUND BALANCE</b>	<u>260,514</u>	<u>(1,463,463)</u>	<u>(1,849,006)</u>
<b>FUND BALANCE</b>			
Beginning of year	4,771,284	4,771,284	6,620,290
End of year	<u>\$ 5,031,798</u>	<u>\$ 3,307,821</u>	<u>\$ 4,771,284</u>



**SCHEDULE 3**

**Reserve Funds**  
**Consolidated Schedule of Financial Activities**  
**For the Year Ended December 31, 2007**  
Unaudited

	<b>2007 Actual</b>	<b>2007 Budget</b>	<b>2006 Actual</b>
<b>REVENUE</b>			
Interest on investments	\$ 149,842	\$ -	\$ 81,895
Land sale proceeds	-	-	-
MFA surplus repatriation	266,901	-	726,717
Other revenue from own sources	28,000	-	3,275
	<u>444,743</u>	<u>-</u>	<u>811,887</u>
<b>EXPENDITURE</b>	<u>-</u>	<u>-</u>	<u>-</u>
<b>NET REVENUE</b>	<u>444,743</u>	<u>-</u>	<u>811,887</u>
<b>TRANSFERS</b>			
Net transfer from (to) operating	809,723	-	27,862
Net transfer from (to) capital	(372,042)	-	605,038
	<u>437,681</u>	<u>-</u>	<u>632,900</u>
<b>CHANGE IN FUND BALANCE</b>	882,424	-	1,444,787
<b>FUND BALANCE</b>			
Beginning of year	2,738,722	2,738,722	1,293,935
End of year	\$ <u><u>3,621,146</u></u>	\$ <u><u>2,738,722</u></u>	\$ <u><u>2,738,722</u></u>

**SCHEDULE 4**

**Consolidated Schedule of Long-term Liabilities  
As at December 31, 2007**

Unaudited

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31 2006	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31 2007
<b>Chartered banks</b>								
	Land Acquisition Loans							
2607	2147 S. Isl Hwy	09/11/07	5.97	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ -
	Short Term Capital Borrowing							
3092	Tyee Spit Dev	30/06/09	4.39	480,000	-	150,000	-	330,000
				520,000	-	190,000	-	330,000
<b>Total chartered banks borrowing</b>								
<b>Municipal Finance Authority</b>								
	Storm Drains Construction							
2571	Issue #65	24/04/07	6.90	71,413	-	46,034	25,379	-
2672	Issue #68	24/03/08	5.50	143,036	-	47,226	22,548	73,262
2735	Issue #70	01/06/09	5.49	257,802	-	58,118	23,660	176,024
2805	Issue #72	27/03/10	6.45	466,106	-	80,697	27,445	357,964
2880	Issue #74	01/06/11	5.90	5,608	-	795	220	4,593
2958	Issue #78	03/12/12	5.25	29,579	-	3,578	771	25,230
3011	Issue #79	03/06/12	5.25	23,980	-	2,544	401	21,035
				997,524	-	238,992	100,424	658,108
	Local Improvements							
2572	Issue #65	24/04/07	6.90	107,304	-	69,169	38,135	-
2673	Issue #68	24/03/08	5.50	479,918	-	158,452	75,654	245,812
2736	Issue #70	01/06/09	5.49	702,526	-	158,373	64,475	479,678
2806	Issue #72	27/03/10	6.45	1,429,084	-	247,418	84,146	1,097,520
2879	Issue #74	01/06/11	5.90	217,546	-	30,847	8,523	178,176
2932	Issue #77	01/06/11	5.90	546,894	-	66,148	14,255	466,491
3012	Issue #79	03/06/12	5.25	667,681	-	70,839	11,166	585,676
2968	Issue #81	22/04/14	4.86	114,671	-	10,892	1,116	102,663
2969	Issue #81	22/04/14	4.86	188,328	-	17,888	1,833	168,607
3050	Issue #81	22/04/14	4.86	65,288	-	6,201	635	58,452
3073	Issue #85	02/12/14	4.90	1,674,033	-	159,009	16,298	1,498,726
2964	Issue #92	06/04/15	4.55	9,625	-	874	35	8,716

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31 2006	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31 2007
2966	Issue #92	06/04/15	4.55	7,792	-	708	28	7,056
2967	Issue #92	06/04/15	4.55	42,169	-	3,831	153	38,185
2968	Issue #92	06/04/15	4.55	25,209	-	2,290	92	22,827
3071	Issue #92	06/04/15	4.55	235,594	-	21,406	856	213,332
3073	Issue #92	06/04/15	4.55	1,945,715	-	176,785	7,071	1,761,859
3074	Issue #92	06/04/15	4.55	25,668	-	2,332	93	23,243
2967	Issue #99	19/10/16	5.00	1,154,000	-	96,118	-	1,057,882
3073	Issue #99	19/10/16	5.00	1,397,500	-	116,399	-	1,281,101
2964	Issue #102	12/01/17	4.82	-	175,000	-	-	175,000
2966	Issue #102	12/02/17	4.82	-	150,000	-	-	150,000
2967	Issue #102	12/03/17	4.82	-	110,000	-	-	110,000
				<u>11,036,545</u>	<u>435,000</u>	<u>1,415,979</u>	<u>324,564</u>	<u>9,731,002</u>
Other								
2152	Issue #56 Sportsplex	19/11/08	8.00	537,420	-	-	537,420	-
2569	Issue #65 Police Facility	24/04/07	6.90	666,023	-	429,325	236,698	-
2933	Issue #77 Cambridge Park	01/06/12	5.90	21,363	-	2,584	557	18,222
				<u>1,224,806</u>	<u>-</u>	<u>431,909</u>	<u>774,675</u>	<u>18,222</u>
Sanitary Sewer								
2182	MFA Issue #58	10/05/14	8.95	4,667,625	-	272,184	216,619	4,178,822
2626	MFA Issue #66	11/05/07	5.85	351,512	-	226,588	124,924	-
2737	MFA Issue #70	01/06/09	5.49	1,058,019	-	238,514	97,099	722,406
2804	MFA Issue #72	27/03/10	6.45	918,434	-	159,009	54,078	705,347
				<u>6,995,590</u>	<u>-</u>	<u>896,295</u>	<u>492,720</u>	<u>5,606,575</u>
Waterworks Utility								
30	Grtr Campbell River Wtrwks	30/06/07	6.90	114,876	-	-	114,876	-
2708	District of Campbell River	01/06/09	5.49	529,009	-	119,257	48,549	361,203
				<u>643,885</u>	<u>-</u>	<u>119,257</u>	<u>163,425</u>	<u>361,203</u>
Accrued actuarial adjustment				<u>(773,138)</u>	<u>-</u>	<u>-</u>	<u>(207,257)</u>	<u>(565,881)</u>
<b>Total Municipal Finance Authority borrowing</b>				<u>20,125,212</u>	<u>435,000</u>	<u>3,102,432</u>	<u>1,648,551</u>	<u>15,809,226</u>
<b>Total long-term debt</b>				<u>20,645,212</u>	<u>435,000</u>	<u>3,292,432</u>	<u>1,648,551</u>	<u>16,139,226</u>
<b>Capital lease</b>								
Equipment Capital Lease				-	81,651	1,689	-	79,962
Community Centre Building (Note 10)				2,233,016	-	324,993	-	1,908,023
		15/12/12	5.97	<u>2,233,016</u>	<u>81,651</u>	<u>326,682</u>	<u>-</u>	<u>1,987,985</u>
<b>Total long-term liabilities</b>				<u>\$ 22,878,228</u>	<u>\$ 516,651</u>	<u>\$ 3,619,114</u>	<u>\$ 1,648,551</u>	<u>\$ 18,127,214</u>

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City of  
Campbell  
River

# STATISTICS



View from Quadra Ferry

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## Demographics

1 General									
Incorporated in 1947, Campbell River has a total land area of 133.34 square km (2001 Census). By highway the District is 264 km north of Victoria and 44 km north of Courtenay. Campbell River is in the Comox-Strathcona Regional District.									
2 Population Estimates					Age Distribution				
Annual Estimates					Age and Gender - 2001 Census				
(as of July 1, includes estimate of Census undercount)						Campbell River		% Distribution *	
Year	Campbell Riv	% Change Prev. Year	BC	% Change Prev. Year		Male	Female	Campbell Riv	BC
					All ages	14,120	14,335	100.0	100.0
2003	29,848	-	4,155,370	-	0 - 14	2,900	2,820	20.1	18.1
2004	29,991	0.5	4,203,807	1.2	15 - 24	1,980	1,875	13.5	13.2
2005	30,474	1.6	4,260,246	1.3	25 - 44	3,990	4,260	29.0	30.1
2006	31,078	2.0	4,320,255	1.4	45 - 64	3,835	3,635	26.3	25.1
2007	31,553	1.5	4,380,256	1.4	65 +	1,420	1,735	11.1	13.6

Source: BC STATS

Source: Statistics Canada

\* based on published totals, both sexes

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

3 Selected 2001 Census Characteristics							
Labour Force by Industry (NAICS)				Summary Characteristics			
	Campbell River	%	BC %		Campbell River	BC	
Total labour force	14,975	100.0	100.0	Population, 2001	28,456	3,907,738	
Industry - Not applicable	435	2.9	2.2	Population (by citizenship)	28,295	3,868,875	
<b>All industries (Experienced LF)</b>	14,540	100.0	100.0	Non-immigrant	24,680	2,821,870	
111-112 Farms	370	2.5	1.9	Immigrant	3,530	1,009,820	
113 Forestry and logging	1,075	7.4	1.2	Labour force (15+ yrs.)	14,975	2,059,950	
114 Fishing, hunting and trapping	185	1.3	0.3	Employees	12,635	1,715,600	
1151/2 Support activities for farms	10	0.1	0.1	Self-employed (corrected)	1,855	291,455	
1153 Support activities for forestry	155	1.1	0.5	Participation rate	% 66.4	% 65.2	
21 Mining and oil and gas extraction	400	2.8	0.7	Unemployment rate	% 12.7	% 8.5	
22 Utilities	60	0.4	0.6	Population, 20 yrs. & over	20,250	2,890,730	
23 Construction	865	5.9	5.9	Less than grade 9	1,290	190,905	
31-33 Manufacturing	1,420	9.8	9.6	Some high school	4,755	511,600	
311 Food manufacturing	215	1.5	1.1	High school graduate	3,060	354,130	
321 Wood product manufacturing	295	2.0	2.3	Trades certificate	3,300	370,170	
322 Paper manufacturing	625	4.3	0.8	College without diploma	1,485	208,385	
41 Wholesale trade	440	3.0	4.1	College diploma	3,485	482,050	
44-45 Retail trade	1,840	12.7	11.6	Some university	1,300	264,450	
441 Motor vehicle and parts dealers	240	1.7	1.1	University degree	1,580	509,030	
445 Food and beverage stores	695	4.8	3.0	Census families	8,275	1,086,030	
448 Clothing & clothing accessories	145	1.0	1.2	Lone-parent families	1,485	168,420	
452 General merchandise stores	125	0.9	1.3	Households	11,305	1,534,335	
48-49 Transportation & warehousing	640	4.4	5.7	1-family households	8,070	1,012,925	
51 Information and cultural industries	245	1.7	3.1	Multi-family households	105	35,050	
52 Finance and insurance	345	2.4	4.0	Non-family households	3,135	486,355	
53 Real estate & rental/leasing	250	1.7	2.1	Median Income	\$ 21,338	\$ 22,095	
54 Prof'sonal, scientific & tech. serv.	615	4.2	6.8	Males	\$ 32,001	\$ 28,976	
55 Mgmt. of companies/ent'prises	-	-	0.1	Females	\$ 15,261	\$ 17,546	
56 Admin+support, waste mgmnt srv.	495	3.4	4.0	Median Family Income	\$ 54,289	\$ 54,840	
61 Educational services	765	5.3	6.9	Economic Families	8,200	1,044,850	
62 Health care and social assistance	1,320	9.1	9.9	Incidence, low income	% 14.8	% 13.9	
71 Arts, entertainment and recreation	335	2.3	2.3	Unattached persons, 15+	3,880	576,825	
72 Accommodation and food services	1,465	10.1	8.3	Incidence, low income	% 42.7	% 38.1	
721 Accommodation services	415	2.9	1.9	Population in private hh.	28,175	3,785,270	
722 Food services & drinking places	1,055	7.3	6.4	Incidence, low income	% 18.3	% 17.8	
81 Other services (excl. public admin.)	620	4.3	4.9	Dwellings	11,310	1,534,335	
91 Public administration	625	4.3	5.6	Owned	7,940	1,017,485	
Agriculture, Food and Beverage	410	2.8	3.0	Rented	3,350	512,360	
Fishing and Fish Processing	375	2.6	0.5	Average gross rent	\$ 651	\$ 750	
Logging and Forest Products	2,145	14.8	4.7	Average owners' payments	\$ 771	\$ 904	
Mining and Mineral Products	485	3.3	2.0	Avg. value, owned dwel.	\$ 141,911	\$ 230,645	

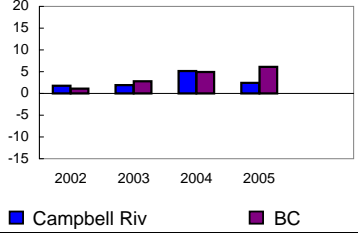
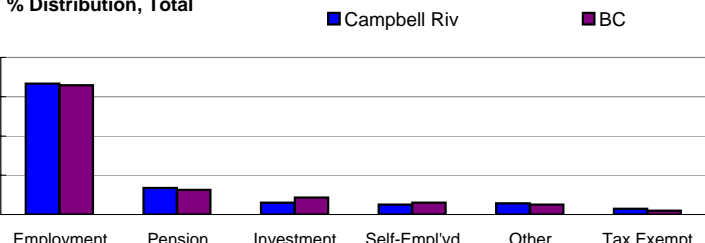
Source: Statistics Canada. Notes: incomes are for 2000; rent/owner's payments are restricted to non-farm, non-reserve private dwellings.

## Demographics

4	Values of Building Permits								
Year	Residential				Non-Residential		Total		Year
	Number of Units		Value \$'000		Value \$'000		Value \$'000		
	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC	
2003	92	27,163	14,893	4,514,185	6,534	1,880,053	21,427	6,394,238	2003
2004	202	34,898	31,424	5,868,937	3,085	2,069,790	34,509	7,938,727	2004
2005	316	37,452	63,856	6,978,962	10,826	3,212,137	74,682	10,191,099	2005
2006	338	38,835	80,499	7,620,696	35,860	3,920,836	116,359	11,541,532	2006
2007	323	40,932	74,711	8,611,723	23,892	3,932,968	98,603	12,544,691	2007

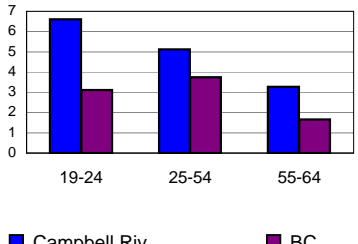
Source: Statistics Canada

\* View detailed non-residential permits data at: [www.bcstats.gov.bc.ca](http://www.bcstats.gov.bc.ca). A dash can indicate a nil report, a value of less than \$500, or non-reporting.

5		Personal Taxation Statistics				Percent Change in Avg. Income		
NEW!! Total Income of All Returns								
Year	All Returns (number)		Average Income (\$)		% Change avg. income			
	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC		
2001	24,530	2,911,540	30,597	30,982	n/a	n/a		
2002	24,980	2,980,110	31,143	31,316	1.8	1.1		
2003	25,270	2,981,790	31,748	32,187	1.9	2.8		
2004	25,730	3,053,420	33,390	33,766	5.2	4.9		
2005	26,630	3,154,090	34,200	35,834	2.4	6.1		
Note: This section is now based on All Returns, not Taxable Returns							■ Campbell Riv      ■ BC	
Source of Total Income 2005				% Distribution, Total				
	Campbell Riv		BC					
	\$Thousands	% of Total	% of Total					
Employment	607,143	66.7	65.9					
Pension	123,225	13.5	12.5					
Investment	55,251	6.1	8.6					
Self-Employed	46,623	5.1	6.0					
Other	51,679	5.7	5.0					
Tax Exempt	26,818	2.9	2.0					
Total	910,739	100.0	100.0					

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

6	Dependency on the Safety Net						Total Beneficiaries by Age Group, % (Basic BC Assistance & EI)	
Percentage of Population by Age Receiving Benefits - September 2006								
Age Group	BC Basic* Income Assistance Recipients (%)		Employment Insurance Beneficiaries (%)		Total of BC Basic Income Assistance & EI Beneficiaries (%)			
	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC		
Under 19	2.9	2.0						
19-24	2.9	1.2	3.7	1.9	6.6	3.1		
25-54	1.9	1.2	3.3	2.6	5.1	3.8		
55-64	1.0	0.5	2.3	1.2	3.3	1.7		
19-64	1.8	1.1	3.2	2.3	5.0	3.3		



Age Group	Campbell Riv (%)	BC (%)
19-24	6.6	3.1
25-54	5.1	3.8
55-64	3.3	1.7

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

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

7 Business Formations and Failures									
Incorporations			Bankruptcies						
Year	Number		Year	Campbell Riv		Courtenay		BC	
	Campbell Riv	BC		Business	Consumer	Business	Consumer	Business	Consumer
2003	123	22,531	2003	20	182	13	148	1,002	9,394
2004	116	24,703	2004	14	132	10	146	921	8,386
2005	137	30,937	2005	8	144	8	130	786	8,179
2006	169	33,273	2006	9	110	3	124	587	7,022
2007	179	34,036	2007	6	105	3	107	470	6,651

Source: BC Ministry of Finance

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

\* Incorporations are counted in the municipality of the registered office address, which may differ from the actual business location. Bankruptcy is counted where it is filed. Data is available for urban areas only.

## Property Taxes

### Taxable assessments for municipal purposes

	2007	2006	2005	2004	2003
Residential	\$ 2,845,076,900	\$ 2,329,084,800	\$ 1,761,187,900	\$ 1,471,354,000	\$ 1,358,852,100
Utilities	28,022,600	34,936,800	32,801,300	31,688,700	31,633,000
Major Industry <sup>(1)</sup>	123,666,300	120,941,000	121,896,000	116,441,000	120,375,000
Light Industry	17,339,100	15,432,700	14,230,538	13,819,038	15,172,438
Business/Other	321,306,522	281,389,273	270,321,930	257,335,750	252,937,950
Managed Forest <sup>(2)</sup>	9,884,900	10,016,100	8,823,800	6,155,100	5,721,800
Recreation / Non-Profit	8,911,300	8,228,400	7,112,100	6,775,500	6,402,400
Farm	170,063	161,222	150,800	137,100	131,200
	<b>\$ 3,354,377,685</b>	<b>\$ 2,800,190,295</b>	<b>\$ 2,216,524,368</b>	<b>\$ 1,903,706,188</b>	<b>\$ 1,791,225,888</b>

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

	2007	2006	2005	2004	2003
Municipal	3.6115	4.1510	4.9572	5.5123	5.6221
Regional District	0.5313	0.6520	0.7605	0.8657	0.8814
School	2.6494	3.1584	3.7410	4.3235	4.6060
Regional Hospital	0.5924	0.5880	0.3412	0.3958	0.4148
Municipal Finance	0.0003	0.0003	0.0003	0.0003	0.0003
BC Assessment	0.0677	0.0816	0.0920	0.1057	0.1159
	<b>7.4526</b>	<b>8.6313</b>	<b>9.8922</b>	<b>11.2033</b>	<b>11.6405</b>

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

	2007	2006	2005	2004	2003
Utilities	40.1025	36.5819	35.0002	35.2821	34.9212
Major Industry <sup>(1)</sup>	70.9595	73.7953	73.0700	75.9254	75.0018
Light Industry	25.3690	28.3621	27.4484	28.4438	28.8931
Business	24.8058	27.8031	27.1238	28.0674	28.4987
Managed Forest <sup>(2)</sup>	20.4092	21.9918	20.7979	22.9539	23.4248
Recreation / Non-Profit	9.8564	10.1649	10.4685	10.6063	10.7970
Farm	11.6031	12.2728	12.9511	13.6797	13.3495

<sup>(1)</sup> Includes properties affected by boundary extension as per Supplementary Letters Patent (rate capped at 25.4471 for 2007).

<sup>(2)</sup> Includes properties affected by boundary extension as per Supplementary Letters Patent (rate capped at 6.4420 for 2007).

## Property Taxes

### Total tax levies

	2007	2006	2005	2004	2003
Municipal	\$ 20,240,694	\$ 21,108,342	\$ 18,569,046	\$ 18,004,347	\$ 17,662,075
School	14,368,642	14,710,996	13,591,821	13,160,284	13,118,775
Regional District	3,398,675	3,275,491	3,016,905	2,974,273	2,921,082
Regional Hospital District	2,582,958	2,174,758	1,054,755	1,083,139	1,086,827
Library	932,067	894,663	889,024	894,147	891,735
BC Assessment Authority	349,865	381,126	337,585	328,753	348,830
Municipal Finance Authority	997	843	655	561	530
	<u>\$ 41,873,898</u>	<u>\$ 42,546,219</u>	<u>\$ 37,459,791</u>	<u>\$ 36,445,504</u>	<u>\$ 36,029,854</u>

### Average residential home property assessment

	2007	2006	2005	2004	2003
Residential assessed value <sup>(1)</sup>	\$ 2,845,076,900	\$ 2,329,084,800	\$ 1,617,835,600	\$ 1,351,509,800	\$ 1,241,649,700
Residential units (folios)	11,889	11,463	10,317	10,191	10,144
Average assessment	<u>239,303</u>	<u>203,183</u>	<u>156,813</u>	<u>132,618</u>	<u>122,402</u>

### Average property taxes and user fees

	2007	2006	2005	2004	2003
City taxes and user fees					
Storm water parcel tax	12	12	12	12	12
Water parcel tax	10	10	10	10	10
Sewer parcel tax	64	64	64	64	64
Parks parcel tax	50	-	-	-	-
Garbage user fee	107	107	107	107	107
Water user fee	96	96	96	96	96
Sewer user fee	234	234	234	222	210
Property tax	864	843	777	731	688
	<u>1,437</u>	<u>1,366</u>	<u>1,300</u>	<u>1,242</u>	<u>1,187</u>
Taxes for other taxing authorities <sup>(2)</sup>					
Total other taxes	919	910	774	755	737
Less Home Owner Grant <sup>(3)</sup>	(570)	(570)	(470)	(470)	(470)
	<u>349</u>	<u>340</u>	<u>304</u>	<u>285</u>	<u>267</u>
<b>Total taxes and user fees</b>	<u><b>\$ 1,786</b></u>	<u><b>\$ 1,706</b></u>	<u><b>\$ 1,604</b></u>	<u><b>\$ 1,527</b></u>	<u><b>\$ 1,454</b></u>

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

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

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

## Property Taxes

### Tax collections

	2007	2006	2005	2004	2003
Total current year levy <sup>(1)</sup>	\$ 49,010,151	\$ 47,034,459	\$ 43,730,214	\$ 42,516,303	\$ 41,937,561
Per capita	1,553	1,496	1,420	1,405	1,416
Current collections	48,484,805	44,523,666	43,235,858	41,980,642	41,406,357
Percent of current levy	98.9%	94.7%	98.9%	98.7%	98.7%
Total collected (including arrears)	51,216,583	45,297,397	43,970,102	42,954,465	42,440,812
Percent of current levy	104.5%	96.3%	100.5%	101.0%	101.2%

### Unpaid taxes

Current	691,713	2,656,766	644,463	704,962	829,472
Arrears	160,628	173,720	227,117	205,334	293,553
	<u>\$ 852,341</u>	<u>\$ 2,830,486</u>	<u>\$ 871,580</u>	<u>\$ 910,296</u>	<u>\$ 1,123,025</u>
Per Capita	27.01	90.02	28.29	30.09	37.41

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

Land area subject to taxation	13,917	14,514	14,460	14,467	13,403
Parks and playground	109	108	107	106	106
Streets and lanes	545	207	206	201	200
Other lands	328	51	51	51	51
Water areas	1,204	1,204	1,204	1,204	1,144
	<u>16,103</u>	<u>16,084</u>	<u>16,028</u>	<u>16,029</u>	<u>14,904</u>

### Services

Paved roads (km)	200	196	193	190	188
Gravel roads (km)	56	56	56	56	56
Storm sewers (km)	150	144	140	135	131
Sanitary sewers-mains (km)	232	222	219	215	212
Water-mains (km)	246	238	235	232	228
Sani-sewer service connections	10,483	10,121	9,880	9,647	9,494
Water service connections	9,756	9,394	9,163	8,930	8,777
Hydrants (including private)	1,251	1,195	1,178	1,011	988

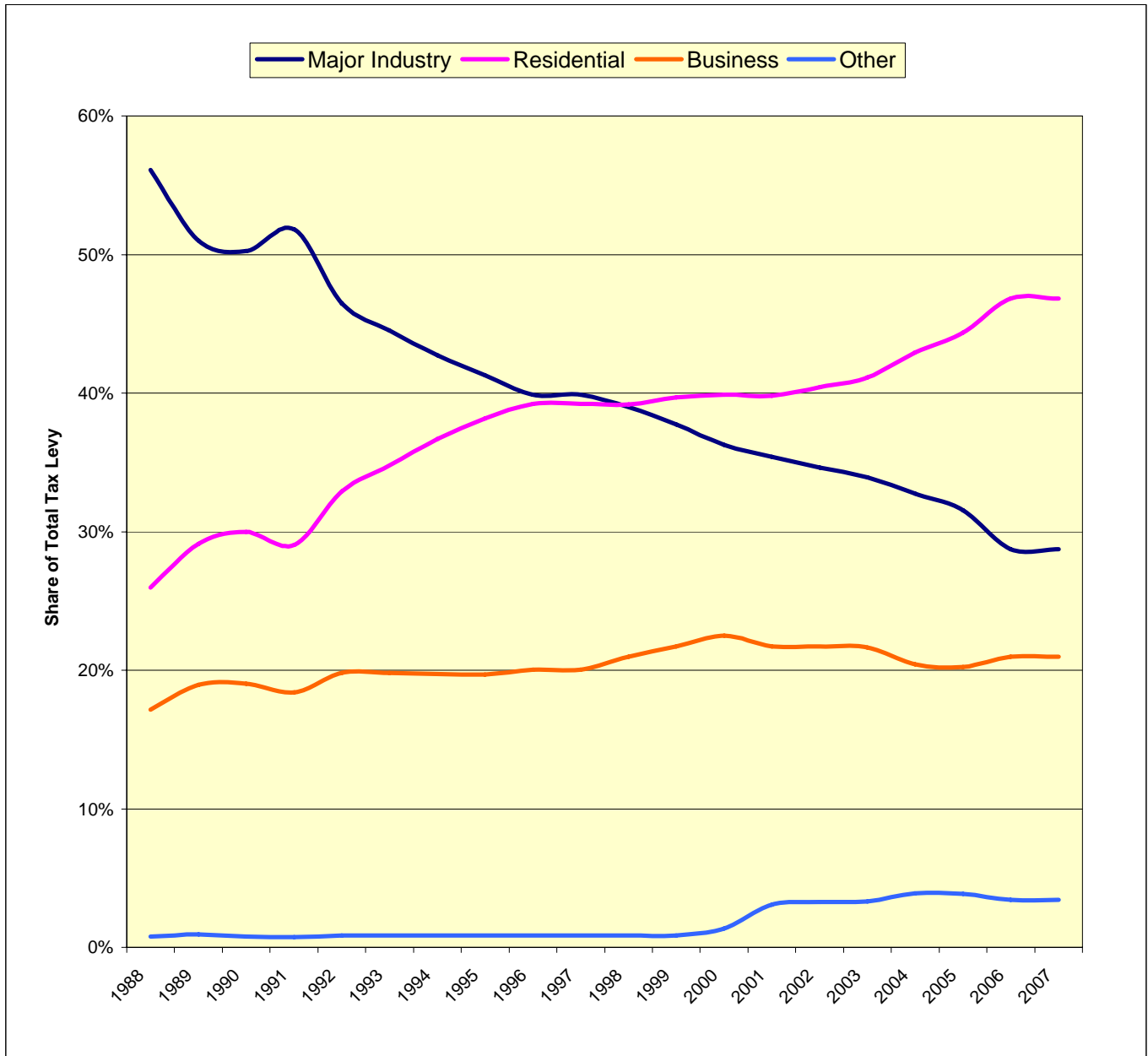
<b>Population <sup>(3)</sup></b>	<b>31,553</b>	<b>31,444</b>	<b>30,806</b>	<b>30,250</b>	<b>30,023</b>
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<sup>(1)</sup> Includes sewer & water user fees, garbage fee, and parcel taxes.

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

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

### Changes in Distribution of Tax Burden



### **Major Property Taxpayers**

#### **2007 Taxation Year**

<b>Registered Owner</b>	<b>Taxes</b>	<b>Primary Property</b>
Elk Falls Pulp and Paper Ltd.	\$ 8,719,890	Pulp Mill
B.C. Hydro & Power Authority	1,183,879	John Hart Dam
Discovery Harbour Holdings Ltd.	695,949	Discovery Harbour Mall
B.C. Hydro & Power Authority	623,706	Ladore Dam
TimberWest Forest IV Limited	488,983	Sawmill
Quinsam Coal Corporation	313,064	Quinsam Coal Mine
Tyee Plaza Development Inc.	218,958	Tyee Plaza
Raven Forest Products Ltd.	211,704	Merecroft Village Mall
Elk Falls Pulp and Paper Ltd.	185,411	Water Intake/Pumphouse
Oak Bay Marina Ltd.	146,788	Painter's Lodge

## 2007 Property Tax Permissive Exemptions Granted

Organization	Civic Address	Value of Exemptions		
		City	Other	Total
Anglican Synod Diocese of BC	228 S Dogwood St	\$ 6,314	\$ 7,733	\$ 14,047
Association Francophone de Campbell River	891 13th Ave	957	947	1,904
Bethany Evangelical Lutheran Church	201 Birch St	1,902	2,329	4,231
Bishop of Victoria	2215 Campbell River Rd	1,518	1,859	3,377
Bishop of Victoria	34 S Alder St	5,008	6,133	11,141
Campbell River & District Association for Community Living	1153 Greenwood St	5,874	5,561	11,435
Campbell River & District Association for Community Living	1185 Greenwood St	1,982	1,876	3,858
Campbell River & District Museum and Archives	2250 Campbell River Rd	3,224	3,480	6,704
Campbell River & District Public Art Gallery & Tourist Info Centre	1235 Shoppers Row	6,614	6,261	12,875
Campbell River & District Senior Housing Society	1441 to 1451 Ironwood St	3,830	4,405	8,235
Campbell River & District Senior Housing Society	81 Dogwood St	769	885	1,654
Campbell River & District Winter Club	260 Cedar St	5,046	4,777	9,823
Campbell River & North Island Transition Society	608 Alder St	882	1,014	1,896
Campbell River Air Youth Association	2371 Airport Dr	1,585	1,501	3,086
Campbell River Alano Club	301 10th Ave	1,542	1,460	3,002
Campbell River Baptist Church	250 S Dogwood St	68,103	68,053	136,156
Campbell River Child Care Society	1048 Hemlock St	1,501	1,421	2,922
Campbell River Child Care Society	394 Leishman Rd	1,821	1,724	3,545
Campbell River Church of Christ	226 Hilchey Rd	1,074	1,316	2,390
Campbell River Church of the Way	451 7th Ave	1,744	2,136	3,880
Campbell River Community Arts Council	2131 S Island Hwy	6,459	6,115	12,574
Campbell River Community Network	900 Alder St	201	191	392
Campbell River Economic Development Corp (Rivercorp)	900 Alder St	68	64	132
Campbell River Fish and Wildlife Association	2641 Campbell River Rd	1,219	1,242	2,461
Campbell River Gun Club Society	2600 Quinsam Rd	346	378	724
Campbell River Gymnastics Association	1981 14th Ave	2,833	2,682	5,515
Campbell River Motocross Association	7021 Gold River Hwy	441	417	858
Campbell River Search and Rescue Society	261 Larwood Rd	8,640	8,179	16,819
Campbell River Trail Riders	900 Parkside Dr	1,417	1,550	2,967
Campbell River Tyee Judo Club	B 450 Merecroft Rd	691	657	1,348
Campbell River Wado Karate Club	B 450 Merecroft Rd	687	653	1,340
Campbell River Youth Soccer Association	450 Merecroft Rd	500	476	976
Community Futures Development Corp of Strathcona	900 Alder St	1,270	1,203	2,473



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Organization	Civic Address	Value of Exemptions		
		City	Other	Total
Eagles - Found Bike Program (RCMP)	900 Alder St	\$ 10	\$ 10	\$ 20
Foursquare Gospel Church of Canada	403 5th Ave	1,523	1,865	3,388
Foursquare Gospel Church of Canada	422 Colwyn St	429	525	954
Foursquare Gospel Church of Canada	181 to 191 Larwood St	2,215	2,713	4,928
Governing Council of Salvation Army in Canada	271 to 291 Mclean St	5,616	6,879	12,495
Guru Nanak Sikh Society	735 Pinecrest Rd	4,657	5,703	10,360
Haig Brown Kingfisher Creek Society	2251 to 2252 Campbell River Rd	1,582	1,937	3,519
John Howard Society of North Island	401 11th Ave	780	738	1,518
Maritime Heritage Society (incl Genealogy Society)	621 Island Hwy	35,272	33,390	68,662
Museum of Campbell River Society	470 Island Hwy	54,335	51,437	105,772
Nature Trust of BC	1201 Homewood Rd	1,555	1,905	3,460
Navy League of Canada	911 to 931 13th Ave	1,535	1,624	3,159
North Island Supportive Recovery Society	647 Birch St	546	628	1,174
Pentecostal Assemblies of Canada	445 Merecroft Rd	16,196	15,332	31,528
President of the Lethbridge Stake	460 Goodwin Rd	9,602	11,760	21,362
Royal Canadian Legion - J Perkins Memorial Housing Society	931 14th Ave	7,921	9,108	17,029
Seventh Day Adventist Church	300 Thulin St	1,010	1,237	2,247
SPCA & North Island 911 Corp	275 to 385 S Dogwood St	106,033	100,376	206,409
St. John Council for BC	170 Dogwood St	2,521	2,386	4,907
St. John Society BC and Yukon	675 2nd Ave	804	761	1,565
Tidemark Theatre Society	1220 to 1240 Shoppers Row	23,268	22,027	45,295
Tourism North Central Island	900 Alder St	68	64	132
Trinity Presbyterian Church	145 to 149 Simms Rd	1,695	2,076	3,771
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	2,769	3,391	6,160
United Church of Canada	415 Pinecrest Rd	4,011	4,913	8,924
Vancouver Island Health Authority	1351 Ironwood St	20,744	23,853	44,597
Vancouver Island Health Authority	375 to 555 2nd Ave	391,115	370,250	761,365
Vancouver Island Health Authority	433 Dogwood St	1,027	1,181	2,208
Willow Point Lions Club Society	2165 S Island Hwy	2,059	1,949	4,008
Willow Point Supportive Living Society	100 142 Larwood Rd	5,298	6,092	11,390
Willow Point Supportive Living Society	12 142 Larwood Rd	4,103	3,884	7,987
Willow Point Supportive Living Society	9 142 Larwood Rd	305	351	656
Willow Point Supportive Living Society	5 142 Larwood Rd	310	357	667
		<u>\$ 856,976</u>	<u>\$ 839,380</u>	<u>\$ 1,696,356</u>

### Consolidated Operating Revenues and Expenditures

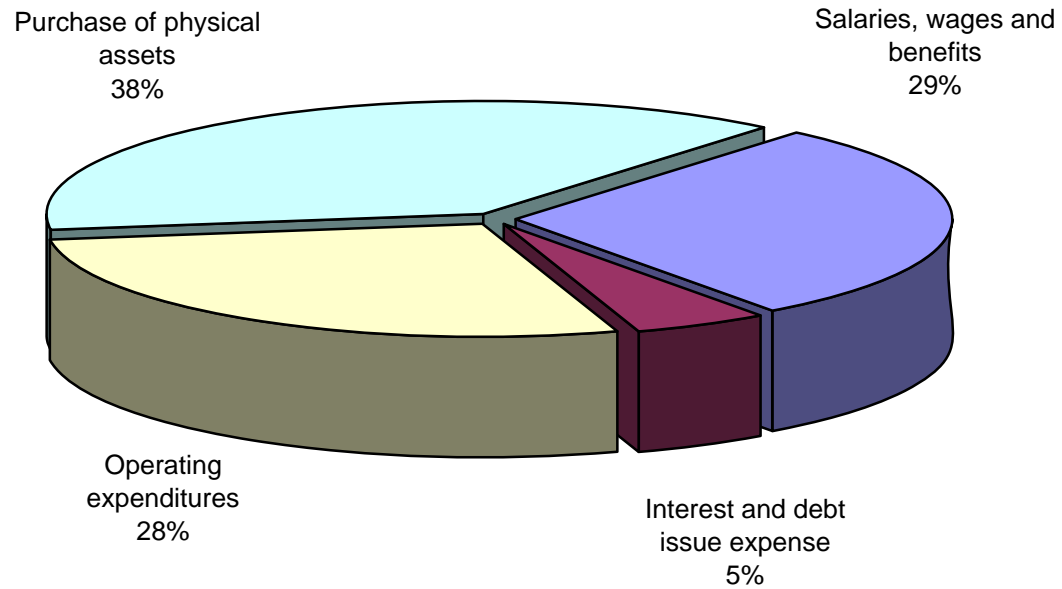
	2007	%	2006	%	2005	%	2004	%	2003	%
<b>Revenue</b>										
Taxes and user fees	\$ 29,335,486	71%	\$ 29,198,983	72%	\$ 26,415,147	70%	\$ 26,412,932	73%	\$ 25,998,379	71%
Payments in lieu of taxes	1,178,259	3%	1,062,390	3%	950,247	3%	965,886	3%	929,992	3%
Services provided to other governments	701,262	2%	681,728	2%	636,141	2%	619,452	2%	1,099,841	3%
Sale of services	2,563,086	6%	2,461,222	6%	2,443,755	6%	2,638,591	7%	2,477,308	7%
Other revenue from own sources	3,331,270	8%	3,152,900	8%	3,247,835	9%	2,364,497	7%	2,063,201	6%
Gifts and contributions	85,454	0%	-	0%	-	0%	-	0%	-	0%
Interest on investments	1,063,611	3%	1,107,783	3%	802,379	2%	543,692	2%	1,150,775	3%
Development cost charges recognized	-	0%	64,276	0%	33,408		-	0%	-	0%
Unconditional transfers from other gov'ts	440,979	1%	432,803	1%	434,291	1%	523,890	1%	195,476	1%
Conditional transfers from other gov'ts	837,296	2%	886,670	2%	1,415,111	4%	787,253	2%	1,867,023	5%
Actuarial adjustment on debt	1,648,551	4%	1,387,923	3%	1,255,044	3%	1,132,238	3%	972,811	3%
	41,185,254	100%	40,436,678	100%	37,633,358	100%	35,988,431	100%	36,754,806	100%
<b>Expenditure</b>										
General government	3,983,333	12%	3,847,866	12%	3,820,898	12%	3,007,159	11%	3,430,032	12%
Protective services	11,004,571	33%	10,691,658	33%	10,287,063	34%	9,928,918	35%	9,626,033	34%
Transportation services	6,443,972	19%	5,714,540	17%	5,233,538	17%	4,982,188	18%	3,788,134	13%
Environmental health services	767,255	2%	624,819	2%	553,079	2%	531,998	2%	523,355	2%
Public health services	106,170	0%	69,872	0%	69,091	0%	79,245	0%	88,042	0%
Development services	1,234,704	4%	2,742,114	8%	1,943,992	6%	820,724	3%	917,450	3%
Recreation and cultural services	4,736,598	14%	4,148,471	13%	4,214,711	14%	4,391,945	16%	4,493,309	16%
Sewer utility	3,204,611	10%	3,053,409	9%	2,827,232	9%	3,013,642	11%	1,294,635	5%
Water utility	1,912,239	6%	1,899,672	6%	1,678,086	5%	1,360,155	5%	913,004	3%
Interest and debt issue expense*	-	0%	-	0%	-	0%	-	0%	3,513,631	12%
	33,393,453	100%	32,792,421	100%	30,627,690	100%	28,115,974	100%	28,587,625	100%
<b>Net revenue</b>	<b>\$ 7,791,801</b>		<b>\$ 7,644,257</b>		<b>\$ 7,005,668</b>		<b>\$ 7,872,457</b>		<b>\$ 8,167,181</b>	

\*Consolidated by function from 2004 forward.

### Consolidated Expenditures by Object

	2007	%	2006	%	2005	%	2004	%	2003	%
Salaries, wages and benefits	\$ 15,800,424	29%	\$ 14,024,935	27%	\$ 13,972,182	33%	\$ 12,642,651	33%	\$ 11,390,834	31%
Interest and debt issue expense	2,638,699	5%	3,164,683	6%	3,277,764	8%	3,258,604	8%	3,513,632	10%
Operating expenditures	15,249,343	28%	15,792,678	31%	13,413,498	32%	12,278,784	32%	13,683,162	37%
Purchase of physical assets	20,864,630	38%	18,330,243	36%	11,394,258	27%	10,460,829	27%	8,052,995	22%
	<u>\$ 54,553,096</u>	<u>100%</u>	<u>\$ 51,312,539</u>	<u>100%</u>	<u>\$ 42,057,702</u>	<u>100%</u>	<u>\$ 38,640,868</u>	<u>100%</u>	<u>\$ 36,640,623</u>	<u>100%</u>

### 2007 Consolidated Expenditures by Object



### Consolidated Capital Acquisitions and Sources of Financing

<b>Acquisitions</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>
General government	\$ 433,096	\$ 283,647	\$ 105,177	\$ 91,440	\$ 60,791
Protective services	55,570	82,265	506,133	90,769	96,738
Transportation services					
Airport	25,478	70,822	350,063	237,796	266,270
Roads, storm drains and other	8,350,124	9,556,598	7,443,535	4,598,600	2,140,834
Development services	2,209	24,918	-	-	27,551
Recreation and cultural services	1,889,879	370,550	463,135	1,539,931	2,513,909
Sewer utility	2,555,576	4,538,452	1,170,183	1,189,727	914,447
Water utility	7,845,554	3,402,991	1,356,032	2,712,566	2,032,455
	<u>\$ 21,157,486</u>	<u>\$ 18,330,243</u>	<u>\$ 11,394,258</u>	<u>\$ 10,460,829</u>	<u>\$ 8,052,995</u>

### Sources of Financing

Transfer from operating	\$ 3,060,422	\$ 4,642,462	\$ 2,374,921	\$ 3,769,663	\$ 2,590,959
Development cost charges recognized	1,620,157	538,769	1,690,099	110,717	61,745
Government grants	4,190,782	1,361,462	478,705	787,734	133,632
Gifts and contributions	10,666,483	7,821,080	4,476,981	3,628,874	3,878,932
Debt	759,889	2,480,126	2,143,552	2,163,841	1,387,727
Transfers from reserves	380,937	779,197	-	-	-
Transfers from own funds	478,816	707,147	230,000	-	-
	<u>\$ 21,157,486</u>	<u>\$ 18,330,243</u>	<u>\$ 11,394,258</u>	<u>\$ 10,460,829</u>	<u>\$ 8,052,995</u>



*City Hall circa 1960*