

# 2020 Annual Report

For the fiscal year ended December 31, 2020  
Campbell River, British Columbia



City of  
Campbell  
River



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Photo credits and many thanks go to:  
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Christopher Pouget, Dani Karrass,  
Destination Campbell River, Dominik Schroder,  
Lee Simmons, Strathcona Photography,  
Tyler Cave, Tanya Wood





INTRODUCTION

# Message from the City







# Message from the City



Andy Adams  
Mayor

So much of 2020 was about responding to the many, many changes brought on by COVID-19.

The pandemic is proving to be an ultra-marathon that continues to test community adaptability and innovation. The City of Campbell River's 2020 Annual Report illustrates some of the ways City departments and employees rose to the challenge of these extraordinary circumstances, and how we're planning to emerge from the pandemic even stronger.

We have always known that change and uncertainty are part of life. The pace is accelerated by the pandemic, requiring significant adjustments that have us living and working in new ways.

Thank you for everything you've done to work with us to keep the community moving forward safely.

We welcomed you into online forums and Council meetings.

We cheered you on in outdoor and online fitness classes.

We applaud the adaptability of local businesses, and community members jumping at opportunities to support them in new ways (online ordering, take-out dining, home-delivery) – and, in the case of the Pier Street Farmers Market, finding a new location.

We recognize that the prolonged requirement to curtail and modify business activity can make it extremely difficult to remain profitable, and we encourage you to continue to support local businesses in whatever way you can.

Businesses, please stay connected with our economic development office to keep current on recovery-support opportunities. That team continues to work to provide resources and a support network to keep as many doors open as possible.

We appreciate your care and concern for each other, your willingness to make the most of the many good opportunities we have close to home, and your patience and diligence in following new safety procedures in so many activities.

Consistently over this tremendously difficult year, Campbell River demonstrated resilience.

A huge thank-you to our non-profit partners and contractors who found ways to maintain much-needed momentum. In particular, we appreciate ongoing collaborative efforts to help people in need, and the continued work on major projects like the Robron Fieldhouse, Bike Skills Park and progress on the Hwy 19A waterfront improvement project.

Throughout 2020, the City continued to provide as many services as possible with a heightened triple focus on safety, community service and cost savings.

We are deeply concerned about the financial impact of the pandemic on residents and local businesses. With community relief in mind, early in the year, we began forecasting pandemic-related revenue loss and carefully considered decisions to cancel or postpone projects and reduce services to offset the losses rather than raising taxes to cover the difference.



That's why the 2021 City budget includes \$1.24 million in overall service reductions and \$360,200 in permanent cuts.

In 2020, approximately \$120 million was invested in new development locally, with 325 new residential units, including 105 single family homes. Campbell River benefited from \$596,600 in additional property tax revenue coming from new construction, which helped us keep property tax increases to a minimum.

Campbell River continues to grow, and builders quickly adopted to new online systems – another COVID-19 necessity – to move forward with development plans. About 98 per cent of all development applications and payments are now processed electronically.

Local governments across British Columbia were fortunate to receive provincial COVID-19 Safe Restart grants. Campbell River received \$4.6 million, a portion of which was used in 2020 to prevent a deficit.

Council will determine how to use the balance of this one-time grant funding for critical and essential future needs that will provide community benefit.

City Council and employees remain committed to providing exceptional public service in the face of unprecedented safety and cost restraints resulting from the pandemic.

COVID-19 has proven the caliber of our employees. It's confirmed our ability to maintain a safe workplace, and the important part we play in limiting community spread of the virus in Campbell River.

As we anticipate another challenging year in 2021, it's heartening to know that Campbell River is filled with good neighbours, and served by exceptional people. Together, we have adjusted as necessary, to take care of each other and carry on – and to be well-positioned to move forward once the pandemic eventually resolves.

One of our 2021 projects is a community satisfaction survey, including a section on our response to COVID-19. Your feedback will help us ensure City services continue to meet community needs.

Your input is always welcome. Please contact us to share ideas and to ask questions.

We look forward to connecting with you, and continuing to serve our community.

Take care, Campbell River.



**Deborah Sargent**  
City Manager



# Awards

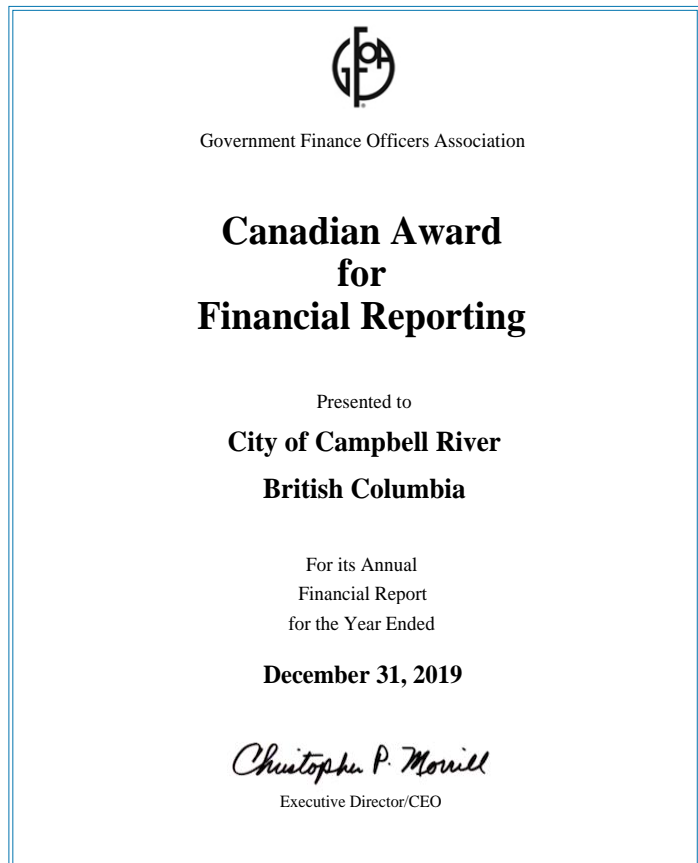
## In 2020, the City was recognized for:

- Economic Development Marketing Innovation Award, NexStream Tech Competition
- Economic Development Marketing Innovation Award, NexStream Tech, BCECommunications, including first-ever video award of excellence. (View at [youtube.com/cityofcampbellriver](https://youtube.com/cityofcampbellriver))
- Canadian Award for Financial Reporting (2019 Annual Report) GFOA
- Excellence in Government Finance Award (2019 Financial Stability and Resiliency Policy) GFOA
- Environment Award for a Municipality with a Population Between 20,001 and 100,000, Campbell River Rising Sea (CAMA)
- Sustainable Communities Award, Campbell River Rising Sea (FCM Green Municipal Fund)

See more details at [campbellriver.ca](https://campbellriver.ca) under City Honours.

## Canadian Award for Financial Reporting

We are proud to announce that the City received the Canadian Award for Financial Reporting for its Annual Financial Report for the Fiscal Year beginning January 1, 2019, for the third consecutive time.











# 2020 YEAR IN REVIEW



Adapting to COVID-19, the City worked quickly to move services online where possible and established protective systems to provide safe access to in-person services. A COVID-19 webpage, signs, regular updates from the Mayor and City Manager, advertising and social media posts helped keep people informed.

To encourage everyone to keep safe and healthy, Campbell River icon Logger Mike began wearing a mask.

To support community resilience, the City donated \$20,000 to the Campbell River Community Foundation fundraiser for local non-profit assistance.

The City also promoted shop local campaigns, helped businesses adapt by moving marketing and services online, and supported restaurants expanding patio service.

To provide some taxpayer relief, the City delayed the deadline for property tax payments, rolled back user fees to 2019 rates and cut almost \$2 million in service costs by postponing or cancelling some projects and programs.

The effects of the global pandemic are also reflected in the City's 2021 budget. To offset lost revenue, Council has confirmed \$1.24 million in service reductions for next year, \$360,000 of which are permanent cost-savings.





# Community Health

## Paint the Town Red

Businesses got creative and displayed their sporting spirit in advance of the Rogers Hometown Hockey Tour. Because of the pandemic, the late March event was cancelled.

## Campbellton Projects

The Campbellton wayfinding signs and 19th Avenue park projects continue. Both help promote safe, outdoor activity and connect people to the river and natural surroundings.

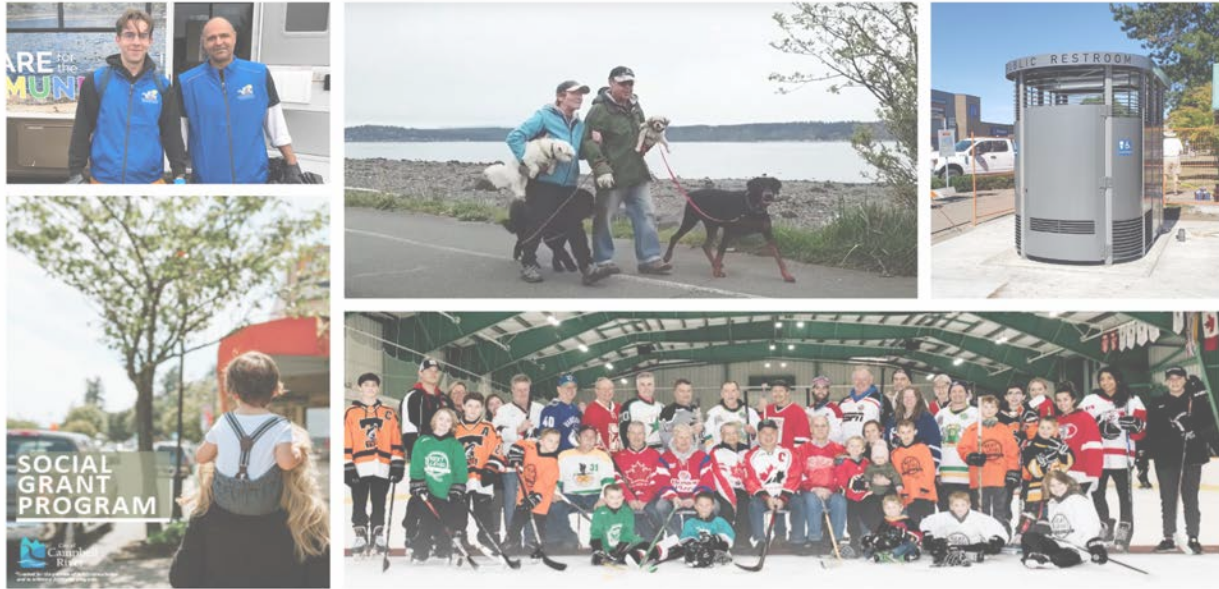
## New Public Washroom Downtown

Designed for improved safety, durability, accessibility and visibility, the new downtown washroom was installed near Spirit Square to help reduce maintenance costs and unsafe activity.

## Downtown Safety

Council appointed seven volunteers to recommend immediate action to create a more inviting downtown core. The committee will also help determine how best to spend \$225,000 budgeted for downtown safety initiatives in 2021. Grants are also available for property owners and business operators interested in changing storefronts or buildings to enhance downtown safety.





## Be Fit for Life

Six local residents shared their stories in a video about improving physical and mental health through fitness classes at the Sportsplex and Community Centre.

## Get the Point - Community Cleanup

Volunteers picked up garbage and sharps while connecting with people using substances and experiencing homelessness. The Province provided grant funding for similar programs in several communities in response to the overdose crisis.

## Pledge Against Racism

City Council signed on to the #DifferentTogether pledge condemning racism. As part of the pledge, the City commits to speaking up and opposing racism and hate in all its forms.

## Social Grants

Twelve projects were advanced through the City's new social grants program.



# Economic Development

## In the Market for Tech Innovation

The NexStream Competition drew international attention.

With the support of Campbell River Area Angel Group, investors and mentors, 40 inventors developed solutions to local industry challenges, in a bid for prizes up to \$75,000.

The winners developed a portable energy pod that uses a renewable energy source, and a fermented sauce using by-products from processing quality seafood. The success of this program inspired NexStream 2.0, which offers up to \$300,000 in prizes.

## EDAC Marketing Canada Awards

### Event Category - NexStream Tech Competition

The NexStream Tech Competition was praised for being a clear team effort that capitalized on the power of social media to bring international attention to the event.

### Promotional Item Category - Naturally, Campbell River Boxes

The judges commented that this was an “excellent way to unify the community around a shop local message.”



## Business Recovery Task Force

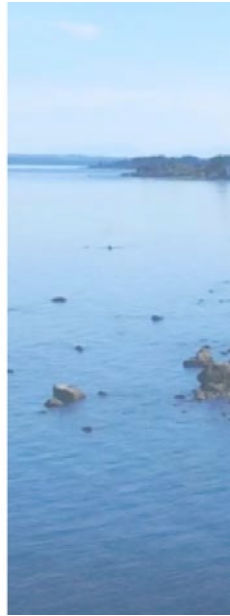
Council welcomed a report by volunteers who conducted a number of interviews on the state of the local economy and provided recommendations to assist business recovery. As a result, Council has committed to meet regularly with local forestry and aquaculture representatives.

## CRadvantage Extension

The City's high-speed internet service expanded using micro-trenching rather than large-scale excavation – for reduced cost and minimal traffic disruption. CRadvantage's affordable service helps local businesses compete internationally and supports growth in the technology sector.



# Climate Action



## Multiple Awards for Campbell River Rising Seas

The City won a Sustainable Communities Award for multi-year planning work to help the community adapt to rising sea level caused by climate change. This award honours the most innovative environmental initiatives in communities across Canada.

This project also received national recognition with an environmental award of excellence from the Canadian Association of Municipal Administrators.



## FireSmart Gardening Guide

A new guide offers landscaping tips that can help safeguard local homes. Printed booklets were distributed through some garden supply centres.

Information is also posted online at [campbellriver.ca/firesmart](http://campbellriver.ca/firesmart)

## Tree Planting

A Tree Canada grant helped plant 20 new ornamental pear trees at the Campbell River cemetery and 12 new trees of various varieties along 9th Avenue at City Hall. In 2020, City crews planted more than 130 trees to benefit pollinators, birds and people.



# Building

## Waterfront Upgrade Project

Construction continued on major upgrades to water, sewer and storm drains north from Rockland Road to 1st Avenue. Above-ground improvements from Rockland Road to the Big Rock boat ramp are scheduled for early 2021 and include burying overhead wires and installing a roundabout centre feature inspired by tidal pools.





## Roberts Reach Seawalk

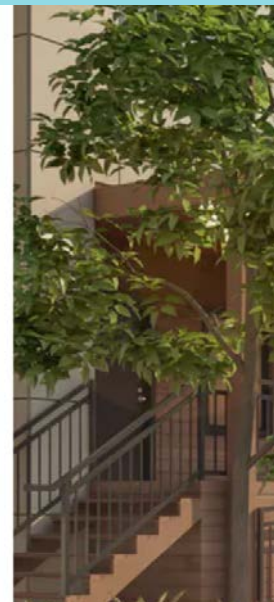
City crews put finishing touches on this stretch of the popular walkway, including pouring concrete for a viewing stop and placing memorial benches.

## Rotary Fieldhouse

This new 4,500-square-foot community facility at Robron Park includes a multipurpose room, kitchen, change rooms and washrooms. The City invested \$1.2 million, and nearly 300 donors contributed approximately \$650,000. Huge thanks to the many community partners who championed this project – especially the Campbell River Youth Soccer Association for getting the ball rolling.



# Housing and Development



## Support for Fire Evacuees

Following a fire that destroyed an apartment building in early April, the City worked with local agencies and the Province to provide temporary food, supplies and accommodation for people who had lost their home and belongings. In July, some apartment building tenants relocated to new suites at Riverside Village, following the provincial purchase of the former Heritage River Inn Motel for this purpose.

## Housing Partnerships

The City donated land to a BC Housing project that will create 40 new rental units for women and children next to Rose Harbour. BC Housing also began construction of a 50-unit supportive housing project on City property at 580 Dogwood Street.



## Quinsam Heights Estate Designation Change

Following a review of housing policies, an Official Community Plan amendment has removed the “estate” land designation in this neighbourhood. This will allow the City to consider proposals for more and different types of development here.

The change does not affect current zoning, and any future proposals for zoning changes would continue to require neighbourhood notification and a public hearing.

## Housing Growth Review

A number of reports on services, opportunities and limitations in different neighbourhoods will lay the foundation for a comprehensive housing growth strategy for the next 10 years.



# About Us

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# Enriched by Land and Sea

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

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

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

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

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

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

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

## Campbell River is home to three First Nations.

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

# Community at a glance



**143.1**KM<sup>2</sup>




**POPULATION\*\***  
35,629



**AGE\*\***  
0-14 Years: **15%**  
15-64 Years: **64%**  
65+: **21%**  
Average Years: **47**

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



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



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



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



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



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

\*Statistics Canada; more info here: [bit.ly/2E3ajLz](http://bit.ly/2E3ajLz)

\*\*BC Statistics; more info here: [bit.ly/2JUAATC](http://bit.ly/2JUAATC)



# Elected Officials

## Council's Strategic Plan 2020 - 2023

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



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



**Councillor Michele Babchuk**  
Six years as Councillor

*Elected to Provincial Legislature in October 2020; resigned seat on Council by year-end.*



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



**Councillor Kermit Dahl**  
Two years as Councillor



**Councillor Colleen Evans**  
Six years as Councillor



**Councillor Ron Kerr**  
Nine years as Councillor



**Councillor Claire Moglove**  
Eight years as Councillor

# Strategic Priorities



## Management & Governance

- COMMUNITY INPUT
- GOOD GOVERNANCE
- INFRASTRUCTURE



## Growth Management

- HOUSING
- FUTURE GROWTH AREAS
- VISION



## Livability

- SAFETY
- RECREATION & CULTURE
- WATERFRONT



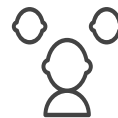
## Environment

- CLIMATE CHANGE
- NATURAL ASSET MANAGEMENT
- SOLID WASTE



## Economic Health

- ECONOMIC DEVELOPMENT
- BUSINESS VITALITY
- TOURISM



## Relationships

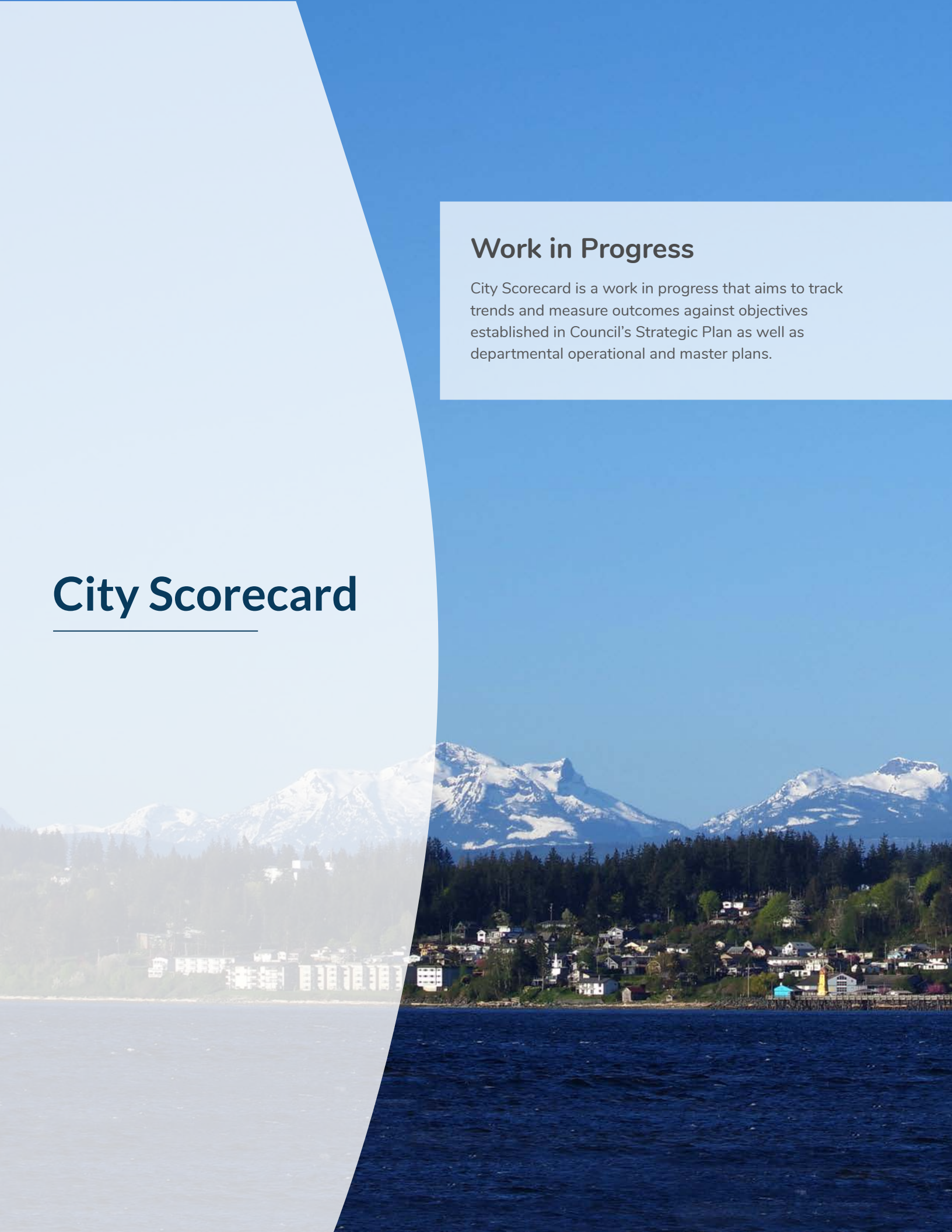
- MOST VULNERABLE
- FIRST NATIONS
- REGIONAL HEALTH



# City Scorecard

## Work in Progress

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



## Key Performance Indicators

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

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





# City Scorecard Highlights 2020

Online Home Owner Grants



63%

Value of Buildings Saved from Fire



\$335M

Number of Helpdesk Support Requests



5,260

Value of Projects Awarded



\$11.8M

Total Fire Emergency Calls



1,942

Police Services Annual File Count



16,782

Internal Promotions



40%

Construction Projects Completed on Budget



100%

Dogwood Operations  
# of External Service  
Requests



**2,906**

Average Daily  
Water Consumption  
Litres Per Capita



**492**

Recycling in Metric  
Tonnes



**1,287**

Total Hours  
Booked on Fields



**2,758**

Bylaw Offences



**1,511**

Eagle Nest Trees



**45**

Percentage of  
Sewer Lines Flushed



**12%**

Plane Movements



**10,895**

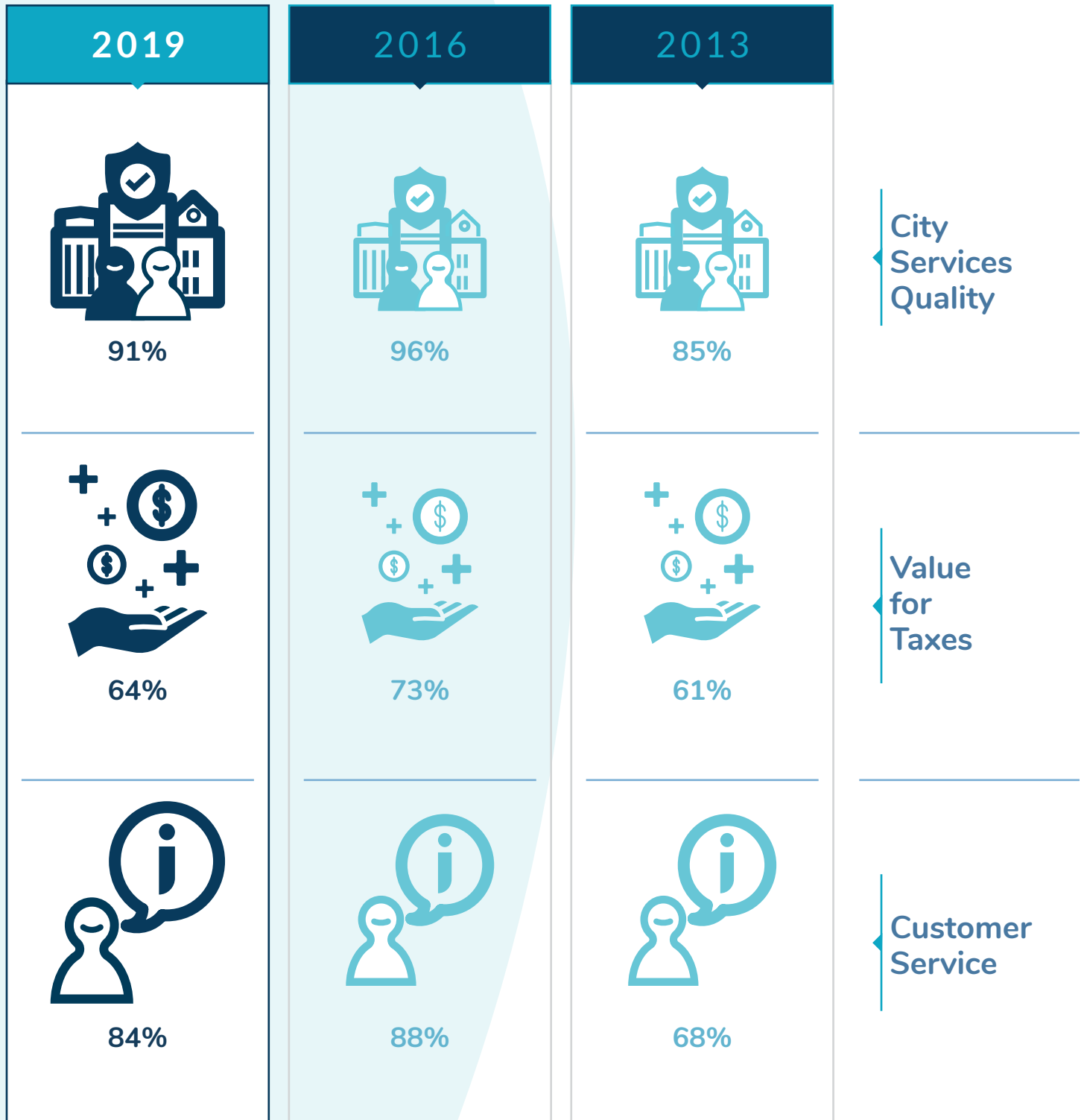
Outdoor  
Fitness Program  
Visits



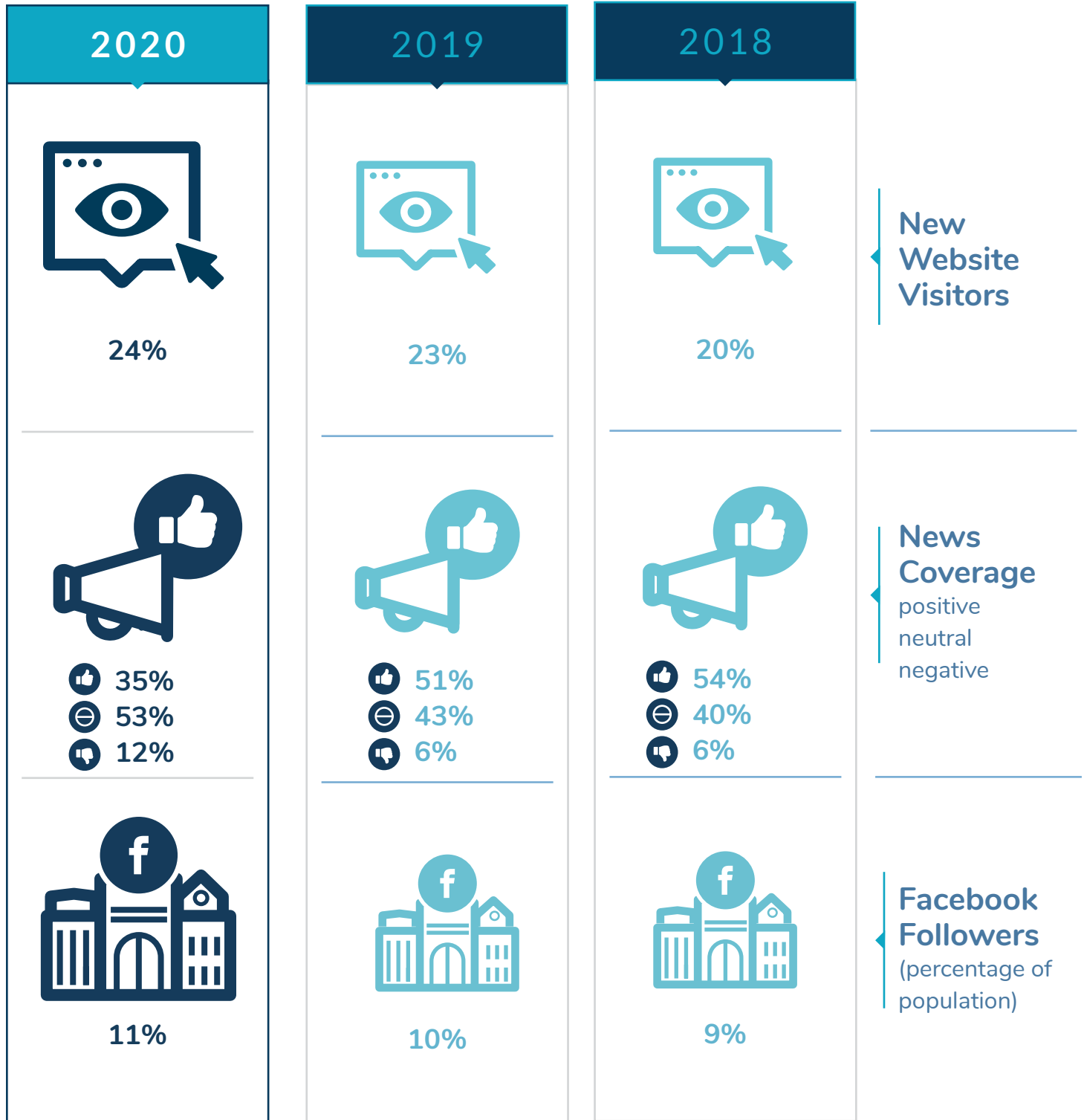
**502**



# City Manager

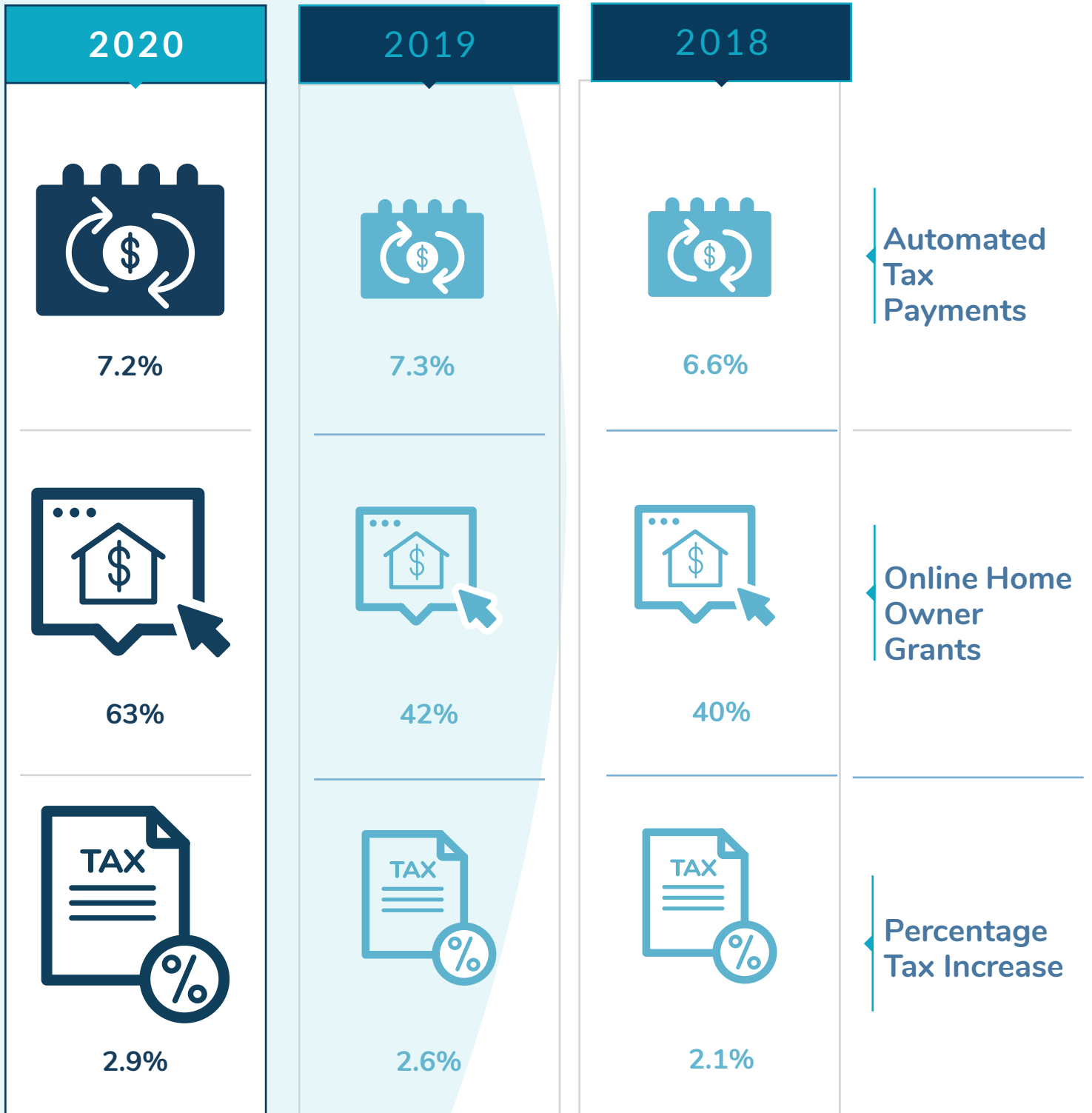


# Communications

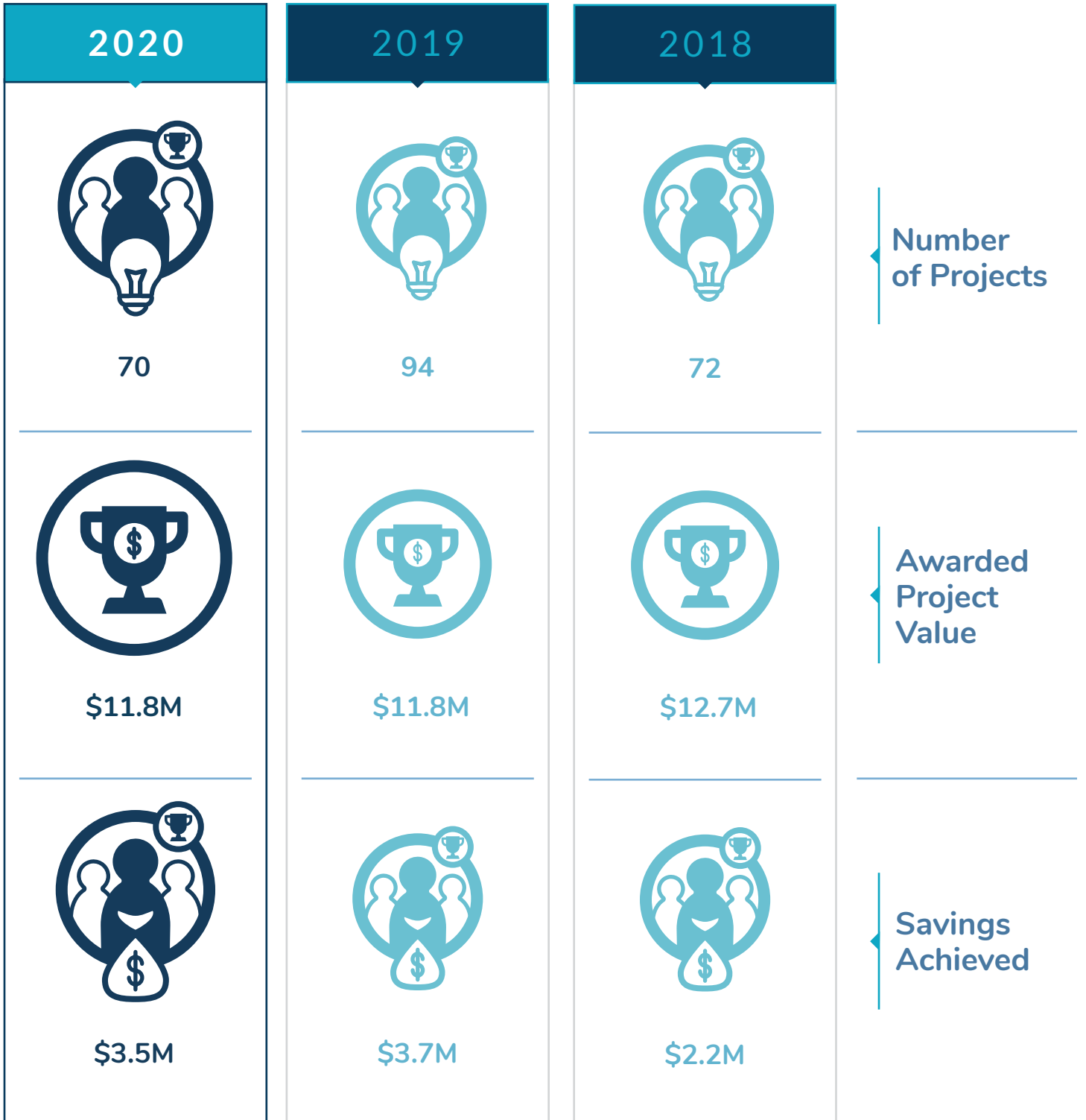




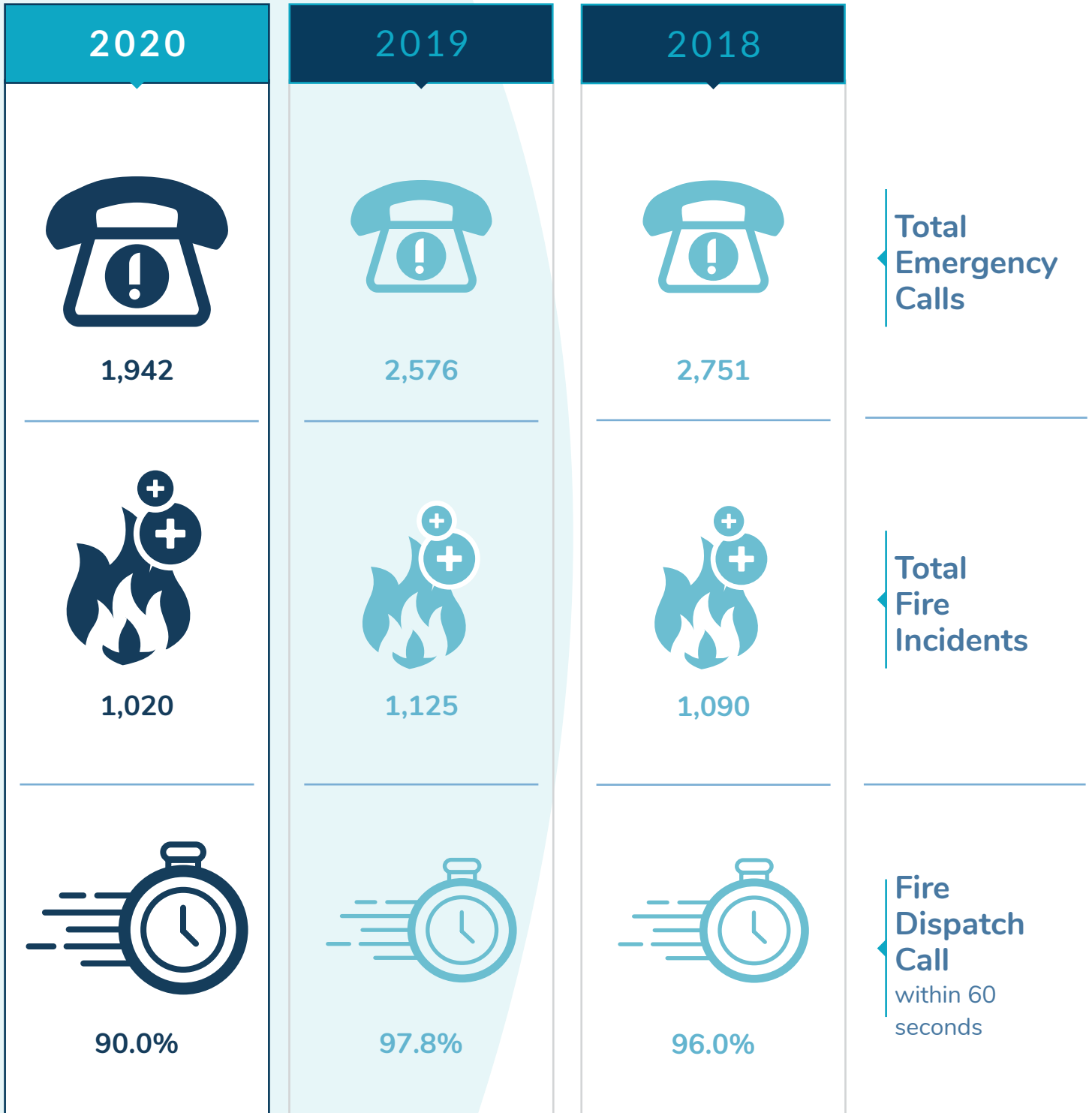
# Finance



# Purchasing



# Fire





# Fire



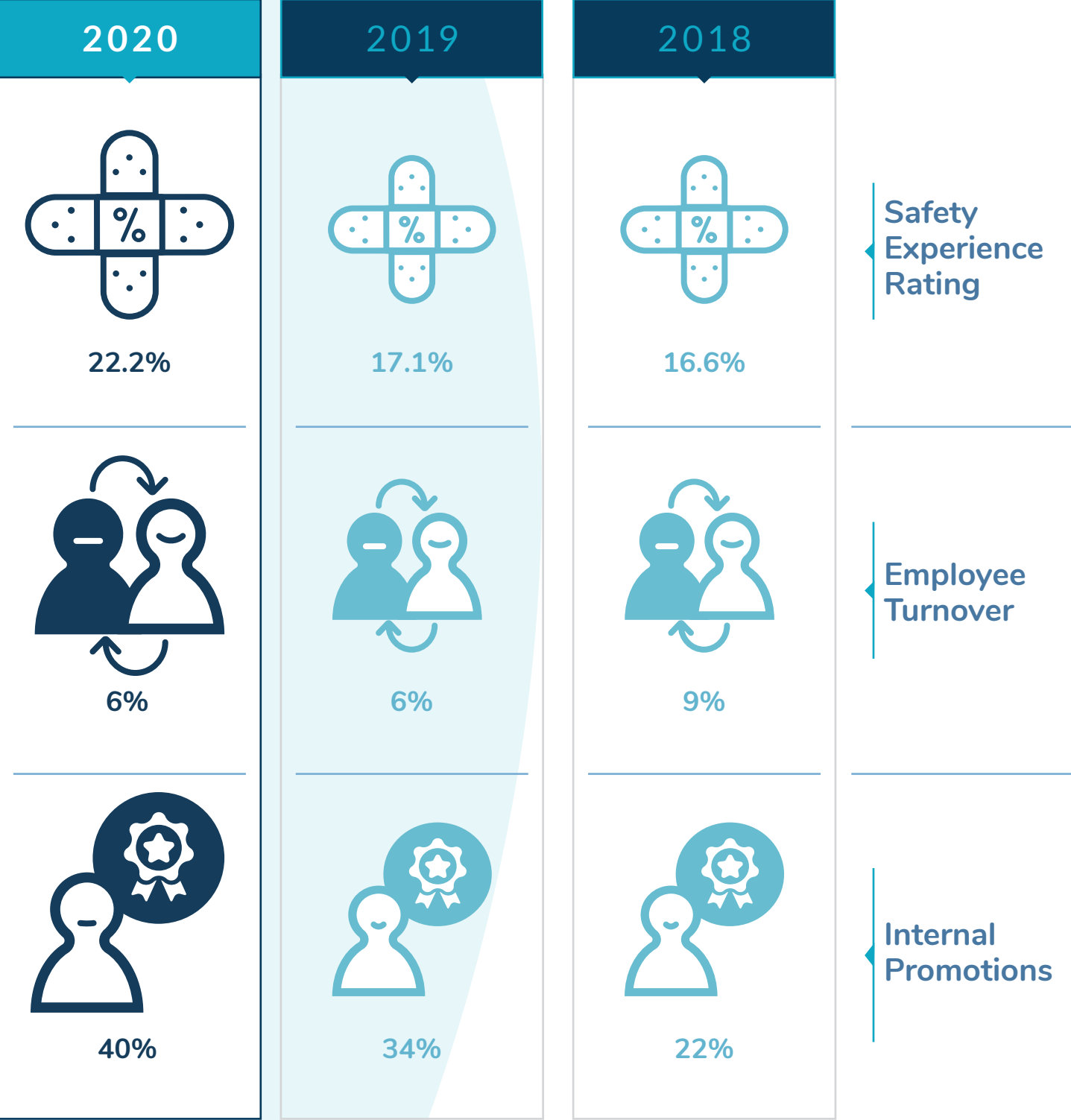
## Value of Buildings Saved from Fire

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

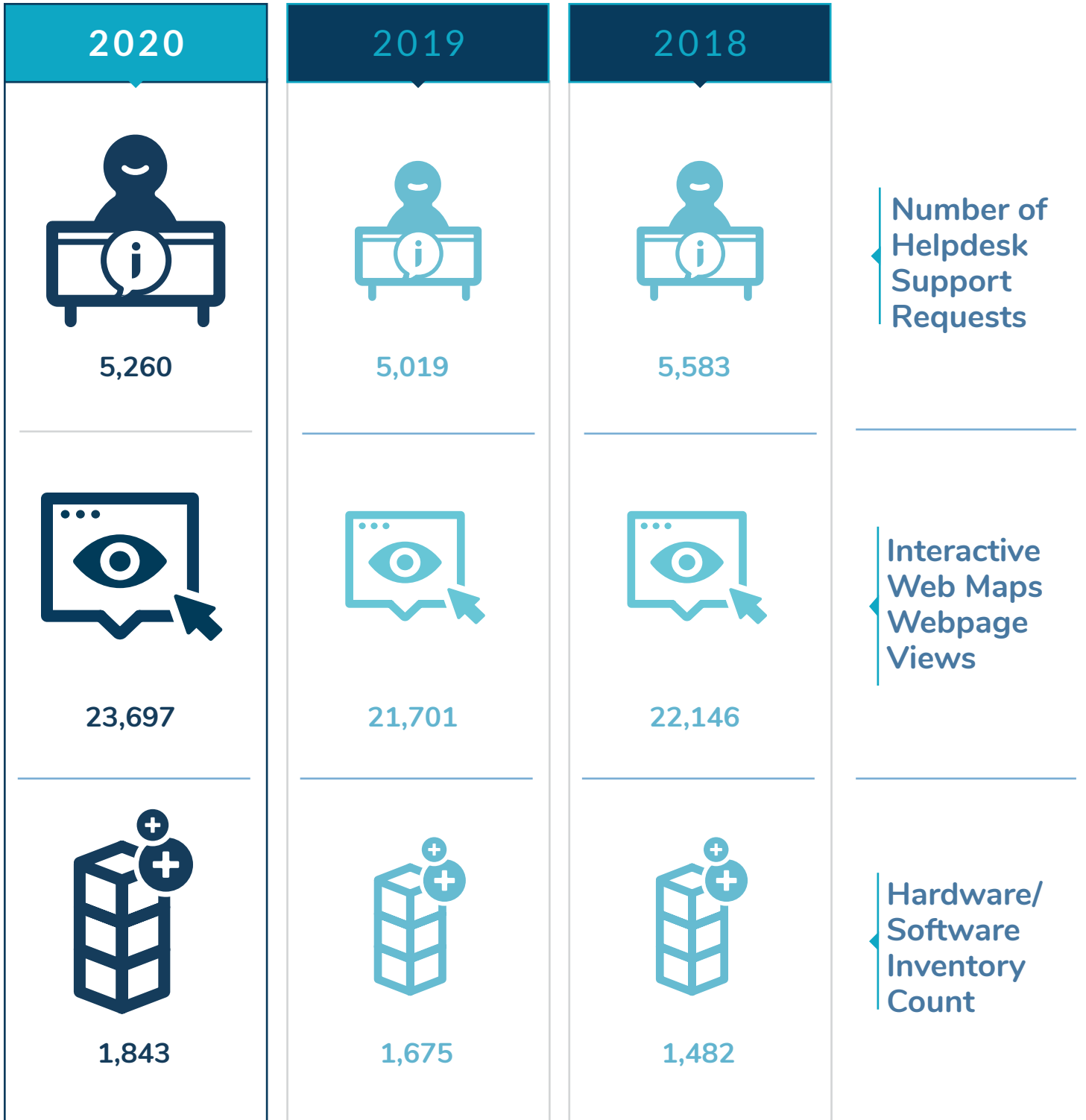
## For Every \$1 Spent on Fire Protection

Insurance Costs Saved by Campbell River Property Owners

# Human Resources

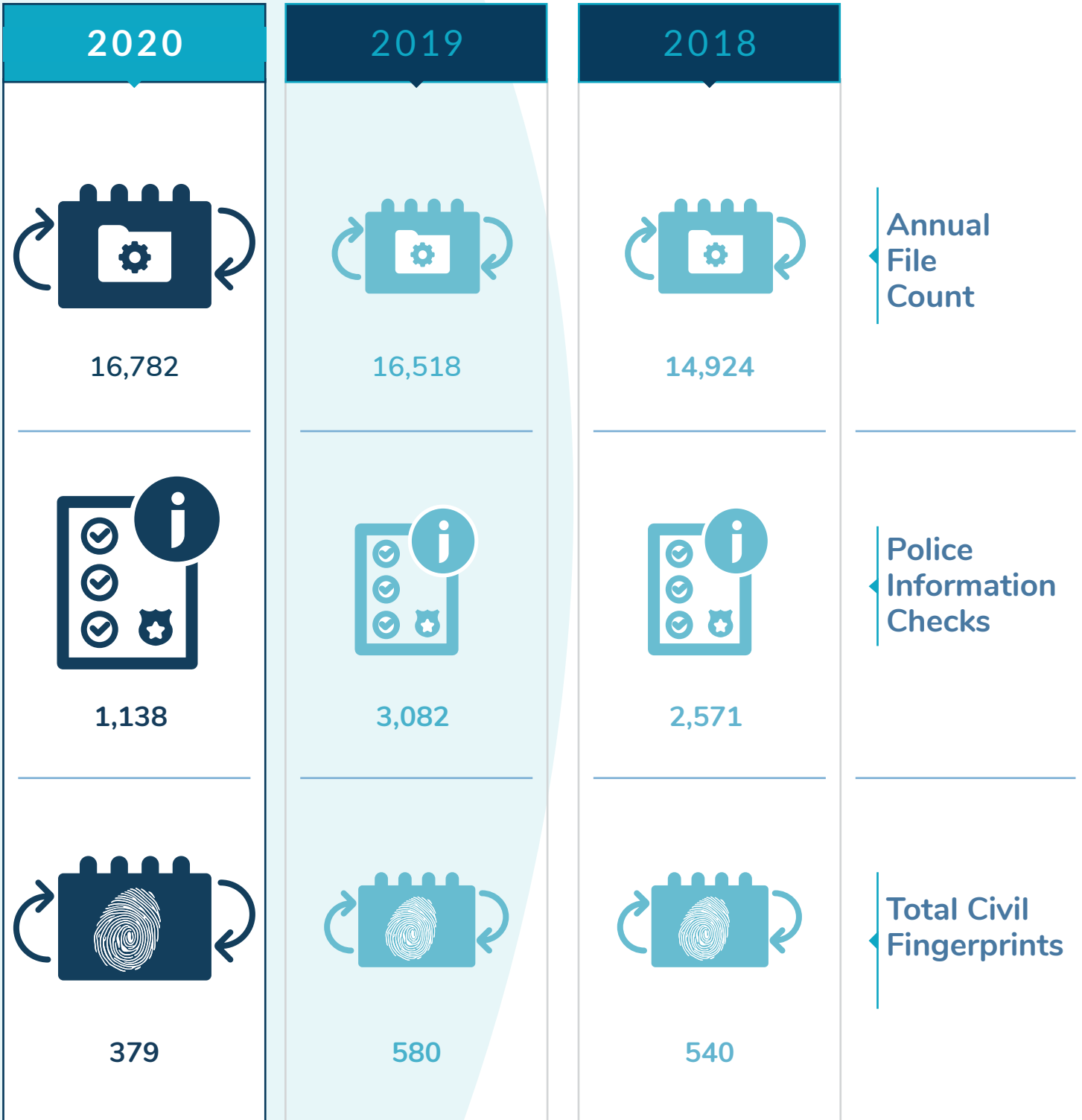


# Information Technology

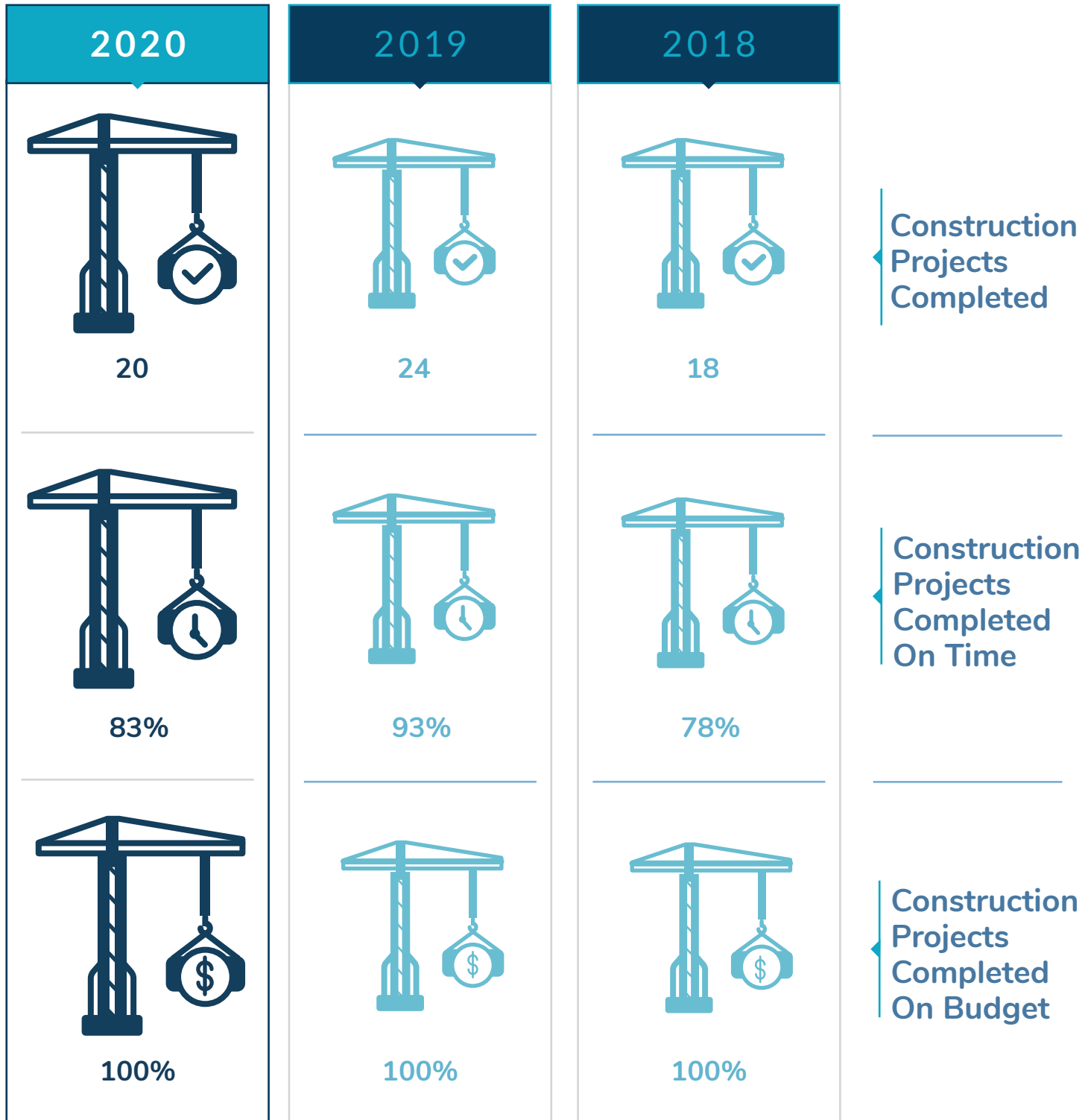













# Police Services



# Capital Works

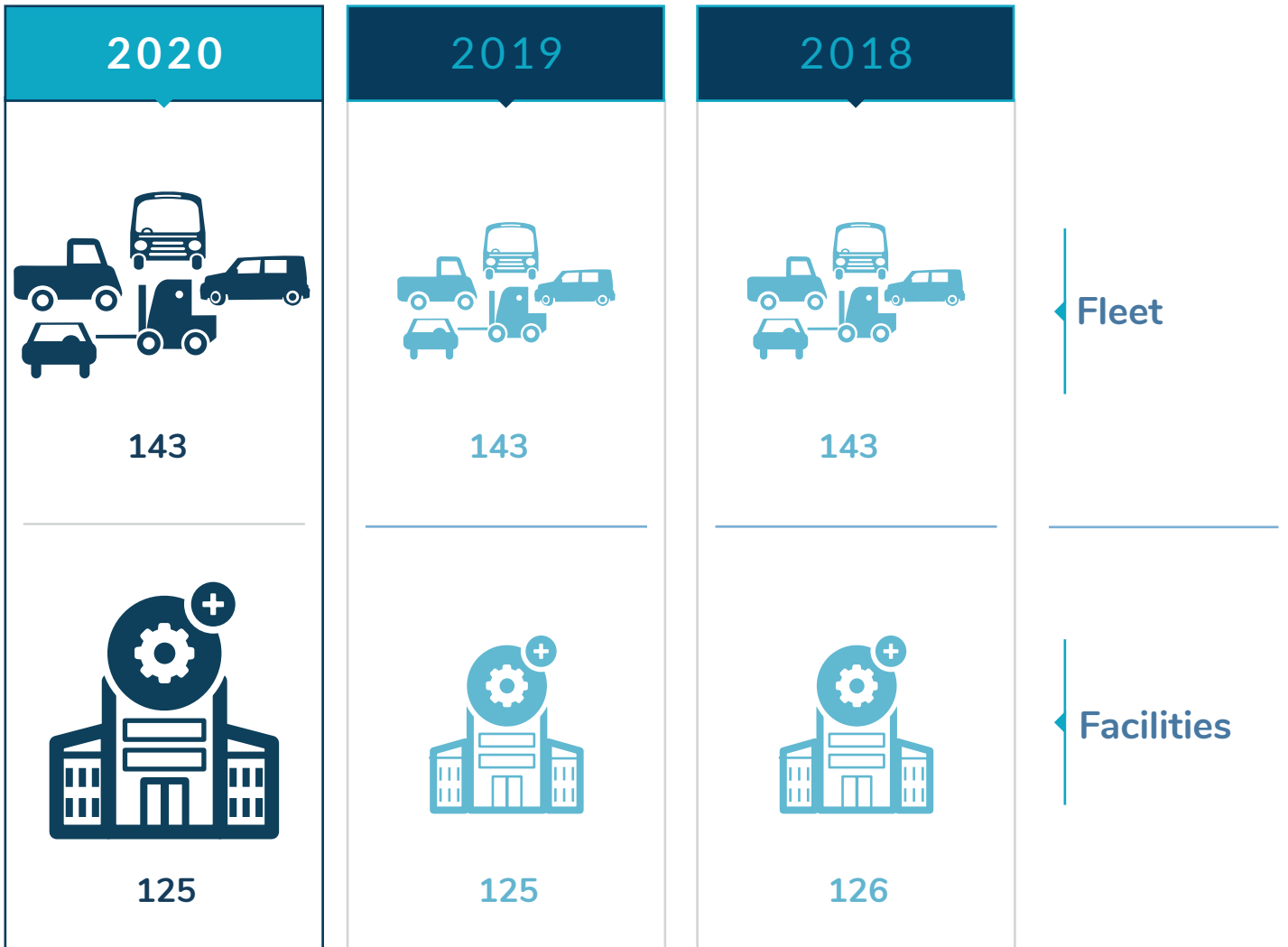


# Fleet and Facilities

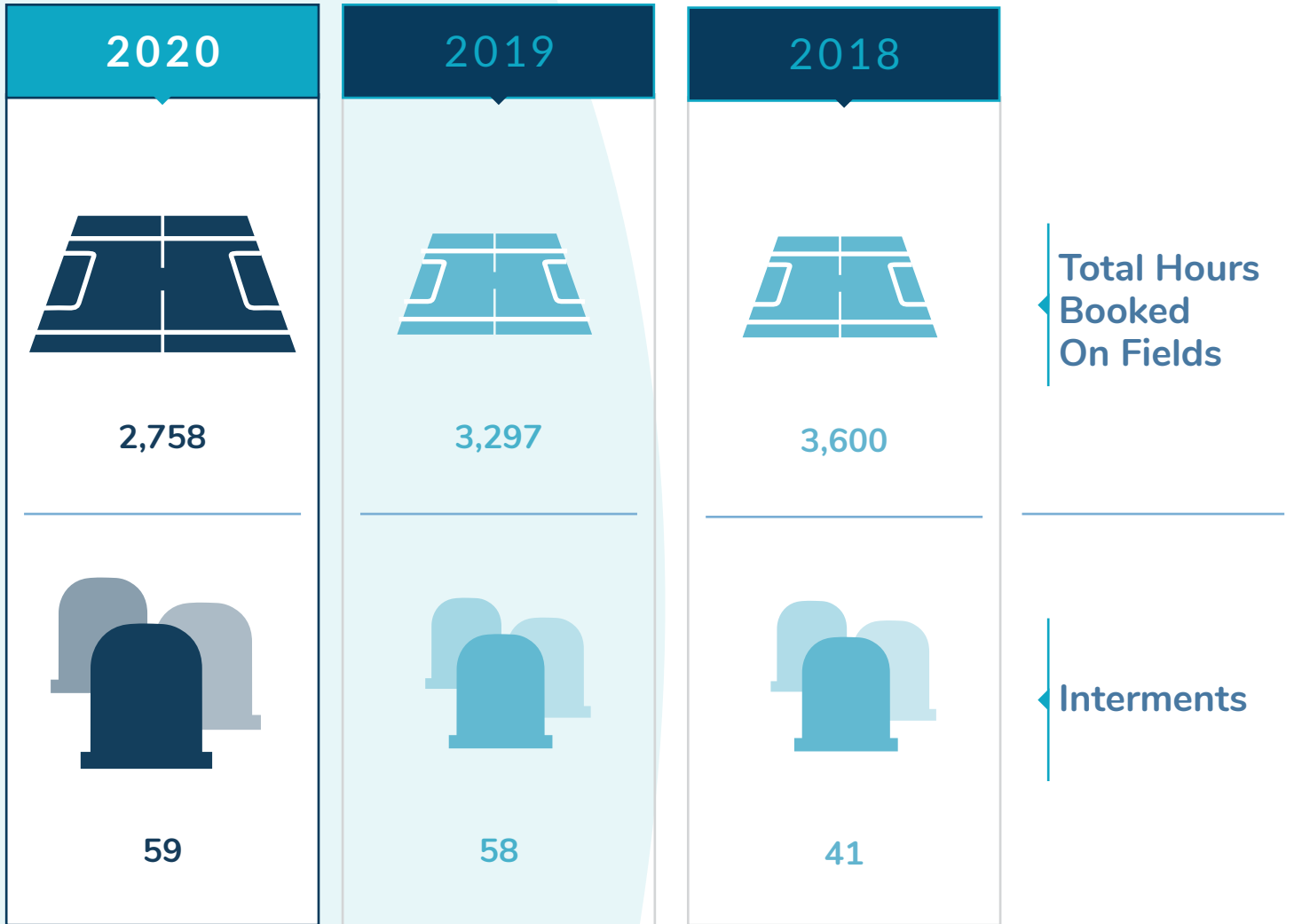
2020	2019	2018	
 \$431K	 \$343K	 \$319K	Stores Inventory Value
 1,693	 1,708	 1,699	Stores Stock Items
 2,906	 2,629	 2,459	Dogwood Operations Centre Number Of External Service Requests



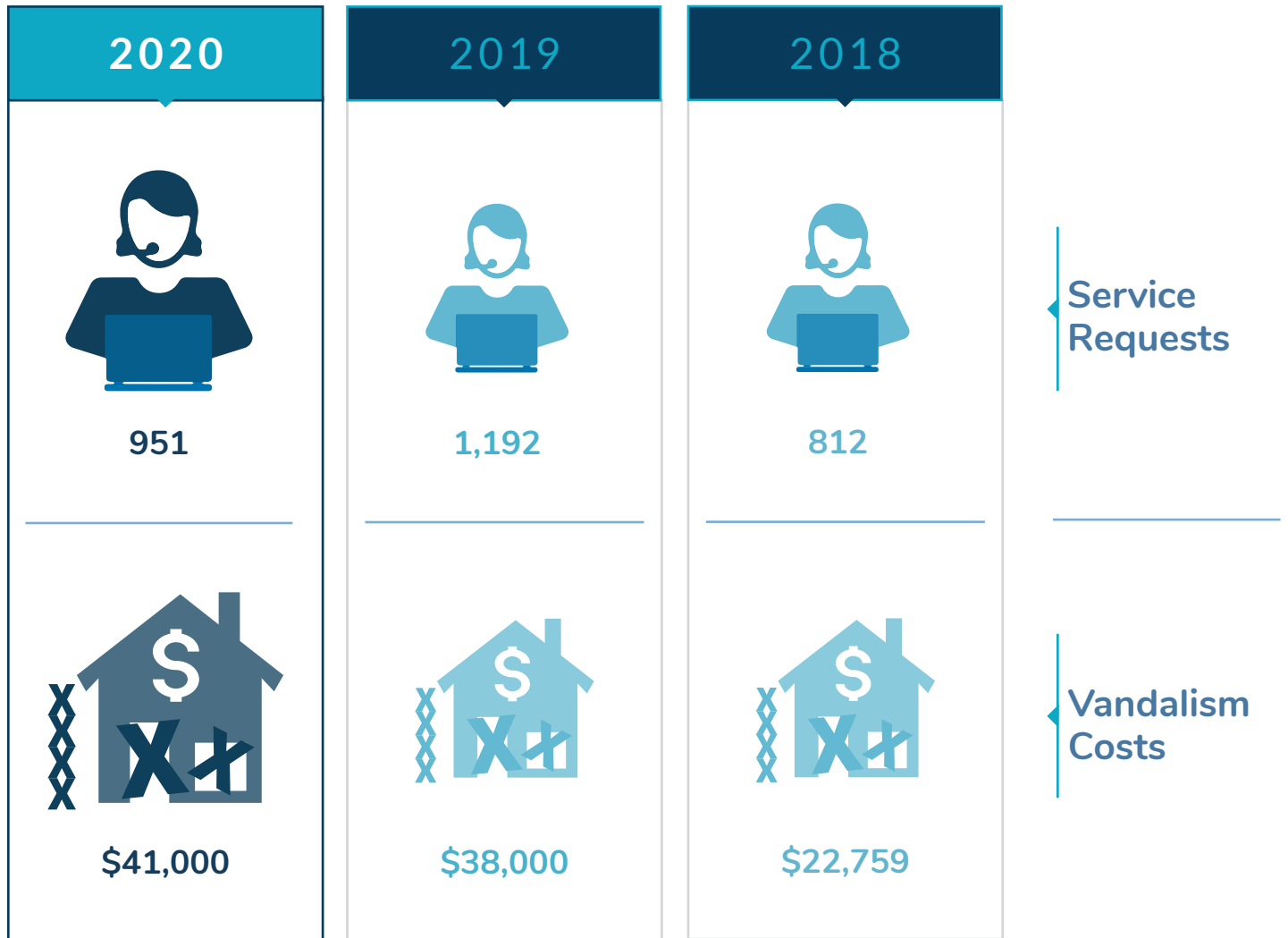
# Fleet and Facilities



# Parks

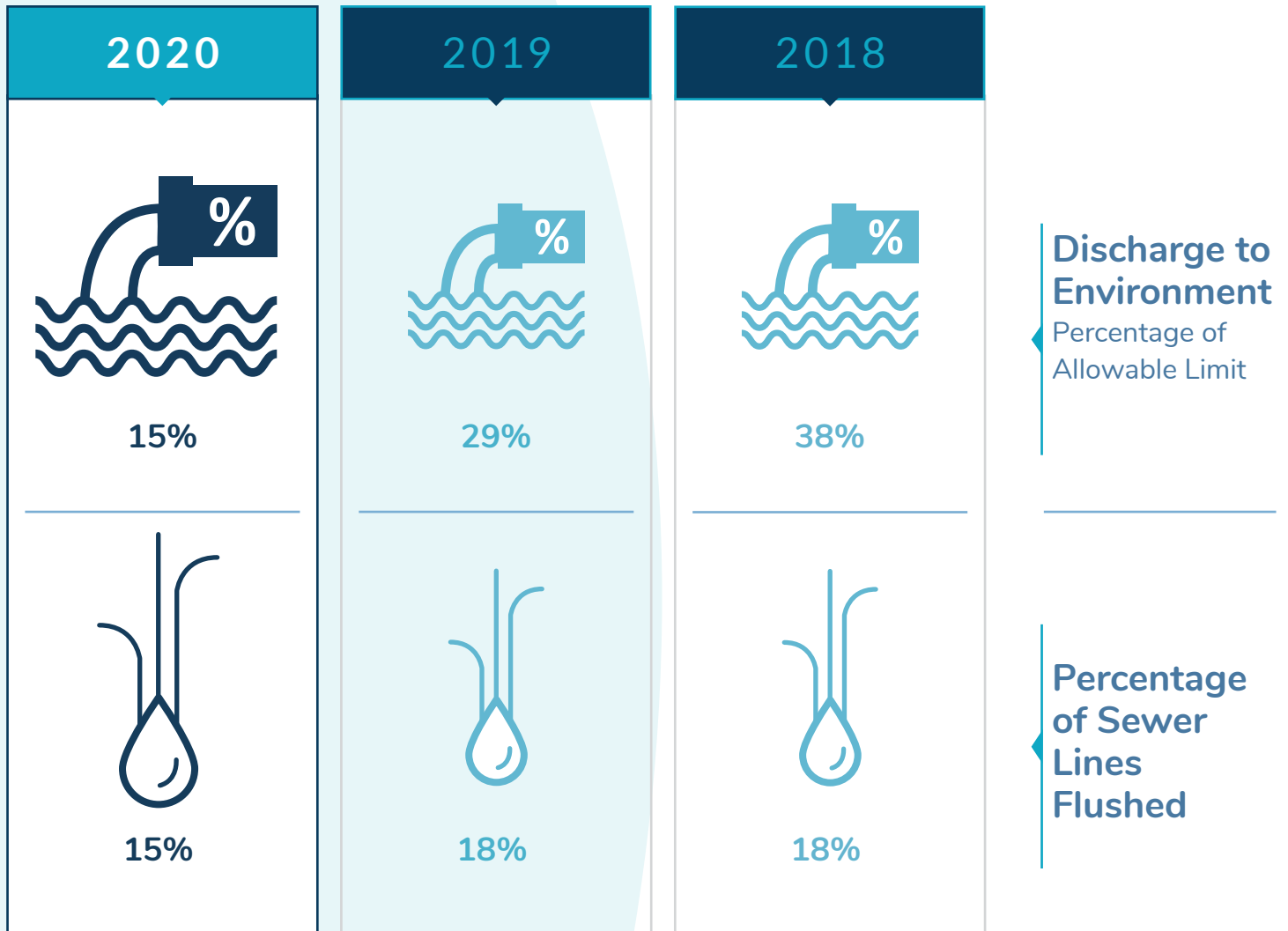


# Parks

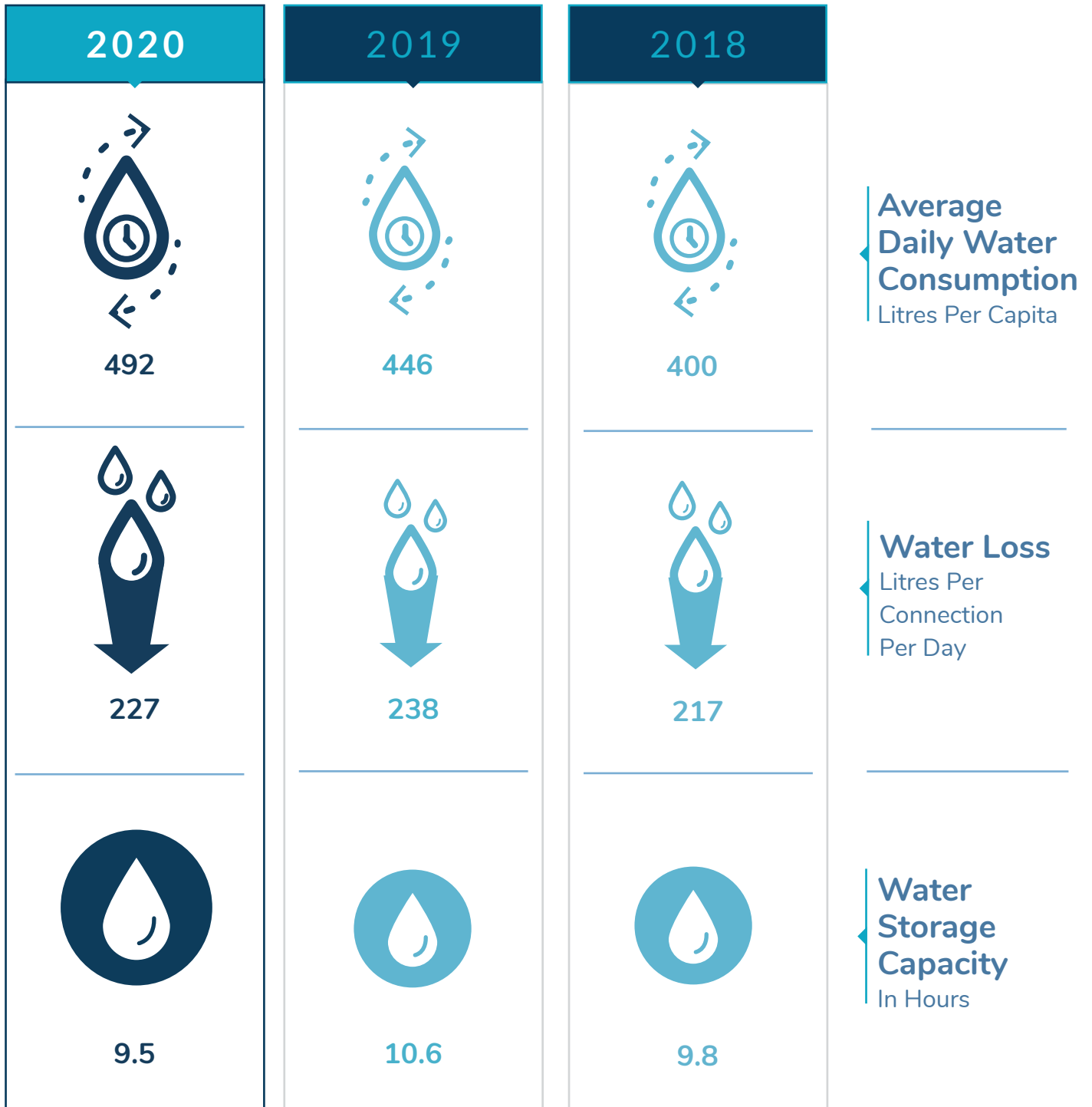




# Wastewater



# Water



# Bylaw Enforcement





# Bylaw Enforcement

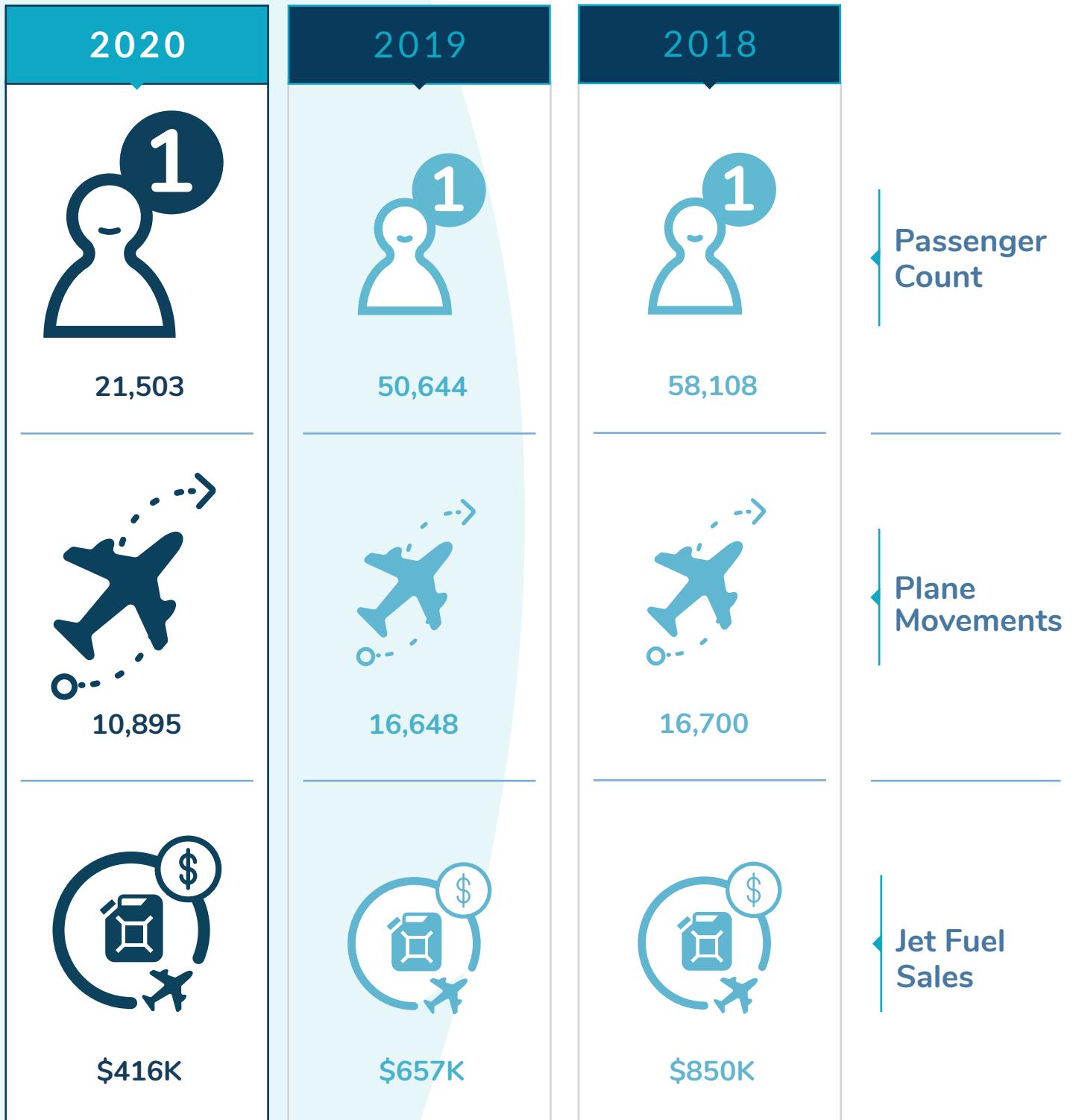


**Calls for Animal Control Service**  
Includes Aggressive, at Large, Barking, Confined, Unlicensed and Deceased Animal Removal

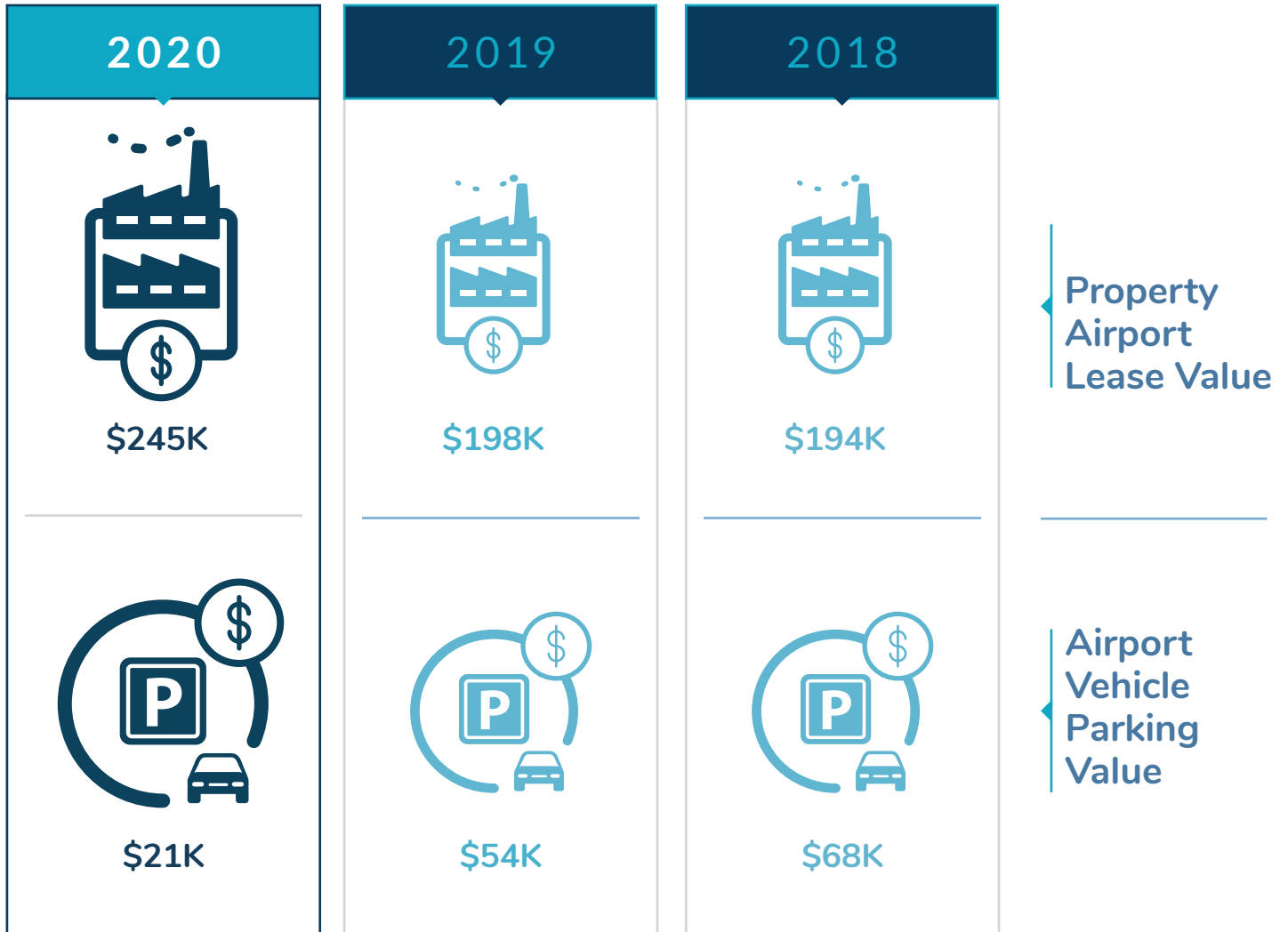
**Homeless Camps Attended**

**Zoning Bylaw Offences**

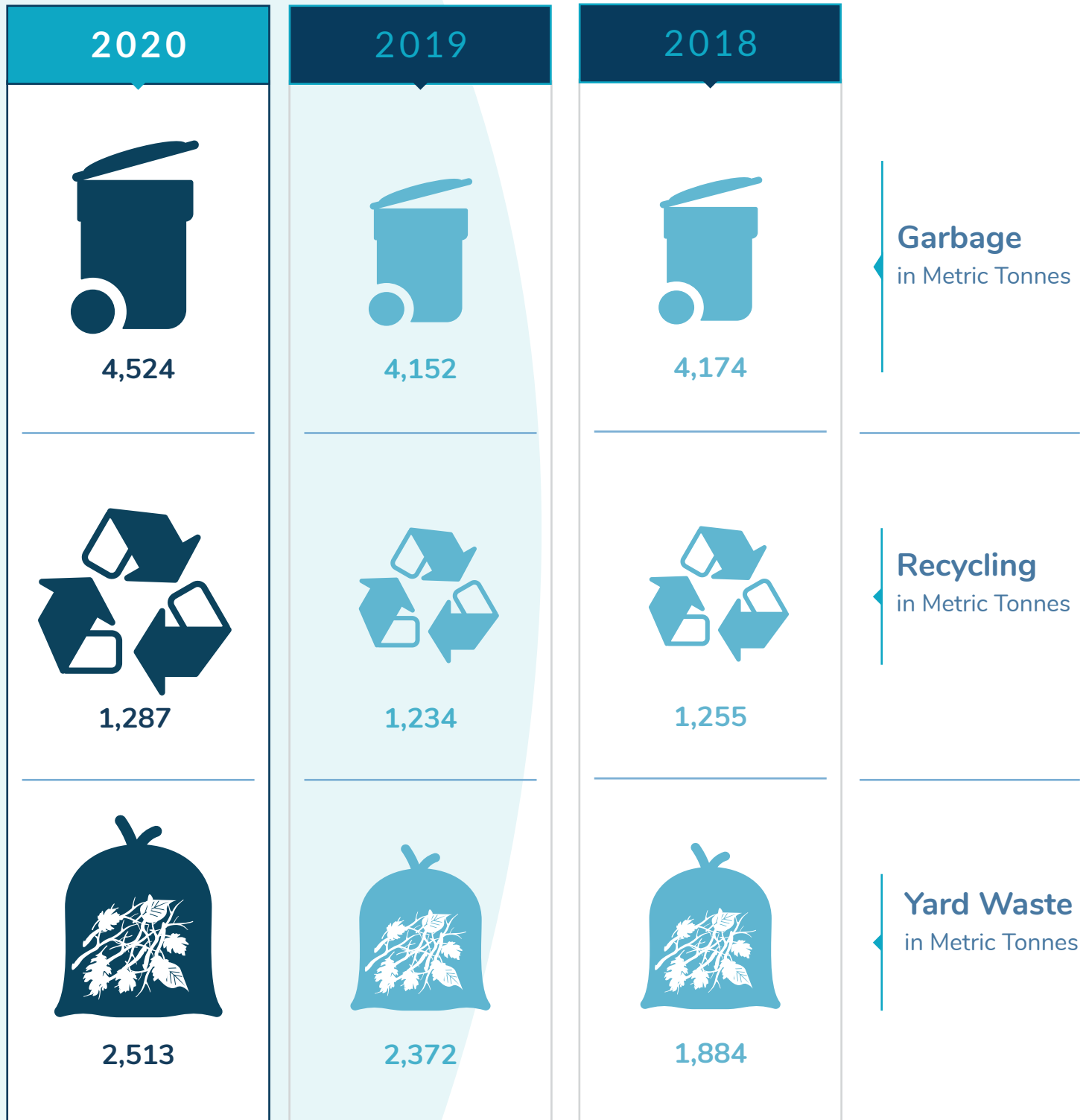
# Airport



# Airport



# Curbside Solid Waste Collection

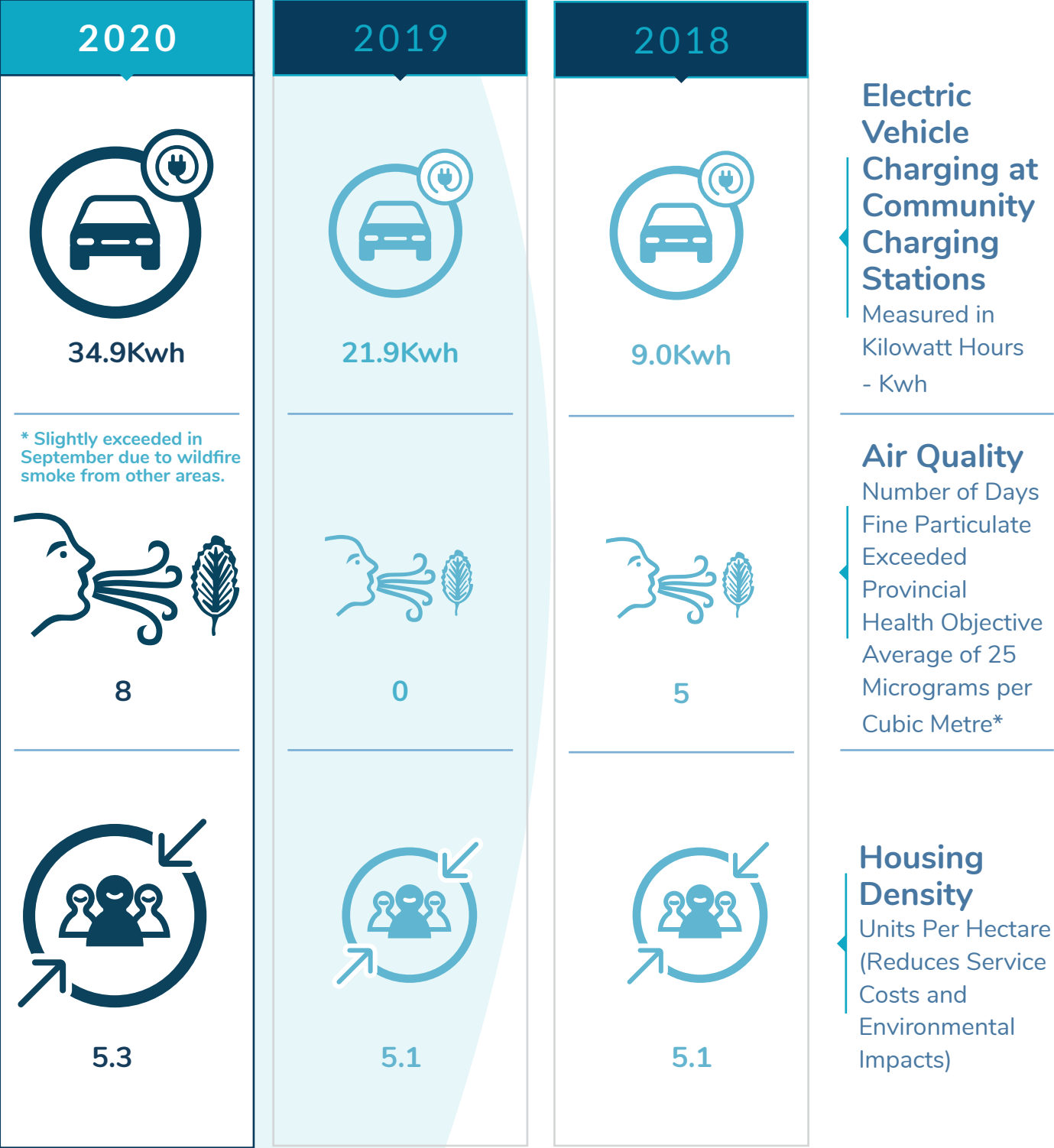




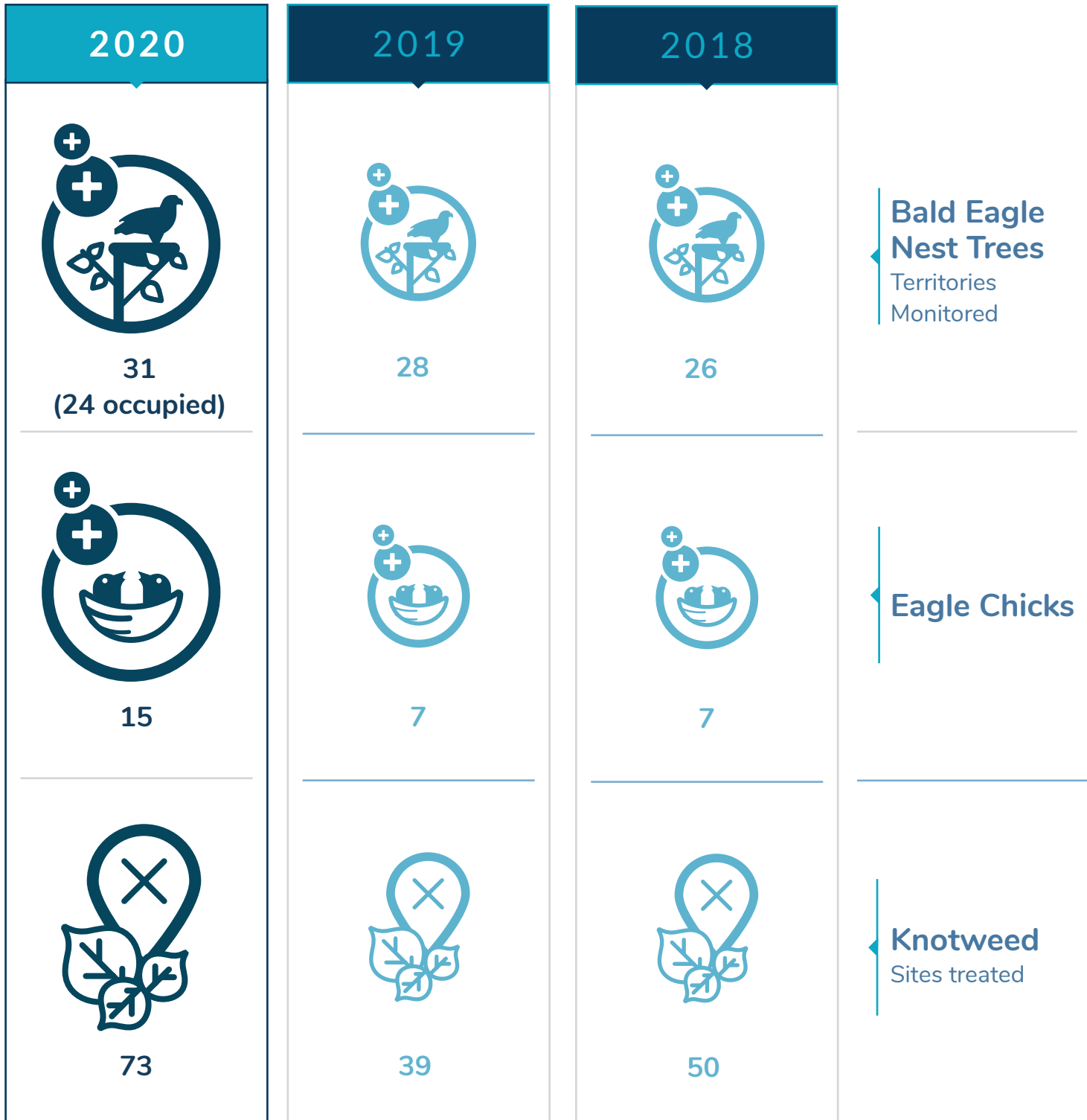
# Long Range Planning and Sustainability












# Long Range Planning and Sustainability



# Long Range Planning and Sustainability



# Building Services

2020	2019	2018	
 359	 344	 279	Building Permits Issued
 2,547	 2,669	 2,491	# of Building Inspections for Construction
 \$120M	 \$125M	 \$80M	Total Estimated Construction Value



# Recreation and Culture 2020

Online Fitness Programs



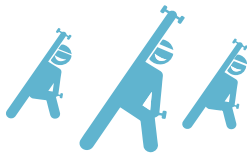
113

Outdoor Fitness Programs



40

Outdoor Fitness Program Visits



502

Weight Room Visits



12,922

Online Child, Youth and Family Programs



113

In Person Child, Youth and Family Program Visits



5,373

Life Program  
Leisure Involvement for  
Everyone Subsidies

# LIFE

192

Online Specialized Programs



43

Online Specialized Program Visits



651

A close-up photograph of a person's hand holding a white document. The hand is positioned over a dark-colored filing cabinet with multiple drawers. The background is softly blurred, showing what appears to be a window with light coming through. A large, teal-colored curved shape is overlaid on the left side of the image, partially obscuring the background.

# DEPARTMENTAL REVIEWS





# City Services Organization Chart











# Department Heads

## City Manager

**Chief Administrative Officer**  
Deborah Sargent

**Deputy City Manager**  
Ron Neufeld

**Communications Advisor**  
Julie Douglas

**Economic Development Officer**  
Rose Klukas

**Director of Finance/CFO**  
Alaina Maher

**Acting Director of Finance/CFO**  
Dennis Brodie

## Corporate and Protective Services

**Corporate Officer**  
Elle Brovold

**Human Resources Manager**  
Colleen Tillapaugh

**Information Technology Manager**  
Warren Kalyn

**Fire Chief**  
Thomas Doherty

**RCMP Inspector**  
Jeff Preston

**RCMP Municipal Manager**  
Carrie Jacobs



## Assets and Operations

**General Manager**  
Vacant

**Director of Operations**  
Drew Hadfield

**Capital Works Manager**  
Jason Hartley

**Fleet and Facilities Manager**  
Jason Decksheimer

**Operations Manager,  
Parks and Roads**  
Grant Parker

**Roads and Drainage  
Manager**  
Vacant

**Operations Manager, Utilities**  
Vacant

**Water Manager**  
Nathalie Viau

**Wastewater Manager**  
Lorne Sandberg

## Community Development

**General Manager**  
Ron Bowles

**Director of Planning**  
Peter Wipper

**Airport Manager**  
Tyler Massee

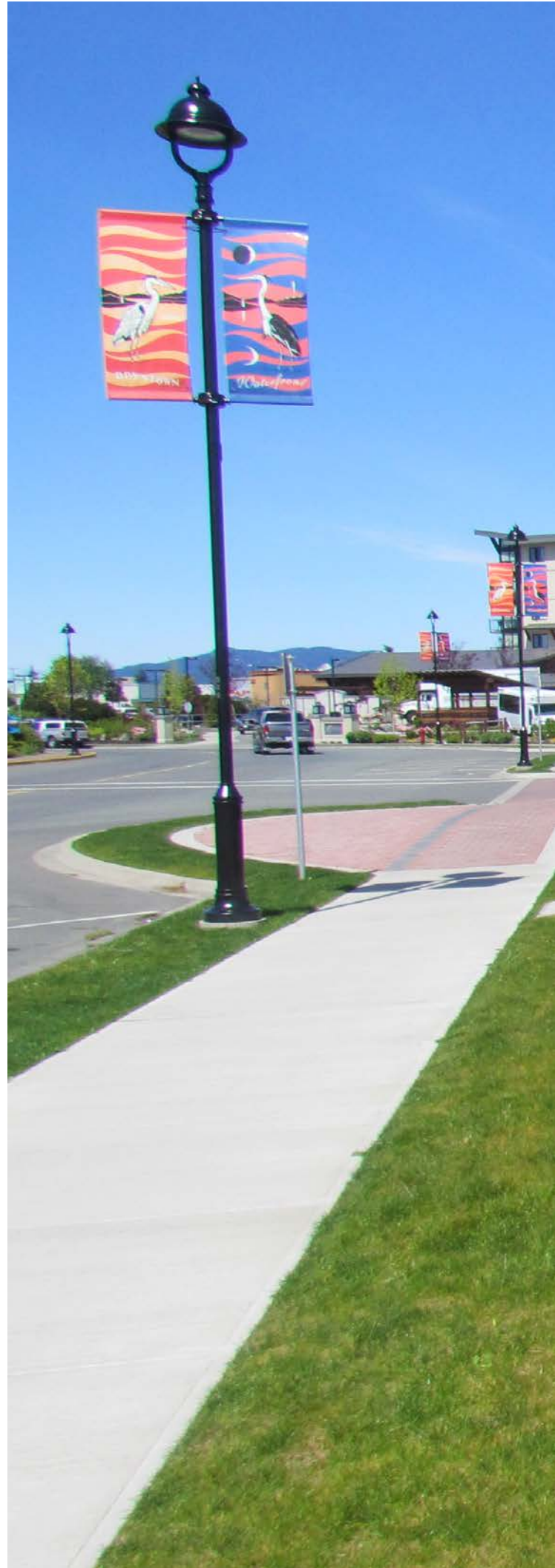
**Chief Building Official**  
Brian Marcell

**Development Planning Manager**  
Andy Gaylor

**Development Engineering Manager**  
Jennifer Peters

**Long Range Planning and Sustainability Manager**  
Amber Zirnhelt

**Acting Recreation and Culture Manager**  
Michele Sirett







# City Manager Organizational Chart

CITY MANAGER





**FINANCE**

Accounts receivable/payable  
Financial reporting  
Financial planning and budgeting  
Investments/debt/reserves  
Payroll  
Property taxes levy and collections  
Risk / claims management  
Supply management  
Tangible capital assets  
Utility billing  
Asset management

**COMMUNICATIONS**

Corporate communications  
Website

**ECONOMIC DEVELOPMENT**

Tourism



# City Manager

The City Manager continues to deliver Council's strategic plan, drive forward the community's vision and takes the lead in managing implementation of policy direction established by Council.

The City Manager also provides managerial leadership, control and direction to all departments and is responsible for planning and implementing policies necessary for sustaining excellence in City operations and staffing.



## Finance

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

### Core department services:

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

The department oversees an \$80 million annual operating budget and the \$41 million annual capital budget of 115 capital projects. A key function of the department is regular financial reporting, which aids in decision making and managing the City's finances according to budget. Financial reporting generated from the department includes monthly reporting to management, quarterly reporting to Council, and annual reporting to statutory authorities.

Annual reporting includes preparing the audited financial statements and the Ministry-required Local Government Data Entry forms, as well as the Statement of Financial Information. The department manages payroll for three pay groups: exempt, CUPE and IAFF. Employees' payroll and benefit administration totaled \$24.7 million in 2019.

The department manages approximately 26 grant files each year for funds received from external organizations, and monitored federal and provincial grant opportunities for all City departments to maximize grant funding for the City.

Finance also manages the treasury function of the City, which includes reserve, debt, and investment funds, as well as tangible capital asset ledger maintenance.

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

People served at the department's front counter average 150-200 per week, and up to 1,500-2,000 per week during tax time in May and June. 2,000 utility bills for metered customers are prepared, processed and delivered annually.

The City issues and collects approximately 2,500 general receivable invoices annually, and processes approximately 10,000 accounts payable annually.

## 2020 Highlights

- Recipient of the Distinguished Budget Presentation Award for the 2020-2029 Financial Plan from the Government Finance Officers Association of Canada and the United States.
- Recipient of the Canadian Award for Financial Reporting from the Government Finance Officers Association of Canada and United States.
- Responded to financial implications resulting from COVID-19, including: introduction of cost saving measures to integrate into the City's budget, presented options to assist taxpayers, provided Emergency Operations Centre support, and coordinated an accelerated financial planning process.
- Added additional, more flexible options for taxpayers including the introduction of credit card payments.
- Worked with departments to implement asset management activities, including the completion of the Asset Management Investment Plan.

## 2021 - 2022 Goals and Objectives

- Obtain the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award for the 2021-2030 budget and Financial Reporting for the 2020 Annual Report.
- Provide leadership for asset management activities, including: data review, asset inventory, condition assessments, strategy update and policy creation.
- Help foster relationships by assisting with updating municipal service agreements, through the development of a process and updated policy for community led projects, and supporting the administration of Social Grants.
- Review and update the City's cash and treasury management practices and policy.
- Review the Financial Stability and Resiliency policy tax parameters.
- Continue to provide increased financial reporting and continued support to meet legislative obligations.





## Risk Management

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

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

### Core services provided include:

- Risk management advice to all City departments
- Claims management
- Insurance administration

### 2020 Highlights

- Reviewed insurance coverage and conducted a gap analysis on all insurance policies.

### 2021 - 2022 Goals and Objectives

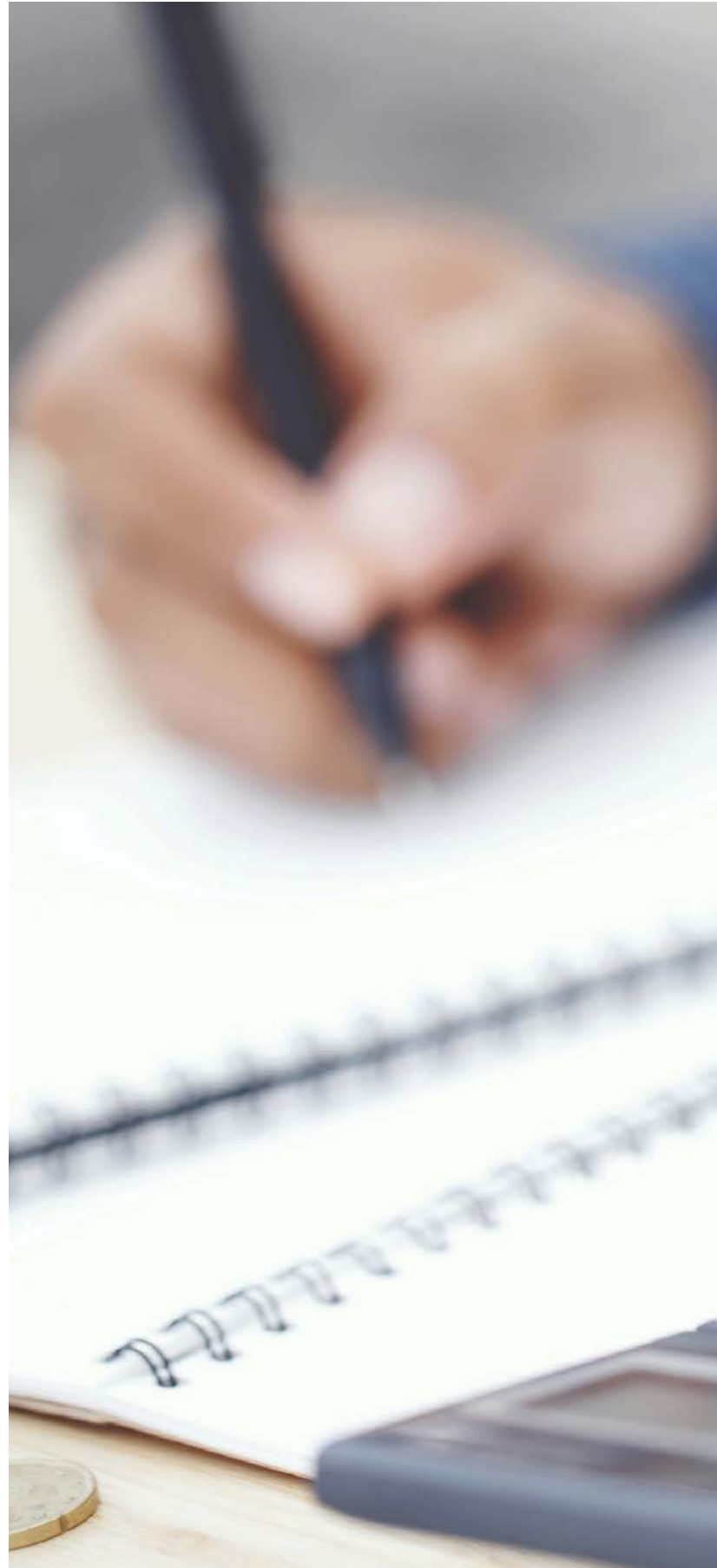
- Update corporate wide risk management framework/policy.

## Supply Management

Procurement is an essential professional service that ensures best value – without bias or favour – in purchasing decisions. Maintaining and adhering to a strict purchasing policy and following bylaws and domestic and international trade agreements, ensures that purchases are accountable and maintains high standards for goods and services procured using public funds. As of September 2020, the City has awarded over \$11M in contractual awards, in 54 public competition projects achieving savings in excess of \$3M. This department also disposes of surplus equipment in a legally compliant, ethical and cost-effective manner.

### 2020 Highlights

- Conducted over 70 major competitions receiving over 160 bid submissions: 30% of competitions were for the purchase of goods, 48% of the competitions were for the purchase of services, and 22% for construction projects.
- Initiated a social procurement pilot project for trade services.
- Acquisitions include vehicles and equipment, Hwy 19A watermain and forcemain, waterfront sewer system upgrade, Centennial pool mechanical repairs and replacement, Painter, Barclay, Garfield watermain renewal, Shetland Road PRV and Bathurst watermain, Hwy 19A and Maryland Road traffic signal, downtown outdoor washroom, Discovery fishing pier repairs, airport taxiway installation, and fire department rescue pumper.
- Integrated the use of Bids and Tenders software for City procurement.
- Reviewed and updated the administration of procurement under trade agreements and City policy in response to COVID-19, as well as supporting Emergency Operations Centre needs.
- 2020 project award amounts to a value of approximately \$11.75 million.
- Annual savings achieved is approximately \$3.48 million.

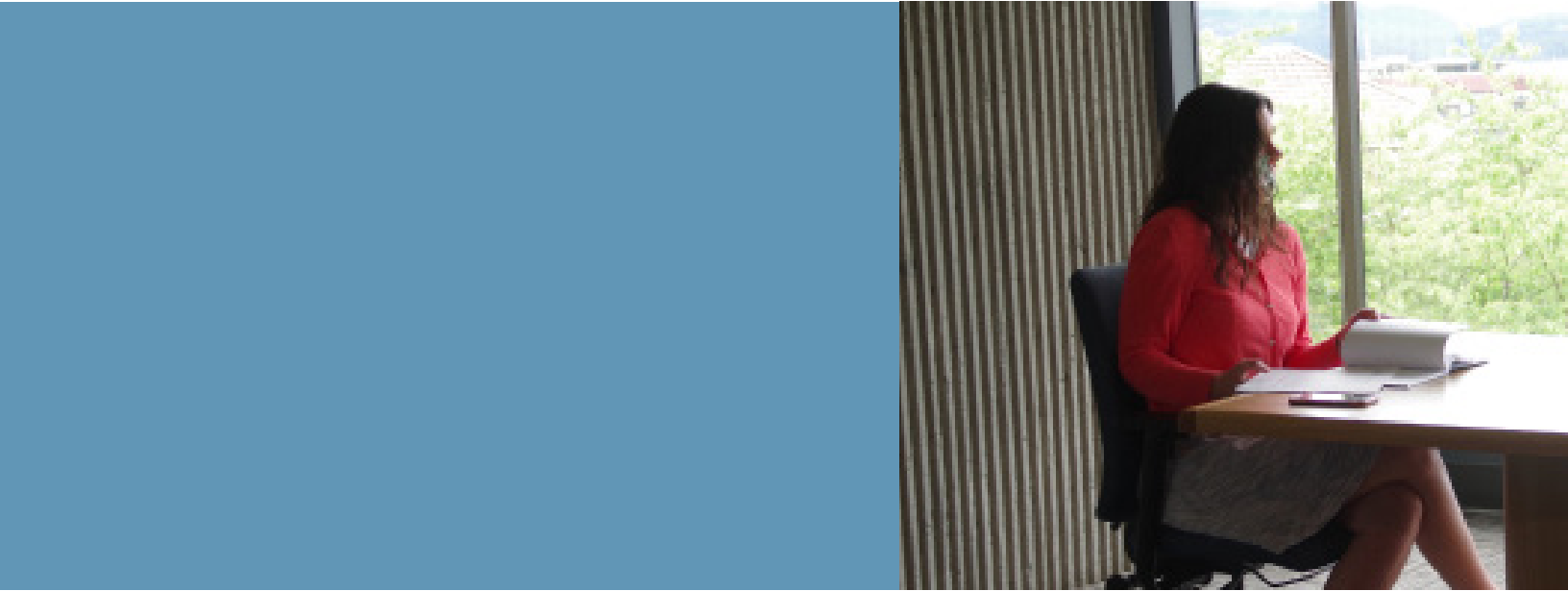






## 2021 - 2022 Goals and Objectives

- Complete purchasing process and policy review and to present to Council for adoption.
- Review cost saving opportunities for the City.
- Examine current procurement procedures to further automate and streamline processes.
- Expand participation with other government organizations in joint purchasing processes to maximize cost savings and efficiencies.
- Develop social value practices within the City's purchasing policy.
- Implement a vendor performance evaluation process.



## Communications

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

The goal: to share information about City programs, events and initiatives as well as the local government decision making process – and to encourage valuable feedback and positive working relationships that improve City services.

## 2020 Highlights:

### In response to COVID-19 pandemic

- New webpage, increased social media campaigns, in-house video production.
- Regular updates by Mayor and City Manager for three radio stations, video recordings for Shaw TV.
- New templates for signs, advertising, social media and print materials.



## 2021 - 2022 Goals and Objectives

- Citizen Satisfaction Survey
- Expand digital communications (video, online information).
- Refresh templates, website and photo library to maintain and reflect contemporary City appearance and branding.
- City Scorecard – increase use of key performance indicators in reporting.







## Economic Development

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

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

### Core department services:

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

## 2020 Highlights

- Sat on the advisory board of the Foresight Cleantech Accelerator Centre, and held the positions of president of VICEDA and chair of the VICEDA Regional Tech Attraction Committee.
- Spoke at the BC Economic Development Association's conference in Richmond, BC. Staff also attended the #BCTECHSummit in Vancouver, BC, and the Smart City conference in Denver, Colorado.
- Partnered with CRAAG to develop the NexStream Tech Competition. The inaugural event attracted international attention. Thirty-seven teams entered the competition; five teams became finalists, and two winners received prizes. All entrants received mentorship and support to develop their ideas and businesses. NexStream aligns with the Department's goal of fostering economic growth, diversifying the local economy and promoting Campbell River.
- Received a BC Economic Development Association 2019–2020 Economic Development Marketing Innovation Award for the NexStream Tech Competition.
- The Department pivoted in response to the COVID-19 pandemic to deliver programs that would help businesses — and the local economy through the resulting economic downturn.
- Activities included partnering with Spring Activator to offer the CR Streaming Forward Resiliency Program; Campbell River was the first city on Vancouver Island to offer this sort of resiliency program for free.

\*Continued on next page



- Developed new branding, including a new logo, brand colours and slogan (“Naturally, Campbell River”). The branding emphasizes Campbell River’s reputation as a city that is enriched by land and sea.
- Launched a “What’s in the Box?” shop-local initiative to promote local retailers. This included creating a new promotional item (a branded and artfully designed box) and developing a marketing campaign (with support from Postmedia and Community Futures). The box will be used for additional promotional activities.
- Offered workshops and skill-building opportunities through the Modern Entrepreneur series.
- Partnered with North Island College to offer workshops through Futurpreneur Canada.
- Worked with other municipalities and VICEDA to advance a regional tech-attraction strategy by creating a website, Techisland.io, which was 50% funded by Invest Canada – Community Initiatives.

## 2021 - 2022 Goals and Objectives

- Update the investment portal that was created in 2017 to refresh its content and increase its scope. This mobile-friendly portal offers investors, entrepreneurs and newcomers easy access to information about Campbell River to assist them with their business decisions.
- Continue bolstering local economic growth through business retention and expansion initiatives. This includes visiting business owners to address their specific business needs; connecting people with resources and skill-building opportunities, such as the Modern Entrepreneur workshop series; and offering programs—including the CR Streaming Forward Business Resiliency Program—to help businesses prepare for unexpected challenges, like the COVID-19 pandemic.



- Continue promoting and supporting the CRadantage municipal broadband network, TECHatchery and NexStream Tech Competition, which contribute to Campbell River’s growing technology ecosystem and support the Department’s strategy of diversifying the city’s economy; they also provide value for existing businesses and industries.
- Continue participating in the BC Provincial Nominee Program, which aims to support economic immigration to British Columbia by attracting foreign entrepreneurs. Applications for Campbell River are focused on professional, scientific and technical services; wood-product manufacturing; and food and beverage services.
- Continue developing the Department’s strategic plan.
- Participate in the Chamber of Commerce’s annual Business Walk to collect up-to-date baseline data and a synopsis of the local business climate.

## Collaboration

- Collaborate with North Island College to offer workforce-development initiatives. Continue collaborating with local, regional, provincial and federal organizations to create opportunities to nurture and grow Campbell River’s economy. Continue to work with other City departments to further Council’s strategic initiatives.
- Collaborate at a regional level with Vancouver Island Coastal Economic Development Association, Vancouver Island Economic Alliance, and the Province on new initiatives.
- Collaborate with local partners including the Chamber of Commerce, Immigrant Welcome Centre, and First Nation partners.
- EDO to continue roll as Vancouver Island Coast Economic Developers Association president.
- Continue collaboration with the City’s tourism service provider.



# Corporate and Protective Services Organizational Chart





## INFORMATION TECHNOLOGY

Business applications  
i.e.: utility billing, dog licences ,  
business licences , taxes

City websites and  
interactive maps

CRadvantage

Network services

## POLICING

### RCMP

- ... Law Enforcement
- ... Crime Reduction
- ... Emergency Response

### POLICE SUPPORT SERVICES

- ... Administrative Support
- ... Crime Stoppers
- ... Victim Services
- ... Restorative Justice
- ... Prisoner Program



# Deputy City Manager

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

## Legislative Services

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

### Core department services:

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

### 2020 Highlights

- Transitioned to virtual Council and Committee meetings in response to the COVID-19 pandemic.
- Continued to implement the new advisory committee structure.
- Assisted various departments with the preparation of bylaws and legal agreements.

### 2021 - 2022 Goals and Objectives

- Continue to provide both virtual and in-person opportunities for community and Council engagement.
- Provide ongoing support for Council's Advisory Committees.
- Implement recommendations for the City's corporate records management review as resources permit.
- Preparing, updating and maintaining Council's policies and Bylaws.

## Property Management

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

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

### 2020 Highlights

- Coordinated three land acquisitions in support of the Waterfront Acquisition Strategy.
- Coordinated the necessary agreements to facilitate a variety of capital and community projects.
- Executed two property transfers to facilitate Affordable / Supportive Housing projects in partnership with BC Housing

### 2021 - 2022 Goals and Objectives

- Facilitate land transactions for a variety of capital and community projects.
- Update the Land Management Plan for the Campbell River Airport.
- Assist with the development of the Campbell River Library





## Fire Protection

Campbell River fire services are delivered to the citizens and visitors of Campbell River, including three First Nation communities, and a portion of Area D of the Strathcona Regional District south of Campbell River from two fire stations. Fire protection services are maintained 24 hours a day by 25 career firefighters, 44 paid-on-call firefighters, one fire mechanic and one fire prevention officer.

## Core department services:

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

## 2020 Highlights

- Recruited and trained eight new paid-on-call firefighters.
- Delivery of replacement fire apparatus for No. 2 fire station in Q4.
- Implemented 7-day a week staffing of No. 2 fire station during the day.
- Improved fire fleet maintenance program.
- Community Wildfire Protection Plan completed.
- Developed a FireSmart Guide to Landscaping specific to vegetation in the North Island Region.
- Received \$25,000 UBCM funding for fire equipment, \$25,000 UBCM grant funding for Emergency Operations Center equipment and training, and \$25,000 UBCM grant funding for Emergency Support Services (ESS) training.
- Application submitted to UBCM Community Resiliency Investment Program for wildfire fuel prescription and treatment of Beaver Lodge Lands.
- Application submitted to UBCM Community Emergency Preparedness Program to complete a Wildfire Evacuation Route Plan in partnership and support from the Wei Wai Kai, Wei Wai Kum and Homalco First Nations and the Strathcona Regional District (Area D) specified fire protection area.
- Maintained employee and public safety while continuing to deliver emergency response during the pandemic.
- Created and trained a Peer Support Team in support of our employee wellness program.

## 2021 - 2022 Goals and Objectives

- Address strategic safety issues identified in the Fire Services Review.
- Complete wildfire evacuation route planning through UBCM Grant funding.
- Enhance work environment focused on wellness and positive culture so that all emergency service employees can feel supported physically and mentally.
- Identify and secure site location for new fire station headquarters.
- Enhance partnerships and collaboration with First Nations and community stakeholders to develop and improve the quality of protective services to the citizens and visitors of Campbell River.
- Increase FireSmart Public Education around interface areas.

## E-911

This department delivers emergency fire dispatch communications to seven regional districts (61 fire departments) throughout the North Island, Qathet region, and Peace River region, encompassing a total service area of more than 176,000 square kilometres. Fire dispatch operations are maintained 24 hours a day.

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

### Core department services:

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







## 2020 Highlights

- Provided dispatch services for an estimated 17,127 fire and medical emergency incidents to Fire departments within the North Island 9-1-1 Corporation Service area.
- Continued compliance with National Fire Protection Association (NFPA) Standard 1221 – Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, as well as NFPA Standard 1061 – Professional.
- Continued to maintain qualifications for public safety telecommunications personnel.
- Purchased equipment and the technology required to meet NG911 standards.
- Continued to seek expansion of service delivery area for fire dispatch.
- Upgraded and expanded the SCOUT Radio backup system for fire dispatch service.

## 2021 - 2022 Goals and Objectives

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











## Human Resources

This department delivers professional programs and services to attract, support, develop and retain City employees to serve the public and meet current and future corporate goals and objectives.

The City of Campbell River employs approximately 250 people in permanent positions and approximately 85 more in seasonal or auxiliary roles.

The Canadian Union of Public Employees (CUPE) Local 401 represents 69 per cent of employees, the International Association of Fire Fighters (IAFF) Local 1668 represents 13 per cent, and 18 per cent are non-union positions.

## Core department services:

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



## 2020 Highlights

- Focused on Human Resources department strategic planning to align services with corporate objectives.
- Holistic workforce planning and active collaboration with departments to optimize organizational structure and performance.
- Played active role in COVID-19 response through EOC and providing leadership for fluid working arrangements to support continuance of City services.
- Renewed collective agreement with CUPE Local 401 resulting in a five-year agreement (expires Dec. 31, 2023) and modernization of the vacation program.
- Developed new Council-endorsed policy for Management and Exempt Employee Compensation.
- Continued focus on talent management: There were 43 vacancies 2020, compared with 73 in 2019. Ongoing staff development has resulted in 58 percent of positions being filled internally.



## Information Technology

As the central technology provider for the City of Campbell River, the Information Technology Department provides services encompassing enterprise-wide municipal applications, technology infrastructure and integration, IT security, geographic information systems, and local network and cloud strategic support. Overall, the Information Technology Department serves as technical consultants and provides desktop, network, application and systems management services for all City Departments and for the City of Campbell River community at large.

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

### Core department services:

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



## 2020 Highlights

### Business Technology Support

- Upgraded core software – VADIM and Tempest.
- Finalized technical support agreement for police services.

### Geographic Information Systems (GIS)

- Continued support for finance for asset reporting requirements, logistical mapping support for emergency planning exercises.
- Supported Sea Level Rise working group.
- Implemented phase one of downtown 3D modeling to interactive web maps.

### CRAdvantage and Economic Development

- Negotiated CRadvantage service provider agreement with iTel Communications.
- Established SRD hosting agreement.
- Completed CRadvantage phase two budgets and business cases.
- Negotiated Go-WiFi renewal and airport cellular access agreement with SHAW Communications and negotiated tower infrastructure agreement with Rogers Communications.
- Completed broadband network expansion to Dogwood Street.



## 2021 - 2022 Goals and Objectives

### Business Technology Support

- Create Information Technology 5 Year Strategic Plan.

### Geographic Information Systems (GIS)

- Complete GIS 3-year Strategic Plan.
- Complete Tree Canopy inventory.
- Improve standing in Geomatics Maturity Index ranking.

### CRAvantage and Economic Development

- Continue participation and support in the Economic Development Tech hatchery and Tech Advisory committee.
- Develop new agreements/revenue streams for colocation and fiber leasing.
- Creation of a municipal Telecommunications Tower Siting Policy and master plan.









## RCMP

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

### Core department services:

- Comprehensive policing and protective services
- Enhanced community relations: RCMP members actively participate in community events

## 2020 Highlights

- The annual file count for 2020 was 16,782.

## 2021 - 2022 Goals and Objectives

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

## Police Protection

The Police Services Department provides support services to the RCMP, meeting administrative and operational needs for effective police services.

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

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

## 2020 Highlights

- In 2020, the department processed 298 requests for video evidence for court files representing a total of 1,036 hours. The department experienced a 60% increase in video requests over 2019 and a 118% increase over 2019 in actual video processing hours.
- The department processed 1,138 police information checks for 2020.
- In 2020 the department processed 379 fingerprint submissions.
- The annual prisoner count for 2020 was 1,071.
- The City recovered \$19,629 from the provincial Keep of Prisoners program in 2020 for the keep of provincial prisoners in the Campbell River lock-up facility. These revenues were a significant reduction from 2019 due to a change in court processes for in-person appearances due to COVID-19.

## 2021 - 2022 Goals and Objectives

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

## Victim Services

Provides services to victims and witnesses of all crimes and trauma.

## 2020 Highlights

- Provided continued support and assistance to victims and witnesses of crime and trauma.

## 2021 - 2022 Goals and Objectives

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





Boston Pizza

Boston  
Pizza  
RESTAURANT & SPORTS BAR

OPEN  
TO  
ORDER  
OUT  
DELIVERY

DO NOT  
ENTER

Canada  
RCMP  
GRC  
CS2005



# Assets and Operations Organizational Chart

<p><b>PARKS</b></p> <p>Landscaping</p> <p>Parks / sports field maintenance</p> <p>Cemetery operations</p> <p>Trail maintenance</p>	<p><b>ROADS AND DRAINAGE</b></p> <p>Drainage</p> <p>Public parking lots</p> <p>Regulatory signage</p> <p>Road and sidewalk maintenance</p>	<p><b>WASTEWATER</b></p> <p>Sewage collection</p> <p>Sewage treatment</p>

**WATER**

- Drinking water distribution
- Drinking water disinfection
- Watershed protection

**FLEET AND FACILITIES**

- Equipment maintenance
- Facilities maintenance and repair
- Fleet replacement program
- General fleet maintenance

**CAPITAL WORKS**

- Major capital projects
- Third party projects  
(Rotary, Sports groups, etc.)





# Assets and Operations

Working directly with the City Manager, the General Manager of Assets and Operations assists in providing overall corporate/operational leadership and direction while maintaining direct operational responsibility for assets and operations (capital works, stores, fleet, facilities, transportation, roads, public transit, solid waste, parks, cemeteries, water, sewer and storm drains).

## Capital Works

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

## 2020 Highlights

- Highway 19A Phase 3 – construction of roadway and utility works completed.
- Waterfront Sewer Upgrades – sanitary forcemain construction completed.
- Larwood Erickson Sewermain Replacement – construction completed.
- Hilchey Road Watermain Phase 1, NWECC Bio Solids Field 2 rehabilitation, Rockland Road.
- Watermain Emergency Repair and Municipal Broadband 11th Avenue – design and construction completed.
- Cured In-Place Pipe Sewermain Rehabilitation – 2,400 meters design and construction completed.
- Airport Taxiway C conceptual design and ACAP funding application completed.
- Sportsplex Phase 1 Renovations – preliminary design completed.
- Seagull Walkway – preliminary design completed and Land Tenure strategy developed.
- NWECC Electrical Upgrades – preliminary design completed.
- Robron Fieldhouse - civil construction work completed.

## 2021 - 2022 Goals and Objectives

- Highway 19A Phase 3 – complete construction of landscaping and overhead electrical.
- Waterfront Sewer Upgrades – complete construction of Lift Stations No 4-6.
- Seagull Walkway Repairs and Hilchey Watermain Renewal Phase 2 – complete design and construction.
- CIPP Sewermain Rehabilitation – complete design and construction of approximately 2,500m.
- NWECC Electrical Upgrades – complete detailed design and commence construction.
- Sportsplex Renovations – complete detailed design.
- Highway 19A Sewer Upgrade and Drainage System Rehabilitation 6th Avenue/Nunns Creek complete design. Seagull Walkway – complete design and acquire necessary approvals.



## Fleet

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

## 2020 Highlights

- Replacement of a number of important fleet units including a multi-purpose Toolcat, a commercial rough terrain mower, a backhoe, a plow/ice control truck for the Airport, and several light duty vehicles.
- Developed updated vehicle use and sanitizing protocols for all city vehicle operators in response to COVID-19 concerns.
- Heavily utilized the Airport operations shop to maintain preventative maintenance program through COVID-19.





## 2021 - 2022 Goals and Objectives

- Work towards the implementation of a new fleet maintenance / asset management software package.
- Refine departmental standard operating practices and draft service level agreements with customer departments.
- Improve use of the City's fleet GPS/AVL location data to improve overall fleet efficiencies.





## Stores

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

## 2020 Highlights

- Department was heavily leveraged in support of the COVID-19/Emergency Operations Centre response. This included the acquisition of Personal Protective Equipment, sanitizer, masks, and other critical response items for all departments as part of the City's ongoing COVID-19 business continuity plans.
- Continued disposal of end of life assets and improved organization of the storage yard at the Dogwood Operations Centre.

## 2021 - 2022 Goals and Objectives

- Review stock movements in an effort to streamline stores inventory carryings and maximize available space for the function.
- Work with Purchasing Department to establish best practices relating to equipment rental, aggregate supply, and overall procurement practices.
- Continue to explore all options and sales channels for providing COVID-19 related Personal Protective Equipment and supplies for the safe provision of City services.
- Continue efforts to improve functionality of the Dogwood Operations Centre yard.



## Facilities

The department manages more than 300,000 square feet of a 30-plus mixed use office, recreational, operational, cultural and residential portfolio with a total replacement value of approximately \$100 million.

The department also supports non-profit tenants in City-owned facilities and manages corporate security initiatives, including the City's networked video surveillance system.

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





## 2020 Highlights

- Department was heavily involved in the City's Emergency Operations Centre / COVID-19 response particularly around the modification of staff workstations and public service counters, redeploying staff as needed, updating signage, installation / acquisition of sanitizer dispensers, and developing various protocols for managing social distancing throughout the facility portfolio.
- Completed a number of major capital projects including rehabilitation of the Centennial Pool's gutter and basin, as well as replacement of the gymnasium floor and movable wall at the Sportsplex.
- Completed a rehabilitation of the City Hall 2nd floor foyer aimed at improving the overall customer experience.

## 2021 - 2022 Goals and Objectives

- Utilize data from the long range facilities capital plan to further advance the City's 10 year facilities capital plan.
- Work with other stakeholders to select long term facilities maintenance / asset management software.
- In conjunction with the Purchasing Department, standardize and refine trades contractor procurement processes, utilizing any Council directed social procurement policies that fit well with the department's need for local response times.
- Work with the Transportation and Long Range Planning and Sustainability Departments to develop a long range plan and new charging protocols for the City's network of publicly accessible Electric Vehicle (EV) charging stations.
- Finalize updating of a number of Fire Safety Plans for the portfolio.





## Parks

This department implements parks improvements in accordance with the Strategic Parks Plan and Parks Parcel Tax projects and is responsible for cemetery operations, and day-to-day management of 337 acres of parks, sports fields, trails, public open spaces, urban forest and playgrounds. Parks facilities that are maintained by this department include Splashpark, Skatepark, Spirit Square, Sybil Andrews Cottage, tennis courts, soccer and baseball facilities, bike park and sand volleyball courts. Two cemeteries and 76 active parks require turf, irrigation and horticulture maintenance. The department also maintains oceanfront and Mclvor Lake boat ramps, 240 garbage receptacles and 24 outdoor washrooms.

### Core department services:

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



## 2020 Highlights

- Installation of irrigation, landscaping, and underground electric was completed at Discovery walkway.
- Completion of Bike Skills Park at Willow Park.
- Upgrades to the Disc Golf Course at Willow Point.
- Resurfacing and crack repairs at Willow Point Tennis Courts.
- Upgrades to the Skate Park at Willow Point Park.
- Arboriculture Technician initiated work on Urban Forestry Management Plan.
- Placement of bear proof garbage cans at McIvor Lake.
- Projected number of service requests for 2020 is approximately 275.

## 2021 - 2022 Goals and Objectives

- Continue maintenance of Campbell River's greenspacedisc and horticulture areas.
- Continue development of asset management plan for parks standards.
- Develop Parks Irrigation Strategy.
- Implement fence upgrades and replacements in Parks.
- Continue implementation of Asset Management – Park Infrastructure Renewal.
- Continue implementation of Urban Forestry Management Plan recommendations within the City.
- Continue upgrading the all-weather field at Willow Point Park to a natural grass lighted field.

## Cemeteries

Operation and maintenance of the Hwy 19 and Elk Falls cemeteries.

## 2020 Highlights

- Continued installation of cemetery frames at Elk Falls Cemetery.
- Continuing tree infill at Elk Falls Cemetery.
- Green Burial and Upright plots available for purchase.
- Updated Cemetery Bylaw.

## 2021 - 2022 Goals and Objectives

- Maintenance of Campbell River's Elk Falls and Highway 19 cemeteries.
- Burials and marker placements at Elk Falls and Campbell River Cemeteries (average 45 interments).

## Roads

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

### Core department services:

- Road and sidewalk maintenance
- Snow and ice control
- Street sweeping
- Regulatory signage
- Traffic signals
- Street lighting
- Public parking lot maintenance

### Summary of Budget Changes from 2020 to 2021:

- Increase to utilities based on capital recovery fee levied by BC Hydro for conversion of streetlights to LED standard. (will result in future decreased operating expenses)
- Road markings
- Graffiti removal
- Provision of labour and equipment for sewer and water system repairs/upgrades
- Provision of day-to-day drainage maintenance and operations
- Small scale capital works projects
- Transit signs/bus stops





## 2020 Highlights

- Responded to more than 1,800 service requests.
- Completed road overlays on Quinsam, Detweiler, Charleville, Rainbow, and Chum.
- Installed new sidewalks on South McPhederan.
- Installation of Greenways Loop signage.
- Upgraded road marking to thermoplastic at a number of intersections.
- Installation of new bus shelters.

## 2021 - 2022 Goals and Objectives

- Complete annual asphalt overlay as per the pavement management plan developed in 2018.
- Install curb, gutter and sidewalk on Cheviot Road.
- Complete annual sidewalk inspection and repair program.
- Investigate options for on-line form for citizens to submit service requests.
- Initiate Master Transportation Plan and Dogwood Street corridor plan.









## Drainage (Storm Drains)

This department is responsible for collection and conveyance of the storm water systems throughout the community that include pipes, ditches and detention ponds.

### Core department services:

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

### 2020 Highlights

- Responded to approximately 380 drainage service requests, performed maintenance at all 17 detention ponds including removal of excess sediment from Candy Lane, and in conjunction with the Capital Works department, installed new storm mains on sections of both Fir and Larwood.
- With the assistance of the wastewater department, completed flushing of 1.7 kilometers of storm drains in the area south of the downtown core.
- Almost 3,800 catch basins were inspected resulting in over 110 catch basins being repaired and 1000 being cleaned.

### 2021 - 2022 Goals and Objectives

- Lower Nunns Creek drainage improvements.
- 6th Ave storm main replacement.
- Expand downtown storm mitigation planning.



## Solid Waste

Waste reduction programs along with curbside collection of garbage, recyclables and yard waste service are provided for single family and duplex residential properties, with optional services for triplexes and fourplexes. This department also works with the Comox Strathcona Waste Services on regional services such as landfill and future organics facility.

### Core department services:

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

## 2020 Highlights

- Ongoing collaboration with the Comox Valley Regional District for the establishment of an organics processing facility in Campbell River.
- Entered into a new agreement with Recycle BC (previously Multi Material BC) for community subsidies to assist with the cost to provide recycling services.
- Renewed existing curbside and yard waste contract for the community.
- Enhanced partnerships with Recycle BC for enhanced community recycling programs.





## 2021 - 2022 Goals and Objectives

- Commence a new contract for delivery of curbside services.
- Commence a new contract for delivery of enhanced curbside garbage, recycling and organics services starting in 2022.
- Promote waste diversion and recycling initiatives through the Recycle BC recycling program.
- Liaise and collaborate with CVRD in development of new regional organics facility in Campbell River.
- Participate in Regional Solid Waste Management Advisory Committee.

## Transportation Management

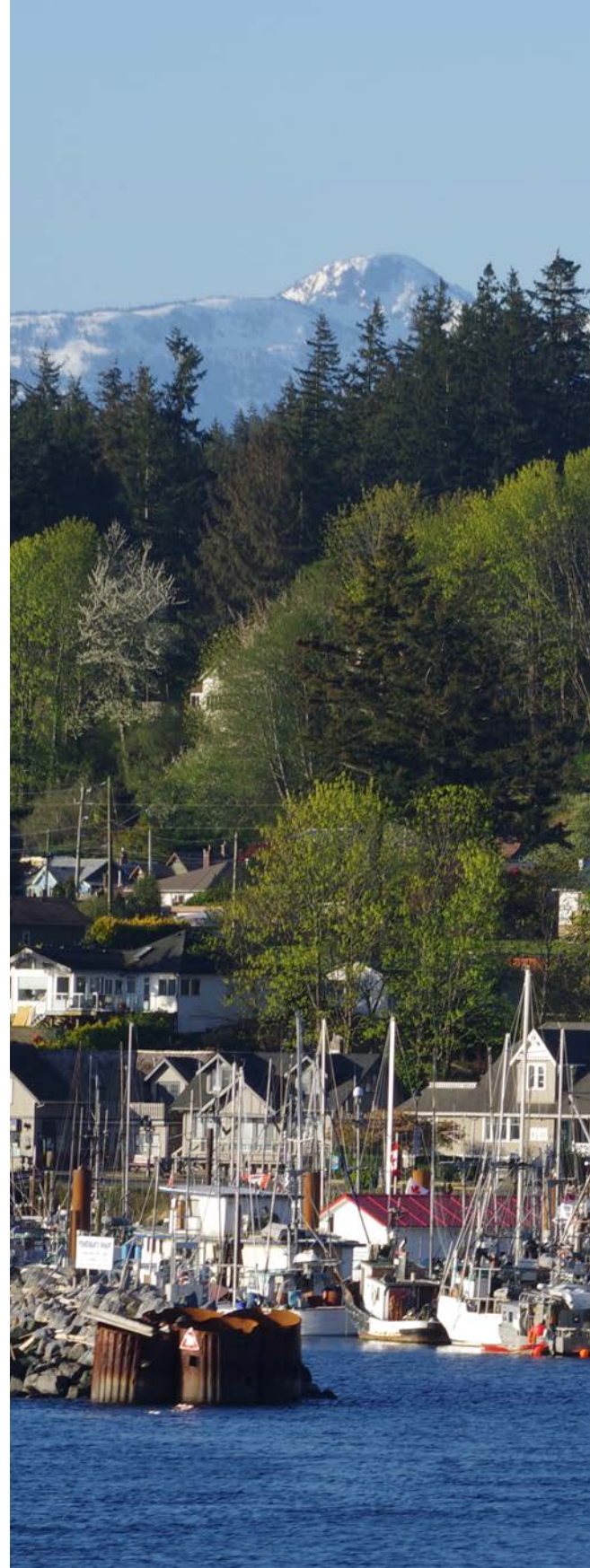
Providing operational department oversight for Roads, Drainage, Transit, Solid Waste, Water and Wastewater Services through the Director of Operations in addition to transportation planning, engineering and support of capital projects.

### 2020 Highlights

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

### 2021 - 2022 Goals and Objectives

- Continue to provide community reviews and evaluation of traffic concerns and issues.
- Work with BC Transit on the annual shelter program.
- Liaise with and obtain grants from ICBC for traffic improvements.
- Installation of new traffic and pedestrian lights.
- Initiate the review and updating of the Master Transportation Plan.
- Support Development Services on transportation matters.









## Water

The City of Campbell River aims to consistently meet community service expectations with cost-effective delivery of safe, adequate, secure, reliable and aesthetically pleasing potable water. The City owns and operates a water distribution system that provides high quality potable water and water flow for fire protection to more than 40,400 people, including bulk water delivery to three First Nations and Area D of the Strathcona Regional District.

The water system includes protection of an 1,800-square-kilometre watershed and dual disinfection methods (ultra violet [UV] and chlorination) to produce the highest quality water possible. Water is delivered to the community through more than 300 kilometres of watermain, including three reservoirs, two UV/chlorination stations, three pump stations, more than 30 pressure-reducing stations and many valves and fire hydrants.

## 2020 Highlights

- Completion of main renewal – Phase 1 Hilchey Road.
- Connected the North Water System to the new Campbell River Water Supply Centre.
- Completed annual water conservation initiatives.
- Expanded high-resolution aerial imaging for the John Hart community watershed.
- Completed design and construction of Petersen/ Shetland pressure reducing valve.
- Completed SCADA integration of Beaver Lodge Reservoir, Rockland and Hilchey pressure reducing valves.
- Renewed cathodic protection bed at Maple Street.

## 2021 - 2022 Goals and Objectives

- Construction of main renewal – Phase 2 Hilchey Road.
- Renewal of lining of the Evergreen reservoir.
- Electrical upgrades to Evergreen reservoir.
- Complete improved water quality monitoring and service connection upgrades to Area D of the Strathcona Regional District.
- Continue to collaborate with BC Hydro on water security.





## Watershed Protection

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

John Hart Lake is the final reservoir that our drinking water travels through before entering the distribution system. Water samples are analyzed for a wide range of potential contaminants including nutrients, metals, bacteria, parasites, and hydrocarbons. The average of sampling results for metals for 2020 as compared to the Canadian Drinking Water Quality Guidelines are shown in the table below.

Parameter	John Hart Lake (mg/L)	CDWQG (mg/L)
<b>Aluminum</b>	0.0157	< 0.1
<b>Arsenic</b>	0.0001	0.010
<b>Barium</b>	0.0025	2.0
<b>Boron</b>	< 0.05	5
<b>Chloride</b>	0.7125	< 250
<b>Chromium</b>	<0.001	0.05
<b>Copper</b>	0.0006	2
<b>Iron</b>	0.0185	< 0.3
<b>Lead</b>	< 0.0002	0.005
<b>Manganese</b>	0.0028	0.12
<b>Nitrate (as Nitrogen)</b>	0.0223	10
<b>Nitrite (as Nitrogen)</b>	< 0.005	1
<b>Selenium</b>	< 0.0001	0.05
<b>Sodium</b>	0.7275	< 200
<b>Zinc</b>	< 0.005	< 5.0

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





## Water Sampling and Testing

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

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

### KEY TREATED DRINKING WATER PARAMETERS 2020

#### SAMPLE LOCATION: ENTERING THE DISTRIBUTION SYSTEM

Treated Water Parameter	Units	City of Campbell River Drinking Water Annual Range/Average	Limit/Guideline As defined by Island Health and/or the Guidelines for Canadian Drinking Water Quality September 2020
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#### GENERAL WATER CHEMISTRY

pH		7.41	6.5-8.5
Turbidity	NTU	0.38	<1.0
Free Chlorine	mg/L	0.97	≥0.2 and ≤2.0

#### INORGANIC PARAMETERS

Aluminium	mg/L	0.0158	<0.1
Arsenic	mg/L	0.00010	0.010
Barium	mg/L	0.0026	2.0
Cadmium	mg/L	<0.00001	0.007
Calcium	mg/L	7.71	No limit
Chromium	mg/L	<0.0010	0.05
Copper	mg/L	0.0048	≤2.0
Iron	mg/L	0.025	≤0.3
Lead	mg/L	0.00036	0.005
Magnesium	mg/L	0.785	No limit
Manganese	mg/L	0.0029	≤0.02
Nitrate-N	mg/L	0.032	10
Potassium	mg/L	0.074	No limit
Sodium	mg/L	2.56	≤200
Zinc	mg/L	0.0055	≤5.0
Hardness (as CaCO <sub>3</sub> )	mg/L	22.5	No limit
Total Dissolved Solids	mg/L	34	≤500
Total (5) Haloacetic Acids	mg/L	0.024	0.08

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

Treated Water Parameter	Units	City of Campbell River Drinking Water Annual Range/Average	Limit/Guideline As defined by Island Health and/or the Guidelines for Canadian Drinking Water Quality September 2020
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#### INORGANIC PARAMETERS

Turbidity	NTU	0.41	<1.0
Free Chlorine	mg/L	0.55	≥0.2 and ≤2.0

#### MICROBIOLOGICAL

Parameter	Samples Collected	Samples Tested	Negative	Positive	% Pos
Total Coliform	585	561	559	2	0.003% of total
Escherichia coli	585	561	560	1	0.001% of total







## Wastewater

The Wastewater Department provides collection and treatment of sanitary sewage for the City of Campbell River, as well as hauled sewage waste from nearby Regional Districts, and our neighboring First Nation communities. Norm Wood Environmental Centre (NVEC) treats an average of 14 million liters of wastewater per day, collecting and transferring via 260 kilometers of pipe and 15 lift stations. A smaller treatment lagoon serves the northern industrial park.

### 2020 Highlights

- Completed waterfront sewer system upgrades.
- Phase II (forcemain installation from Rockland Rd to 1st Avenue).
- Purchase of a sewer inspection truck and implementation of an in-house CCTV program.
- Chemical grouting of 14 sewer mains and replacement of eight forcemain air relief valves.
- Modifications of biosolids land application site Field #2.
- Completion of the Pinecrest sewer right-of-way clearing.
- Installation of automatic cleaners at Lift Stations #12, #13 and #14.
- NVEC and Lift Station #11 roof replacements.
- Completion of the Erickson and Harrogate sewer system upgrade.
- Completion of the NVEC electrical assessment.
- Renewal of 2400 m. of sewer mains (various locations including 16th and Dogwood, 16th Avenue, Shoppers Row).



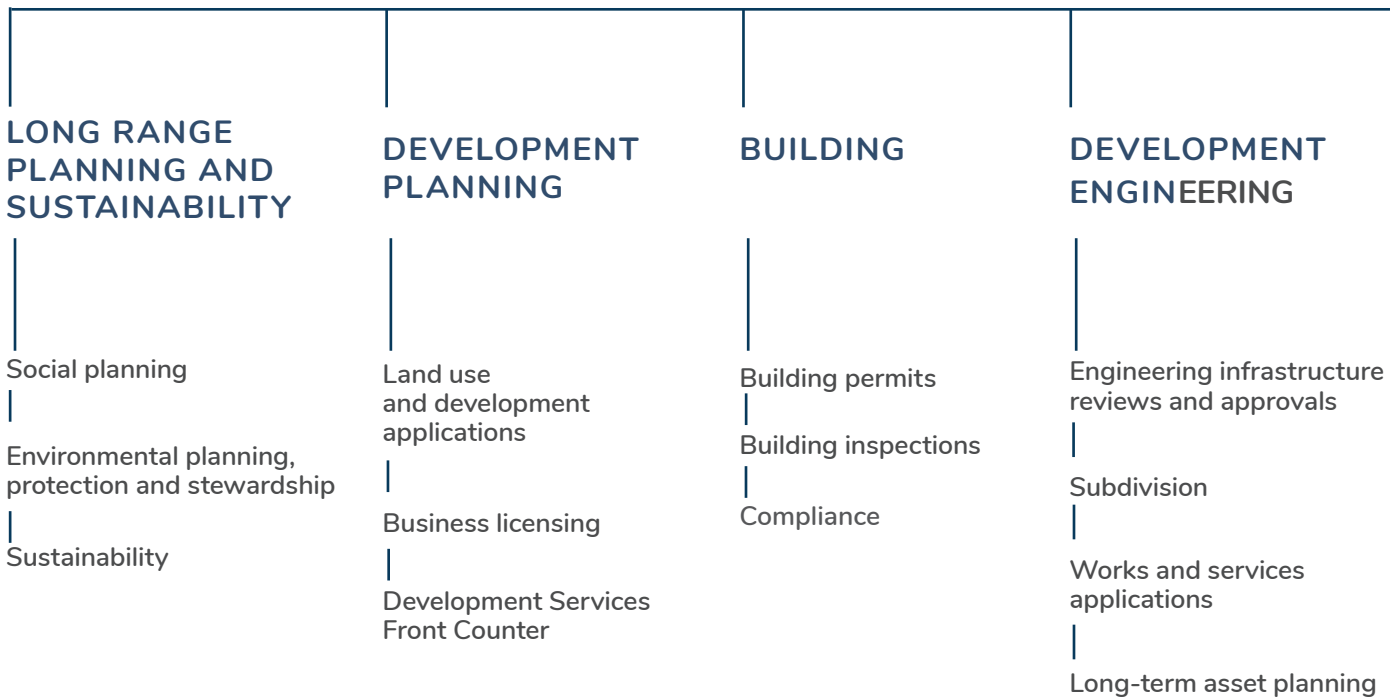
## 2021 - 2022 Goals and Objectives

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





# Community Development Organizational Chart





**BYLAW ENFORCEMENT**

Bylaw enforcement

Animal control

Parking

Security

**AIRPORT**

Airside operations

Fuel sales

**RECREATION  
AND CULTURE**

Administration

Facility services

Recreation programming

Special Events

Marketing and communications

Community engagement  
and development



# Community Development

Working directly with the City Manager, the General Manager of Community Development assists in providing overall corporate/operational leadership and direction while maintaining direct operational responsibility for community development (long range planning and sustainability, development services, bylaw enforcement, animal control, airport and recreation and culture).

## Airport

The Campbell River Airport (YBL) is owned by the City, and operates 24 hours a day, seven days a week. City Council has appointed an Airport Advisory Committee that recommends initiatives that will benefit existing and future growth on airport and adjacent lands. Maintenance staff is on site from 5:30 a.m. to 10 p.m. daily and ensures the airport operates in compliance with Canadian Aviation Regulations.

### Core department services:

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

## 2020 Highlights

- PAL Aerospace new hanger completed, August 2020 daily service.
- Applied for ACAP funding for new runway spreader.
- Runway, lighting, repair and maintenance completed early summer.
- Applied for ACAP funding for replacement loader.
- New airline Cascadia Air began service.

## 2021 - 2022 Goals and Objectives

- Maintain existing commercial airlines.
- Work with existing tenants to maintain or increase service to the community.
- Lease out remaining infill properties.
- Receive ACAP funding for Lighting, Visual Aids, Apron, and Taxiway Rehabilitation.



## Bylaw Enforcement and Animal Control

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

### 2020 Highlights

- Completed daily downtown foot patrols and regular cleanup of encampments.
- Active engagement in Downtown Safety Working Group.
- Proactive outreach with Heart of the Downtown Business Improvement Association, downtown businesses and social service providers to address downtown issues, and assist in information sharing on new BC Housing projects (Bridge to Housing and Supportive Housing).
- Assisted with public education and compliance with Provincial Health Orders during COVID-19.
- Responded to more than 1,200 bylaw complaint files ranging from public nuisance issues to violations under the Traffic and Highway Bylaw, Zoning Bylaw, Building Bylaw and a wide range of other bylaws.
- Reduced Dog License fees for dog licenses purchased midway through the year.
- Updated the Animal Control Bylaw to require muzzling of vicious dogs in public spaces.
- Provided Animal Control Services and administered the Animal Control Bylaw.





## 2021 - 2022 Goals and Objectives

- Participate in Downtown Safety Working Group. Daily downtown foot patrols and regular cleanup of encampments to promote downtown safety, cleanliness and address bylaw violations, consumption of liquor, and other issues.
- Secondary suite inspections to address illegal suites and health and safety issues.
- Prompt response to all bylaw complaints and prioritization of health and safety issues.
- Continue to build relationships with downtown businesses, in the Heart of the Downtown
- Business Improvement Association, and social service providers to address downtown issues, homelessness and social issues.
- Continue to provide Animal Control Services and administer the Animal Control Bylaw including licensing of dogs and urban hens, and overseeing animal control regulations

## Development Services

This department provides a centralized, coordinated, one-stop service for all development applications, queries, permits and projects. Over the past three years the department has processed an average of 350 building permits applications each year with an annual construction value averaging over \$125 million dollars. Land use and development applications involve the preparation of reports and recommendations for City Council's consideration and often involve public consultation.

### Core department services:

- Building permits, inspections and compliance
- Development and land use planning applications (OCP and zoning amendments, development permit, and variance permit applications)
- Subdivision applications
- Engineering infrastructure review and approvals related to both current and future development
- Information and support for the local real estate industry
- Business licensing and compliance
- Engineering infrastructure review and approvals related to subdivision, development and building

## 2020 Highlights

- Implemented COVID-19 measures to maintain service levels for the construction industry.
- Completed recruitment and successfully filled all vacant staff positions.
- Processed approximately 120 development, land use and subdivision applications, 350 building permits applications and 2,000 business license applications.
- Implemented new development application form and procedures.
- Updated building permit fees.

## 2021 - 2022 Goals and Objectives

- Maintain levels of service amid the COVID-19 pandemic.
- Adopt Building, Planning Procedures and Zoning Bylaw amendments.
- Complete revisions of the development permit design guidelines.





## Long Range Planning and Sustainability

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

The department is the liaison for the City's Community Planning Advisory Committee, Environmental Advisory Committee and Youth Action Committee, as well as a variety of external community-based committees.

## 2020 Highlights

- Recipient of two National Awards (Federation of Canadian Municipalities and Canadian Association of Municipal Administrators) and one Provincial Award (Community Energy Action Award) for Rising Seas – the City's Sea Level Rise Action Plan.
  - Adopted the Sea Level Rise Action Plan, and completed the Campbell River Housing Needs Report (funded by UBCM).
  - Provided environmental and stewardship services including development reviews, liaising with community organizations, invasive species removal, and supporting restoration projects.
  - Developed the City's Climate Adaptation Strategy (to be reviewed by Council).
  - Supported Campbellton Neighbourhood Association in the implementation of the Aircraft Entrance Feature on Highway 19, and development of parkette and wayfinding signage.
  - Provided support for social initiatives such as downtown safety, community opioid response through the Community Action Team (CAT) and obtained and administered funding for the Get the Point program (\$35,000) in partnership with Kwakiutl District Council and the CAT to assist with community clean-ups and stigma reduction.
  - Administered the Social Grants Program - \$100,000 disbursed to 13 organizations.
  - Completed the Campbell River Child Care Needs Assessment and Space Creation Plan highlighting significant demand for additional spaces.
  - Developed strong partnerships with BC Housing, Strathcona Health Network, the Coalition to End Homelessness and the Urban Indigenous Housing Dialogue group to facilitate innovative solutions to address housing challenges.
  - Partnered with BC Housing to facilitate a range of affordable housing projects for Campbell River.
- Highlights include:**
- Supportive Housing Development – 50 units (\$11M capital; \$1.2 M annual operating costs).
  - City support included donation of land, and covering servicing and development fees.
  - Riverside Village – 41 units (\$4.1 M capital).
  - Bridge to Housing – 20 units (\$1.5 M capital renovations; \$1 M annual operating costs).
  - Rose Harbour Expansion (Eagle Harbour) – 57 units (\$22 Million Capital; \$500,000 annual operating costs) – City support included donation of land in support of the project.

## 2021 - 2022 Goals and Objectives

- Complete the Housing Growth Review.
- Support Campbellton Neighbourhood Association's wayfinding and parkette projects.
- Coordinate the City's Affordable Housing initiatives, including partnerships with BC Housing, the Coalition to End Homelessness and local not-for-profit organizations.
- Continue to progress a program of amendments to the Official Community Plan to reflect Council policy, and update the Zoning Bylaw to achieve consistency with the Official Community Plan.
- Coordinate the implementation of the City's Climate Action efforts including the: Community Energy and Emissions Plan, Carbon Neutral Plan, Sea Level Rise Strategy and complete the development of the Climate Adaptation Strategy.
- Develop the Public Art Plan.
- Reduce environmental impacts and support stewardship services to the community through development permit reviews, environmental policy/regulation updates, liaising with community organizations, invasive species removal, and supporting the City's restoration projects.
- Support social planning, including addressing downtown safety, homelessness, community opioid crisis response efforts, child care needs, and working towards reconciliation.
- Coordinate and enhance the City's Downtown Revitalization programs including: the Downtown Small Initiatives Fund, Crime Prevention through Environmental Design and Beautification Programs.





## Recreation and Culture

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

The Recreation and Culture Department aims to provide accessible recreation that fosters individual wellbeing, community wellbeing and the wellbeing of Campbell River's natural and built environments. In accordance with the Sustainable Official Community Plan objectives and policies (section 12) the Recreation and Culture Department provides opportunities that increase social inclusion, accessibility, and improve health and well-being. The Department accomplishes these goals by providing programs and services that promote active living, create inclusion, connect people to one another and their community and to nature.

Several recreation services moved online and outdoors in response to the Province's pandemic orders.

Online programs were offered via Facebook Live, Zoom and YouTube.

By quickly adapting to changing public health requirements, the City continued to provide our community with opportunities to keep fit, socialize and stay connected.



## 2020 Highlights

- In response to the COVID-19 pandemic, the department quickly pivoted to online programming and implemented a successful series of virtual programs and events with a reach of more than 100,000 views.
- Developed tools to support community groups and staff in the development of COVID-19 Safety Plans.
- Through partnerships provided summer programs for some of the more vulnerable children in our community at no cost to the participants and no additional funding from the City.
- Slowly and successfully reintroduced in-person programs that met the Provincial Guidelines and Health Orders.
- Focused internally on employee resiliency, succession planning and a coach approach.
- Began Phase 2 of the PLAY Campbell River initiative.
- Continued to work with, and support, the Seniors Network and Seniors Information HUB.
- Provided enhanced cleaning for other City departments.
- During facility shutdown, found safe ways to provide spaces for health and community safety initiatives such as the Blood Donor Clinic and immunization clinics, as well as providing spaces for essential health and safety training.

## 2021 - 2022 Goals and Objectives

- To meet Council's Strategic Plan objective of Community Input, Recreation and Culture will continue engagement with the community to ensure programs, events and services are meeting community needs.
- Operate the Robron Fieldhouse.
- Prepare a clientele impact plan for the future Sportsplex renovation project.
- To support good governance the Recreation and Culture Department will continue to develop performance measurement and reporting tools for the department with a focus on impact assessment.
- To build regional health the Recreation and Culture Department will continue to work with the education and health sectors to develop physical literacy education and programming for our region.
- To ensure a safe and livable community the Recreation and Culture Department will work with community groups to ensure that all activities and events are following COVID-19 safe practices.
- Create new, fun and smaller events in the community that create engagement and community connection in a safe way.
- To ensure that the most vulnerable people in our community have access to recreation services the department will continue to work with the Ministry for Children and Families, Family Services, School District 72 and the Health Authority to provide safe recreation opportunities year round.





# Financial Statements

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The enclosed audited financial statements present the City's financial position as at December 31, 2020 and are prepared as prescribed by Canadian public sector accounting standards and pursuant to sections 98 and 167 of the British Columbia Community Charter.





## Report from the Director of Finance/ Chief Financial Officer and Controller

We are pleased to present the City of Campbell River's audited financial statements for the year ended December 31, 2020, as well as detailed information concerning the financial position of the City.

The City's independent external auditors, MNP LLP, have audited the City's financial statements in accordance with Canadian generally accepted auditing standards and have issued an unqualified opinion on the City's 2020 financial statements. As expressed in the audit report, it is MNP LLP's opinion that the City's financial statements present fairly in all material respects, the financial position of the City of Campbell River as at December 31, 2020, and the results of the operations and its cash flows for the year then ended are in accordance with Canadian public sector accounting standards.

Although the City relies on the standards and expertise of the City's external auditors, the financial statements are the responsibility of management, which includes the oversight of strong internal controls for reliability purposes, accuracy, and to ensure City assets are safeguarded. Management is also responsible for ensuring the City remains fiscally prudent and financially sustainable through the ongoing oversight of all financial affairs for the City. The City's 2020 financial statements have been prepared by City staff in accordance with generally accepted accounting principles, as prescribed by Canadian Public Sector Accounting Standards, pursuant to Sections 98 and 167 of the Community Charter.

## Financial Statement Highlights

The City ended the year with a \$17.5 million increase to accumulated surplus, for a total of \$337.4 million in 2020. The accumulated surplus represents the net value of the City (the City's overall net assets, not just cash). This includes unappropriated surplus to meet cash flow needs, reserves to fund infrastructure improvements projects and strategic initiatives, and the City's net value of infrastructure assets that provide service levels to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology. The \$17.5 million increase represents the economic resources gained by the City in 2020, which is mainly a result of the significant one-time COVID-19 relief funding of \$4.6 million provided by the Provincial Government, transfers from other governments for ongoing capital projects, and a net increase to capital infrastructure/contributed assets in the year. The City has also been incrementally increasing sewer and water utility reserves to fund future planned capital projects and infrastructure upgrades. Revenues of \$80.3 million were higher than 2019 by approximately \$1.1 million which is comprised of a significant decrease in overall operating revenues due to the COVID-19 pandemic, which was offset by an increase in transfers from senior governments.



Overall the City's expenses were approximately \$1.1 million under budget. The difference is primarily due to significant interruptions to City operations due to the ongoing COVID-19 pandemic.

City expenditures declined approximately \$1.1 million from the prior year as a result of Council enacting a number of cost saving measures to offset losses in revenue associated with the COVID-19 pandemic.

The audited financial statements demonstrate close alignment between actual financial results and the City's 2020 Financial Plan. This is despite significant changes in many of the services that the City delivers where the COVID-19 pandemic introduced challenges in meeting annual workplans associated with the approved budget for 2020. The year-end results also demonstrate that the City's financial position continues to increase with a focus on reinvestment in infrastructure through stable tax and user fee increases. These stable increases are a key component of the City's Financial Stability and Resiliency Policy which ensures funding is available to maintain and upgrade the City's significant infrastructure across the City.

This framework establishes guidelines for how the City will acquire and manage a portfolio of financial and physical assets to ensure that the City's current and future needs are of our community are met.



**Dennis Brodie**  
**Chief Financial Officer**



## Forward Facing

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

- The Financial Stability and Resiliency Policy establishes a long-term framework that focuses on providing ongoing stable funding, without the need for large tax increases in any one year. This provides stability to the City, while maintaining services, providing for modest service enhancements and investing in critical infrastructure. Under the City's budget parameters, the annual tax rate increase will be between 2% to 3.5%, which provides funding to maintain base service inflationary increases, provide incremental service level increases to meet the needs of the growing community, and allocate funds to capital reserves to ensure ongoing maintenance and upgrade of infrastructure including roads, facilities, fleet, and fire.
- By maintaining a fair and equitable property tax policy. This policy strives to maintain tax rates for all classes within the provincial average and each class is allocated the same tax percentage increase, unless realignments are required. Any realignments are phased in and occur over a multi-year period to reduce volatility for taxpayers. Building a sustainable utility rate structure with rates approved for five years ensures adequate funding to maintain services, and upgrade infrastructure as required under the ten-year capital plan.
- Taxing 0.66% or \$220,000 to invest in critical infrastructure to ensure ongoing replacement and renewal of critical infrastructure.
- The City has developed an asset management investment plan (AMIP) to have a better understanding of the life-cycle costs of infrastructure and to fully integrate into future financial planning. This plan also provides a comprehensive understanding of the City's asset inventory, condition and replacement/renewal needs for City assets. The AMIP not only provides a comprehensive framework for guiding long-term decision making for funding needs, it supports evidence based decision making when investing in critical infrastructure.
- The City is committed to improving asset management practices by developing standard operating procedures and a corporate wide asset management plan.
- Investigating ways to increase other sources of revenue to reduce the City's reliance on residential property taxes.
- Reviewing development cost charges to ensure that development is paying for itself and that projects related to growth are being properly captured and integrated into the financial plan.
- Through the City's reserve policy, the City is maximizing the use of its resources, with funds available for cash flow, risks/emerging opportunities, capital infrastructure, and service enhancements. While the City is focused on asset renewal, funds are allocated in the financial plan to strategic initiatives that continue to enhance service levels to meet community demand/needs and that align with Council's strategic plan.

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

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

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

Sincerely,



Dennis Brodie, B.ASc, ProfCertAM  
Chief Financial Officer



Aaron E. Daur, CPA  
Controller

## Overview of the Financial Statements

The 2020 financial statements provide a summary of the City's financial activity and financial assets, liabilities, and net equity position for the year ended December 31, 2020 with comparatives to the 2019 fiscal year.

The financial statements include:

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

City operations were significantly impacted during 2020 due to the emergence of the COVID-19 pandemic. In the first two quarters the City largely focused on business continuity while the last two quarters focused on overall recovery and relief.

Work plans for 2020 were impacted by having to pivot either due to the pandemic or from unforeseen and uncontrollable delays (i.e. supply chain disruption). As the City progresses into 2021, there remains some uncertainty over how the pandemic will continue to affect City operations; although, it is anticipated that disruptions will be significantly less than what was experienced in 2020.

Due to the COVID-19 pandemic, the City's operating revenues have been significantly impacted for the 2020 fiscal year and beyond. Closures of various City facilities (Community Centre, Sportsplex, Airport, Transit etc.), as well as other revenue generating sources (i.e. Gaming revenue sharing and MRDT), resulted in decreased operating revenues throughout the last three quarters.

As the pandemic unfolded Council made a number of cost saving decisions to reduce or delay expenditures which resulted in operating cost reductions of approximately \$1.6 million and the delay or cancellation of \$3.47 million in capital and operating projects.



## Statement of Financial Position

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

Financial assets, which are those assets available to meet current and future obligations have increased by approximately \$9.6 million to \$108 million. The change in the financial assets of the City at December 31, 2020 is largely due to the deadline to remit school taxes that were collected by the City on behalf of Province of British Columbia being moved from July 2020 until January 15, 2021. At year end, the City of Campbell River still held approximately \$5.7 million in school tax funds that were collected on behalf of the Province. This amount was remitted to the Province of BC in early January 2021. The change in the remittance date was made by the Province to help ensure that municipalities remained sufficiently liquid during the continued COVID-19 pandemic.

The remaining \$3.8 million increase in financial assets during the year is attributable to an increase in receivables from senior levels of government (\$1.1 million). Receivables associated with the Highway 19A upgrade project increased \$1.7 million from the prior year while other miscellaneous government receivables declined by approximately \$600 (Gaming receivables and ICBC receivables). The remaining increase is attributable to timing differences between when the City receives funds and when those funds are used for capital and operating projects or base budget activities.

Financial liabilities which represent the current and long-term obligations of the City of Campbell River, have increased approximately \$3.3 million from the prior year. The City's accounts payables increased approximately \$6.4 million from the prior year which is largely the result of the remittance deadline for school tax being changed as discussed above. The City held approximately \$5.7 million of school tax payments in accounts payable at year-end.

Increases in payables were offset by decreases in other liabilities such as deferred revenue (\$2.5 million) and long-term debt (\$875,000). The decrease in deferred revenue is largely result of the City recognizing contributions received in 2019 for Highway 19A against costs that were incurred in 2020; as well as, an increase in the usage of Community Works Funds.

The change in long-term debt of \$875,000 is consistent with the City's repayment terms associated with the long-term debt that is held with the Municipal Finance Authority (MFA) and represents continued repayment of this debt.

Non-financial assets are primarily comprised of the City's capital infrastructure and have increased to approximately \$286 million in 2020 from \$275 million in the prior year.

The City acquired approximately \$22 million of new assets in 2020. Of the assets acquired during the year, \$19.5 million were purchased by the City and the remaining balance were contributed tangible capital assets.

Contributed tangible capital assets are assets such as roads, water and sewer infrastructure that the City acquires through new subdivisions and development. Contributed tangible capital assets decreased approximately \$7.5 million from the prior year. Even though there was a reduction in the contributed tangible capital assets received by the City this does not mean that development has decreased, but rather is reflective of fewer subdivisions being completed and turned over to the City to maintain in 2021.

The City recognizes the usage of its assets by amortizing its existing infrastructure over the estimated useful life of the asset, which decreases the net book value of the City's assets and accumulated surplus over time. The amortization expense for 2020 was \$10.3 million and is similar to the prior year.

The accumulated surplus or net equity position of the City is \$337.4 million for 2020 as compared to \$319.8 million in 2019. The approximate \$17.5 million change in the accumulated surplus is largely the result of the City receiving \$13.4 million of transfers from other levels of Government. The City received a combined \$7.7 million (\$4.8 million Highway 19A) from the Government of Canada and the Province of BC to help fund infrastructure upgrade and renewal projects. The City additionally received operating grants in the amount of \$5.7 million which largely was made up of a \$4.6 million COVID-19 Safe Restart Grant for Local Governments received from the Province of BC.

The accumulated surplus represents the net value of the City (the City’s net assets, not just cash). This includes unappropriated surplus to meet cash flow needs, reserves to fund infrastructure improvements projects and strategic initiatives, and the City’s net value of infrastructure assets that provide service levels to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology.

Unappropriated surplus (all funds)	\$ 6,050,000
Non-Statutory Reserves	54,475,394
Statutory Reserves	3,477,059
Investment in tangible capital assets	<u>273,353,875</u>
<b>Accumulated Surplus</b>	<b><u>\$ 337,356,328</u></b>

## Statement of Operations

The statement of operations summarizes the financial activities or revenues and expenses for 2020 as compared to both budget and the prior year. The financial statements are prepared in accordance with Canadian Public Sector Accounting Standards (PSAS) and as such, the presentation is significantly different from that presented in the Financial Plan. The Financial Plan presents the operating and capital plans separately, whereas the Financial Statements combines these balances. Additionally, as required by PSAS, the financial plan that is presented in the audited financial statements is the original financial plan as adopted by Council and does not reflect any subsequent amendments.

During the first quarter of the year a number of the City's revenue sources became impacted by the COVID-19 pandemic. As the pandemic progressed it was identified that impacts to City revenues would be experienced on a continuous and long-term basis. The main sources of the City revenues that were impacted as a result of the COVID-19 pandemic were: recreation fees (Community Centre, the Sportsplex and the outdoor pool), landing fees and fuel sales at the Campbell River Airport, transit fare revenue, and the loss of gaming revenues due to the closure of the local casino. Overall revenue loss for the year associated with these revenue streams was approximately \$2.4M.

While the City did experience revenue loss due to the COVID-19 pandemic, a number of relief measures were put in place by other levels of government to offset the impact of lost revenues that municipalities were facing. The City of Campbell River received \$4.6 million in COVID-19 Safe Restart Grant Funds for Local Governments from the Province of BC. While these funds have specified uses, the broad nature of what these funds can be used for impacted how they were accounted for in 2020.

The full amount of the COVID-19 Safe Restart Grant funds has been recorded as revenue in the City's 2020 Financial Statements, and as such contribute to the annual surplus reported on the Statement of Operations. These funds have been transferred into a reserve until such time that a decision is made on how the remaining portion of these funds will be used. The City is required to report on the usage funds and the remaining unused portion of the grant to the Province annually through the inclusion of an additional schedule in the financial statements. Schedule 4 has been prepared to satisfy the City's reporting requirements with the Province of BC.

The City also received Restart Funding from BC Transit to offset lost revenues associated with a reduction in ridership as a result of the pandemic. The City received approximately \$190,000 of grant funding from BC Transit in 2020 to offset lost revenues. There are no specific reporting requirements for this funding.

Revenues on the statement of operations include taxes, sales of services, grants and other revenues that fund the capital plan, as well as user fee revenues that are allocated to reserves for future capital projects for sewer and water utilities. Total revenues for 2020 were approximately \$80.3 million, which was an increase of approximately \$1.1 million over 2019 and \$1.3 million over budget. Sales of services were under budget by approximately \$1.7 million which is due primarily to impacts of the COVID-19 pandemic and the closure or reduction in capacity of a number of City services (Community Centre, Sportsplex, the outdoor pool, the Campbell River Airport, transit). The reduction in the sales of services were offset by an increase in transfers from other levels of government. The City received a total of \$13.4 million (a \$3.17 million increase over the budget for 2020) in transfers from other levels of Government which included a \$7.7 million in capital and infrastructure upgrade funding as well as a \$4.6 million COVID-19 Safe Restart for local government grant.



Total expenses for 2020 were approximately \$62.7 million as compared to \$63.8 million in 2019. Expenses for the year were \$1.1 million under budget for the year. Overall, all areas of operation came in under budget with the exception of General Government, Public Health, and the Water Department.

The financial results for General Government include two large transactions which did not include an operating budget in the original financial plan: the payment of approximately \$880,000 to the Campbell River Youth Soccer Association for the construction of the Robron Fieldhouse as well as the expensing of \$971 of items that were funded on the capital plan but do not meet the accounting standards requirements for capitalization.

Taking the above transactions into consideration total expenses for the year would have been \$2.9 million under budget.

The reduction in overall expenditures for the year as compared to budget is made up of a number of items with the largest being: wages and benefits being \$1.0 million under budget, operating projects being \$542,000 under budget, the RCMP contract being \$378,000 under budget, the Destination Think! contract being \$231,000 under budget (the reduction is due to a reduction in MRDT revenue in 2020), and transit costs being \$122,000 under budget.

The annual surplus represents the economic resources gained by the City in 2020. The annual surplus for 2020 of \$17.5 million is mainly the result of transfers received from other levels of government to fund infrastructure projects (Highway 19A upgrade) as well as the City receiving a one-time COVID-19 restart grant in the amount of \$4.6 million.

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

Net increase in tangible capital assets	\$ 11,294,335
Net increase in general reserves	6,046,399
Net decrease in statutory reserves	(250,455)
Net decrease in airport reserve	(274,881)
Net decrease in sewer reserve	(1,271,362)
Net increase in water reserve	1,957,685
<b>Total increase (annual surplus)</b>	<b>\$ 17,501,721</b>

The \$17.5 million annual surplus includes a general fund operating surplus of \$5,498,169, consisting of:

Wages and benefits expense under budget	\$662,000
Operating projects under budget	490,000
RCMP contract under budget	378,000
Community grants under budget	<u>122,000</u>
Building permit revenue over budget	187,000
Transit expenses under budget	145,000
Recreation revenue under budget	(313,000)
Interest income under budget	(203,000)
COVID-19 Safe Restart Grant for Local Governments	4,618,000
Community Gaming revenue under budget	(732,000)
Other Misc. revenue and expense variances	144,169
<b>2020 General Operating Surplus</b>	<b><u>\$5,498,169</u></b>

As part of the City’s Financial Stability and Resiliency Policy, through the waterfall system, the \$5,498,169 would flow through the Financial Stabilization Reserve to fund emerging risk and/or other liabilities the City may incur in any one year. \$725,000 of the COVID-19 Safe Restart Grant for Local Governments was transferred to the Gaming Reserve to offset lost revenues while the remaining unallocated balance (\$3,893,000) has been transferred to a separate reserve until a decision is made on how to best utilize these funds.

The remaining balance of the annual surplus for 2020 of \$880,169 will flow through the waterfall system into Financial Stabilization. Additional funding over the Financial Stabilization Reserve’s maximum threshold then flows into to capital reserves to fund the 2022-2031 Capital Plan, which includes asset renewal, upgrades, and maintenance projects required across the City to maintain service levels for facilities, furniture and equipment, fleet, fire, and roads infrastructure.

## Statement of Changes in Net Financial Assets

The statement of changes in net financial assets highlights the City's acquisition of purchased tangible capital assets which increased from \$15.3 million in 2019 to \$19.5 million in 2020. The City also acquired \$2.6 million of assets from developers and community groups. The majority of these assets are comprised of new subdivisions including roads, streetlights, storm drains, water and sewer lines. The City receives these assets from developers on the completion of development and then is required to maintain and upgrade them in the future.

The City's overall net financial assets increased \$6.3 million from 2019; the balance is \$51.2 million up from \$44.9 million in 2019.

## Statement of Changes in Cash Flows

The statement of Changes in Cash Flows identifies an increase in cash and investments of \$8.5 million; \$90.9 million in 2019 up to \$99.4 million in 2020. The increase in cash in 2020 is largely attributable to the City holding additional School Tax funds collected on behalf of the Government of BC at year end (\$5.7 million). The Province of BC changed the remittance deadline until after the end of the fiscal year to provide municipalities with additional liquidity as they responded to the impacts of COVID-19.

Cash collections associated with development include deposits/holdbacks as well as development cost charges. Development cost charges will be utilized to upgrade infrastructure in the future as the community continues to grow. Deposits/holdbacks will be returned to developers once the project is completed and all criteria have been achieved to release these funds. The Statement of Cash Flows also highlights the difference between the amount included in the Statement of Operations as amortization of Capital Assets for the period and the amount the City paid to acquire new assets during the year. The City paid \$19.5 million in cash to acquire new assets during the year for the purposes of provided services to residents.





A photograph of a person in a white shirt working at a desk. The person's hands are visible, one resting on a laptop and the other on a stack of papers. The background is a warm, reddish-brown color. A large, semi-transparent teal shape is overlaid on the left side of the image, containing the text.

# 2020 AUDITED FINANCIAL STATEMENTS





## CITY OF CAMPBELL RIVER FINANCIAL REPORTING RESPONSIBILITY For the Year Ended December 31, 2020

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

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



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Dennis Brodie, B.ASc, ProfCertAM  
Acting Director of Finance/Chief Financial Officer



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Aaron E. Daur, CPA  
Controller



## Independent Auditor's Report

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

### Opinion

We have audited the financial statements of the City of Campbell River (the "City"), which comprise the statement of financial position as at December 31, 2020, and the statements of operations, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2020, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

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

### Other Information

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

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

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

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

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

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

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

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



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## Independent Auditor's Report

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

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

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

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

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

Campbell River, British Columbia

May 10, 2021

*MNP* LLP

Chartered Professional Accountants





## CITY OF CAMPBELL RIVER STATEMENT OF FINANCIAL POSITION As at December 31, 2020

	2020	2019
<b>FINANCIAL ASSETS</b>		
Cash and investments (note 2)	99,444,603	90,898,593
Accounts receivable (note 4)	8,508,383	7,423,817
Inventory held for sale	24,648	29,776
	<b>107,977,634</b>	<b>98,352,186</b>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities (note 5)	17,468,792	11,053,031
Deposits and holdbacks	4,497,475	4,652,936
Development cost charges (note 6)	12,720,575	12,506,819
Deferred revenue (note 6)	10,484,554	12,738,110
Long-term debt (note 7 & schedule 1)	11,651,472	12,527,259
	<b>56,822,868</b>	<b>53,478,155</b>
<b>NET FINANCIAL ASSETS</b>	<b>51,154,766</b>	<b>44,874,031</b>
<b>NON FINANCIAL ASSETS</b>		
Inventory of supplies	474,820	393,777
Prepays	21,400	-
Tangible capital assets (schedule 2)	285,705,342	274,586,799
	<b>286,201,562</b>	<b>274,980,576</b>
<b>ACCUMULATED SURPLUS (note 9)</b>	<b>337,356,328</b>	<b>319,854,607</b>

See Contingent liabilities Note 10.

See Significant events Note 17.

See Subsequent events Note 18.



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Dennis Brodie, B.ASc, ProfCertAM  
Acting Director of Finance/Chief Financial Officer



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Aaron E. Daur, CPA  
Controller

The accompanying notes are an integral part of these financial statements

## CITY OF CAMPBELL RIVER STATEMENT OF OPERATIONS For the Year Ended December 31, 2020

	2020 Budget (see note 12)	<b>2020 Actual</b>	2019 Actual
<b>REVENUE</b>			
Taxes & parcel taxes (note 11)	35,874,799	<b>35,854,588</b>	34,213,916
Payments in lieu of taxes	683,080	<b>711,370</b>	683,089
Sale of services	25,491,695	<b>23,816,603</b>	25,065,270
Services provided to other governments	1,747,803	<b>1,596,147</b>	1,545,783
Transfers from other governments (note 15)	10,251,918	<b>13,423,631</b>	4,961,949
Investment and other income	952,109	<b>921,336</b>	1,869,796
Other revenue	224,098	<b>285,472</b>	338,391
Development cost charges recognized	3,746,207	<b>1,351,905</b>	248,992
Contributed tangible capital assets	61,628	<b>2,639,297</b>	10,227,164
Loss on disposal of tangible capital assets	-	<b>(311,012)</b>	(46,126)
	<b>79,033,337</b>	<b>80,289,337</b>	79,108,224
<b>EXPENSES</b>			
General government	7,207,208	<b>9,198,207</b>	7,962,897
Protective services	18,807,148	<b>18,127,980</b>	18,506,359
Transportation services	12,587,578	<b>12,188,199</b>	12,442,699
Environmental health services	2,772,152	<b>2,609,372</b>	2,590,889
Public health services	203,560	<b>229,155</b>	199,877
Development services	2,716,386	<b>2,244,067</b>	2,634,950
Parks, recreation and cultural services	9,033,857	<b>7,758,785</b>	8,674,083
Sewer utility services	4,399,899	<b>4,184,035</b>	4,149,424
Water utility services	6,162,657	<b>6,247,816</b>	6,723,650
	<b>63,890,445</b>	<b>62,787,616</b>	63,884,828
<b>ANNUAL SURPLUS</b>	15,142,892	<b>17,501,721</b>	15,223,396
Accumulated Surplus, Beginning of Year	319,854,607	<b>319,854,607</b>	304,631,211
<b>ACCUMULATED SURPLUS (note 9)</b>	334,997,499	<b>337,356,328</b>	319,854,607

See Budget legislative compliance Note 12.

The accompanying notes are an integral part of these financial statements

**CITY OF CAMPBELL RIVER**  
**STATEMENT OF CHANGES IN NET FINANCIAL ASSETS**  
**For the Year Ended December 31, 2020**

	2020 Budget (see note 12)	2020 Actual	2019 Actual
<b>ANNUAL SURPLUS</b>	15,142,892	<b>17,501,721</b>	15,223,396
<b>TANGIBLE CAPITAL ASSETS</b>			
Acquisition of tangible capital assets	(38,342,550)	<b>(19,456,143)</b>	(15,315,367)
Contributed tangible capital assets	-	<b>(2,639,297)</b>	(10,227,164)
Proceeds on disposal of tangible capital assets	-	<b>74,186</b>	90,186
Loss on disposal of tangible capital assets	-	<b>311,012</b>	46,126
Writedown of tangible capital assets	-	<b>268,148</b>	1,515,301
Amortization	9,380,800	<b>10,323,551</b>	9,740,160
	(28,961,750)	<b>(11,118,543)</b>	(14,150,758)
<b>OTHER NON-FINANCIAL ASSETS</b>			
Increase in inventory of supplies	-	<b>(81,043)</b>	(18,475)
Increase in prepaids	-	<b>(21,400)</b>	71,767
	-	<b>(102,443)</b>	53,292
<b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	(13,818,858)	<b>6,280,735</b>	1,125,930
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	44,874,031	<b>44,874,031</b>	43,748,101
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	31,055,173	<b>51,154,766</b>	44,874,031

The accompanying notes are an integral part of these financial statements



## CITY OF CAMPBELL RIVER STATEMENT OF CASH FLOWS For the Year Ended December 31, 2020

	2020	2019
<b>OPERATING ACTIVITIES</b>		
Annual surplus	17,501,721	15,223,396
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(95,850)	(70,812)
Contributed tangible capital assets	(2,639,297)	(10,227,164)
Loss on disposal of tangible capital assets	311,012	46,126
Writedown of tangible capital assets	268,148	1,515,301
Amortization expense	10,323,551	9,740,160
Decrease in inventory of supplies	(81,043)	(18,475)
Decrease in prepaids	(21,400)	71,767
Changes in financial assets and liabilities:		
Accounts receivable	(1,084,566)	(1,894,396)
Inventory held for resale	5,128	30,832
Accounts payable and accrued liabilities	6,415,761	1,132,681
Deposits and holdbacks	(155,461)	919,198
Development cost charges	213,756	1,621,523
Deferred revenue	(2,253,556)	968,732
	<b>28,707,904</b>	<b>19,058,869</b>
<b>CAPITAL ACTIVITIES</b>		
Proceeds on sale of tangible capital assets	74,186	90,186
Acquisition of tangible capital assets	(19,456,143)	(15,315,367)
	<b>(19,381,957)</b>	<b>(15,225,181)</b>
<b>FINANCING ACTIVITIES</b>		
Debt principal repaid	(779,937)	(521,858)
	<b>(779,937)</b>	<b>(521,858)</b>
<b>INCREASE IN CASH AND INVESTMENTS</b>	<b>8,546,010</b>	<b>3,311,830</b>
<b>CASH AND INVESTMENTS BEGINNING OF YEAR</b>	<b>90,898,593</b>	<b>87,586,763</b>
<b>CASH AND INVESTMENTS, END OF YEAR</b>	<b>99,444,603</b>	<b>90,898,593</b>
<b>INTEREST RECEIVED</b>	<b>724,506</b>	<b>1,562,309</b>
<b>INTEREST PAID</b>	<b>454,851</b>	<b>525,724</b>

The accompanying notes are an integral part of these financial statements

# CITY OF CAMPBELL RIVER

## NOTES TO THE FINANCIAL STATEMENTS

### For the Year Ended December 31, 2020

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

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

#### 1. Significant accounting policies

##### a) Basis of presentation

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

##### b) Reporting entity

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

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

##### c) Accrual accounting

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

##### d) Revenue recognition

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

###### i) Taxation

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

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2020

### 1. Significant accounting policies (continued)

#### ii) Sale of services

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

#### iii) Transfers from other governments

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

#### iv) Other revenue

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

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

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

### e) Cash and investments

Investments are held with the Municipal Finance Authority of BC (MFA). The Money Market Fund and the High Interest Savings Accounts offered by the MFA provide a method by which municipalities in British Columbia can access high quality investments not otherwise available to them while retaining a high degree of security and liquidity. The interest rate is variable and the funds are redeemable upon 24 hours notice. The carrying value of investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing, and any permanent decline in market value. The investment balances detailed in Note 2 are reported at market value which is also cost on December 31, 2020.

### f) Long-term debt

All long-term debt is borrowed from the Municipal Finance Authority of BC (MFA). Interest payments and actuarial earnings related to long-term debt obligations are recorded on an accrual basis. Actuarial revenue is investment earnings on the City's principal payments made to, and invested by, the MFA, prior to the MFA using these funds to retire the related debt. The actuarial interest rate is set when the debt is issued to the City and may be adjusted by MFA during the term of the debt if market conditions dictate that the rate can no longer be achieved. The rates of interest on outstanding debt are 1.28% to 3.25% as disclosed on Schedule 1. Actual actuarial earnings beyond the set rate are paid to the City when the related debt is retired. Actuarial revenue is recognized and compounded annually starting in the second year of the debt term.



## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2020

### 1. Significant accounting policies (continued)

#### g) Financial instruments

The City's financial instruments consist of cash and investments, accounts receivable, accounts payable and accrued liabilities, deposits and holdbacks, short-term and long-term debt. Unless otherwise noted, it is management's opinion that the City is not exposed to significant interest, currency or credit risk arising from these financial instruments. Interest rates for long-term debt are set at fixed rates for the term. The City does not have significant foreign currency denominated transactions. Accounts receivable are due from a broad base of customers, except as otherwise commented on in Note 4.

#### h) Non-financial assets

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

##### i) Tangible capital assets

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

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

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

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

##### ii) Inventory

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

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2020

### 1. Significant accounting policies (continued)

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

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

#### j) Liability for contaminated sites

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2020.

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

### 2. Cash and investments

	2020	2019
General operating fund	82,462,258	74,698,989
Development cost charges deferred revenue	12,720,575	12,532,602
Capital lending reserve fund	2,245,486	1,707,788
Parks acquisition & development reserve fund	1,231,573	1,307,526
Parkland acquisition reserve fund	629,227	497,958
Other bank investments	155,484	153,730
	99,444,603	90,898,593

The City's investment policy is designed to provide the optimal blend of investment security and rate of return while meeting the operational requirements of the City while maintaining compliance with restrictions imposed by the Community Charter. The investment policy applies to all cash assets of the City not required for immediate operational needs. All current investments are held within the MFA Money Market Fund (MMF) and High Interest Savings Accounts which are accessible within one business day. The monthly average interest rate for the MMF in 2020 was 0.85% (2019 - 1.85%).

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2020

### 3. Trust funds

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

	December 31, 2019	Collections	Expenses	December 31, 2020
CR Municipal Cemetery	328,772	9,591	-	338,363
Elk Falls Memorial Cemetery	250,778	7,315	-	258,093
	<u>579,550</u>	<u>16,906</u>	<u>-</u>	<u>596,456</u>

### 4. Accounts receivable

	2020	2019
Property taxes	1,644,822	1,588,297
Due from other governments	3,341,980	2,093,516
Other	3,521,581	3,742,004
	<u>8,508,383</u>	<u>7,423,817</u>

Other receivables includes from one customer an amount of \$486,931 (2019 - \$544,551) which is a structured payment established through a local service agreement and is collected as part of the annual tax levy with the final payment occurring in 2027. The annual repayment amount is \$81,353 based on an interest rate of 4.71% over the 20 year repayment term. There are 7 years remaining on the repayment term.

### 5. Accounts payable and accrued liabilities

	2020	2019
Trade accounts payable	2,269,448	2,001,710
Due to other governments	10,030,611	3,896,562
Accrued liabilities	216,200	307,370
Accrued wages and benefits	4,867,670	4,758,858
Accrued interest	84,863	88,531
	<u>17,468,792</u>	<u>11,053,031</u>

Included in accrued liabilities is a liability for a contaminated site the City owns. The site is potentially contaminated with elevated levels of minerals in its soil and groundwater from its former use as a dumping site for industrial wood waste and requires remediation to an acceptable environmental standard. The City has estimated that the necessary remediation will cost approximately \$190,000 (2019 - \$190,000) based on a letter of opinion from the City's consultant.

Full-time permanent employees receive up to one-third or one-sixth of their sick bank on retirement, per their respective collective agreement. Permanent employees are also entitled to awards of supplemental vacation on certain anniversary years. The value of the liabilities for sick leave and supplemental vacation as at December 31, 2020 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts:



## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2020

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

#### Accrued wages and benefits:

	2020	2019
Employee future benefits	1,842,200	1,653,400
Vacation liability	1,015,660	1,354,385
Banked overtime liability	267,317	271,065
Wages and other accruals	1,742,493	1,480,008
	<b>4,867,670</b>	<b>4,758,858</b>

#### Employee future benefits:

	2020	2019
Accrued benefit obligation - beginning	1,653,400	1,581,600
Current service cost	139,900	129,700
Interest cost	46,100	52,300
Benefits paid	(164,000)	(143,800)
Recognition of Actuarial loss/gain	166,800	33,600
	<b>1,842,200</b>	<b>1,653,400</b>
Discount rate	2.10%	2.70%
Inflation rate	2.50%	2.50%

### 6. Development cost charges and deferred revenue

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

The funded DCC's are disclosed as cash and investments in Note 2 and total \$12,720,575 (2019 - \$12,532,602).

	December 31, 2019	Transfers	Collections	December 31, 2020
Development cost charges				
Park development	957,071	12,800	117,891	1,062,162
Parkland acquisition	917,515	23,025	223,882	1,118,372
Roads	4,173,148	1,387,448	343,603	3,129,303
Sanitary sewer	1,099,460	27,090	234,715	1,307,085
Storm drains	1,342,679	-	371,889	1,714,568
Water	4,016,946	44,640	416,779	4,389,085
	<b>12,506,819</b>	<b>1,495,003</b>	<b>1,708,759</b>	<b>12,720,575</b>
Deferred revenue				
Future local improvements	2,546,388	16,915	-	2,529,473
Prepaid property taxes	2,834,906	5,686,499	6,072,424	3,220,831
Community Works Fund	4,551,569	3,032,562	1,462,050	2,981,057
Parkland acquisition	517,858	-	111,369	629,227
Other	2,287,389	2,990,412	1,826,989	1,123,966
	<b>12,738,110</b>	<b>11,726,388</b>	<b>9,472,832</b>	<b>10,484,554</b>
	<b>25,244,929</b>	<b>13,221,391</b>	<b>11,181,591</b>	<b>23,205,129</b>

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2020

### 7. Long-term debt

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

Year	General	Sewer	Water	Total
2021	124,727	328,035	395,321	848,083
2022	139,758	349,158	428,127	917,043
2023	145,277	360,212	440,971	946,460
2024	26,897	371,621	454,200	852,718
2025	15,887	383,395	467,826	867,108
2026 & thereafter	-	3,178,114	4,041,946	7,220,060

The interest payments for the next five years are:

Year	General	Sewer	Water	Total
2021	44,911	151,283	216,650	412,844
2022	44,911	151,283	216,650	412,844
2023	42,334	151,283	216,650	410,267
2024	5,378	151,283	216,650	373,311
2025	2,373	151,283	216,650	370,306
2026 & thereafter	-	1,103,123	1,543,675	2,646,798

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

### 8. Municipal Finance Authority debt reserve fund

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

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

	2020	2019
General	23,843	23,362
Sewer	62,929	61,660
Water	77,048	75,494
	<b>163,820</b>	<b>160,516</b>

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2020

### 9. Accumulated surplus

	2020	2019
Unappropriated surplus		
General	4,400,000	4,400,000
Sewer	800,000	800,000
Water	850,000	850,000
	<b>6,050,000</b>	6,050,000
Non-statutory reserves		
General	19,123,368	13,076,969
Airport	166,035	440,916
Sewer	13,544,683	14,816,045
Water	21,641,308	19,683,623
	<b>54,475,394</b>	48,017,553
Statutory reserves		
Capital lending	2,245,486	2,619,988
Parkland acquisition & development	1,231,573	1,107,526
	<b>3,477,059</b>	3,727,514
Investment in tangible capital assets	<b>273,353,875</b>	262,059,540
Total	<b>337,356,328</b>	319,854,607

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

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

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

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

### 10. Contingent liabilities

#### a) Pension liability

The municipality and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2019, the plan has about 213,000 active members and approximately 106,000 retired members. Active members include approximately 41,000 contributors from local governments.



## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2020

### 10. Contingent liabilities (continued)

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

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

The City of Campbell River paid \$1,988,410 (2019 - \$1,889,325) for employer contributions, while employees contributed \$1,657,994 (2019 - \$1,573,052) to the Plan in fiscal 2020.

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

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

#### b) Regional District debt

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

#### c) Other claims and contingent liabilities

In the course of a year, the City is faced with lawsuits, assessment appeals on property values, and other claims for damages and management believes the exposure to be insignificant. As at December 31, 2020 there existed several claims which management believes may be successful against the City. The City has recorded a liability for these claims, as it believes a reasonable estimate can be made. An accrued liability of \$26,655 (2019 - \$119,616) has been recorded for these claims.

### 11. Property taxation

	2020	2019
<b>Municipal Taxation:</b>		
General municipal property taxes	33,325,984	31,864,875
Local service taxes	81,353	88,727
Parcel taxes	1,926,006	1,733,611
1% utility tax	521,245	526,703
<b>Total municipal taxation</b>	<b>35,854,588</b>	<b>34,213,916</b>

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2020

### 11. Property taxation (continued)

#### Collections for Other Taxing Authorities:

BC Assessment Authority	362,294	312,868
Comox Strathcona Regional Hospital District	4,290,122	4,208,781
Comox Strathcona Regional Solid Waste Board	1,506,277	1,469,618
Municipal Finance Authority	1,594	1,463
Provincial School Levy	15,095,895	16,063,840
Strathcona Regional District	6,944,190	6,280,198
Regional Library	1,616,188	1,537,066
<b>Total collections for other taxing authorities</b>	<b>29,816,560</b>	<b>29,873,834</b>
<b>Payments to other taxing authorities</b>	<b>(29,816,560)</b>	<b>(29,873,834)</b>
<b>Net taxation for municipal purposes</b>	<b>35,854,588</b>	<b>34,213,916</b>

### 12. Budget legislative compliance

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

The budget amounts presented throughout these financial statements are based on the Ten Year Financial Plan bylaw adopted by Council on December 16, 2019, to the exception of the amounts noted below.

Adjustments to the 2021-2030 Financial Plan Annual Surplus:

Annual surplus, as per Statement of Operations	15,142,892
Adjustments for non-cash item:	
Amortization offset	9,380,800
Debt principal repayments	(848,332)
Capital expenses	(38,342,550)
Net transfer from reserves & unappropriated surplus	14,667,190
	<u>-</u>

### 13. Contractual Rights

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

	Lease/Rental Revenue	E911 Dispatch Operations	Local Area Service
2021	296,478	1,378,000	81,353
2022	288,522	-	81,353
2023	287,632	-	81,353
2024	115,152	-	81,353
2025	-	-	81,353
Thereafter, to completion	-	-	162,706
<b>Total Contractual Rights</b>	<b>987,784</b>	<b>1,378,000</b>	<b>569,471</b>

## CITY OF CAMPBELL RIVER NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2020

### 14. Segmented reporting

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

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

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

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

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

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

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

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

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

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

### 15. Government transfers

	2020	2019
Federal	7,778,104	3,327,615
Provincial	5,595,527	1,584,334
Regional	50,000	50,000
	13,423,631	4,961,949

### 16. Comparative figures

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

### 17. Significant events

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

### 18. Subsequent events

Subsequent to the end of the fiscal period it was identified that a section of the City's sewer infrastructure is at or is nearing capacity. The City has already approved additional development in the area which could result in the existing sewer infrastructure becoming overloaded. At the April 26, 2021 Council meeting, Council committed to remedying this issue by approving a \$575,000 enhancement project to increase the capacity of the infrastructure in this area. As the Council commitment happened after year-end, no liability amount has been accrued in these financial statements.



## CITY OF CAMPBELL RIVER FINANCIAL STATEMENTS SCHEDULE OF LONG-TERM DEBT As at December 31, 2020

## SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2019	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2020
<b>Long-term debt</b>								
General								
3303	Issue #103	23/04/23	2.65	63,493	-	9,713	5,239	<b>48,541</b>
3301	Issue #104	20/11/23	2.90	223,800	-	34,235	18,468	<b>171,097</b>
3302	Issue #104	20/11/23	2.90	163,238	-	24,971	13,470	<b>124,797</b>
3302	Issue #106	13/10/24	2.25	53,462	-	6,668	3,202	<b>43,592</b>
3301	Issue #112	06/10/25	1.28	87,421	-	9,260	3,920	<b>74,241</b>
				<u>591,414</u>	<u>-</u>	<u>84,847</u>	<u>44,299</u>	<u><b>462,268</b></u>
Sanitary Sewer								
3345	Issue #112	12/10/26	1.28	212,168	-	22,473	9,513	<b>180,182</b>
3345	Issue #117	06/10/26	3.25	296,367	-	27,418	10,105	<b>258,844</b>
3519	Issue #147	09/04/32	2.66	4,800,000	-	258,080	-	<b>4,541,920</b>
				<u>5,308,535</u>	<u>-</u>	<u>307,971</u>	<u>19,618</u>	<u><b>4,980,946</b></u>
Water								
3518	Issue #141	07/04/32	2.80	2,583,476	-	155,923	9,496	<b>2,418,057</b>
3518	Issue #145	23/04/33	3.15	4,068,804	-	231,196	6,936	<b>3,830,672</b>
				<u>6,652,280</u>	<u>-</u>	<u>387,119</u>	<u>16,432</u>	<u><b>6,248,729</b></u>
Accrued actuarial adjustment				<u>(24,970)</u>	<u>-</u>	<u>-</u>	<u>15,501</u>	<u><b>(40,471)</b></u>
<b>Total long-term debt</b>				<u><u>12,527,259</u></u>	<u><u>-</u></u>	<u><u>779,937</u></u>	<u><u>95,850</u></u>	<u><u><b>11,651,472</b></u></u>

## CITY OF CAMPBELL RIVER FINANCIAL STATEMENTS TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE As at December 31, 2020

SCHEDULE 2

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2020	Total 2019
<b>COST</b>							
Opening balance	33,241,116	42,476,522	29,190,470	368,648,682	12,022,118	485,578,908	462,744,637
Additions	91,014	696,595	2,505,263	10,319,417	5,843,854	19,456,143	15,315,367
Contributed tangible capital assets	-	-	-	1,832,568	806,729	2,639,297	10,227,164
Construction completed	-	369,818	71,547	785,941	(1,227,306)	-	-
Writedowns	-	-	-	-	(268,148)	(268,148)	(1,930,931)
Disposals	(109,978)	(241,367)	(301,112)	(408,636)	-	(1,061,093)	(777,329)
Closing balance	33,222,152	43,301,568	31,466,168	381,177,972	17,177,247	506,345,107	485,578,908
<b>ACCUMULATED AMORTIZATION</b>							
Opening balance	-	22,494,793	15,450,870	173,046,446	-	210,992,109	202,308,596
Amortization current year	-	1,035,676	1,352,554	7,935,321	-	10,323,551	9,740,160
Amortization from writedowns	-	-	-	-	-	-	(415,630)
Amortization from disposals	-	(61,142)	(283,576)	(331,177)	-	(675,895)	(641,017)
Closing balance	-	23,469,327	16,519,848	180,650,590	-	220,639,765	210,992,109
<b>NET BOOK VALUE</b>	<b>33,222,152</b>	<b>19,832,241</b>	<b>14,946,320</b>	<b>200,527,382</b>	<b>17,177,247</b>	<b>285,705,342</b>	<b>274,586,799</b>
<b>NET BOOK VALUE (2019)</b>	<b>33,241,116</b>	<b>19,981,729</b>	<b>13,739,600</b>	<b>195,602,236</b>	<b>12,022,118</b>		

# CITY OF CAMPBELL RIVER FINANCIAL STATEMENTS SCHEDULE OF SEGMENTED REPORTING For the Year Ended December 31, 2020

SCHEDULE 3  
(page 1 of 2)

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
<b>REVENUE</b>												
Taxes & parcel taxes (note 11)	33,851,997	32,401,426	-	-	680,016	505,352	-	-	-	-	76,585	76,865
Payments in lieu of taxes	711,370	683,089	-	-	-	-	-	-	-	-	-	-
Sale of services	417,419	522,797	1,919,649	2,059,569	1,522,406	2,486,696	2,628,925	2,448,993	111,135	77,773	1,606,517	1,813,848
Services provided to other governments	1,013,758	1,052,458	505,419	428,470	-	-	-	-	76,970	66,855	-	-
Transfers from other governments (note 15)	9,742,245	2,973,585	433,608	367,922	3,214,950	1,585,691	20,000	20,000	-	-	14,300	20,000
Investment and other income	567,414	1,468,292	-	-	2,961	219	-	-	-	-	-	-
Other revenue	-	-	-	-	245,336	213,825	22,220	92,800	-	-	416	8,159
Development cost charges recognized	-	-	-	-	1,551,905	222,883	-	-	-	-	-	-
Contributed tangible capital assets	806,729	-	-	-	1,252,837	6,696,796	-	-	-	-	-	-
Loss on disposal of tangible capital assets	-	-	-	-	(280,547)	66,186	-	-	-	-	-	-
	47,110,932	39,101,647	2,858,676	2,853,961	7,989,864	11,777,648	2,671,145	2,561,793	188,105	144,628	1,697,818	1,918,872
<b>EXPENSES</b>												
Amortization & writedowns	327,580	299,543	408,974	332,602	4,589,256	4,397,448	-	-	9,883	9,883	-	-
Interest & debt issue expenses	26,440	69,423	-	-	49,453	51,964	-	-	-	-	-	-
Operating expenses	2,754,500	1,759,146	9,369,229	10,134,727	5,012,733	5,589,337	2,556,475	2,476,253	47,199	36,809	938,064	1,447,497
Wages & benefits	6,089,687	5,834,785	8,349,777	8,039,030	2,536,757	2,403,950	52,897	114,636	172,073	153,185	1,306,003	1,187,453
	9,198,207	7,962,897	18,127,980	18,506,359	12,188,199	12,442,699	2,609,372	2,590,889	229,155	199,877	2,244,067	2,634,950
<b>ANNUAL SURPLUS (DEFICIT)</b>	37,912,725	31,138,750	(15,269,304)	(15,652,398)	(4,198,335)	(685,051)	61,773	(29,096)	(41,050)	(55,249)	(546,249)	(716,078)

See Note 14 for description of Segment Reporting categories.



# CITY OF CAMPBELL RIVER FINANCIAL STATEMENTS SCHEDULE OF SEGMENTED REPORTING For the Year Ended December 31, 2020

SCHEDULE 3  
(page 2 of 2)

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Total	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
<b>REVENUE</b>										
Taxes and parcel taxes	524,179	517,038	35,132,777	33,500,681	721,811	713,235	-	-	35,854,588	34,213,916
Payments in lieu of taxes	-	-	711,370	683,089	-	-	-	-	711,370	683,089
Sale of services	614,736	1,141,681	8,820,787	10,551,357	6,189,833	6,244,359	8,805,983	8,269,554	23,816,603	25,065,270
Services provided to other governments	-	-	1,596,147	1,545,783	-	-	-	-	1,596,147	1,545,783
Transfers from other governments	(1,472)	(5,249)	13,423,631	4,961,949	-	-	-	-	13,423,631	4,961,949
Investment and other income	-	-	570,375	1,812,961	151,572	185,258	199,389	216,027	921,336	1,869,796
Other revenue	17,500	23,158	285,472	337,942	-	449	-	-	285,472	338,391
Development cost charges recognized	-	-	1,351,905	222,883	-	26,109	-	-	1,351,905	248,992
Contributed tangible capital assets	-	-	2,059,566	6,686,796	183,763	2,068,555	395,968	1,461,813	2,639,297	10,227,164
Loss on disposal of tangible capital assets	-	-	(280,547)	66,186	(5,918)	(23,661)	(24,547)	(88,651)	(311,012)	(46,126)
	1,154,943	1,676,628	63,671,483	60,379,627	7,241,061	9,214,304	9,376,793	9,858,743	80,289,337	79,108,224
<b>EXPENSES</b>										
Amortization & write-downs	1,626,444	1,498,068	6,962,137	6,537,544	1,395,069	1,312,675	1,966,345	2,787,172	10,323,551	10,637,391
Interest & debt issue expenses	-	-	75,893	121,387	162,308	187,687	216,650	216,650	454,851	525,724
Operating expenses	2,362,834	2,870,822	23,041,034	24,314,591	1,610,237	1,634,785	2,161,931	2,005,780	26,813,202	27,955,166
Wages & benefits	3,769,507	4,305,193	22,276,701	22,038,232	1,016,421	1,014,277	1,902,890	1,714,048	25,196,012	24,766,557
	7,758,785	8,674,083	52,355,765	53,011,764	4,184,035	4,149,424	6,247,816	6,723,650	62,787,616	63,884,828
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>(6,603,842)</b>	<b>(6,997,455)</b>	<b>11,315,718</b>	<b>7,367,873</b>	<b>3,057,026</b>	<b>5,064,880</b>	<b>3,128,977</b>	<b>3,135,093</b>	<b>17,501,721</b>	<b>15,223,396</b>

See Note 14 for description of Segment Reporting categories.

**CITY OF CAMPBELL RIVER**  
**FINANCIAL STATEMENTS**  
**SCHEDULE OF COVID-19 SAFE RESTART**  
**GRANT FOR LOCAL GOVERNMENT FUNDS**  
**As at December 31, 2020**

SCHEDULE 4

Description	Amounts Received	Amounts Spent	Amounts Used for Lost Revenues	Ending Balance
<b>Opening Balance</b>				-
COVID-19 Safe Restart Grant for Local Governments funding	4,618,000	-	-	4,618,000
Transfer to offset Community Gaming Grant lost revenues	-	-	725,000	3,893,000
Interest allocated on reserve balances	1,679	-	-	3,894,679
<b>Closing Balance</b>	<b>4,619,679</b>	<b>-</b>	<b>725,000</b>	<b>3,894,679</b>







# Financial and Statistical Analysis



APR

MAY

JUN

JUL

AUG

SEP

OCT

# Financial Indicators

The City is committed to continual improvement of public performance reporting. As a result, the City has incorporated key performance indicators (KPIs) as part of the 2020 Annual Report, which include Public Sector Accounting Board issued Statement of Recommended Practices (SORP) financial ratios to provide insight on the City's financial sustainability, flexibility, and vulnerability. These indicators are helpful as they illustrate certain trends that are occurring. The SORP KPIs provide information on the financial condition of the City by demonstrating how the City may be able to respond to economic climate changes.

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





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

## Financial Indicators

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

SORP Ratio	2020	2019	2018	2017	2016
<p><b>Financial Sustainability (assets/liabilities)</b></p> <p>This shows the extent to which the City finances its operations by issuing debt. A ratio greater than one indicates that the City does not require debt to fund its operations. The ratio decreased in 2020 as a result of the City holding additional funds collected on behalf of other levels of governments at year end.</p>	6.94	6.98	7.16	7.54	8.65
<p><b>Financial Sustainability (financial assets/liabilities)</b></p> <p>This shows the extent to which the City finances its operations by issuing debt. A ratio greater than one indicates that the City does not require debt to fund its operations. The ratio increased in 2020 as a result in the difference in timing between when the City receives funds and when projects capital projects are ultimately completed.</p>	1.90	1.84	1.89	1.87	1.97
<p><b>Financial Sustainability (net debt / taxable assessment)</b></p> <p>Provides a measure of sustainability of the municipal fiscal policies. If the ratio increasing, the municipal debt is becoming more onerous on the taxpayers which may lead to increased taxes and/or reduced program expenses.</p>	0.007	0.007	0.008	0.009	0.008
<p><b>Financial Sustainability (total expenses / taxable assessment)</b></p> <p>Provides the trend of municipal spending over time in relation to the growth of property values. A trend that shows that total spending is growing faster than the values may not be sustainable.</p>	0.0087	0.0105	0.011	0.0124	0.0129
<p><b>Flexibility (revenue)</b></p> <p>Rate of user fees and own source revenues to taxable assessments. A change in the size of a local government's taxable assessment or a change in the rate of growth in assessment in relation to changes in own-source revenues could influence flexibility. Over time, decreases in these ratios suggest increased flexibility. The rate decreased in 2019 and 2020 due to significant increases in the total assessment.</p>	0.007	0.010	0.011	0.011	0.010

## Financial Indicators Continued

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

SORP Ratio	2020	2019	2018	2017	2016
<p><b>Financial Flexibility (net debt / revenue)</b></p> <p>Provides a measure of the future revenue required to pay for past transactions and events. An increasing trend indicates that more time to eliminate net debt will be necessary. The ratio decreased during 2020 as the City's revenues remained relatively constant while the City paid down its long term debt in accordance with the terms of the debt.</p>	0.15	0.18	0.12	0.07	0.03
<p><b>Future Focused Financial Flexibility</b></p> <p>This shows the percentage of the estimated useful lives of the capital assets. Financial flexibility can be significantly impaired by the impending future costs of asset repair or replacement. The City continues to invest in its critical infrastructure which has resulted in a slight increase in the current year (\$220K or 0.66% of taxation was specifically invested in 2020).</p>	0.56	0.57	0.56	0.57	0.57
<p><b>Vulnerability (total government transfers to total revenues)</b></p> <p>This ratio shows the City's reliance on sources of revenue from other levels of government. The higher the ratio the more vulnerable the municipality is to the fiscal decisions of the provincial and federal governments. The ratio increased significantly in the current year due to the City receiving increased funding from senior levels of government to fund infrastructure projects and as a result of the City receiving a onetime COVID-19 Restart Grant for Local Governments.</p>	0.17	0.07	0.09	0.13	0.15



## Financial Indicators Continued

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

SORP Ratio	2020	2019	2018	2017	2016
<b>Financial Controls Reliability</b>					
Measures the quality of financial accounting practises and procedures. The number reported reflects the number of items identified during the annual audit as possible areas for improvement.	-	-	1	2	4
<b>Financial Planning Relevance</b>					
Measures the number of days required to adopt the next year's financial plan bylaw. A lower number indicates faster approval times.	14	16	7	77	56
<b>Automated Tax Payments</b>					
Percentage of taxes paid monthly via pre-authorized bank drafts.	0.07	0.07	0.06	0.06	0.04
<b>Online Home Owner Grants</b>					
Percentage of Home Owner Grant applications made online.	0.42	0.40	0.37	0.36	0.33
<b>Electronic EFT Payments to Vendors</b>					
Provides a measure of the efficiency of the City's vendor payments. The higher the percentage the more efficient (cost and time) the City is in paying its suppliers.	93%	94%	80%	64%	28%
<b>Vendors set up for EFT payments</b>					
Provides a measure of the efficiency of the City's vendor payment processes. The higher the percentage the more efficient (cost and time) the City is in paying its suppliers.	45%	46%	36%	26%	9%

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







# Financial Analysis Statistical Information

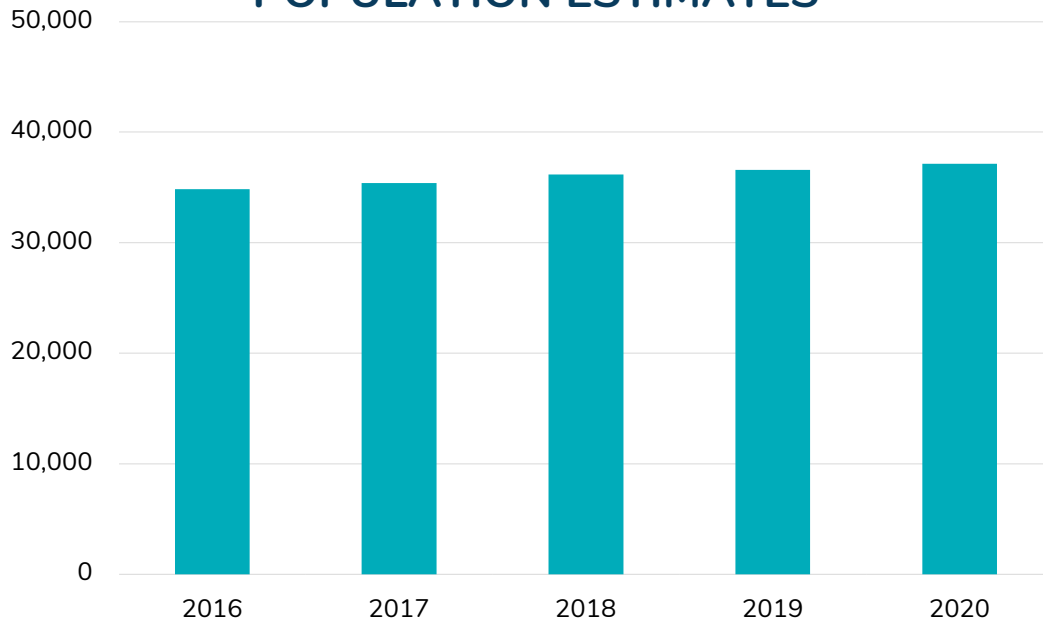
The City of Campbell River reports on a significant amount of financial and non-financial information. The City regularly reviews and analyzes data collected to ensure informed policy decisions are made.



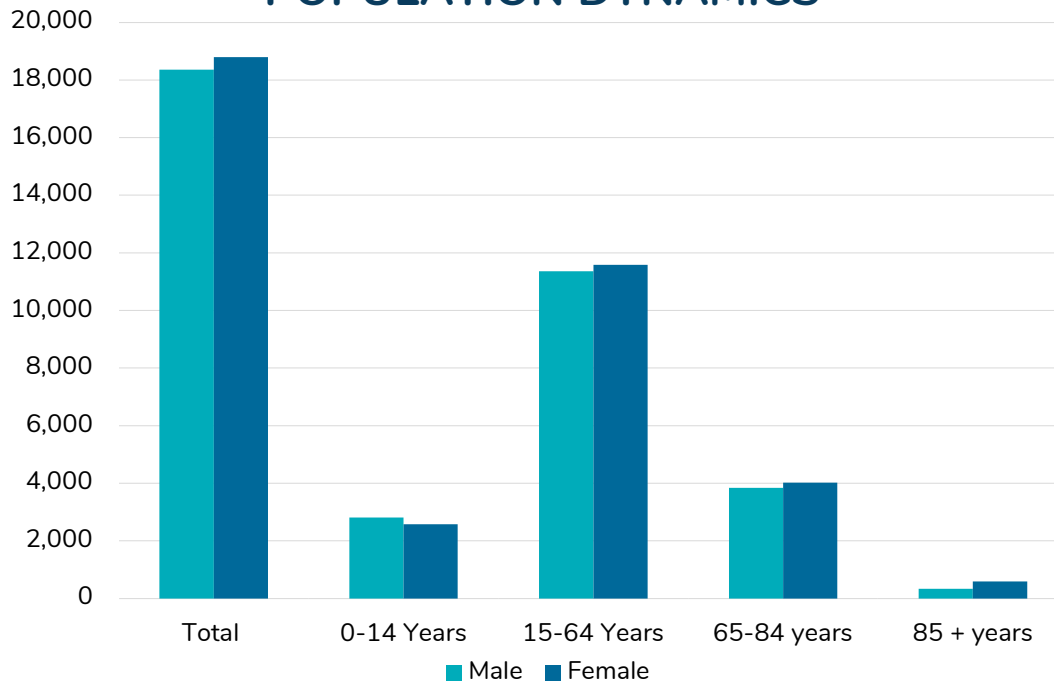
## DEMOGRAPHICS

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

### POPULATION ESTIMATES



### POPULATION DYNAMICS



## REVENUES BY SOURCE

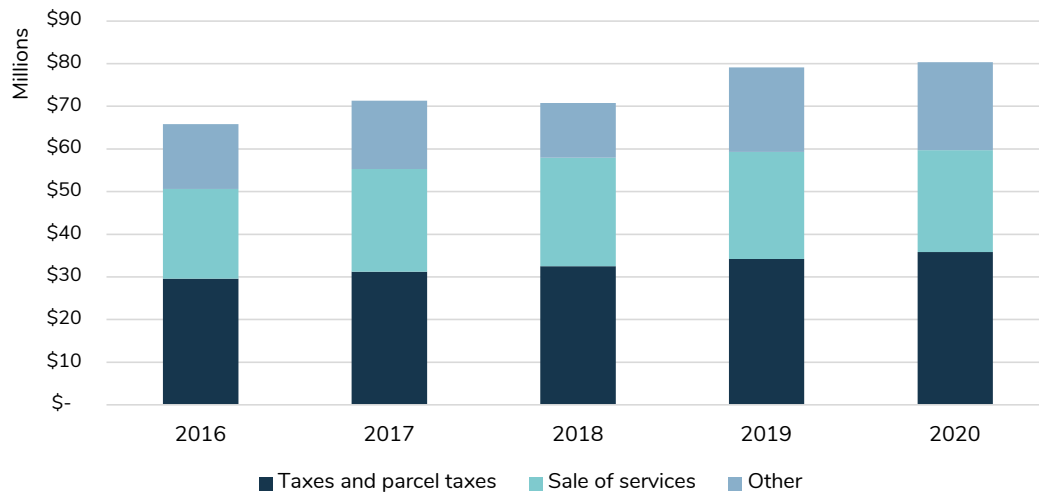
Source: Finance Department

Revenues by Source	2020	2019	2018	2017	2016
Taxes and parcel taxes	\$ 35,854,588	\$ 34,213,916	\$ 32,528,517	\$ 31,245,700	\$ 29,598,161
Payments in lieu of taxes	711,370	683,089	716,817	695,387	624,287
Sale of services	23,816,603	25,065,270	25,405,635	24,066,511	21,026,411
Services provided to other governments	1,596,147	1,545,783	1,681,129	1,669,146	1,675,204
Transfers from other governments	13,423,631	4,961,949	4,966,445	9,538,502	9,555,306
Investment and other income	921,336	1,869,796	1,536,179	1,037,683	885,063
Other revenue	285,472	338,391	262,653	249,632	418,551
Development cost charges recognized	1,351,905	248,992	152,834	43,343	369,205
Contributed tangible capital assets	2,639,297	10,227,164	3,500,027	2,699,892	1,354,840
Gain/(loss) on disposal of tangible capital assets	(311,012)	(46,126)	(14,626)	74,126	268,994
<b>Total revenues</b>	<b>\$ 80,289,337</b>	<b>\$ 79,108,224</b>	<b>\$ 70,735,610</b>	<b>\$ 71,319,922</b>	<b>\$ 65,776,022</b>

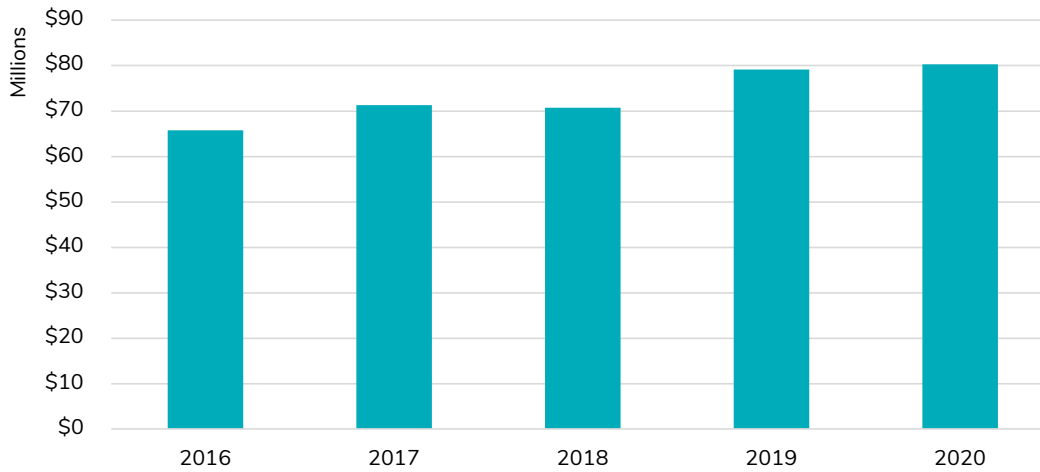
## REVENUES BY SOURCE

Source: Finance Department

### REVENUE BY SOURCE



### TOTAL REVENUES





## EXPENSES BY FUNCTION

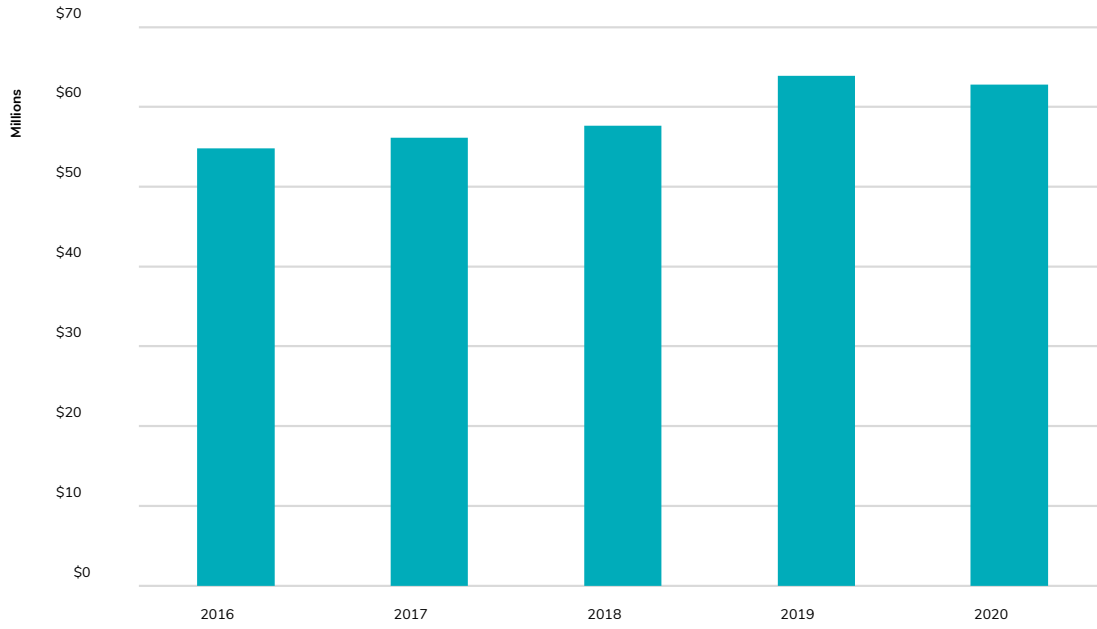
Source: Finance Department

Expenses by Function	2020	2019	2018	2017	2016
General government	\$ 9,198,207	\$ 7,962,897	\$ 6,760,561	\$ 7,043,186	\$ 6,785,640
Protective services	18,127,980	18,506,359	16,572,269	15,597,148	15,697,225
Transportation services	12,188,199	12,442,699	12,000,146	12,203,639	12,047,011
Environmental health services	2,609,372	2,590,889	2,604,117	2,465,339	2,354,701
Public health services	229,155	199,877	148,775	161,069	148,508
Development services	2,244,067	2,634,950	2,226,581	1,829,845	1,803,185
Parks, recreation and cultural services	7,758,785	8,674,083	8,184,428	8,029,730	7,778,699
Sewer utility services	4,184,035	4,149,424	3,779,109	4,151,845	3,917,430
Water utility services	6,247,816	6,723,650	5,341,630	4,625,822	4,242,758

## EXPENSES BY FUNCTION

Source: Finance Department

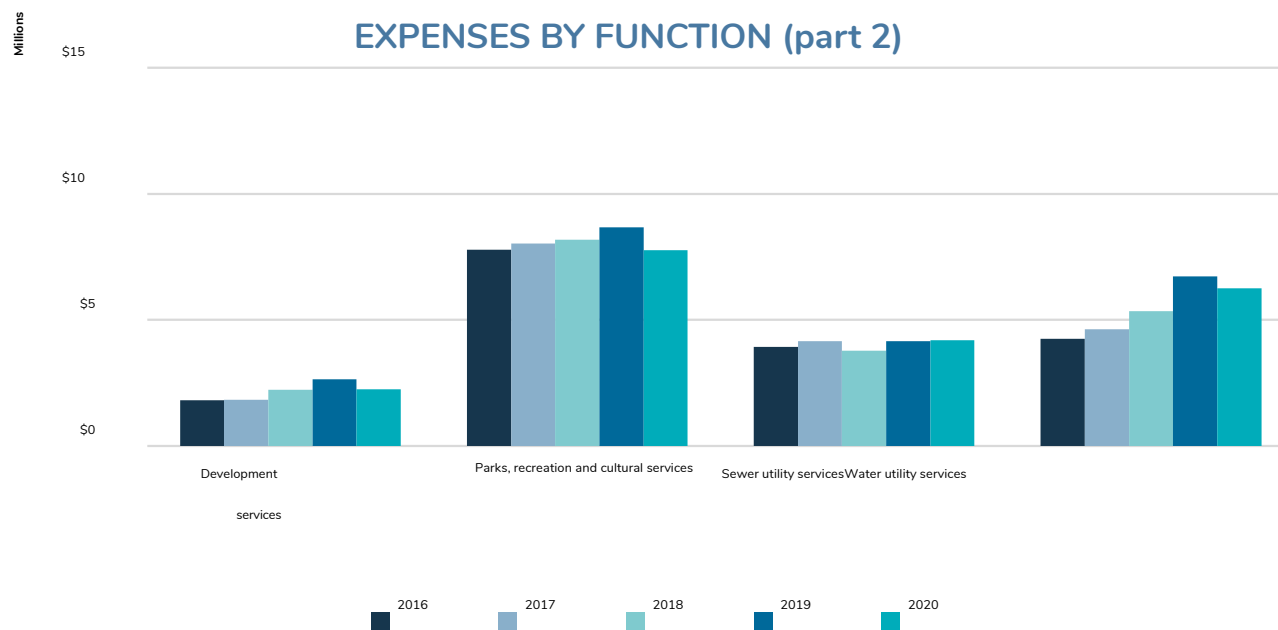
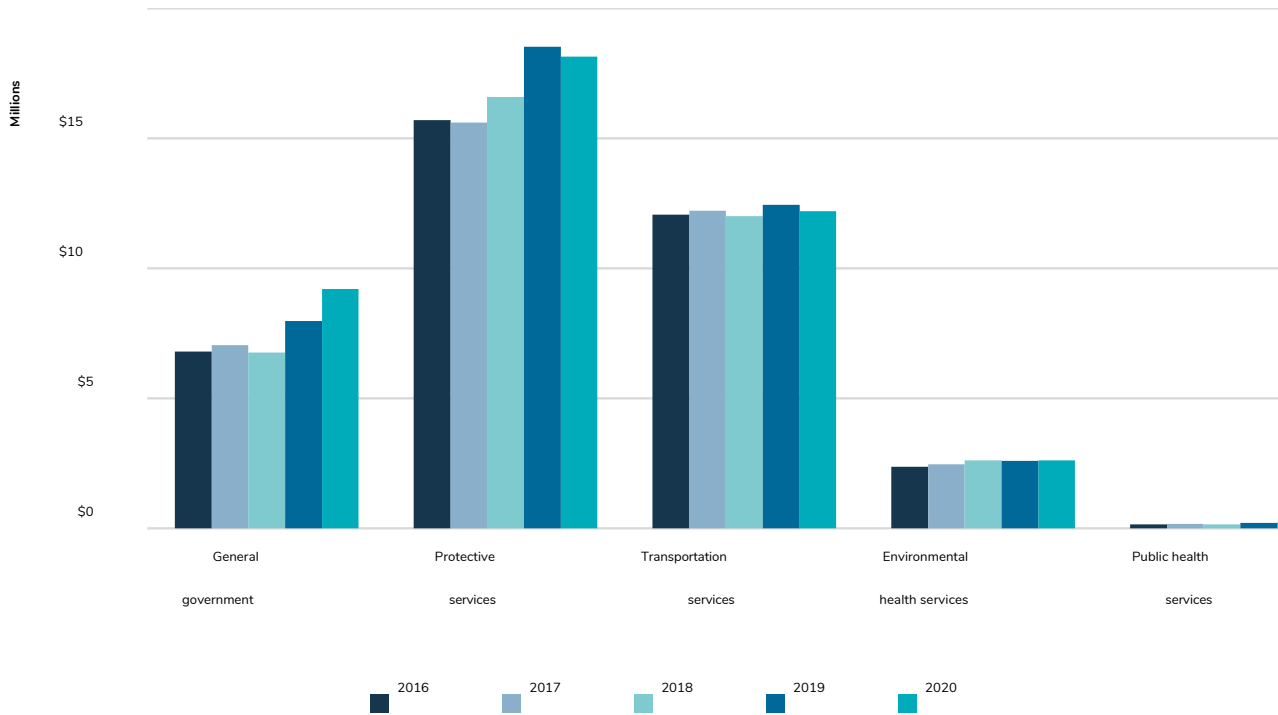
### TOTAL EXPENSES



## EXPENSES BY FUNCTION

Source: Finance Department

### EXPENSES BY FUNCTION (part 1)

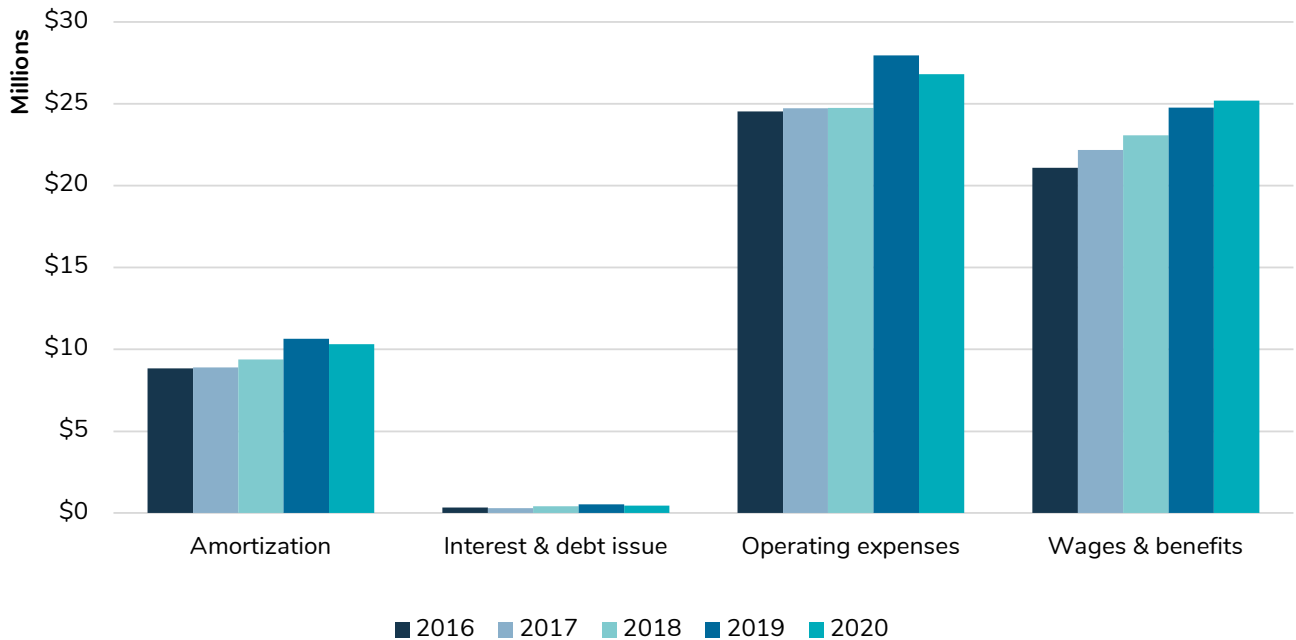


## EXPENSES BY OBJECT

Source: Finance Department

Expenses by Object	2016	2017	2018	2019	2020
Amortization	\$ 8,828,021	\$ 8,903,210	\$ 9,381,614	\$ 10,637,391	\$ 10,323,551
Interest & debt issue	332,803	301,647	420,457	525,724	454,851
Operating expenses	24,528,582	24,735,742	24,753,427	27,955,156	26,813,202
Wages & benefits	21,085,751	22,167,024	23,062,118	24,766,557	25,196,012
<b>Total expenses by object</b>	<b>\$ 54,775,157</b>	<b>\$ 56,107,623</b>	<b>\$ 57,617,616</b>	<b>\$ 63,884,828</b>	<b>\$ 62,787,616</b>

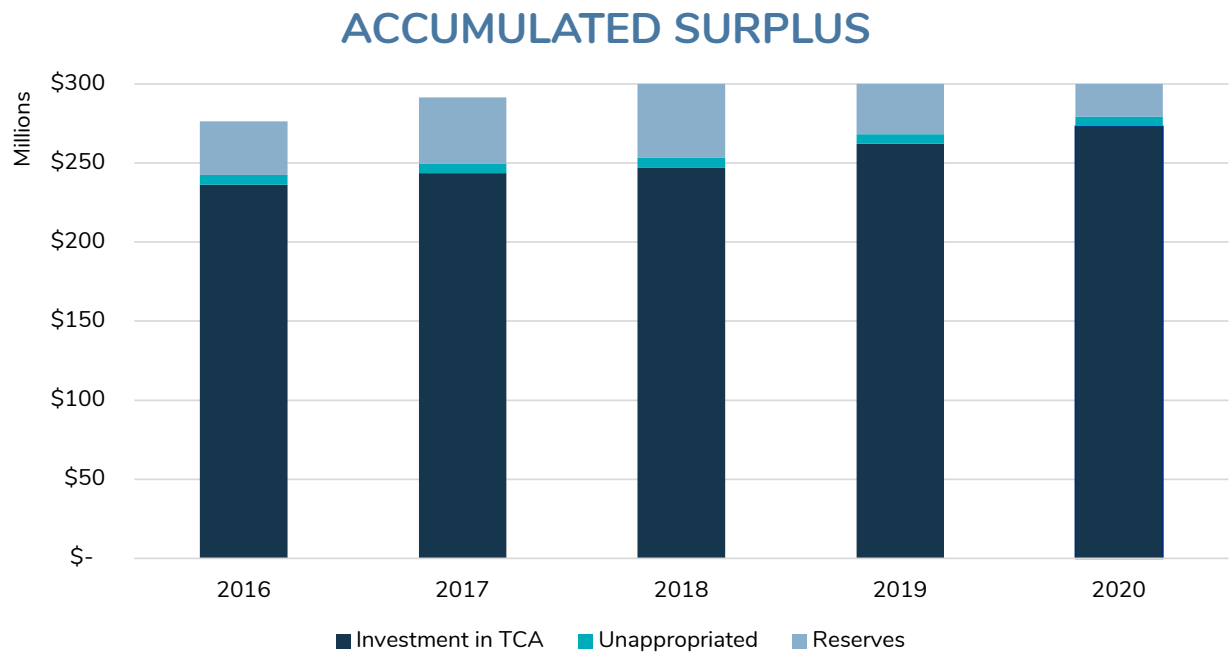
## EXPENSES BY OBJECT





## ANNUAL SURPLUS

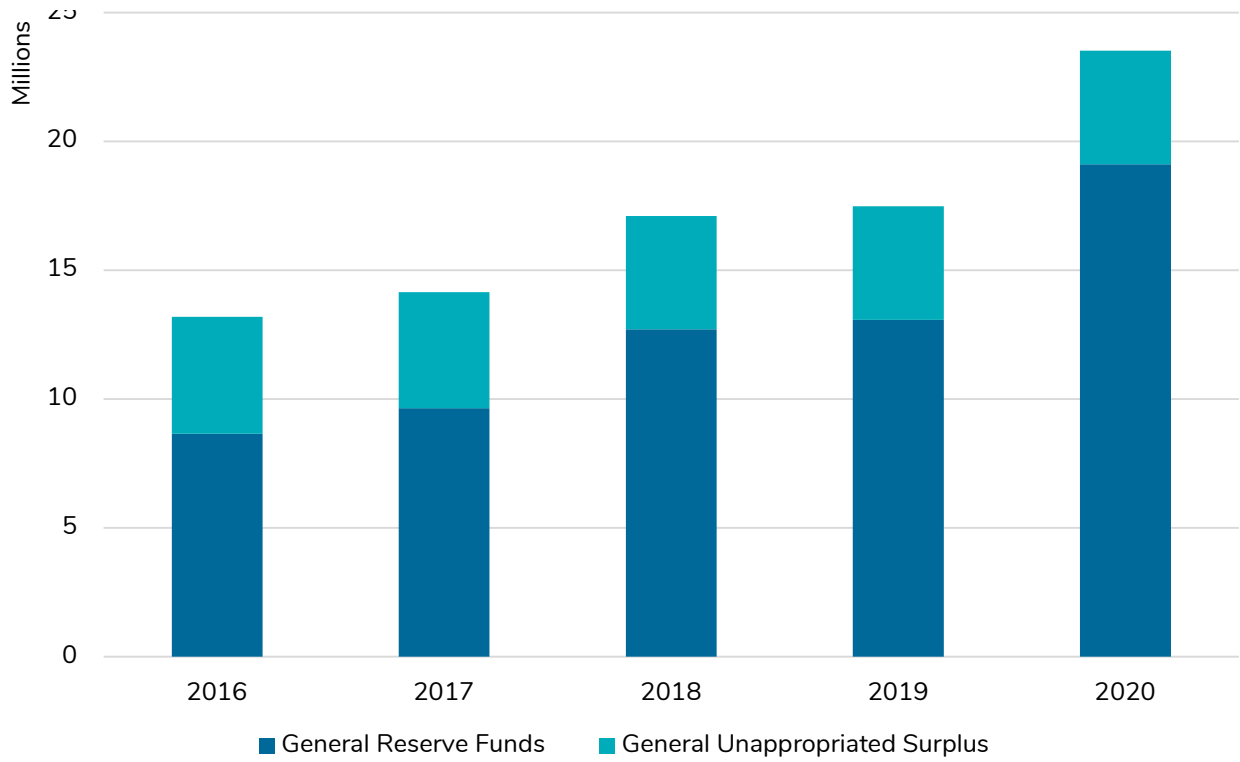
Source: Finance Department



## SURPLUS/EQUITY FUNDS

Source: Finance Department

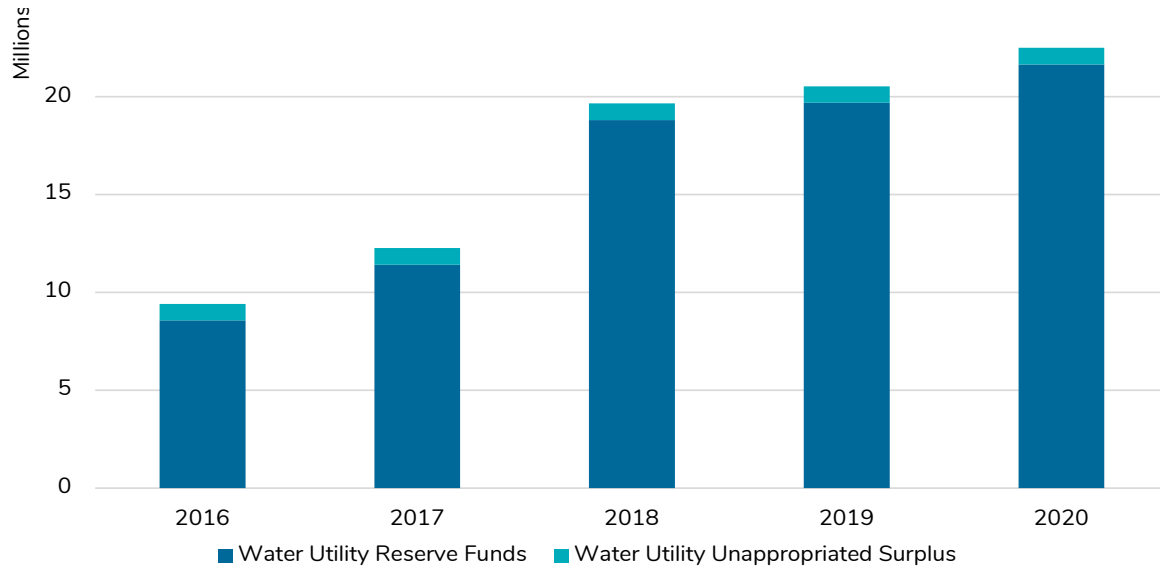
### GENERAL FUND RESERVES AND SURPLUS



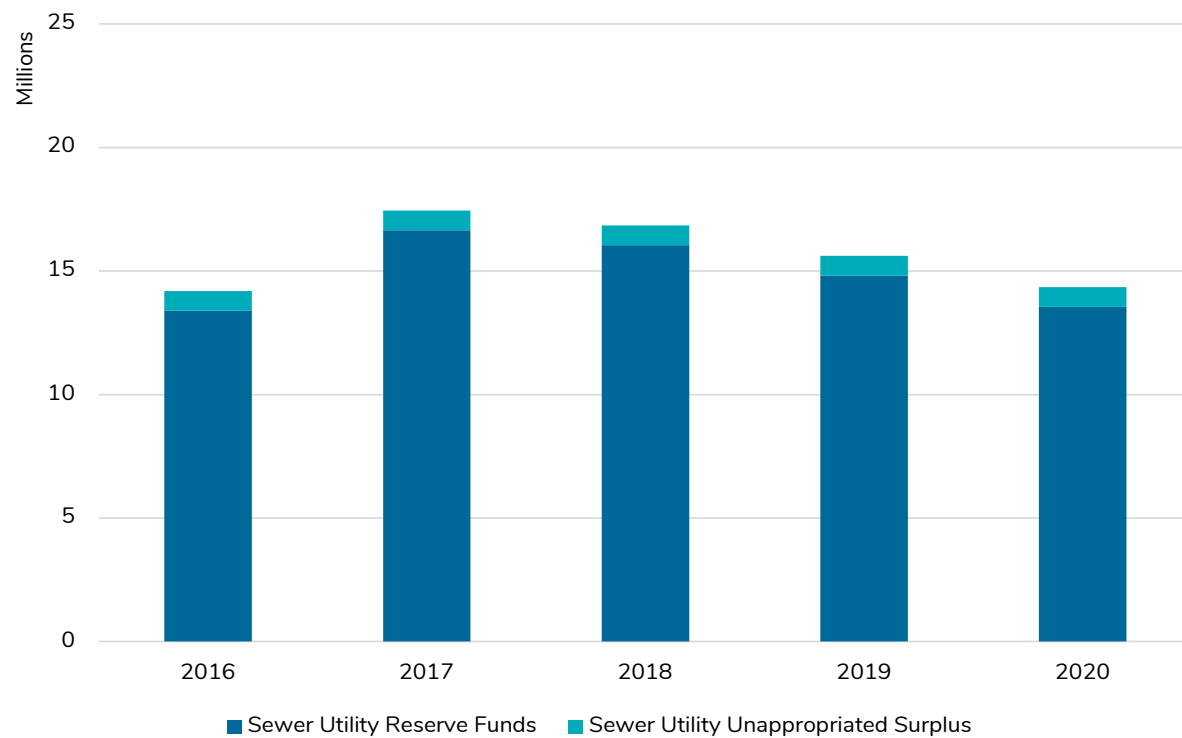
## SURPLUS/EQUITY FUNDS

Source: Finance Department

### WATER UTILITY RESERVES AND SURPLUS



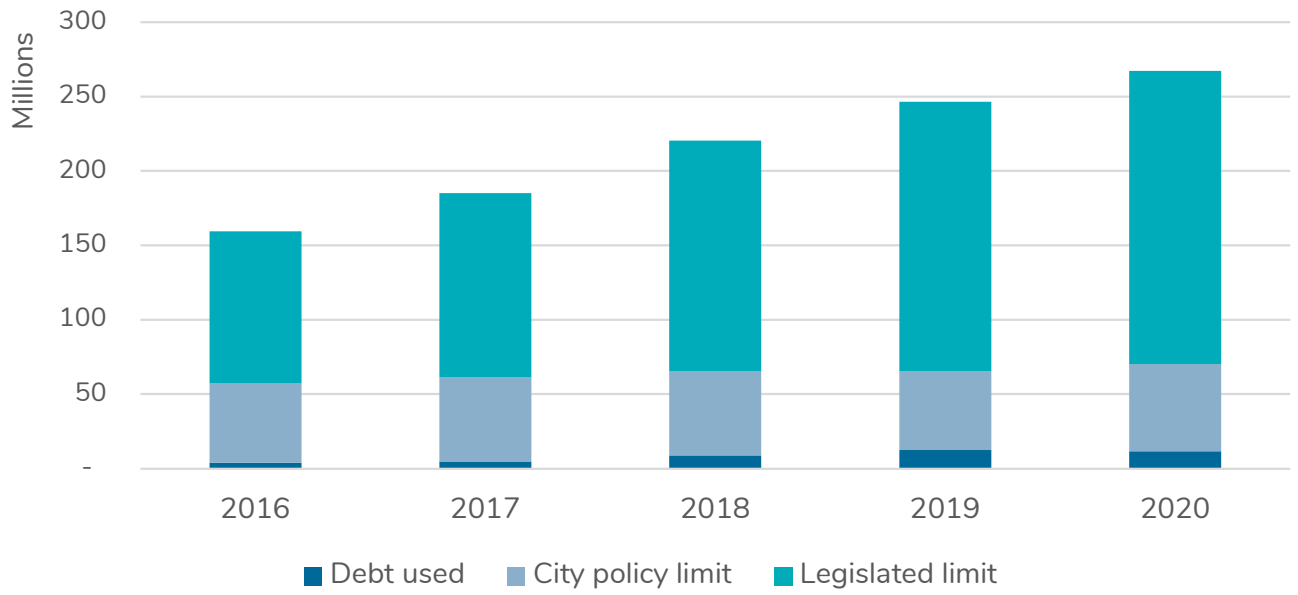
### SEWER UTILITY RESERVES AND SURPLUS



## DEBT

Source: Finance Department

### DEBT LIMITS

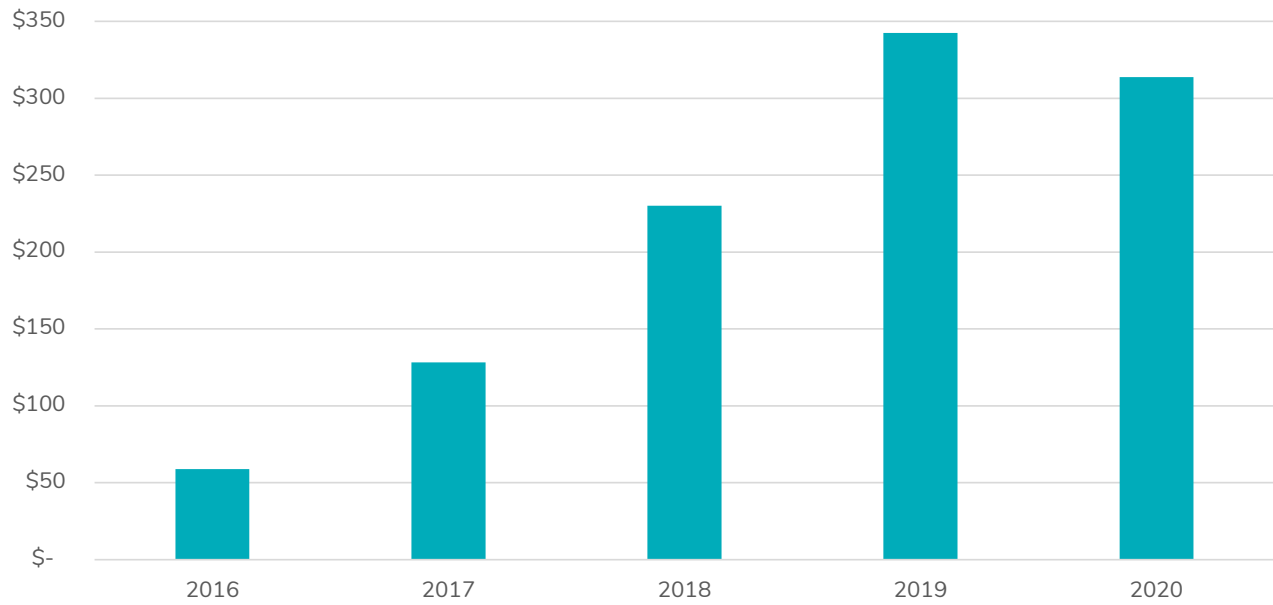




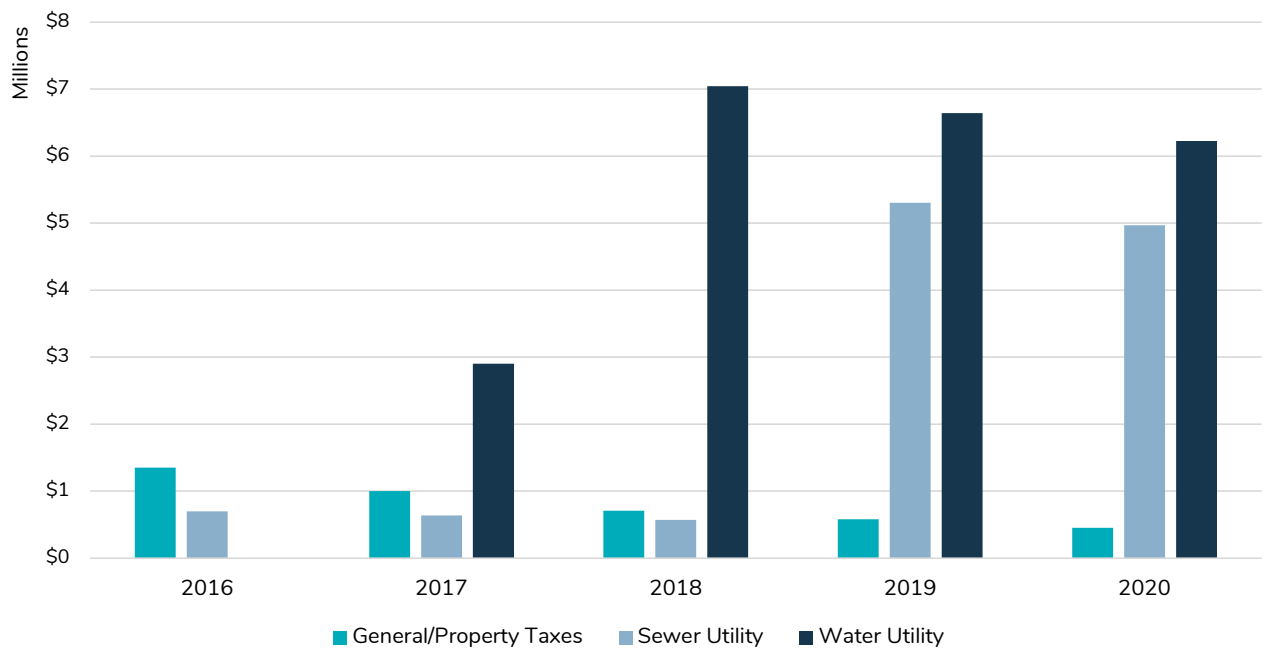
## DEBT

Source: Finance Department

### LONG TERM DEBT PER CAPITA



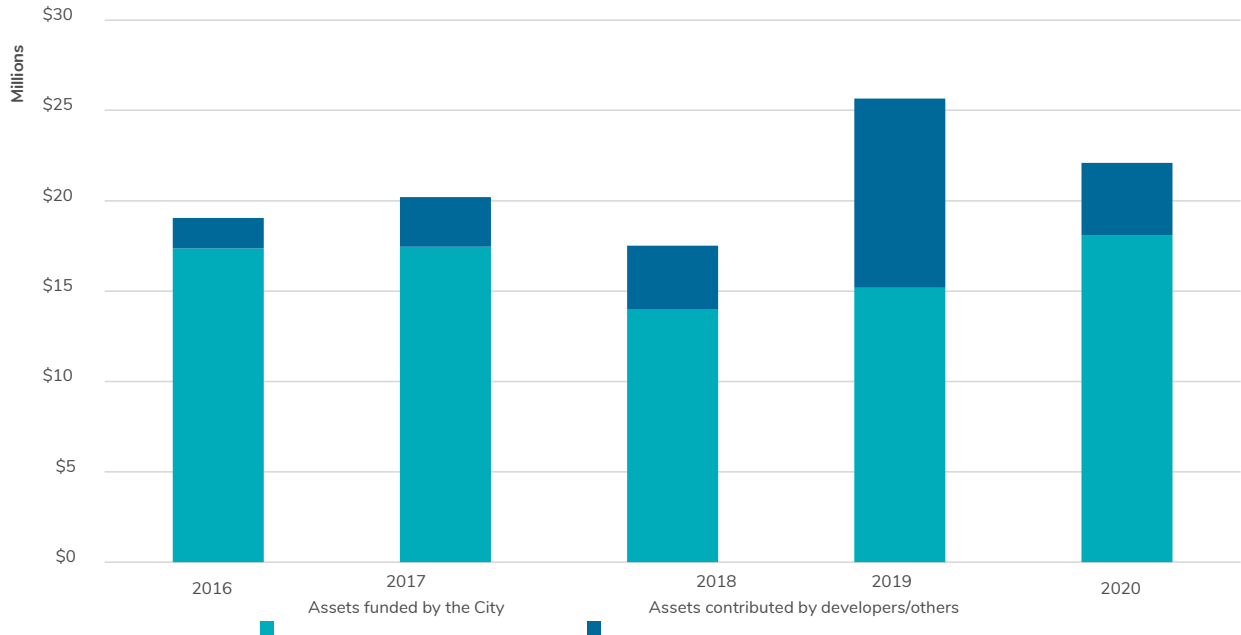
### DEBT SUPPORTED BY TAXATION AND UTILITIES



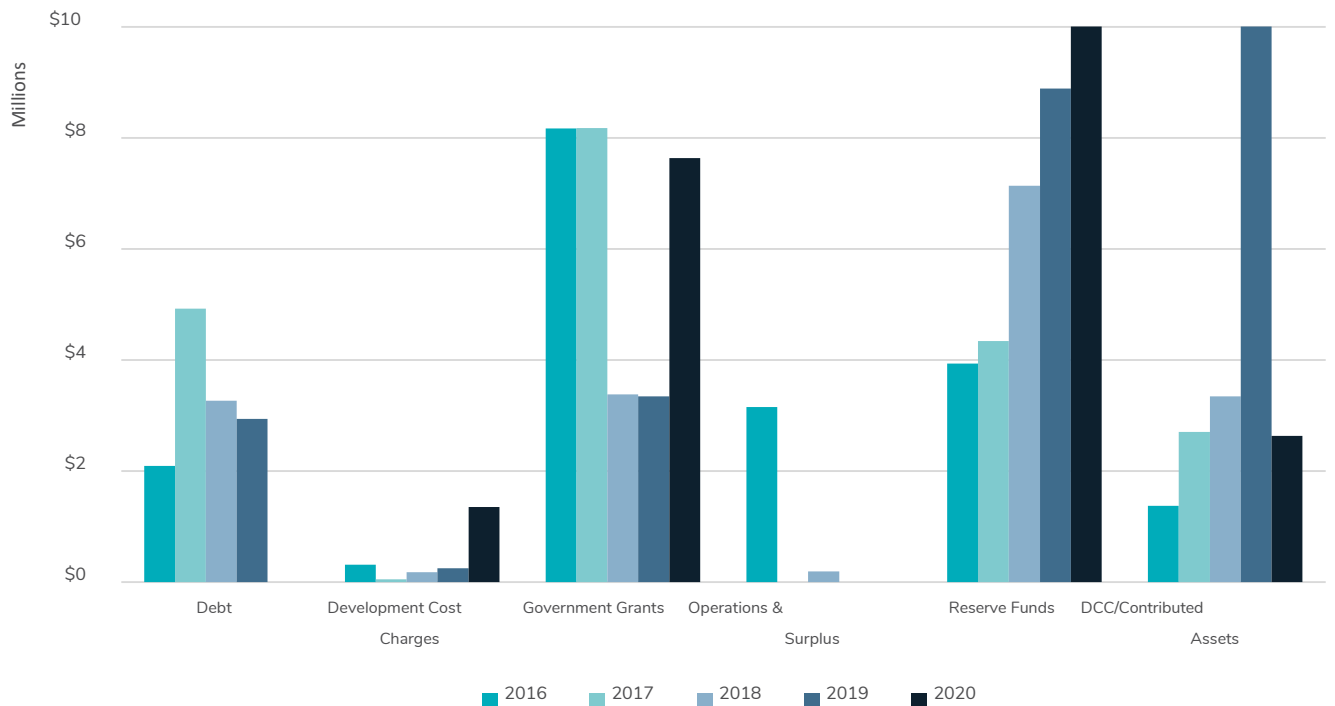
## TANGIBLE CAPITAL ASSETS

Source: Finance Department

### TOTAL TANGIBLE CAPITAL ASSET ACQUISITION

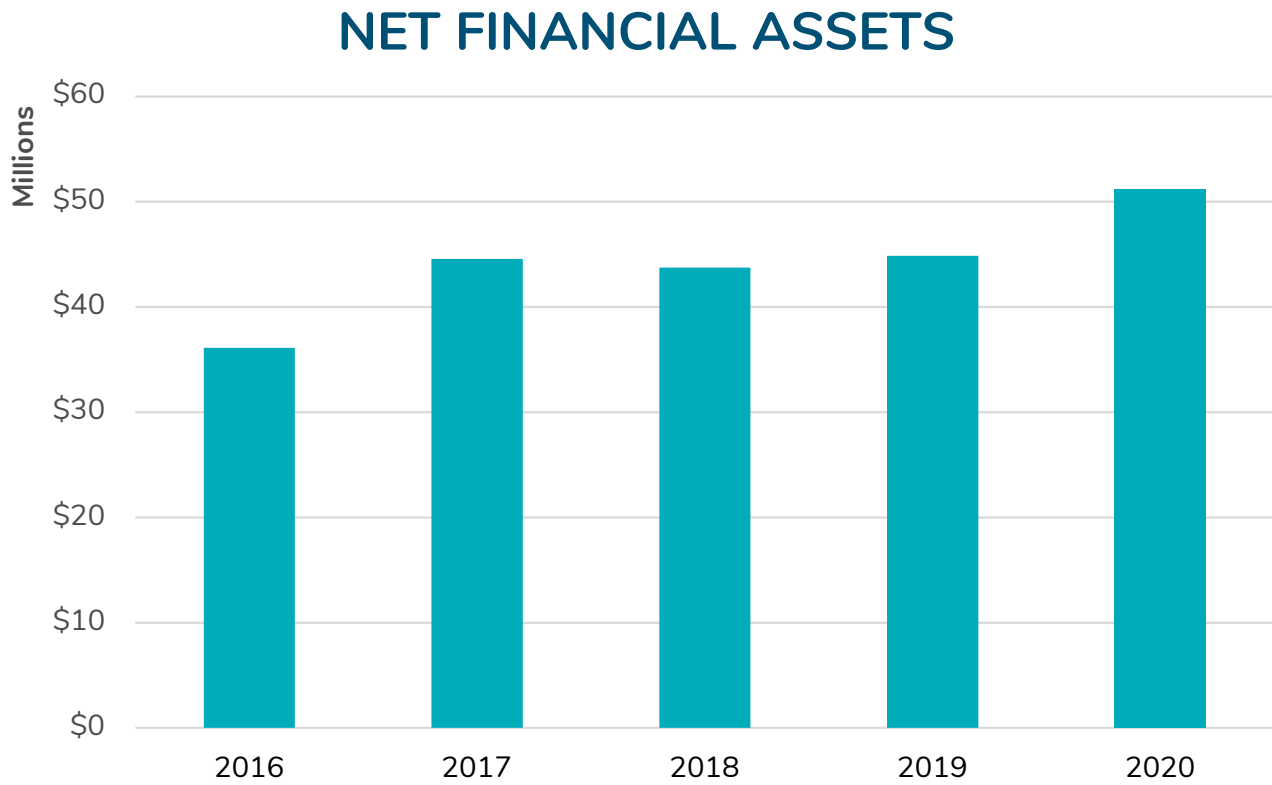


### FUNDING SOURCES FOR CAPITAL ACQUISITIONS



## NET FINANCIAL ASSETS

Source: Finance Department



## TAXATION AND ASSESSMENT

Source: Finance Department

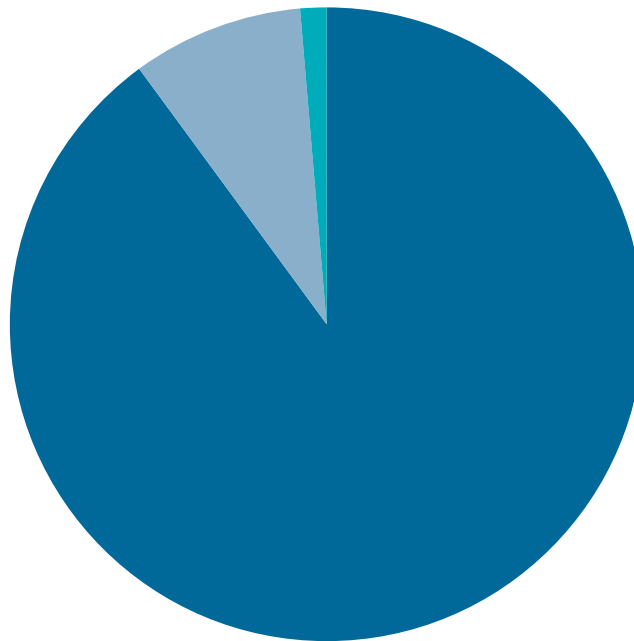
Assessment by Property Class	2016	2017	2018	2019
Residential	\$ 3,704,186,407	\$ 3,942,565,595	\$ 4,601,169,069	\$ 5,433,336,045
Business	461,393,610	493,710,650	532,348,700	575,538,200
Utilities	30,623,800	30,925,700	31,296,300	32,023,300
Major Industry	4,038,200	4,063,100	4,106,100	4,176,800
Light Industry	25,571,500	25,140,200	25,133,800	27,619,800
Managed Forest	12,083,700	14,805,200	16,964,700	21,227,300
Recreational/NonProfit	13,886,600	13,751,000	11,057,600	11,637,400
Farm	274,715	255,931	215,723	203,506
<b>TOTAL</b>	<b>\$ 4,252,058,532</b>	<b>\$ 4,525,217,376</b>	<b>\$ 5,222,291,992</b>	<b>\$ 6,105,762,351</b>
% Change		6.4%	15.4%	16.9%



## TAXATION AND ASSESSMENT

Source: Finance Department

### 2020 ASSESSMENT BY PROPERTY CLASS



■ Residential ■ Business ■ Other

## PROPERTY TAX COLLECTION

Source: Finance Department

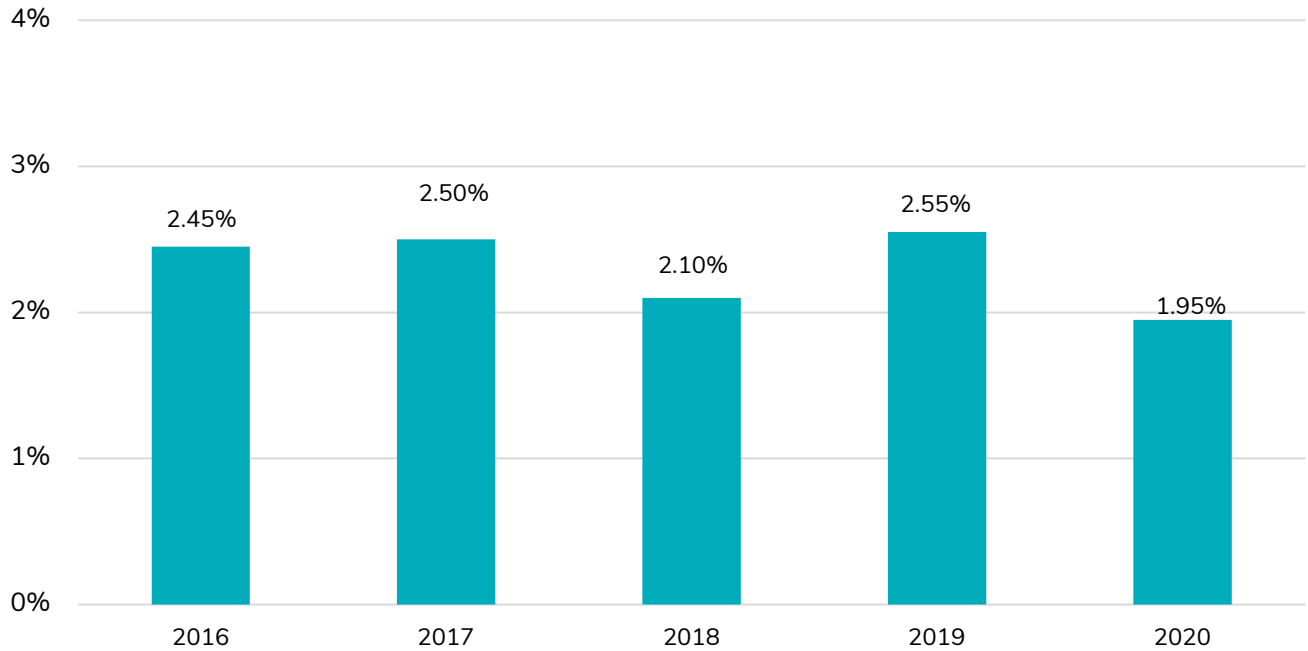
Property Taxes Levied & Collected	2016	2017	2018	2019	2020
Municipal Taxes	\$ 27,683,998	\$ 29,301,339	\$ 30,377,222	\$ 31,864,875	\$ 33,327,424
Other Taxing Authorities	26,437,033	27,310,822	28,266,035	29,873,834	29,816,559
Municipal Utilities User Fees	10,891,584	11,665,281	12,077,820	12,459,648	12,661,562
Parcel Taxes	1,377,214	1,381,136	1,554,614	1,733,611	1,925,559
1% Utility Grants	482,646	482,682	519,780	526,703	521,245
Local Service Taxes	93,784	99,056	91,721	88,727	81,353
Business Improvement Areas	70,639	68,636	73,689	76,865	76,585
<b>Total Current Taxes Levied</b>	<b>\$ 67,036,897</b>	<b>\$ 70,308,952</b>	<b>\$ 72,960,882</b>	<b>\$ 76,624,263</b>	<b>\$ 78,410,287</b>
Current taxes collected	\$ 65,931,005	\$ 69,119,126	\$ 71,744,014	\$ 75,459,338	\$ 77,247,964
Current taxes outstanding at December 31	\$ 1,105,892	\$ 1,189,826	\$ 1,216,868	\$ 1,164,925	\$ 1,162,323
% of current taxes collected	98.4%	98.3%	98.3%	98.5%	98.5%

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

## TAXATION AND ASSESSMENT

Source: Finance Department

### GENERAL MUNICIPAL PROPERTY TAX INCREASES



## NEW CONSTRUCTION

Source: Finance Department

### 2020 NON-MARKET ASSESSMENT

Non-Market Assessment	2016	2017	2018	2019	2020
Residential	\$ 35,093,634	\$ 108,017,400	\$ 79,532,538	\$ 120,787,238	\$ 104,816,337
Utility	1,500	-	92,700	234,300	-
Major Industry	38,200	-	-	-	-
Light Industry	(2,000)	(925,500)	(814,600)	(108,500)	(199,000)
Business/Other	(4,162,250)	690,690	8,382,100	6,533,650	16,798,600
Managed Forest	(13,400)	1,179,200	327,800	2,272,700	(3,124,200)
Recreation/Non-Profit	96,300	(516,000)	(2,793,000)	229,000	610,300
Farm	7	(15,661)	(40,210)	(13,052)	(19,598)
<b>TOTAL</b>	<b>\$ 31,051,991</b>	<b>\$ 108,430,129</b>	<b>\$ 84,687,328</b>	<b>\$ 129,935,336</b>	<b>\$ 118,882,439</b>



## NEW CONSTRUCTION

Source: Finance Department

### REVENUES FROM NON-MARKET CHANGE

	2016	2017	2018	2019	2020
Residential	\$ 192,634	\$ 586,634	\$ 384,500	\$ 518,723	\$ 427,426
Utilities	44	-	3,051	7,785	-
Major Industry	1,219	-	-	-	-
Light Industry	(25)	(11,506)	(10,018)	(1,240)	(2,336)
Businesses/ther	(52,372)	8,587	100,256	74,897	186,161
Managed Forest	(181)	24,402	6,206	39,890	53,991
Recreational/ Non-Profit	741	(3,961)	(21,735)	1,771	4,506
Farm	0	(85)	(223)	(74)	(114)
	142,059	462,036	462,036	641,753	561,652

## PRINCIPAL TAXPAYERS

Source: Finance Department

### 2019 TOP TEN MUNICIPAL TAXPAYERS

Owner	Description	Total Municipal Taxes
Capital Generation Services Inc	Capital Power Generating Station	890,723
Mariner Holdings Ltd	Mariner Square Shopping Centre	386,836
Discovery Harbour Holdings	Discovery Harbour Shopping Centre	339,284
Raven Forest Products Ltd.	Merecroft Village Shopping Centre	200,372
Tyee Plaza GP Inc.	Tyee Plaza Shopping Centre	149,617
A B Edie Equities Inc.	Campbell River Common	144,497
Broadstreet Properties	Seymour Pacific/Broadstreet Properties Head Office	130,955
0942069 BC Ltd.	Discovery LNG Site	115,307
Realstream Inc.	Timberline Village Shopping Centre	107,829
<b>Total</b>		<b>\$ 2,465,420</b>



# Permissive Tax Exemptions

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

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

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

## PERMISSIVE TAX EXEMPTIONS

### Health, Housing and Community Services

Organization	Civic Address	%PTE Awarded	City Taxes
Discovery Masonic Temple Association	2905 Island Hwy (portion of)	25%	\$ 1,152
British Columbia Society for the Prevention of Cruelty to Animals (BCSPCA)	891 13th Ave (portion of)	100%	\$ 2,225
Campbell River Air Youth Association	2371 Airport Dr	100%	\$ 1,442
Campbell River Alano Club	301 10th Ave	100%	\$ 2,573
Campbell River and District Association for Community Living	301 Dogwood St	100%	\$ 10,118
Campbell River and District Association for Community Living	435 Jesmar Pl	100%	\$ 2,292
Campbell River and District Association for Community Living	1065 Greenwood St	100%	\$ 1,533
Campbell River and District Association for Community Living	1185 Greenwood St	100%	\$ 2,837
Campbell River and District Association for Community Living	1153 Greenwood St	100%	\$ 5,364
Campbell River and District Association for Community Living	1261 Shellbourne Blvd	100%	\$ 1,439
Campbell River and District Association for Community Living	1841 Island Hwy	100%	\$ 2,460



## PERMISSIVE TAX EXEMPTIONS

### Health, Housing and Community Services

Organization	Civic Address	%PTE Awarded	City Taxes
Campbell River and District Association for Community Living	1851 Island Hwy	100%	\$ 1,269
Campbell River and District Food Bank Society	1393 Marwalk Cres	100%	\$ 4,577
Campbell River and North Island Transition Society	608 Alder St	100%	\$ 1,880
Campbell River Child Care Society	1048 Hemlock St	100%	\$ 995
Campbell River Child Care Society	394 Leishman Rd	100%	\$ 3,624
Campbell River Dragon Boat Society	1400 Ironwood St (portion of)	100%	\$ 719
Campbell River Family Services Society	427 10th Ave (portion of)	100%	\$ 4,455
Campbell River Head Injury Support Society	591 9th Ave	100%	\$ 3,231
Campbell River Head Injury Support Society	1710 16th Ave	100%	\$ 4,013
Campbell River Head Injury Support Society	1720 16th Ave	100%	\$ 4,013
Campbell River Hospice Society	440 Evergreen Rd	100%	\$ 8,666
Canadian Red Cross Society	520 2nd Ave (portion of)	100%	\$ 1,888
Communitas Supportive Care Society	A-1423 16th Ave	100%	\$ 6,682

## PERMISSIVE TAX EXEMPTIONS

### Health, Housing and Community Services

Organization	Civic Address	%PTE Awarded	City Taxes
Campbell River Eagles Hall Ltd.	1999 14th Ave	100%	\$ 9,245
Governing Council of the Salvation Army	1381 Cedar St	100%	\$ 6,426
Habitat for Humanity Vancouver Island North Society	1725 Willow St (portion of)	100%	\$ 13,642
The John Howard Society of North Island	980 Alder St (portion of)	100%	\$ 6,937
The John Howard Society of North Island	140-10th Ave	100%	\$ 15,477
The John Howard Society of North Island	91 Dogwood St	100%	\$ 1,696
John Perkins Memorial Housing Society (Royal Canadian Legion)	931 14th Ave	100%	\$ 1,109
Navy League of Canada	911 - 931 13th Ave	100%	\$ 3,556
North Island Supportive Recovery Society	647 Birch St	100%	\$ 1,358
Opportunities Career Services Society	101 - 300 St. Ann's Road	100%	\$ 3,369
Total Change Ministries	1691 Island Hwy (portion of)	100%	\$ 500
Willow Point Lions Club Society	2165 Island Hwy S	100%	\$ 3,857
Willow Point Supportive Living Society	100 142 Larwood Rd	100%	\$ 14,603

## PERMISSIVE TAX EXEMPTIONS

### Health, Housing and Community Services

Organization	Civic Address	%PTE Awarded	City Taxes
Willow Point Supportive Living Society	1 142 Larwood Rd	100%	\$ 874
Willow Point Supportive Living Society	2 142 Larwood Rd	100%	\$ 846
Willow Point Supportive Living Society	3 142 Larwood Rd	100%	\$ 846
Willow Point Supportive Living Society	4 142 Larwood Rd	100%	\$ 846
Willow Point Supportive Living Society	5 142 Larwood Rd	100%	\$ 874
Willow Point Supportive Living Society	8 142 Larwood Rd	100%	\$ 874
Willow Point Supportive Living Society	9 142 Larwood Rd	100%	\$ 846
Willow Point Supportive Living Society	10 142 Larwood Rd	100%	\$ 874
Willow Point Supportive Living Society	12 142 Larwood Rd	100%	\$ 4,920
<b>Health, Housing and Community Services Total</b>			<b>\$ 173,022</b>

## PERMISSIVE TAX EXEMPTIONS

### Culture and Recreation

Organization	Civic Address	%PTE Awarded	City Taxes
Association Francophone de Campbell River	891 13th Ave (portion of)	100%	\$ 2,218
Campbell River Curling Club	260 Cedar St	100%	\$ 11,991
Campbell River Eagles Waterski Club	Mclvor Lake Park	100%	\$ 500
Campbell River Fish and Wildlife Association	2641 Campbell River Rd	100%	\$ 3,996
Campbell River Gun Club Society	2600 Quinsam Rd	100%	\$ 1,017
Campbell River Gymnastics Association	1394A Marwalk Crescent	100%	\$ 5,696
Campbell River Tyee Judo Club	450B Merecroft Rd	100%	\$ 2,215
Campbell River Minor Hockey Association	225 Dogwood St S (portion of)	100%	\$ 530
Campbell River Motocross Association	7021 Gold River Hwy	100%	\$ 2,150
Campbell River Figure Skating Club	225 Dogwood St S (portion of)	100%	\$ 103
Campbell River Trail Riders Association	900 Parkside Dr	100%	\$ 3,459



## PERMISSIVE TAX EXEMPTIONS

### Culture and Recreation

Organization	Civic Address	%PTE Awarded	City Taxes
Campbell River Wado Karate Club	450A Merecroft Rd	100%	\$ 2,026
Campbell River Youth Soccer Association	450 Merecroft Rd	100%	\$ 1,616
Nature Trust of BC	3200 Willow Creek Rd	100%	\$ 3,404
River City Players Society	1080 Hemlock St	100%	\$ 4,544
Storey Creek Golf & Recreation Society	300 McGimpsey Rd	100%	\$ 26,905
Tyee Club of British Columbia	2951 Spit Road	100%	\$ 529
<b>Culture and Recreation Total</b>			<b>\$ 72,899</b>

## PERMISSIVE TAX EXEMPTIONS

### Property used for City Purposes

Organization	Civic Address	%PTE Awarded	City Taxes
Campbell River & District Museum and Archives Society (Museum)	470 Island Hwy	100%	\$ 56,861
Campbell River & District Museum and Archives Society (Haig-Brown)	2250 Campbell River Rd	100%	\$ 5,934
Campbell River Arts Council	2131 S Island Hwy	100%	\$ 5,405
Campbell River Chamber of Commerce	900 Alder St (portion of)	100%	\$ 269
Campbell River Seniors Society	1434 Ironwood St (portion of)	100%	\$ 5,864
Campbellton Neighbourhood Association	1721 15th Avenue	100%	\$ 1,623
Campbellton Neighbourhood Association	1741 15th Avenue	100%	\$ 1,616
Campbell River Maritime Heritage Society	621 Island Highway	100%	\$ 34,952
Campbell River Public Art Gallery	1235 Shoppers Row (portion of)	100%	\$ 5,135
Campbell River Search and Rescue Society	261 Larwood Rd	100%	\$ 13,575
Coastal Animal Control Services	275 to 385 S Dogwood St	100%	\$ 2,309
North Island 911 Corporation	275 to 385 S Dogwood St	100%	\$ 243

## PERMISSIVE TAX EXEMPTIONS

### Property used for City Purposes

Organization	Civic Address	%PTE Awarded	City Taxes
Community Futures Development Corporation of Strathcona	900 Alder St (portion of)	100%	\$ 595
Comox Valley Regional District	6300 Argonaut Road	100%	\$ 4,636
Comox Valley Regional District	6700 Argonaut Road	100%	\$ 5,889
Greenways Land Trust	2251 Campbell River Rd	100%	\$ 6,992
Discovery Coast Greenways Land Trust (Laughing Willow Community Garden)	1909 Lawson Grove	100%	\$ 1,440
Eagles Found Bicycle Program	900 Alder St (portion of)	100%	\$ 156
Nature Conservancy of Canada	2485 Island Hwy	100%	\$ 5,519
Nature Trust of BC	1201 Homewood Rd	100%	\$ 4,127
Nature Trust of BC	Homewood Rd	100%	\$ 3,197
Tidemark Theatre Society	1220 Shoppers Row	100%	\$ 17,432
Tourist Information Centre	1235 Shoppers Row (portion of)	100%	\$ 2,567
Volunteer Campbell River	900 Alder St (portion of)	100%	\$ 758
<b>Property Used for City Purposes Total</b>			<b>\$ 187,094</b>

## PERMISSIVE TAX EXEMPTIONS

### Churches and Places of Worship

Organization	Civic Address	%PTE Awarded	City Taxes
Centre for Spiritual Living Campbell River	516 Dogwood St S	75%	\$ 1,596
Governing Council of Salvation Army in Canada	271 Mclean St	100%	\$ 1,696
Anglican Synod Diocese of BC (St. Peter's Anglican Church)	228 S Dogwood St	100%	\$ 7,283
BC Conference of Mennonite Brethern Churches (Discovery Community Church)	250 10th Ave	100%	\$ 529
Bethany Evangelical Lutheran Church	201 Birch St	100%	\$ 1,609
Bishop of Victoria (St. Patrick's Parish)	34 Alder St S (portion of)	100%	\$ 6,578
Campbell River Church of Christ	226 Hilchey Rd	100%	\$ 2,281
Campbell River Church of the Way	451 7th Ave	100%	\$ 1,160
Campbell River Vineyard Christian Fellowship	2215 Campbell River Rd	100%	\$ 1,521
Church of Jesus Christ of Latter-Day Saints in Canada	460 Goodwin Rd	100%	\$ 3,933
Foursquare Gospel Church of Canada	403 5th Ave	100%	\$ 1,159
Foursquare Gospel Church of Canada	422 Colwyn St	100%	\$ 1,765
Foursquare Gospel Church of Canada	415 5th Ave	100%	\$ 697



## PERMISSIVE TAX EXEMPTIONS

### Churches and Places of Worship

Organization	Civic Address	%PTE Awarded	City Taxes
Guru Nanak Sikh Society	735 Pinecrest Rd	100%	\$ 2,820
Pentecostal Assemblies of Canada (Christian Life Fellowship)	445 Merecroft Rd	100%	\$ 3,611
Radiant Life Community Church	1251 Cypress St	100%	\$ 2,392
Seventh Day Adventist Church	300 Thulin St	100%	\$ 1,790
Trinity Presbyterian Church	145 Simms Rd	100%	\$ 2,573
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	100%	\$ 3,071
Trustees United Church of Canada	415 Pinecrest Rd	100%	\$ 2,734
<b>Churches &amp; Places of Worship Total</b>			<b>\$ 50,799</b>
<b>Grand Total</b>			<b>\$ 483,814</b>



# Community Partnership Grants

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

## COMMUNITY PARTNERSHIP GRANTS

Organization	Community Grants
<b>Core Operating Assistance</b>	
Campbell River and District Public Art Gallery	\$80,000
Campbell River Community Arts Council	\$27,000
Campbell River Museum and Archives (Haig Brown House)	\$51,000
Campbell River and Archives (Museum)	\$193,600
Tidemark Theatre Society	\$185,000
<b>Core Operating Assistance Total</b>	<b>\$536,600</b>
<b>Ongoing Events and/or Services</b>	
Campbell River Salmon Festival	\$10,000
Volunteer Campbell River	\$1,500
River City Arts Festival	\$6,000
Campbell River Arts Council Banners Program	\$5,000
<b>Ongoing Events and/or Services Total</b>	<b>\$22,500</b>

## COMMUNITY PARTNERSHIP GRANTS

Organization	Community Grants
<b>Discretionary</b>	
Citizens on Patrol	\$4,000
Campbell River Volunteer Search and Rescue	\$9,500
Greenways Land Trust	\$30,000
<b>Discretionary Total</b>	<b>\$43,500</b>
<b>One-off Special Events and/or Travel Grants</b>	
75th Anniversary Committee - Liberation of the Netherlands	\$700
<b>One-off Special Events and/or Travel Grants Total</b>	<b>\$700</b>
<b>Recreation and Culture Facility Rental Grants Total</b>	<b>\$20,000</b>
<b>Grand Total</b>	<b>\$623,300</b>





# Strategic Community Investment Funds

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

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

## Strategic Community Investment Funds

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

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

Strategic Community Investment Funds	Use	Date	Amount Received
Traffic Fine Revenue Sharing Grants	Defray the cost of local police enforcement	2016	\$ 422,430
		2017	\$ 380,250
		2018	\$ 379,099
		2019	\$ 367,922
		2020	\$ 433,608

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

Traffic Fine Revenue Sharing Portion of the SCI Funds.

Intended Use	Support police enforcement over the term of the SCI Agreement
Performance Targets	100% of funds are used to support police enforcement over the term of the SCI Agreement
Progress made to fourth reporting period due June 30, 2017 for the fiscal year ended December 31, 2016	100% of funds received in 2016 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2018 for the fiscal year ended December 31, 2017	100% of funds received in 2017 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2019 for the fiscal year ended December 31, 2018	100% of funds received in 2018 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2020 for the fiscal year ended December 31, 2019	100% of funds received in 2019 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2021 for the fiscal year ended December 31, 2020	100% of funds received in 2020 were directed to the police operating budget.





City of  
Campbell  
River

# 2020 Annual Report

For the fiscal year ended December 31, 2020  
Campbell River, British Columbia

We value your feedback.

✉ [info@campbellriver.ca](mailto:info@campbellriver.ca) ☎ 250 286 5700

📍 301 St. Ann's Road Campbell River, B.C. V9W 4C7