

2024 ANNUAL REPORT

For the fiscal year ended December 31, 2024



British Columbia, Canada

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Alison Dawn Photography, Bluetree Photography, Brent Curtain, Island Life Photographics, Mathew Collins, Michael Huy, Tanis Ross, Tanya Gunn and Tyler Cave.

Have thoughts and feedback on the 2024 Annual Report? Connect with us!

Visit campbellriver.ca

info@campbellriver.ca | 250.286.5700

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Land Acknowledgment

The City acknowledges we are on the territory of the Liḡʷiḡdaḡʷ people of the Wei Wai Kum and We Wai Kai First Nations.

Document Preparation

This document's financial reporting was prepared by the City of Campbell River's Finance Department. The design was done by the Communications Department.

View this document online, at campbellriver.ca/annual-report or scan the QR code.



Message from the Mayor



2024 was a big year for the City of Campbell of River. Many projects that this Council has been working on and advocating for since being elected in 2022 came to fruition. We made progress in realizing our goals

for a healthier and safer community, with more housing, and infrastructure that can accommodate community growth, and we took huge strides towards a more thriving and vibrant downtown.

Here are the projects I am most proud of from 2024:

- › After lobbying and then working with the provincial government over many years, Homewood officially opened. Homewood provides 40 much-needed temporary housing units with support for people experiencing homelessness in Campbell River. The facility is run by Lookout Housing and Health Society and has been a huge success for those living at Homewood, as well as the neighbouring businesses and residents.
- › The City advocated to secure \$10.4 million from the Government of Canada's Housing Accelerator Fund to increase the availability of housing in Campbell River. We've already added 375 units and will add 1,277 by 2028!
- › A paved pathway was added to Cheviot Road, making it safer for pedestrians in the area, especially school-aged children and families who have been calling for this since before my time as Mayor.
- › Work to 'Reimagine the Row' began with the strategic acquisition of key properties in downtown Campbell River. These properties will be redeveloped into vibrant new commercial and civic spaces with much-needed housing that will help address the City's low vacancy rate.

- › The Rail Yard Market, a new business offering in the heart of downtown, opened its doors to its first four local vendors and thousands of patrons. The new market was an instant hit, with residents and visitors alike enjoying the brightly coloured units and unique offerings.
- › \$471,000 was used to further expand the Downtown Safety Office's hours, public works clean-up activities, and community and downtown security patrol, and to support a healthy and safe community.
- › Council dedicated significant time in 2024 to working with but also lobbying other levels of government to ensure Campbell River gets the support it needs. Council met with officials throughout the year to advocate for action on initiatives beyond the City's scope, such as updates to legislation and investments in housing, industry, mental health and addiction support and other avenues to address the root causes of crime, to the Federal and Provincial governments, Island Health, and BC Housing.

These are just a handful of the projects that Council and City staff have been tirelessly working on throughout the year. These significant advancements and investments in our community add to a long list of initiatives that all focus on making Campbell River an incredible place to live, work and call home.

By working together, Council, staff, community partners and the residents of Campbell River are moving the dial on some extremely complex challenges, and I thank everyone involved for their contributions. In 2025 and beyond we will continue to advocate for what residents need, work to strengthen the local economy, and continue to deliver high-quality services to Citizens while keeping budgets reasonable and continually searching for efficiencies.

It is a privilege to continue to serve the community as mayor and I appreciate the feedback and insights from residents throughout the year. We will continue to work for you, to listen and to take action to better support you, your families and your lives in Campbell River.

A handwritten signature in blue ink, which appears to read 'Kermit Dahl'.

Kermit Dahl
Mayor

Message from Chief Administrative Officer

The Annual Report highlights the important work that was completed across the community in any given year, from the day-to-day services to the strategic and focused investment projects. 2024 was another busy year for the City, with clear priorities and ambitious goals set by Mayor and Council. This comprehensive report showcases all that we achieved.

While the Mayor highlighted some of the major projects we had on the go in 2024, I'd like to highlight some of the work that we needed to complete behind the scenes to be able to bring these visions to life. To deliver on Council's priorities and advance many significant upgrades and investment projects, we had to be diligent and efficient with the work we do every day, delivering services that residents rely on.

City staff members, who show up and pour their expertise, energy, and commitment back into the community they serve, are who keep the City running day in and day out. In 2024 we negotiated two new collective agreements and continued to focus on organizational development plans in areas like workplace culture, corporate training and employee wellness. This important work supports the attraction and retention of the skilled workforce needed to deliver more than 100 services currently provided to Campbell River residents.

Efficiencies were found across the organization, through streamlining policies and bylaws, addressing outdated user fees so that administrative costs were covered, and services were transitioned to be delivered in-house when it made sense to do so, such as Animal Control.

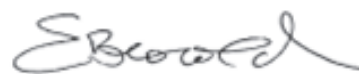
We closed out 2024 with budget deliberations. Staff diligently prepared a budget with a moderate tax increase of 2.89% for 2025 (around \$5.75 extra per month for the average Campbell

River home). This increase is lower than many other municipalities yet still allowed focused investments in community safety and housing while maintaining services.

Looking forward to 2025 and beyond, we have some major milestones right around the corner and a few a little further off that we are already planning for. We are eagerly preparing to continue our work on the 'Reimagine the Row' project, ahead of demolition and future development. And we're already working on budget 2026 to continue to address the needs of our growing community while keeping life affordable.

Whether you are a resident, business owner, service user or visitor; thank you for being a part of the incredible Campbell River community. It continues to be a privilege to realize Council's vision of a safer and healthier Campbell River and to lead a dedicated team of staff that continually go the extra mile and do their very best for their community.

Thank you for taking the time to read all that we have accomplished. Please stay connected throughout the year via the many channels outlined below, or say a friendly hello when you see City workers out and about in the community.



Elle Brovold

City Manager and Chief Administrative Officer



Our Financial Awards

Distinguished Budget Presentation Award

In 2024, the City received a Distinguished Budget Presentation Award (DBPA). The Government Finance Officers Association of the United States and Canada (GFOA) presented the DBPA to the City of Campbell River, British Columbia, for the Annual Budget beginning January 1, 2024.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Campbell River
British Columbia**

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morill
Executive Director

Canadian Award for Financial Reporting

The City also received the Canadian Award for Financial Reporting for its Annual Financial Report for the Fiscal Year ended December 31, 2023. This was the ninth consecutive year that the City received this award.



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

**City of Campbell River
British Columbia**

For its Annual
Financial Report
for the Year Ended

December 31, 2023

Christopher P. Morrell

Executive Director/CEO

About Us

Campbell River is an all-season oceanfront gem, located at the 50th parallel on the east coast of central Vancouver Island.

We acknowledge we are located on the territory of the Liḡʷitdax™ people of the Wei Wai Kum (Campbell River Indian Band) and We Wai Kai (Cape Mudge Indian Band) First Nations. Campbell River is also home to the Homalco First Nation.

Enriched by Land and Sea, Campbell River is nestled between the iconic shoreline and waters of Discovery Passage and is blessed with the backdrop of spectacularly pristine, yet easy-to-access, wilderness and mountains. The four seasons of play, combined with the city vibe, lively culture, and timeless traditions, make Campbell River the welcoming, neighbourly, and resourceful community it is today.

Connections flow naturally here, starting with our central location's easy access by highways, air, and ferries. Campbell River is a base for recreation and industry throughout the north island and central coast.

With a rich natural resource background, integrated 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 economic diversity.

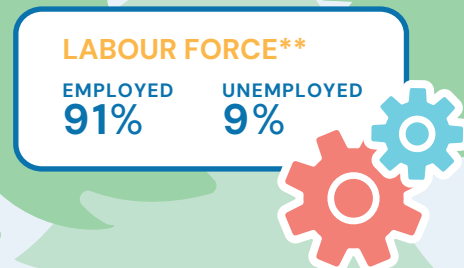
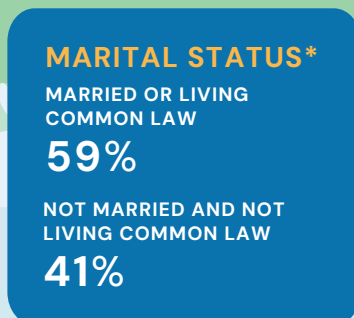
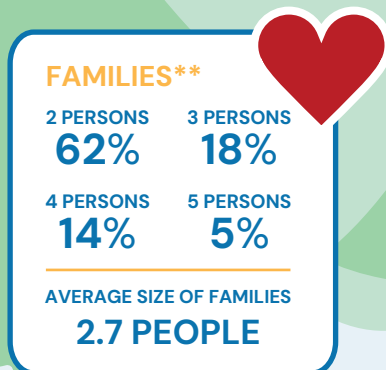
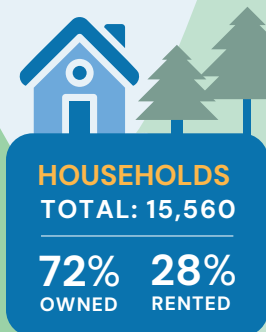
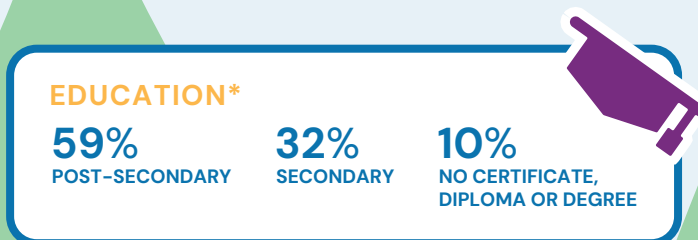
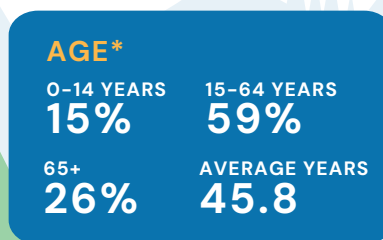
Incorporated as a village in 1947 and later designated a municipal district, Campbell River became a City in 2005. In 1948, the Elk Falls John Hart Dam hydro development project changed the landscape of Campbell River, enabling the growing community to prosper.

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

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



Our Community at a Glance



Source: Statistics Canada, 2021 Census of Population. Percentages may not add up to 100% due to rounding.

Statistics Canada. 2022. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa.

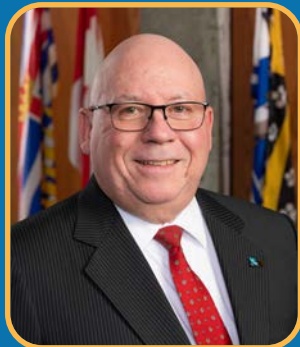
Released December 15, 2022. <https://bit.ly/3jRNBRP> (Accessed January 25, 2023)

Our Elected Officials

Mayor Kermit Dahl was elected to office alongside Councillors Susan Sinnott, Ben Lanyon, Sean Smyth, Ron Kerr, Doug Chapman and Tanille Johnston in October 2022. Following the election, Mayor and Council swiftly began working on Strategic priorities for their 2022-2026 term.



Kermit Dahl
Mayor



Doug Chapman
Councillor



Tanille Johnston
Councillor



Ron Kerr
Councillor



Ben Lanyon
Councillor



Susan Sinnott
Councillor



Sean Smyth
Councillor

Strategic Priorities 2023–2026



Healthy and Safe Community

Downtown Revitalization
Crime Reduction
Livability



Housing

Future Growth
Attainable Housing Supply
Infrastructure Readiness



Community Growth

Future Planning
Asset Management
Economic Vitality



Organizational Capacity

Fiscal Responsibility
Workplace Culture
Effective Governance



Collaboration

Indigenous Relationships
Strengthen Partnerships
Advocacy

Find the Strategic Plan at campbellriver.ca/strategic-plan

2024

Year in Review

On top of the City's day-to-day services, such as water delivery, sewer, roads and parks maintenance, recreational programming, customer and financial services, and so much more, the City is also working towards Council's 2023 to 2026 Strategic Plan. This plan outlines five strategic priorities: Housing, Organizational Capacity, Community Growth, Healthy and Safe Community, and Collaboration. The Year in Review section of the 2024 Annual Report highlights the progress made towards Council's 2023 to 2026 Strategic Plan in 2024.



HEALTHY AND SAFE
COMMUNITY



HOUSING



COMMUNITY
GROWTH



COLLABORATION



ORGANIZATIONAL
CAPACITY





“Support a high quality of life and ensure Campbell River is safe and welcoming for residents, businesses and visitors. Foster a sense of place and pride, and incorporate healthy living opportunities for people of all ages.”

Downtown Revitalization

- ✓ The Rail Yard Market, a new business offering in the heart of downtown, opened its doors to its first four local vendors: The Mossy Coast, Maggie's Treats, The Tin Can Pottery Shop, and Sinfully Delicious. The new market was an instant hit, with residents and visitors alike enjoying the brightly coloured units and exploring the unique offerings at the market and surrounding stores.
- ✓ The award-winning CR Live Streets and Spirit Square Concert Series returned, alongside many other community events. The six CR Live Streets events alone welcomed almost 5,000 people and animated the downtown all summer long!
- ✓ Daily downtown foot patrols and regular cleanups of encampments were completed to promote downtown safety and cleanliness, and address bylaw violations, such as consumption of liquor, and other issues.

Crime Reduction

- ✓ Council awarded a downtown security patrol contract to Footprints Security Patrol Inc., for a term of up to five years, with an estimated annual contract cost of \$187,866, to enhance downtown safety.
- ✓ \$471,000 was used to further expand the Downtown Safety Office's hours, public works clean-up activities, and community and downtown security patrol, and to support a healthy and safe community.
- ✓ The City partnered with the Canadian Centre for Safer Communities to develop a Community Safety and Well-being Plan. The process and resulting plan look to create a vision and actions that enhance safety, sense of safety, and overall well-being within the community.
- ✓ The City led the Safer Downtown Working Group.



Livability

- ✓ A paved pathway was added to Cheviot Road, making it safer for pedestrians in the area.
- ✓ The City Fire Department responded to significant fires on Erickson Road, Twillingate Road, Cedar Street, at Carihi High, and 98 structure fires overall in 2024.
- ✓ Over 1,700 invasive goldfish were removed from the Erickson Stormwater Pond, and the City launched 'Not for the Wild' – an educational campaign reminding people about the negative impacts of introduced invasive species.
- ✓ 29 warming centres were activated by the City at the Community Centre, providing a place to rest and warm up for 50 visits on average per night on some of the coldest and stormiest nights of the year. This was supported by community organizations and with provincial funding from the Ministry of Emergency Management and Climate Readiness.

These achievements also supported Organizational Capacity, Community Growth and Collaboration goals.





“Ensure that future community growth is carefully considered and strategically managed to ensure that available housing meets the community’s diverse and emerging needs.”

Future Growth

- ✓ The City processed approximately:
 - **82** development, land use and subdivision applications,
 - **224** building permit applications, which created over **234** new residential units!
- ✓ Zoning along Dogwood Street was updated to permit increased densities and building height (up to 10 stories in the Village Node) to encourage development and increase housing availability.
- ✓ The Works and Services Bylaw was adopted to enhance fairness and transparency in the development process and to align City standards with industry best practices and Master Municipal Construction Documents (MMCD) specifications and standards.

Attainable Housing Supply

- ✓ Homewood officially opened, which provides 40 temporary units with supports for people experiencing homelessness on Homewood Road in Campbell River. The City and the Province, through BC Housing, partnered to build and develop Homewood, which is now run by Lookout Housing and Health Society.
- ✓ The City secured \$10.4 million from the Government of Canada’s Housing Accelerator Fund to increase the availability of housing in Campbell River. The City’s target is to permit 1,277 housing units by January 2028 and at the time of publication has added 375 units! This funding is also being used to incentivize the development of and increase the availability of both missing-middle and affordable housing. Improvements to parking regulations and other initiatives are also planned or underway.
- ✓ The City sold 1022 Cedar Street to facilitate a proposed six-story mixed-use building in the downtown core. The proposed development will feature ground-floor commercial space with 65 residential units above.
- ✓ After a successful program launch in 2023, the City added a second accommodation unit to the Essential Workers Temporary Housing program, which houses medical professionals and helps attract essential workers to the area.

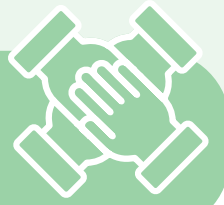


Infrastructure Readiness

- ✓ Approximately 6.2 km of sewer main were renewed/repaired.
- ✓ The City's water model was updated, resulting in improved analytics and oversight of the water system.
- ✓ A draft sanitary sewer model was completed to keep track of and help enhance the City's sewer network.

These achievements also supported Community Growth and Healthy and Safe Community goals.





“Meet the growing needs of tomorrow through strategic and long-term planning and provide stability and support for residents, businesses and investors.”

Future Planning

- ✓ Reimagine the Row was launched, with the strategic acquisition of 1342 Shoppers Row (The Harbourside Inn), 1352 Shoppers Row and 1362 16th Avenue in downtown Campbell River. These properties will be redeveloped into vibrant new commercial spaces with much-needed housing above.
- ✓ The draft Quinsam Heights Neighbourhood Plan was shared with the public and feedback was received. The plan provides clarity on future land use and development in Quinsam Heights, which is an important growth area that can help address the community’s future housing needs.
- ✓ Using the vision, principles and goals that were created in an earlier phase, alongside community feedback, technical expertise and research, the City drafted the Master Transportation Plan.
- ✓ We moved the dial on the Parks, Recreation and Culture Master Plan by engaging with residents, youths, and local First Nations. The feedback received from the 1,773 engagement touch points with the community will contribute to the final Plan which will be considered by Council and shared with the community in 2025.

Asset Management

- ✓ Continued the implementation of the new Operational Management Software (OMS) environment.
- ✓ Launched the Unit4 project, which will upgrade and streamline all processes supporting finance, payroll and HR operations and services.
- ✓ Overcame challenges through technology investments, staff training, and collaboration, which led to efficiencies on City projects, opportunities for grants and risk mitigation, and better understanding of documentation processes and standardized records management.



Economic Vitality

- ✓ Completed the Campbell River and North Island Labour Market Partnership Project to address regional workforce challenges.
- ✓ Worked with the Province and other partners to support those who lost their jobs and impacted local businesses following the transition of Myra Falls Mine into care and maintenance.
- ✓ Updates at the airport included:
 - The Campbell River Airport's draft 2024-2029 Strategic Plan was finalized.
 - A new de-icing truck was procured to support winter operations.
 - A pilot's lounge opened in May 2024 providing enhanced services for pilots and general aviation users.
- ✓ The City processed approximately 322 new business license applications.

These achievements also supported Collaboration and Health and Safe Community goals.





“Realize and leverage the maximum potential of the city through productive and effective resource management.”

Fiscal Responsibility

- ✓ The 2025–2034 Financial Plan was approved by Council with a modest tax increase of 2.89 per cent (an increase of approximately \$5.75 per month for the average household). The budget balances fiscal responsibility with maintaining core services. It is lower than many comparator communities across BC that saw increases from 5 to 14 per cent.
- ✓ A new Financial Assistance Policy was introduced that streamlines the City's grant process, increases transparency and accountability to taxpayers, and governs all financial assistance under one holistic policy. In 2026, when the policy fully rolls out, the City will continue to award \$2.87 million in grants, leases and facility rentals to non-profit organizations
- ✓ 126 purchasing competitions were completed, which achieved approximately \$1.4 million in savings.
- ✓ The City received the Distinguished Budget Presentation Award for the 2024–2033 Financial Plan, and the Canadian Award for Financial Reporting from the Government Finance Officers Association of Canada and the United States.



Let's break down
your tax notice!

MR. TYER



Workplace Culture

- ✓ A renewed three-year collective agreement was signed between the City and CUPE Local 401 and a renewed three-year collective agreement was signed between the City and IAFF Local 1668. The agreements provide negotiated enhancements to wages and benefits that support the attraction and retention of the skilled workforce needed to deliver more than 100 services currently provided to Campbell River residents.
- ✓ The City completed and passed the City's second WorkSafeBC Certificate of Recognition audit.
- ✓ The BC Municipal Safety Association awarded the City an Organizational Safety Excellence Award.
- ✓ An in-house, corporate training calendar was rolled out to foster a culture of continuous learning and maximize efficiencies and cost savings.

These achievements also supported Community Growth, Collaboration and Healthy and Safe Community goals.



Effective Governance

- ✓ Animal control services were brought in-house, allowing the City to benefit from efficiencies and streamlining while continuing to provide a high-quality service to Campbell Riverites, their pets and the community.
- ✓ Changes were made to the Development Applications Procedures and Delegations Bylaw to make it clearer and more consistent, delegate minor variances to staff, and add a property record request fee that reflects costs incurred by the City.
- ✓ As required by the Province, Council adopted Zoning Bylaw Amendment No. 2958 to implement new provincial housing legislation passed through Bill 44: Housing Statutes (Residential Development) Amendment Act.





“Work with First Nations and all key community partners collaboratively to develop synergies and innovation and achieve our common strategic goals.”

Indigenous Relationships

- ✓ An arch was unveiled at Puxstalis (Tyee Spit), carved by Junior Henderson of the Wei Wai Kum First Nation, alongside Ernie Puglas of the Wei Wai Kum First Nation, and Karver Everson of K'omoks First Nation. The unveiling symbolizes the growing relationship and mutual respect between the Wei Wai Kum Nation and the City of Campbell River.
- ✓ 6 council-to-council meetings were held with First Nations governments, focused on relationship building and reconciliation.
- ✓ The City observed the National Day for Truth and Reconciliation, National Indigenous Peoples Day and National Day of Awareness for Missing and Murdered Indigenous Women and Girls (Red Dress Day).

Strengthen Partnerships

- ✓ Council supported the Campbell River Community Foundation with approximately \$15,000 in funding for the 2024 Vital Signs. This community-driven data presents a snapshot of the region's vitality, needs and opportunities.
- ✓ As part of Local Government Awareness Week in May, two students, Alaina and Benson, were “sworn in” as Campbell River's Mayors for a Day. The young mayors toured City facilities and learned about local government.
- ✓ Carol Chapman was named Freeman of the City on Canada Day, July 1, 2024, an event which Chapman has been organizing for the benefit and enjoyment of Campbell River residents for 30 years. Naming someone a Freeman of the City recognizes individuals for their exemplary community service and contributions.
- ✓ A delegation including Mayor Dahl, select Councillors and City staff, alongside Chief Roberts of the Wei Wai Kum First Nation, visited Ishikari, in Hokkaido, Japan. Campbell River has been twinned with Ishikari since 1983 and this trip marked the 40th anniversary with the sister city. Close bonds of friendship have been built and economic benefits realized.
- ✓ Throughout the year, the City partnered with downtown businesses and organizations, including the BIA, Tidemark Theatre, Library, The Arts Centre, and so many more on various downtown initiatives.



Advocacy

- ✓ Council worked with and lobbied other levels of government throughout 2024, including at the Association of Vancouver Island Coastal Communities (AVICC) and the Union of BC Municipalities (UBCM), to ensure Campbell River gets the support it needs. Council advocated for action on initiatives beyond the City's scope, such as updates to legislation and investments in housing, mental health and addiction support and other avenues to address the root causes of crime, to the Federal and Provincial governments, Island Health, and BC Housing.
- ✓ Council called on the Ministry of Forests to immediately halt any further reductions in the Annual Allowable Cut (AAC) to ensure a stable fibre supply that would allow businesses to stay and grow in BC.
- ✓ The Mayor met with Island Health's Board Chair and senior staff to discuss challenges and priorities specific to the health services in Campbell River.
- ✓ Council met with the Honourable Mike Farnworth, Minister of Public Safety and Solicitor General, and MLA Michele Babchuk to discuss community safety and wellbeing. Concerns and challenges related to mental health, addictions and homelessness were shared, and ways the province can support the City's work to foster a safe, comfortable and inclusive environment for all Campbell River residents and visitors were explored.
- ✓ Council advocated to Premier Eby regarding an urgent request for provincial support in addressing homelessness in Campbell River.
- ✓ 'The Blue Hat Memorial Project' was installed at City Hall to recognize the impacts of the opioid crisis. This Council initiative, created by artist and City Councillor Ron Kerr, looked to spark important conversations about the tragedy that is the extreme number of deaths during the opioid crisis in British Columbia.
- ✓ The Mayor and two members of senior staff met with Ministers Kahlon (Housing) and Cullen (Water, Land and Resource Stewardship) in Victoria to discuss delays and inconsistencies in provincial approvals and the impact it has on housing supply in Campbell River.

These achievements also supported Healthy and Safe Community, Organizational Capacity and Housing goals.



Our Organizational Structure

COUNCIL

CITY MANAGER

COMMUNITY PLANNING AND LIVABILITY

- Long Range Planning
- Public Transit
- Recreation and Culture
- Solid Waste
- Property Management

COMMUNITY SAFETY

- Bylaw Enforcement and Animal Control
- Emergency Fire Dispatch Services and Emergency Management
- Fire Services
- RCMP
- Municipal Police Services
- Victim Services

CORPORATE SERVICES

- Communications
- Human Resources
- Information Technology
- Legislative Services

DEVELOPMENT SERVICES

- Building Services
- Development Engineering
- Development Planning

ECONOMIC DEVELOPMENT AND INDIGENOUS RELATIONS

- Airport Marketing and Business Development
- Airport Operations
- Economic Development
- Tourism
- Indigenous Relations

FINANCIAL SERVICES

- Finance
- Risk Management
- Supply Management

OPERATIONS

- Capital Projects
- Cemeteries
- Facilities
- Fleet
- Liquid Waste
- Parks
- Roads
- Water



Departmental Reviews

The following section summarizes each organizational division and department, reviews the highlights of 2024, and looks forward to the goals and objectives of 2025.

CITY MANAGER

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

A photograph of a crowd of people at a night concert. In the foreground, the back of a person with long blonde hair in a ponytail is visible, wearing several bracelets. To their left, another person with long blonde hair is wearing a green and black plaid shirt. In the background, other people are visible, some with their hands raised in the air. The scene is illuminated by bright stage lights, creating a vibrant atmosphere. The text "Departmental Overviews" is overlaid in the top left corner in a yellow font, and "Community Planning and Livability" is overlaid in the top left corner in a white font.

Departmental Overviews

Community Planning and Livability



Director of Community Planning and Livability

As a member of the Senior Leadership Team, the Director of Community Planning and Livability provides overall strategic direction and leadership for community development (long range planning, city lands management and development, and transportation) and recreation and culture.

An emphasis is placed on promoting community livability and well-being in alignment with the City's Official Community Plan.

Long Range Planning and Livability

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

Core Services

- ✓ Land use planning, through the Official Community Plan, and neighbourhood plans, housing and parks planning.
- ✓ Environmental planning, including natural areas, and community resiliency policies.
- ✓ Transportation planning, such as active transportation for cyclists and pedestrians, transit, road network and parking.
- ✓ Housing: development of policies and programs to encourage development across the housing spectrum, from housing with supports, to market housing.

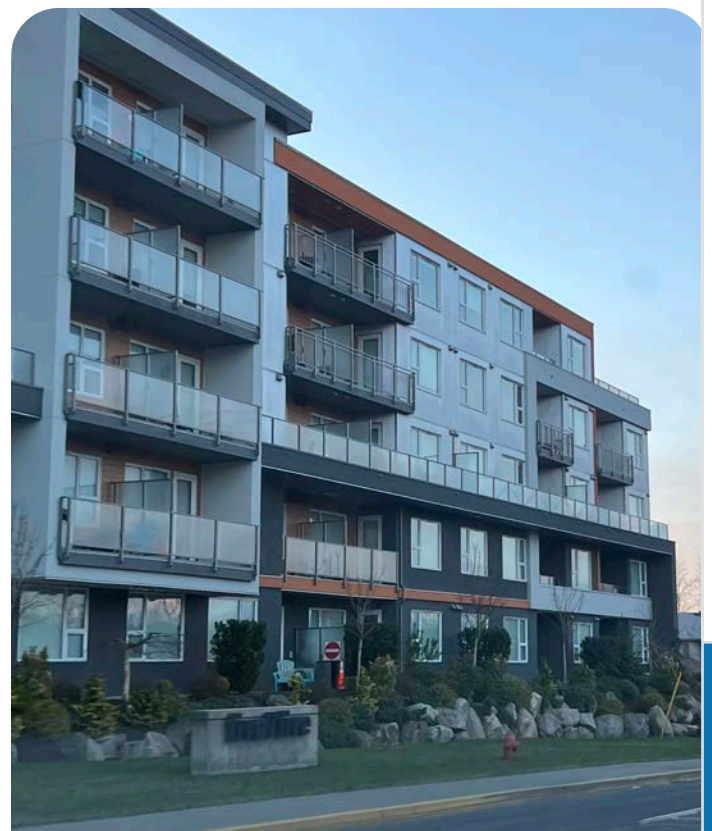


2024 Highlights

- › Initiated a comprehensive review and update of the City's Official Community Plan and Zoning, including the completion of a community survey.
- › Implemented several initiatives under the City's Housing Accelerator Fund program, including:
 - Created the Accessory Dwelling Unit (ADU) Implementation Strategy, incenting ADU creation through zoning updates, and incentives like grants for secondary suites.
 - Developed the Missing Middle Housing Strategy to increase housing diversity by promoting mid-sized housing options—like duplexes, townhomes, and small apartment buildings—that fit between single-family homes and high-rise apartments.
 - Established a Development Cost Charges (DCC) reduction bylaw to reduce DCCs for non-market housing, making affordable housing projects more financially viable.
 - Completed amendments to the City's Zoning Bylaw to reduce parking requirements for residential developments – reducing costs and making more land available for housing.
 - Implemented a new Dogwood Corridor Zone; increasing permitted residential densities and building heights, up to 10-storeys, in key areas along the City's most frequently utilized transit corridor.

2025 Goals and Objectives

- › Continue to address barriers to development towards the goal of fast-tracking the creation of 1,277 new housing units in Campbell River by December 2027, using the \$10.4 million secured from the Government of Canada's Housing Accelerator Fund.
- › Implement a robust public engagement campaign and complete the Official Community Plan by December 2025.
- › Complete the Master Transportation Plan.
- › Complete the Quinsam Heights Neighbourhood Plan.
- › Complete the Petersen Corridor review, as the first phase of the Quinsam Heights Transportation and Growth Infrastructure Study.
- › Complete the Parks, Recreation and Culture Master Plan.
- › Administer grant programs for downtown beautification, including a refresh of the Downtown Facade Enhancement Grant.
- › Update the City's Housing Needs Report.

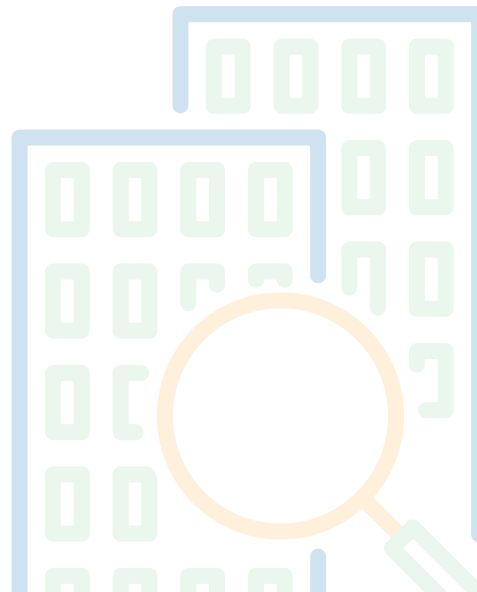
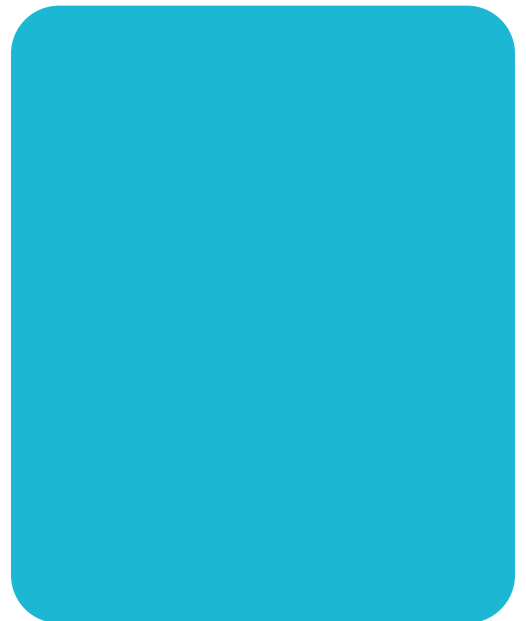
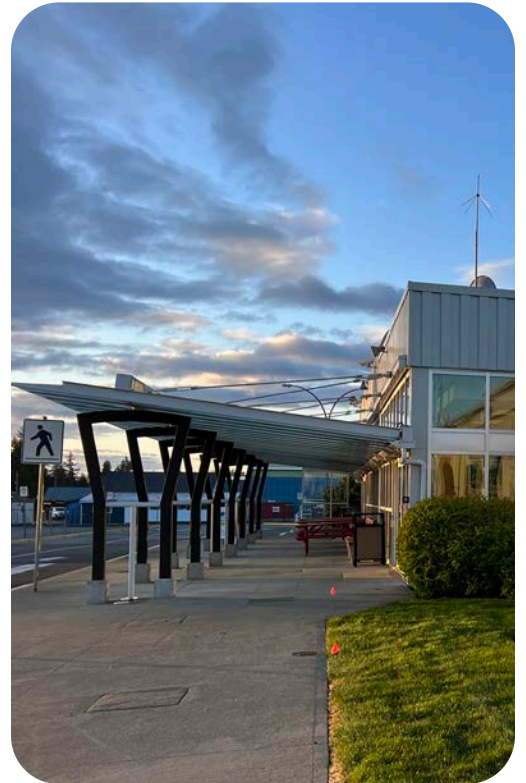


Property Management

Property management includes the management of the City's land inventory through strategic acquisition and disposition of land for maximum benefit to the community, now and in the future.

Core Services

- ✓ Lease management for City-owned community facilities, the Tyee Spit and Campbell River Airport
- ✓ Property acquisition and disposal
- ✓ Tenancy policies and agreements administration
- ✓ Securing land tenures, including permits, easements, rights-of-way, licences, and releases
- ✓ Field investigations and inspections to value property
- ✓ Development and administration of property related policies and strategies



2024 Highlights

- › Coordinated agreements to facilitate capital and community projects.
- › Reviewed existing Council Property Policy and revised guidelines for the disposition of City-owned lands and buildings at below market value.
- › Worked on the development of a Land Strategy.
- › Transitioned to an electronic contract and agreement tracking system.
- › Completed the Shoppers Row land assembly through the acquisition of 1342 Shoppers Row (Harbourside Inn), 1352 Shoppers Row (gravel lot), and 1362 16th Avenue (CR Aquatics).
- › Provided property support for downtown revitalization projects.
- › Administered property agreements for the Campbell River Airport, Tyee Spit, and with other levels of government.
- › Completed road closure bylaws for three portions of City-owned roadway and concluded the sale of these lands.

2025 Goals and Objectives

- › Complete pre-development work for the Revitalize the Row project.
- › Analyze the City land inventory and consider strategic property acquisitions to support future asset management requirements and other strategic priorities.
- › Implement Financial Assistance Policy forms and requirements for City-owned buildings and lands and bring forward property agreements that have been held in overholding pending the adoption of the Policy.
- › Complete pending tenure applications with the Provincial Government to support City initiatives and objectives.

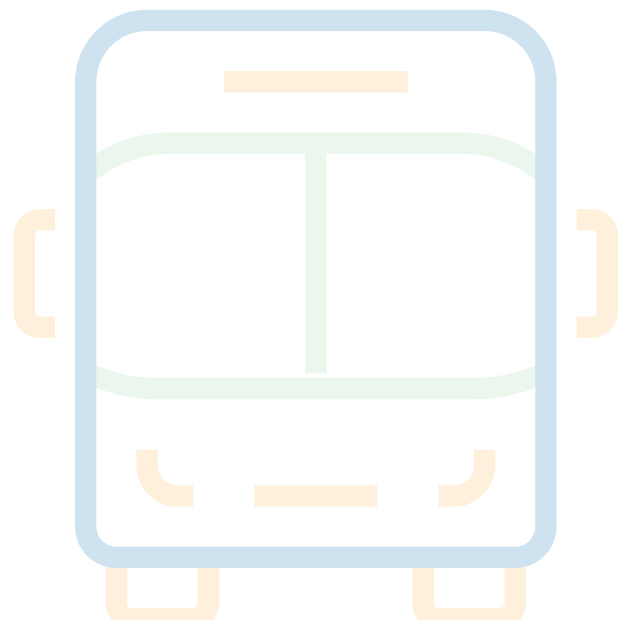


Public Transit

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

Core Services

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





2024 Highlights

- › Started the Transit Future Action Plan, a guiding document to enhance transit service.
- › Continued updating the City's Master Transportation Plan, which looks to support mobility for all residents through transit.
- › Improved transit infrastructure by adding six new transit shelters.



2025 Goals and Objectives

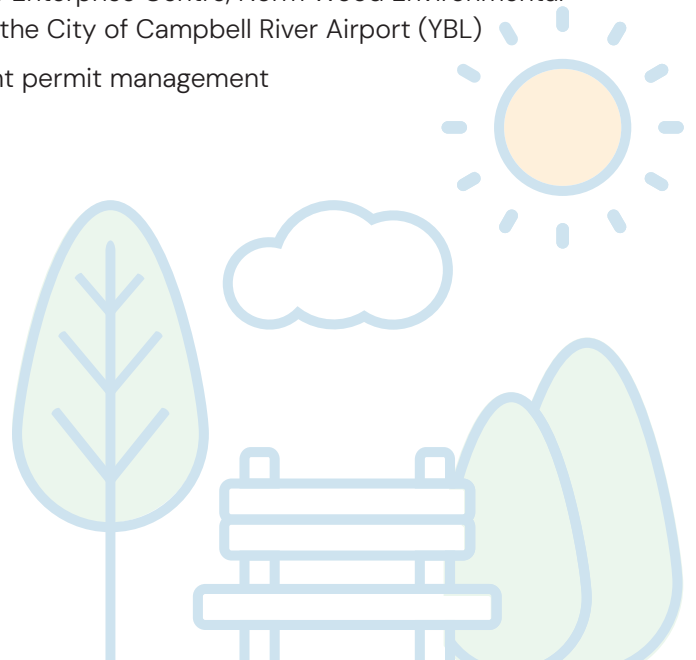
- › Complete the Transit Future Action Plan with concrete improvements in transit service for future years and begin to action the recommendations.
- › Complete the Master Transportation Plan, ensuring that transit is incorporated.
- › Invest in transit infrastructure through the addition of new shelters.
- › Promote transit through public awareness campaigns, including free transit events.

Recreation and Culture

The Recreation and Culture Department provides a variety of quality recreation and culture services for people of all ages, stages and abilities in Campbell River. Campbell River is home to an active Sportsplex, Community Centre, Rotary Club Fieldhouse and Athletic Park, Willow Point Park, the Centennial Outdoor Pool, Spirit Square and the award-winning CR Live Streets.

Core Services

- ✓ Fitness classes, weightroom and programming
- ✓ Operation of City recreation facilities, including indoor rental scheduling
- ✓ Downtown core programming
- ✓ Hosting and partnering on annual community events
- ✓ Liaising with recreation and culture community partners
- ✓ Operation of the Centennial Outdoor Pool
- ✓ Custodial service provision for all City recreation facilities, City Hall, the Enterprise Centre, Norm Wood Environmental Centre, and the City of Campbell River Airport (YBL)
- ✓ Special event permit management



2024 Highlights

- › Streamlined membership and drop-ins; to be all-inclusive. They now include fitness classes, weightroom, badminton, squash, racquetball, wallyball, soft tennis, drop-in basketball and pickleball.
- › Introduced new membership and facility rental rates and fees in 2024, following a review in 2023. Going forward, fees will be adjusted every two years.
- › Enhanced the award-winning CR Live Streets and Spirit Square Concert Series events.
- › Partnered with various downtown businesses and organizations, including the Downtown BIA, Tidemark Theatre, the Campbell River branch of the Vancouver Island Regional Library.

2025 Goals and Objectives

- › Complete the 10 Year Parks, Recreation and Culture Master Plan, which will set priorities and guide how the City provides and invests in facilities, programs and events over the next 10 years.
- › Continue to enhance the daily workplace culture and values that recreation and culture staff have identified as being important; communication, integrity, kindness, respect and teamwork.
- › Continue engaging with the community to ensure programs, events and services meet the community's needs.
- › Continue managing City recreation facilities to support livability and health in the community.
- › Activate the downtown through the CR Live Streets event series, Spirit Square Concert Series, Yoga in the Park and other community events.
- › Provide full-service rental spaces to support community organizations.

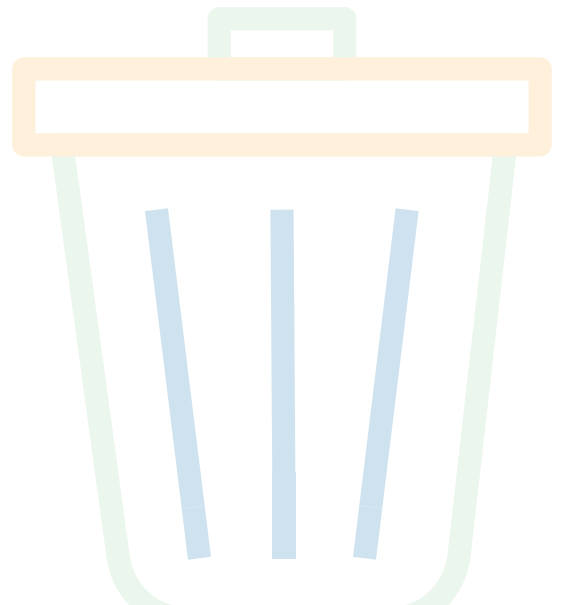


Solid Waste

Waste reduction programs, including curbside collection of garbage, recyclables and organics, are provided for single-family and duplex residential properties, with optional services for triplexes and fourplexes. This department also works with Comox Strathcona Waste Management (www.cswm.ca) on regional services such as landfill and organics.

Core Services

- ✓ Weekly curbside collection of garbage, recyclables, and organics
- ✓ Year-round yard waste drop-off centre
- ✓ Public education
- ✓ Liaise with Comox Strathcona Waste Management



2024 Highlights

- › The Organics Curbside Collection program was launched in March.
- › The Request for Proposals process was initiated for a new 10-year curbside collection program.
- › Continued to support the ReCollect App (CR Recycles) for curbside collection notifications.
- › Reviewed existing collection routes.

2025 Goals and Objectives

- › Continue with the rollout of the Organics Curbside Collection program.
- › Participate in the Solid Waste Master Planning process with Comox Strathcona Waste Management.
- › Work with the City's contractor, Emterra Environmental, to begin the transition to an automated curbside collection program set for 2026.



Departmental Overviews

Community Safety





Director of Community Safety

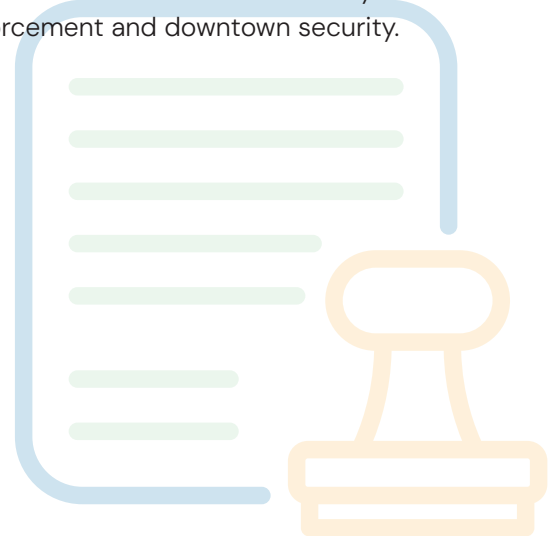
As a member of the Senior Leadership Team, the Director of Community Safety provides overall strategic direction and leadership for bylaw enforcement, fire services, fire dispatch for North Island 911, emergency program, RCMP municipal support services, and liaises with the Campbell River RCMP Detachment,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

Bylaw Enforcement and Animal Control

The Bylaw Enforcement Department provides bylaw enforcement services focusing on community safety and security and maintaining the community standards reflected in City bylaws. The department actively monitors the downtown core and surroundings, ensuring compliance with bylaws and code of conduct standards to promote public safety in public spaces. The Bylaw Enforcement Department looks to gain bylaw compliance by informing, educating, and enforcing if needed.

Core Services

- ✓ Address complaints regarding bylaw contraventions throughout the City.
- ✓ Proactively address and alleviate bylaw related issues in City facilities and public spaces through downtown foot patrols.
- ✓ Provide animal control services within the City, Area D of Strathcona Regional District and Wei Kai Kum and We Wai Kai First Nations reserve lands.
- ✓ Manage the provision of services on behalf of the City for downtown parking enforcement and downtown security.



2024 Highlights

- › Completed daily downtown foot patrols and regular cleanups of encampments to promote downtown safety and cleanliness, and addressed bylaw violations, such as consumption of liquor, and other issues.
- › Participated in the Safer Downtown Working Group.
- › Connected with the Downtown Business Improvement Association, downtown businesses and social service providers to address downtown issues and assist in information sharing.
- › Responded to over 1,400 bylaw complaint files regarding various City bylaws.
- › Recruited a Bylaw Services Manager.
- › Recruited two additional Bylaw Enforcement Officers in preparation for the expansion of bylaw hours.
- › Brought Animal Control services in-house and amended the Animal Control Bylaw to enhance public safety in relation to nuisance, vicious and dangerous dogs.
- › Increased the hours, patrol area and the number of security staff for downtown foot patrol.

2025 Goals and Objectives

- › Increased foot patrols and cleanups of encampments to promote downtown safety and cleanliness.
- › Address bylaw violations such as camping, consumption of liquor, and other issues.
- › Respond promptly to all bylaw complaints, prioritizing health and safety issues.
- › Continue to participate in the Safer Downtown Working Group.
- › Enhance relationships with downtown businesses, the Downtown BIA, and social service providers to address downtown issues, homelessness and social issues.
- › Optimize Bylaw Enforcement Officer's coverage of the downtown, using an enhanced bylaw enforcement strategy.
- › Further train staff on engaging with vulnerable populations.



Emergency Fire Dispatch Services and Emergency Management

Campbell River's 9-1-1 Fire Dispatch Service handles emergency 9-1-1 calls and fire dispatch for eight regional districts (81 fire departments) across Vancouver Island, the Qathet Region, and the Peace River region, spanning over 185,000 square kilometres. Operating round-the-clock, the City's dispatch centre, under a nearly 30-year contract with the North Island 9-1-1 Corporation (NI911), has achieved significant milestones.

Core Services

- ✓ 24/7/365 emergency 9-1-1 and fire dispatching service to 81 fire departments, including Campbell River
- ✓ Liaison and support between the SRD and the City related to Emergency Management (EM) and the establishment of Emergency Operations Centres (EOC) and activation
- ✓ Professional support and logistics for EM planning, training, activation, demobilization, and recovery
- ✓ Push and update information to fire departments through the mobile computer-aided dispatch program
- ✓ Ongoing radio communications to the fire departments to support operations and access to resources
- ✓ Provision of additional resources in response to an emergency when requested by fire departments
- ✓ Radio communications training to fire agencies in the North Island 9-1-1 service area
- ✓ Deliver top-tier service for first responders and public safety
- ✓ EM readiness and access





2024 Highlights

- › Provided dispatch services for over 27,000 fire and medical emergency incidents to 81 fire departments within the NI911 Corporation Service area.
- › Complied with National Fire Protection Association (NFPA) Standard 1225 — Standard for Emergency Services Communications.
- › Implemented and tested the service agreement for backup fire dispatch services with the Regional District of Fraser-Fort George.
- › Created positions to support the operations and technology needs of the 9-1-1 Fire Dispatch Centre in case of an emergency, evacuation, or disaster.
- › Provided training to maintain qualifications for public safety telecommunications personnel.
- › Purchased equipment and technology required to meet NG911 standards.
- › Implemented Rapid SOS a tool used to accurately locate emergencies



2025 Goals and Objectives

- › Design and install a clean agent extinguisher system in the server room at #1 Fire Station.
- › Renew the dispatch contract with NI911.
- › Deploy technology upgrades and training associated with Next Generation 9-1-1 (NG911).
- › Enhance business continuity and redundancy plans to ensure uninterrupted service provision.
- › Review call-taking and dispatch practices to smoothly transition to and meet NG911 standards.
- › Provide state-of-the-art dispatch and NG911 technology to support customers.
- › Collaborate with partners to enhance the quality of fire dispatch and develop a positive relationship with the fire departments and regional districts we serve.
- › Enhance the work environment focused on health, wellness and a positive culture so that all emergency service employees can feel supported physically and mentally.
- › Explore areas of growth and economic development for dispatch services.
- › Review EM plans and make recommendations for areas of growth.



Fire Services

Campbell River emergency services are delivered to the citizens and visitors of Campbell River, three First Nation communities, and a portion of Area D of the SRD south of Campbell River, from two fire stations. Fire protection services are maintained 24 hours a day by 26 career firefighters, 50 paid-on-call firefighters, one fire mechanic and one fire prevention officer. The department provides professional core services to nearly 4,900 incidents per year, as well as maintaining legislated obligations to life safety and providing fire prevention services to the City and contract partners.

Core Services

- ✓ Fire suppression, vehicle extrication, hazardous material response, environmental protection, prehospital 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, life safety, and FireSmart 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

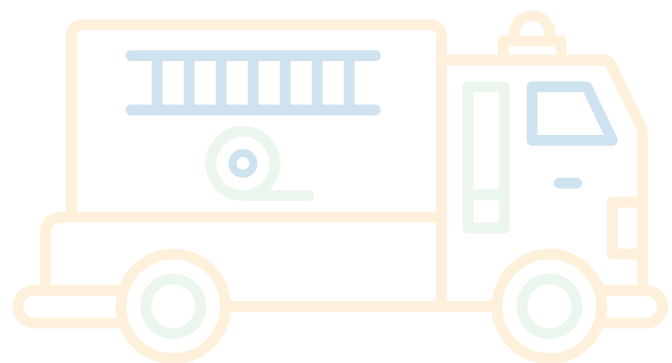


2024 Highlights

- › Responded to 4,884 calls for service.
- › Added 11 Paid-On-Call firefighters to the department through recruitment and in-house training.
- › Completed IAFF negotiations for the 2023–2024 contract.
- › Completed an internal culture review for Fire Suppression and Dispatch.
- › Hired and onboarded two dispatchers and a Deputy Fire Chief to support the City, SRD, and SRD supported, fire departments.
- › Completed the UBCM FireSmart Grant in support of two First Nation partners.
- › Enhanced partnerships with First Nations and community groups around Emergency Management.
- › Began reviewing and amending internal operational policies.

2025 Goals and Objectives

- › Complete a Fire Master Plan.
- › Recommend revisions to the City's fire bylaws.
- › Negotiate and renew the City's Collective Agreement with Local 1668.
- › Renew the North Island 911 dispatch contract for the end of 2025.
- › Integrate recent changes to the Fire Safety Act.
- › Commence implementation of an action plan focused on addressing fire department culture.
- › Address space and safety needs for fire facilities.
- › Explore opportunities for efficiencies in the fire operating and capital budgets, and review service agreements to align cost recovery models with financial policy.
- › Review fleet services to determine needs and replacement intervals.
- › Onboard a new Dispatch Daytime Cover position.
- › Complete and integrate the new decontamination unit.
- › Begin the SCBA replacement process.
- › Begin the Aerial replacement process.
- › Implement strategies to reduce overtime.

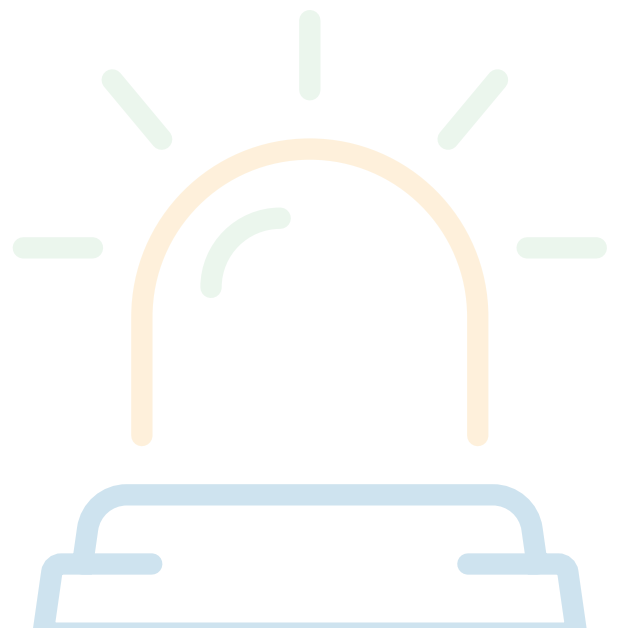


RCMP

The RCMP provide community policing services including criminal code investigations into drug trafficking, crime against persons and property, and through road safety and traffic enforcement, and various crime reduction strategies. The City has authorized 49 RCMP Members in the Campbell River detachment for 2024.

Core Services

- ✓ Policing and protective services
- ✓ Enhanced community relations with participation in as many community events as possible
- ✓ Drug Enforcement
- ✓ Traffic Enforcement
- ✓ First Nations Policing
- ✓ Crime Reduction Strategies



2024 Highlights

- › 17,873 calls for service: a 2.9 per cent decrease over 2023.
- › 675 submissions to the Crown for charge approval: a 2.6 per cent increase over 2023.
- › Recruited four new RCMP officers.

2025 Goals and Objectives

- › Address strategic initiatives through the development of the Annual Performance Plan.
- › Participate in community events.
- › Continue to combat the negative effects of alcohol/drug use within the community by teaching D.A.R.E. and Party Program to School District students, and target individuals within the community who sell drugs.
- › Continue to focus on distracted driving as well as impaired driving to keep roads safer.
- › Continue to contribute to safer and healthier First Nation Communities through proactive enforcement and cultural sensitivity training.
- › Decrease the number of incidents of Cause Disturbance/Drunk in a Public Place through foot patrols and participation in the Downtown Safety Working Group.
- › Implement the National Body Worn Camera Program.



Municipal Police Services

Municipal Police Services provides services to the RCMP, supporting their administrative and operational needs to provide effective police services to the citizens of Campbell River. The department also provides and maintains jail and lock-up facilities for the care and keeping of Municipal, Provincial, and Federal prisoners, inclusive of custodial services, as well as supporting their custodial and overall building maintenance needs.

Quality 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.



Core Services

- ✓ Administration of the Municipal Police Unit Agreement between the City and the Province
- ✓ Crime analysis
- ✓ Clerical and administrative support to the RCMP
- ✓ Records and crime statistics management
- ✓ Information requests and civil fingerprinting
- ✓ Phone/reception services
- ✓ Statement and audio/video transcription
- ✓ Exhibit maintenance
- ✓ Electronic file disclosure
- ✓ Forensic video support
- ✓ Court file/document processing
- ✓ Building and cellblock facilities cleaning and maintenance
- ✓ Community Policing Programs: Restorative Justice, Crime Stoppers and Victim Services

2024 Highlights

- › Provided administrative support services for 17,873 RCMP files.
- › Processed 675 submissions to the Crown for charge approval.
- › Processed 1,206 police information checks and 479 civil fingerprint submissions.
- › Received 65 referrals to the restorative Justice program: a 12% increase over 2023.
- › Developed the trauma-informed knowledge base of the Restorative Justice Program Volunteer Team, providing victims and others harmed by crime, with support and assistance.
- › Received 301 tips to Crime Stoppers: a 33% increase over 2023. From these tips, eight arrests were made.
- › Continued to support and enhance a positive and psychologically safe work environment.

2025 Goals and Objectives

- › Review and align administrative and operational support services with RCMP demands for service.
- › Prepare for and support the implementation of the National Body Worn Camera Program for the RCMP.
- › Provide expanded Restorative Justice services through developing partnerships, establishing protocol, liaising, and bridging the gap between the community and access to youth engagement programs addressing gun and gang violence.
- › Explore opportunities to enhance partnerships with local Indigenous communities and RCMP to support individuals and families, and assist with all aspects of Restorative Justice service delivery.

Victim Services

Victim Services provides supports to victims and witnesses of all crimes and trauma.

Core Services

- ✓ Help individuals understand and deal with the effects of crimes.
- ✓ Provide emotional support.
- ✓ Refer individuals to other community agencies that can help.
- ✓ Explain what happens in court and provide support and guidance through the process.
- ✓ Support access to information on financial benefits and applications.



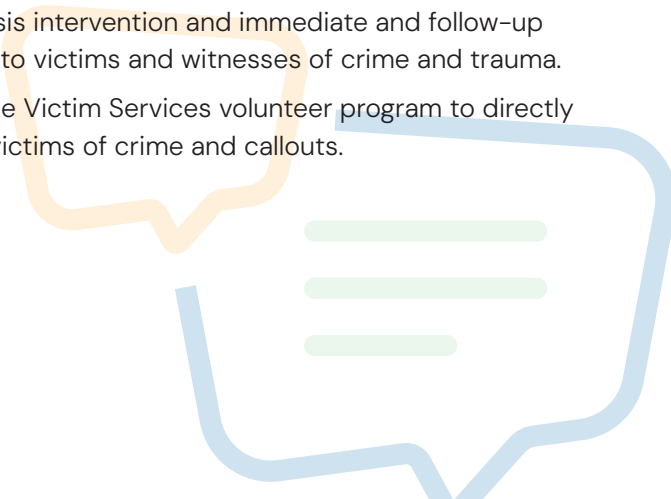
2024 Highlights

- › Provided continued support and assistance to victims and witnesses of crime and trauma, for 346 individuals from 304 incidents/files.
- › Supported the Restorative Justice program by providing paid and volunteer support to victims before, during and following Restorative Justice Forums.



2025 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 to directly work with victims of crime and callouts.





Departmental Overviews

Corporate Services





Director of Corporate Services

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

Communications

The Communications Department facilitates meaningful communications and relationship development with Campbell River residents and visitors, Indigenous Peoples and governments, organizational partners, City staff and the public, and is also responsible for corporate communications initiatives.

Communications supports sharing clear, concise, and complete information on City programs, services, events and initiatives. Valuable feedback and positive working relationships that improve City services are encouraged and facilitated through engagement.

Core Services

- ✔ Strategic communications planning
- ✔ Management and maintenance of the City's communications platforms
- ✔ Community engagement
- ✔ Communications training for City staff
- ✔ Development and distribution of communications materials
- ✔ Manage and maintain the City's brand

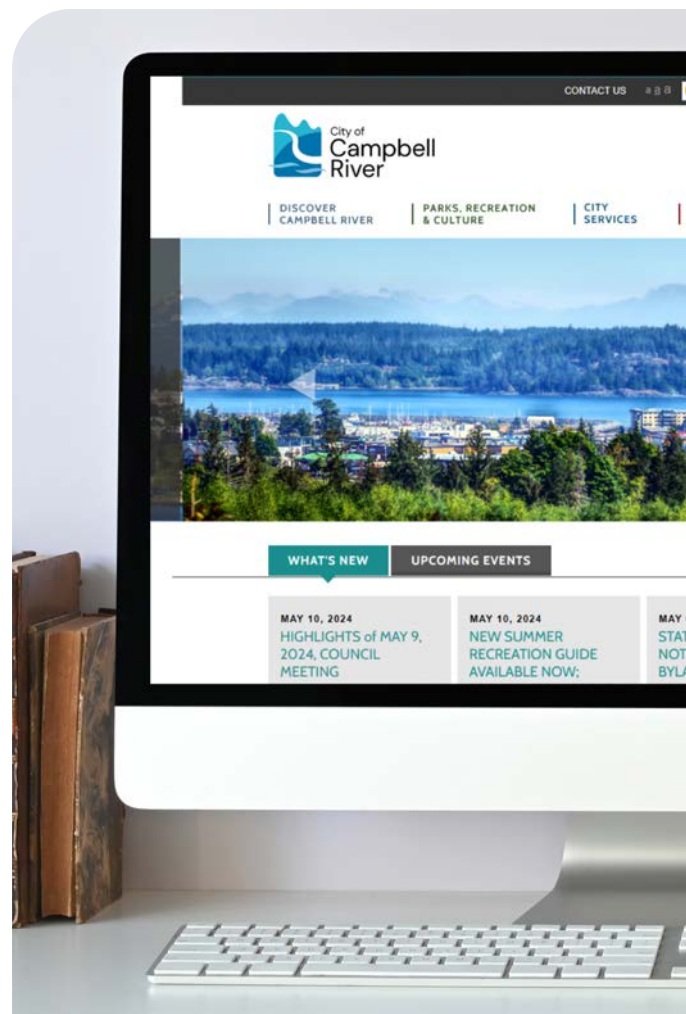


2024 Highlights

- › Updated communications policies and procedures.
- › Completed a needs assessment for the City website replacement.
- › Supported community engagements for Homewood – a temporary rapid housing initiative, the Housing Accelerator Fund (HAF), the Community Safety and Well-Being Plan, and more.
- › Supported communications campaigns, including Reimagine the Row, property tax awareness, invasive species and water conservation education, CR Live Streets, and more.
- › Enhanced the City's social media presence and engagement.
- › Published a refreshed and streamlined Annual Report for 2023.
- › Ran the It's Time for Downtown engagement campaign, which shared information on downtown initiatives.

2025 Goals and Objectives

- › Align resources to support efficient, strategic, planned and consistent City communications.
- › Roll out and implement updated communications policies and procedures.
- › Launch the new City website.
- › Support departments on major communications and engagement initiatives.
- › Enhance the City's social presence through a social media strategy and staff training.
- › Complete the 2025 Citizen Satisfaction Survey
- › Publish the 2024 Annual Report



Human Resources

The Human Resources Department (HR) delivers a wide range of core services to the organization including managing the employee life cycle for approximately 300 permanent employees along with auxiliary and contract staff; recruiting and onboarding; applying the City's collective agreements with CUPE Local 401 and IAFF Local 1668 and managing associated issues resolution and collective bargaining; advancing employee safety and health programs and procedures; and promoting and advancing employee learning and development.

HR acts as a strategic partner within the organization by developing forward-thinking initiatives in the areas of talent acquisition, talent development and growth, workplace culture and employee health and safety. HR staff are professional experts in a diversity of areas and focus on creating and maintaining a positive experience for City employees by providing timely and efficient service.

Core Services

- ✓ Talent acquisition (staffing and retention)
- ✓ Health and safety
- ✓ Labour and employee relations
- ✓ Talent management, development and growth
- ✓ Compensation and benefits administration and management
- ✓ Workplace culture development
- ✓ Human Resources policy and program development





2024 Highlights

- › Managed over 100 job competitions.
- › Negotiated two new collective agreements with CUPE Local 401 and IAFF Local 1668.
- › Completed the City's second WorkSafeBC Certificate of Recognition audit.
- › Implemented a new service awards program for all City employees.
- › Launched a corporate training program accessible to all employees.
- › Implemented SmartRecruiters; a new recruitment platform
- › Continued to support the implementation of Unit4, which will update several City systems, including iCitizen and Info:HR.
- › Supported the organization through leadership in Workplace Culture initiatives.



2025 Goals and Objectives

- › Replace the City's benefits provider.
- › Continue supporting the Unit4 implementation.
- › Renew the City and IAFF collective agreement.
- › Lead organization-wide Workplace Culture initiatives, including an all-employee survey and follow-up action plans.
- › Implement WorkSafeBC Certificate of Recognition audit recommendations through a targeted action plan.

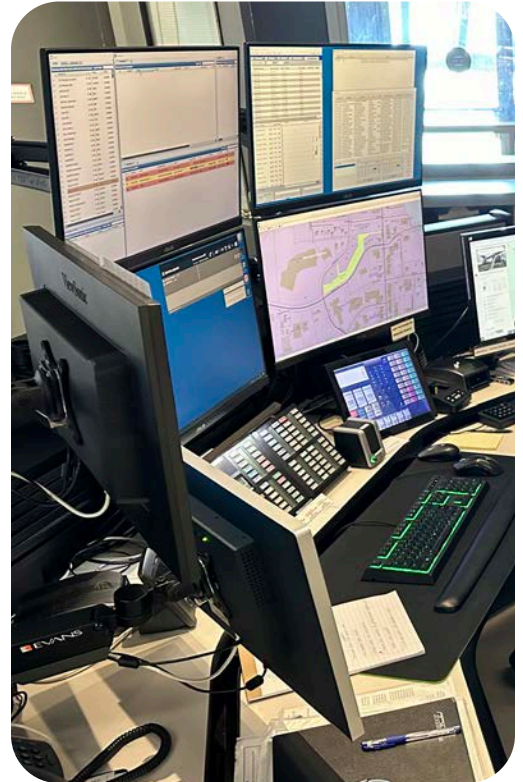


Information Technology

As the central technology provider for the City, the Information Technology (IT) Department provides services encompassing enterprise-wide municipal applications, technology infrastructure and integration, IT security, geographic information systems (GIS), and local network and cloud strategic support. The IT Department serves as a technical consultant and provides desktop, network, application and systems management services for all City departments, and some IT-provided services that are accessed by the public directly.

Core Services

- ✓ Business technology support
- ✓ Geographic Information Systems (GIS)
- ✓ Strategic planning and coordination for all City technology initiatives
- ✓ Network services operations
- ✓ Maintain major business applications
- ✓ Stay current with new technology, data management and legislative requirements
- ✓ Support the City website, mobile and cloud-based business requirements
- ✓ Support the local Campbell River RCMP detachment's technology needs





2024 Highlights

- › Updated the City's digital orthophoto, contour and LiDAR imagery data.
- › Continued the network redesign project to decommission legacy devices and improve network stability.
- › Installed new tourism cameras at the Discovery Fishing Pier.
- › Completed readiness assessment and data updates to support Next Gen 9-1-1 migration.
- › Migrated campbellriver.ca website to a cloud host provider.



2025 Goals and Objectives

- › Provide technical expertise for the Website Replacement Project.
- › Finalize GIS updates to support the Federal Next Gen 9-1-1 migration in March.
- › Continue with Windows 11 migration to meet the Windows 10 End of Support deadline.
- › Act as technical and security subject matter experts for the Unit4 ERP project.
- › Complete a network and organizational readiness audit to develop a new information security roadmap.



Legislative Services

The Legislative Services Department includes the Office of the Corporate Officer and provides a primary communications link between City Council, staff, and the community. The department is responsible for the organization and administration of the City's legislative, privacy and records management functions.

Core Services

- ✓ Agendas, minutes and follow-up reports for Council and Committee of the Whole meetings
- ✓ Legislative guidance for Council and staff
- ✓ Administer the City's Records Management Program
- ✓ Assist with drafting bylaws, and Administrative and Council policies
- ✓ Privacy Head for the City, responsible for Freedom of Information requests and Privacy Impact Assessments
- ✓ Official signatory of the City
- ✓ Conduct local government elections
- ✓ City Hall reception and switchboard services



2024 Highlights

- › Drafted a Records Management Bylaw and Records Management Policy
- › Processed 56 Freedom of Information requests.
- › Launched a consultant-led electronic data records management system readiness review and recommendations.
- › Council met a total of 53 times this year for various meetings, including Committee of the Whole, Regular Council, Financial Plan, and Special Council.

2025 Goals and Objectives

- › Implement a Records Management Bylaw and Records Management Policy, and complete the Manual of Procedures.
- › Provide organization-wide privacy and records management training.
- › Develop and begin implementing an overall Corporate and Council policy development, review, and maintenance program.
- › Update procedural bylaws including Council Procedure Bylaw.



Departmental Overviews

Development Services





Director of Development Services

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



Development Services

The Development Services Department provides a centralized, coordinated, one-stop service for all development applications, queries, permits and projects in Campbell River. Over the past three years, the department has processed an average of 260 building permit applications each year, with an annual construction value averaging over \$117 million, and approved roughly \$2 million of new public infrastructure. Land use and development applications involve preparing reports and recommendations for City Council's consideration and often involve public consultation.

Core Services

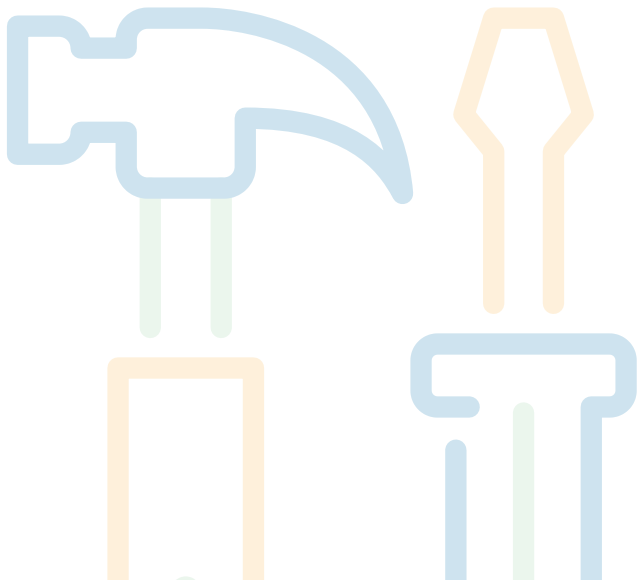
- ✓ Building permits, inspections, and compliance development and land use planning applications (Official Community Plan and zoning amendments, development permit, and variance permit applications)
- ✓ Subdivision review and approval
- ✓ Engineering infrastructure review and approvals for current and future development
- ✓ Information and support for the local real estate industry
- ✓ Business licensing and compliance

2024 Highlights

- › Works and Services Bylaw 3948, 2024 was adopted. The bylaw aligns the City's development engineering standards with the Master Municipal Construction Documents and adds clarity to infrastructure design requirements.
- › Processed approximately 68 development, land use and subdivision applications.
- › Responded to 790 planning-related enquiries.
- › Processed 230 building permit applications with a total construction value of \$140M, creating 249 new residential units.
- › Processed approximately 2,300 business license applications.
- › Initiated a review of the Development Cost Charges Bylaw.

2025 Goals and Objectives

- › Continue to implement recommendations outlined in the Development Approvals Processes Review.
- › Adopt a new Development Cost Charges Bylaw.
- › Update the Storm Drain System and Sanitary Sewer Connections Bylaws.
- › Assist Community Planning and Livability with Official Community Plan and Zoning Bylaw updates.
- › Investigate and move to digital applications for building, business license and planning applications.





Departmental Overviews

Economic Development and Indigenous Relations



Director of Economic Development and Indigenous Relations

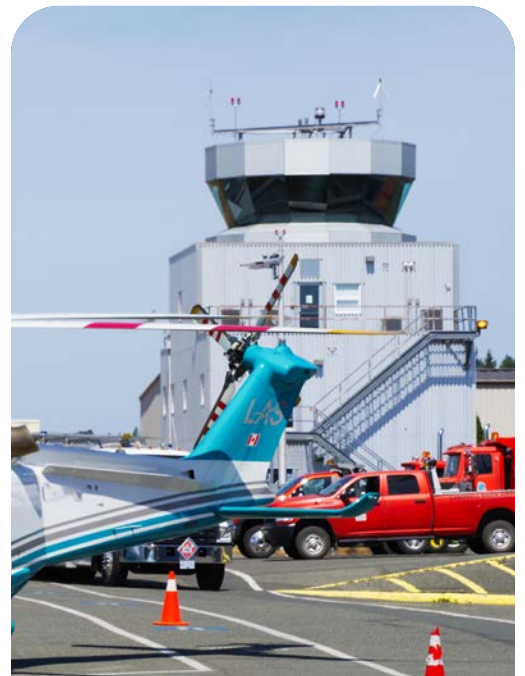
As a member of the Senior Leadership Team, the Director of Economic Development and Indigenous Relations is responsible for the design and implementation of the City's economic development strategy to enhance economic activity in the city and surrounding region, and oversee tourism. They also advance reconciliation and Indigenous relations efforts.

Airport

The Campbell River Airport (YBL) is owned by the City and operates 24 hours a day, seven days a week. The airport offers regularly scheduled passenger service to Vancouver International Airport and services general aviation year-round. With a 6,500-foot, grooved runway, and jet fuel available, aircraft of any size up to a Boeing 737 can operate with ease from YBL. The airport is staffed from 5:30 a.m. to 8:30 p.m. daily to ensure compliance with Canadian Aviation Regulations.

Core Services

- ✓ Airfield operation maintenance
- ✓ Snow and ice control
- ✓ Provision of Jet "A1" Fuel
- ✓ Wildlife control
- ✓ Field and ditch maintenance
- ✓ Access road maintenance (Jubilee Parkway)
- ✓ Drainage management
- ✓ Safety and security, including security for commercial apron, airside lands
- ✓ Airport buildings operations and maintenance



2024 Highlights

- › Secured funding from BC Air Access to expand the airport jet fuel storage capacity
- › Upgraded the gasoline and diesel storage and dispensing system
- › Installed a public viewing area that overlooks airside operations
- › Opened a pilot's lounge
- › Hosted a spectacular 2024 Wings 'N' Wheels event
- › Increased overall aircraft movements by 5.2% over 2023
- › Acquired and commissioned a new aircraft deicer for commercial airline use

2025 Goals and Objectives

- › Secure new interprovincial commercial air route to Northern BC
- › Commission new lavatory cart services for general aviation
- › Secure BC Air Access Program funding for ground power units to service general aviation
- › Host the 2025 Wings 'N' Wheels event
- › Renovate the Air Terminal Building universal washroom



Economic Development and Indigenous Relations

The Economic Development Department supports local investment and entrepreneurship to meet global market needs. By working with partners, it aims to achieve the yearly goals in its Strategic Framework, focusing on business growth, collaboration, and communication.

The Indigenous Relations team works on building strong relationships with Indigenous communities, prioritizing engagement and dialogue to encourage mutual growth and collaboration.

Core Services

- ✓ Support local economic growth and downtown vibrancy
- ✓ Provide local businesses and industries with information, support, and skill-building
- ✓ Promote Campbell River to investors, visitors, and newcomers
- ✓ Administer Destination Management Operations for Campbell River
- ✓ Engage in industry, Indigenous, and government forums.
- ✓ Implement and enhance the City's Indigenous Relations Strategy, policies, and programs
- ✓ Serve as liaison between the City and Indigenous Nations
- ✓ Offer expertise and guidance on Indigenous Relations to Council and staff.



2024 Highlights

- › Launched the Railyard Market and incubator program with four local businesses.
- › Opened the Visitor Information Centre at the Maritime Heritage Centre with a tourism season launch event.
- › Continued the Essential Workers Temporary Housing and Welcome Packages to attract essential workers.
- › Approved Destination Campbell River's 2025 Tactical Plan and submitted a report to Destination BC.
- › Held four council-to-council meetings with First Nations, focusing on reconciliation.
- › Facilitated opportunities for City Council and staff to learn more about Indigenous history and cultures.
- › Awarded two-year Destination Marketing contract to local agency.
- › Partnered with the We Wai Kai First Nation to bring the River City Gravel Fondo to Campbell River as part of the greater Vancouver Island Gravel Biking Series.



2025 Goals and Objectives

- › Execute the 2025 Economic Development Annual Tactical Plan based on Strategic Goals from the five-year plan.
- › Support workers, businesses, and the community in navigating the impacts of USA tariffs, through information sharing, networking events, and convening a business advisory team for local economic issues related to tariffs.
- › Action recommendations from the Campbell River and North Island Labour Market Partnership Project.
- › Bolster local economic growth through business retention and expansion efforts.
- › Execute elements of the City's 2025 Tourism Tactical Plan to promote Campbell River as a destination as well as its local tourism businesses.
- › Collaborate with local, regional, provincial, and federal organizations, including the Campbell River & District Chamber of Commerce, First Nations, VICEDA and VIEA to nurture Campbell River's economy.
- › Facilitate regular meetings between Nations and City Council.
- › Publish a Liḡ'itdaḡ' Indigenous Tourism Guide, a collaboration between the We Wai Kai Nation, the Wei Wai Kum First Nation and the City.
- › Update Campbell River's community profile.
- › Begin industry consultations towards the next 5-Year Strategic Tourism Plan as required by the Province's Municipal and Regional District Tax Program.

Departmental Overviews

Financial Services



Director of Financial Services

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

Finance

The Finance Department is responsible for all financial administration matters for the City. The department delivers services to the public, industry, and all City departments.

The department oversees a \$105 million annual operating budget and a \$66 million annual capital budget of 129 capital projects.

The City is the tax collector for other governments and agencies such as the Strathcona Regional District, School District No. 72 and the hospital, resulting in 15,000 tax notices being prepared and mailed, and payments being collected, each year.

Core Services

- ✓ Financial planning, budgeting and reporting
- ✓ Investment, debt, reserve, grant, and tangible capital assets management
- ✓ Property tax levy and collection
- ✓ Utility billing
- ✓ Accounts receivable
- ✓ Accounts payable
- ✓ Payroll



2024 Highlights

- › Received the Distinguished Budget Presentation Award for the 2024-2033 Financial Plan from the Government Finance Officers Association of Canada and the United States.
- › Received the Canadian Award for Financial Reporting from the Government Finance Officers Association of Canada and the United States.
- › Completed a new Financial Assistance Policy amalgamating and streamlining all sources of funding provided by the City to not-for-profit groups.
- › Continued with a multi-year project to replace the City's legacy finance and human resources software, with Unit4.
- › Completed a review of the City's tax rates as compared to other communities of comparative size.

2025 Goals and Objectives

- › Obtain the Government Finance Officers Association of Canada and the United States Distinguished Budget Presentation Award for the 2025-2034 Budget and the Canadian Award for Financial Reporting for the 2024 Annual Report.
- › Amend the Reserve and Surplus Policy to improve the City's financial administration.
- › Continue implementing Unit4, which will replace the City's Financial reporting software.
- › Communicate and implement changes outlined in the Financial Assistance Policy to impacted organizations.
- › Improve taxation communications.
- › Review City user fees and parcel taxes.



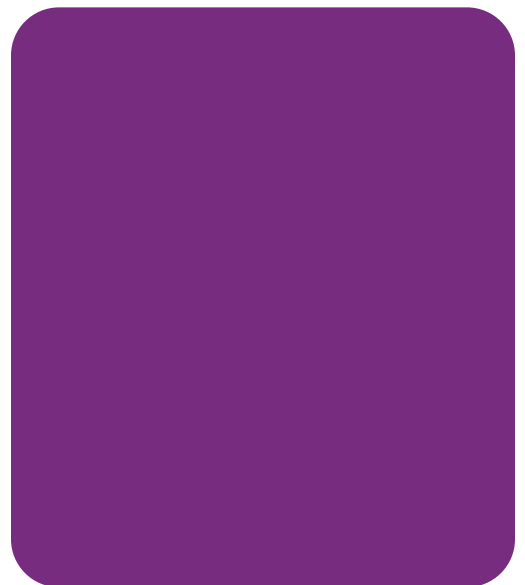
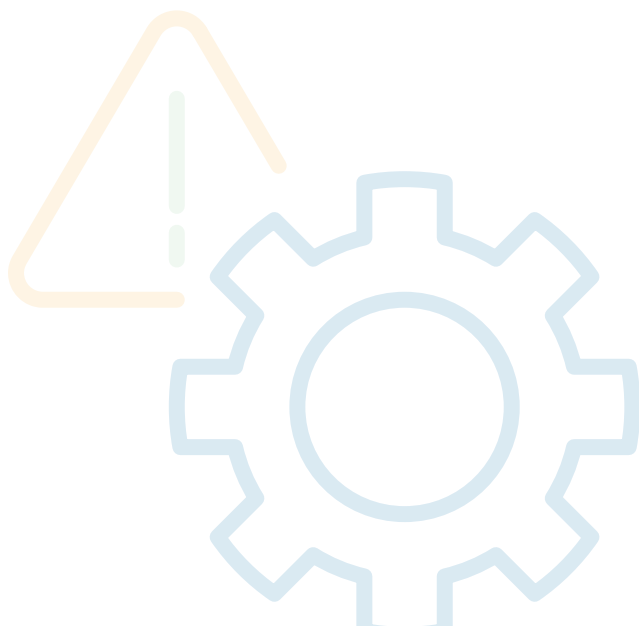
Risk Management

This function coordinates the City's response to all property and liability claims by utilizing City staff, private adjusters, legal counsel, and City insurers. Risk Management advises all City departments on insurance requirements and agreement wording, and develops and implements policies and procedures that look to reduce the City's exposure to risk.

Risk Management also oversees the placement of insurance and handles any related insurance claims and legal concerns.

Core Services

- ✓ Risk management advice
- ✓ Claims management (approximately 10 to 20 per year)
- ✓ Insurance administration



2024 Highlights

- › Reviewed insurance coverages to conduct a gap analysis on all policies.
- › Reviewed and implemented a new claims procedure.

2025 Goals and Objectives

- › Update the City's risk management framework/policy.
- › Conduct a property insurance provider assessment.
- › Foster a proactive risk-aware culture within the City through training and awareness.
- › Integrate risk assessments into City strategic planning.



Supply Management

Procurement is a professional service that ensures the best value, without bias or favour, in purchasing decisions. Maintaining and adhering to a strict purchasing policy and following bylaws and domestic and international trade agreements ensures that purchases are accountable and maintains high standards for goods and services procured using public funds. This department also disposes of surplus equipment in a legally compliant, ethical, and cost-effective manner.

Core Services

- ✓ Procurement
- ✓ Asset disposal





2024 Highlights

- › Conducted 126 competitions receiving over 290 bid submissions: 61 per cent of the competitions were for the purchase of services, 24 per cent for goods, and 18 per cent for construction projects.
- › Major acquisitions included:
 - › Dogwood Detention Pond rehabilitation;
 - › Official Community Plan and Zoning Bylaw update;
 - › Cambridge Park drainage and grading;
 - › The Rail Yard Micro Market modular buildings;
 - › Traffic signal rebuild at Alder Street and Hilchey Road;
 - › Discovery Pier repairs;
 - › Campbell River Airport fuel systems expansion; and,
 - › Cedar School sanitary sewer replacement.
- › Awarded a combined value of approximately \$8.8 million for City projects.
- › Saved approximately \$1.4 million.

2025 Goals and Objectives

- › Standardize the purchase order and request process, and align it with industry best practices within Unit4; the City's enterprise resource planning (ERP) system.
- › Provide ongoing procurement training to ensure staff understand Council policy and administrative processes.
- › Explore additional cost saving opportunities for the City.



DEPARTMENTAL Overview Operations





Director of Operations

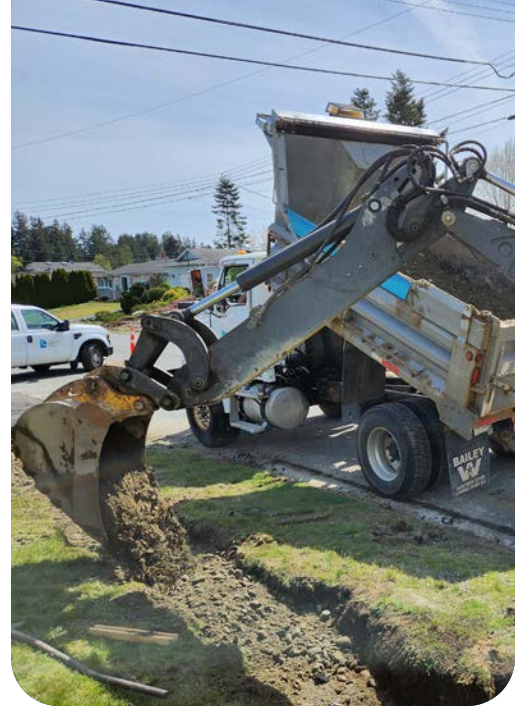
As a member of the Senior Leadership Team, the Director of Operations provides overall strategic direction and leadership for capital works project delivery, facilities, fleet, roads, parks, water, and liquid waste services, with an emphasis on asset management, implementing strategic goals, and delivery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

Capital Projects

This department delivers on the capital projects approved for design and/or construction in the City's long-range Capital Plan. Services provided by the department evolve from a support role early in the project life cycle, transitioning to the lead role when the project enters detailed design and construction, and resuming a support role during the maintenance period.

Core Services

- ✓ Manage the construction and administration of all capital projects within the Operations Division, including land use services; environment; sanitary sewer collection and treatment; stormwater management; transportation; water supply, treatment and distribution; facilities; and parks.



2024 Highlights

- › Continued to address the infrastructure gap identified in the capital plan through infrastructure delivery, technological advancements, and studies supporting the City's asset management strategy.
- › Implemented the new Operations Management System (OMS) for Water, Wastewater Treatment, and Facilities, incorporating infrastructure asset data into decision-making for the 10-year Capital Plan.
- › Engaged with the DFO and City consultants to repair the Seagull Walkway North section and identify feasible habitat compensation sites for this and other projects.
- › Progressed Phase 3 construction at Norm Wood Environmental Centre, including upgrades to SCADA and redundancy systems.
- › Completed design and construction of approximately four kilometers of sewer main renewal.
- › Completed the Cedar Street sewer main replacement.
- › Initiated the design phase of the John Hart Reservoir at the Water Centre.
- › Started design work for the Lift Station #1 Revitalization project to support accelerated development.
- › Continued design efforts for the Campbellton Sewer System Upgrades.
- › Advanced the detailed design for Phase 1 of the Erickson Road Rehabilitation Project.
- › Monitored the progress of the 6th Avenue Renewal and Airport Lighting projects.
- › Supported the Campbell River Airport's Visual Aids and Taxiway Rehabilitation Project.
- › Expanded asset management practices by linking infrastructure performance to current service levels.

2025 Goals and Objectives

- › Continue implementing the new OMS to support decision-making for the City's 10-year Capital Plan.
- › Complete construction of the Seagull Walkway North section and develop habitat compensation strategies.
- › Continue Phase 3 construction at Norm Wood Environmental Centre.
- › Complete sewer main renewals for approximately four kilometers.
- › Finalize detailed design and tender construction of new water mains.
- › Complete design and tender preparation for the John Hart Reservoir project.
- › Complete design and tender preparation for the Campbellton Sewer System Upgrades.
- › Strengthen asset management practices by linking infrastructure performance to current service levels.
- › Finalize the detailed design for Erickson Road Rehabilitation Phase 1.
- › Begin design work for the Interceptor Corrosion Mitigation project.
- › Fulfill CPM responsibilities on the City's Engineering Advisory Committee.

Cemeteries

Cemeteries is responsible for the operation and maintenance of the Highway 19A and Elk Falls cemeteries.

Core Services

- ✓ Burials
- ✓ Interments (ashes)
- ✓ Place markers
- ✓ Horticulture, green space, and tree maintenance



2024 Highlights

- › Continued tree planting at Elk Falls Cemetery and Highway 19A.
- › Restored the rhododendron garden bed at Highway 19A Cemetery.
- › Removed invasive species from Elk Falls Cemetery.
- › Completed 58 interments.



2025 Goals and Objectives

- › Maintain Campbell River's Elk Falls and Highway 19 cemeteries.
- › Continue facilitating burials and marker placements at Elk Falls and Campbell River cemeteries.
- › Establish the Muslim Burial Meadow.
- › Mark plots in the expanded area of Elk Falls.



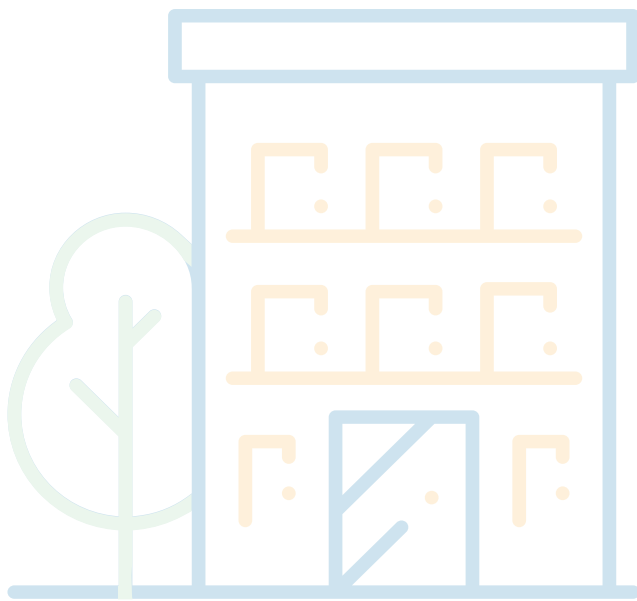


Facilities

Facilities is responsible for the maintenance and repair of 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 \$200 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 and access control.

Core Services

- ✓ Operations and maintenance
- ✓ Occupancy and space management
- ✓ Security, access control and video surveillance
- ✓ Capital Project planning and delivery



2024 Highlights

- › Fully implemented the City's Operations Management System (OMS), which streamlines workflows by issuing, tracking and closing service requests through the system.
- › Conducted a gap analysis of the preventative maintenance program, identifying risks and implementing targeted maintenance improvements.
- › Renovated an area on the 2nd floor of City Hall including a new layout and furniture.
- › Enhanced functionality at the Maritime Heritage Centre, Downtown Security Office, City Pound and the Enterprise Centre, through minor renovations.

2025 Goals and Objectives

- › Leverage the data from OMS to drive informed decision-making in operations, maintenance and asset renewal plans.
- › Deliver key capital projects:
 - › RCMP parking lot expansion and security upgrade
 - › RCMP chiller replacement and controls upgrade
 - › Discovery Pier structural repairs
 - › Asset Management – Asset Renewal Program
- › Expand and update the CCTV system
- › Pre-plan for the integration of Unit-4



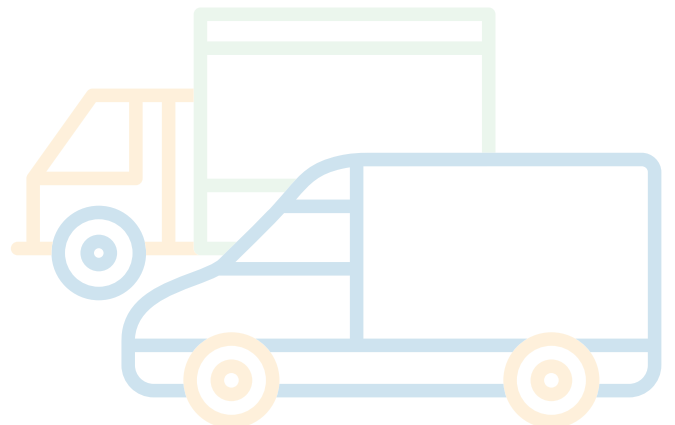
Fleet

The Fleet Department maintains and manages the City's extensive fleet of vehicles and equipment. The department supports the safe operation and maintenance of approximately 120 pieces of rolling stock and roughly 100 pieces of auxiliary equipment, including City facility backup generators, small engines, tow-behind equipment, and small tools. These assets collectively hold a replacement value of around \$10 million.

By effectively managing and maintaining these critical assets, the department contributes significantly to the seamless functioning of the City's operations, including the airport, thereby supporting the overall infrastructure and services provided to the community.

Core Services

- ✓ Vehicle maintenance
- ✓ Safety inspections
- ✓ Support for after-hours emergencies, breakdowns, and roadside assistance for City vehicles
- ✓ In-house maintenance for small tooling, fabrication services, and standby generator maintenance





2024 Highlights

- › Replaced several fleet units including several light-duty vehicles, two heavy service trucks used for winter snow and ice control, and a variety of support equipment.



2025 Goals and Objectives

- › Prepare to transition to the City's new Operations Management System (OMS) which will handle all preventative maintenance, service ticket and asset management tasks related to the City's fleet.
- › Work with other departments to enhance fleet analytics using new and augmented existing data sources for better management planning and efficient operations.

Stores

The Stores Department manages internal parts and materials and stocks approximately 1,700 stock-keeping units (SKUs) at a value of \$350,000 providing service to all City departments. Stores is the City's main shipping/receiving hub and oversees the Dogwood Operations Centre yard. Items include a wide variety of repair clamps, pipes, and fittings that are used in emergency repairs to water and sewer utilities that are not readily available locally. These are critical to providing uninterrupted City services. Stores also oversee a large tool crib and manage the City's in-house fuel depot.

2024 Highlights

- › Prepared the store's inventory for migration into the City's new Operations Management Systems (OMS).
- › Developed processes for syncing inventory counts between OMS and Vadim.
- › Started the process of creating inventory in Unit4, the City's new ERP software.

2025 GOALS AND OBJECTIVES

- › Launch the store's inventory module in OMS and maximize its use.
- › Collaborate with the Operations Department to promote the availability of essential items for daily tasks, streamlining workflows and reducing staff reliance on sourcing supplies.
- › • Utilize pallet racking solutions to reduce the footprint in the Dogwood Operations yard.
- › with OMS workflows.





Liquid Waste Services

The Liquid Waste Services Department provides collection and treatment of sanitary sewage for the City, as well as hauled sewage waste from nearby regional districts and neighbouring First Nations communities. Norm Wood Environmental Centre (NVEC) treats an average of 14 million litres of wastewater per day, collecting and transferring via 260 kilometres of pipe and 15 lift stations. A smaller treatment lagoon serves the northern industrial park.

Core Services

- ✔ Preventative and corrective maintenance of wastewater infrastructure including NVEC, Industrial Park Lagoon, sanitary sewer pipes, manholes, lift stations and biofilters.
- ✔ Protecting public health and the environment by meeting or exceeding regulatory effluent and biosolid waste quality criteria.
- ✔ Providing a safe and effective septic receiving service for the City and surrounding areas.





2024 Highlights

- › Continued implementation of Liquid Waste Services data into the City's new Operations Management System (OMS) program.
- › Completed phase one of creating a comprehensive sewer model of the City's sanitary system.
- › Completed 14 sanitary excavation point repairs.
- › Performed an in-depth condition assessment of the primary sewer interceptor.
- › Inspected over 13 km of sanitary mains and services via video.

and Objectives

- › Complete NWECC phase three upgrades, including generator installation, electrical and instrumentation, digester, and septage receiving station upgrades.
- › Complete the engineering and construction of the lift station #1 Electrical Kiosk and controls upgrade.
- › Complete phase two of the City's sewer model.
- › Complete the NWECC Solids Handling Study.
- › Complete a collection system chemical addition station to control corrosion and odour complaints.
- › Complete the implementation of Liquid Waste Services data into the City's new OMS program.



Drainage (Storm Drains)

At a glance, the approximate profile of the City's stormwater system is as follows:

- 220 km of drainage pipes
- 2,881 storm manholes
- 94 storm outlets/outfalls
- 23 storm retention facilities
- 4,244 catch basins
- Estimated replacement value: \$298 million

Core Services

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



2024 Highlights

- › Responded to approximately 253 drainage service requests.
- › Rehabilitated the Dogwood Stormwater Pond; removing over 730 tons of sediment, woody debris and installing a new safety guard rail.
- › Removed 1746 invasive goldfish from Erickson Stormwater Pond.
- › Cleaned more than 2000 catch basins, inspected over 4000, and added the data to the City's Asset Management System.
- › Replaced and upsized six culverts at end of life, simultaneously upsizing them for increased capacity.


2025 Goals and Objectives

- › Update the Quinsam Heights Integrated Stormwater Management Plan.
- › Review the City's stormwater management and recommend a more fair and sustainable funding source to support the City's current and future stormwater management program.
- › Analyze Quinsam Heights and Downtown stormwater systems to facilitate development while maintaining service levels.
- › Continue to expand the asset inventory documentation for use in city-wide stormwater modelling and integration into new the Asset Management System.





Parks



The Parks Department manages 337 acres of parks, sports fields, trails, public open spaces, urban forest and playgrounds. 76 parks require turf, irrigation and horticulture maintenance. The department also maintains Splash Park, Skatepark, Spirit Square, Sybil Andrews Cottage, tennis courts, pickleball courts, soccer and baseball facilities, bike park, sand volleyball courts, oceanfront and McIvor Lake boat ramps, 240 garbage receptacles and 24 outdoor washrooms. Improvements are implemented following the Strategic Parks Plan and Parks Parcel Tax projects.



Core Services

- 
- ✓ Maintenance of parks, trails, outdoor sports facilities, the Seawalk, McIvor Lake beach and more
 - ✓ Community banner program and decorative lighting
 - ✓ Marine foreshore restoration
 - ✓ Outdoor washroom maintenance
 - ✓ Garbage receptacles collections
 - ✓ Park furniture donation program
 - ✓ Hazard Assessments for City property, greenspace and street trees
 - ✓ Outdoor special events support
 - ✓ Vandalism repairs, graffiti removal, biohazard disposal
 - ✓ Invasive plant species removal and community beautification support
 - ✓ City tree and flower bed maintenance

2024 Highlights

- › Completed the Cambridge Park Restoration.
- › Installed an automatic gate at McIvor Lake.
- › Completed the field drainage project at Willow Point Park.
- › Renewed the median flower beds from Forberg Road to Simms Road.
- › Spearheaded the Downtown Cleanliness Initiative.
- › Received and addressed 674 service requests.
- › Continue development of asset management plan for parks standards.
- › Begin Nunns Creek Park enhancements.
- › Continue with the Parks Irrigation Strategy upgrades.
- › Continue implementation of Asset Management – Park Infrastructure Renewal – Pathways.
- › Complete the Baikie Island Bridge Replacement project.
- › Install protective netting at Willow Point Park.
- › Replace protective surfacing at Robert Ostler Park playground.
- › Upgrade the decorative lighting downtown.
- › Renew the median flower beds from Simms Road to Hilchey Road.



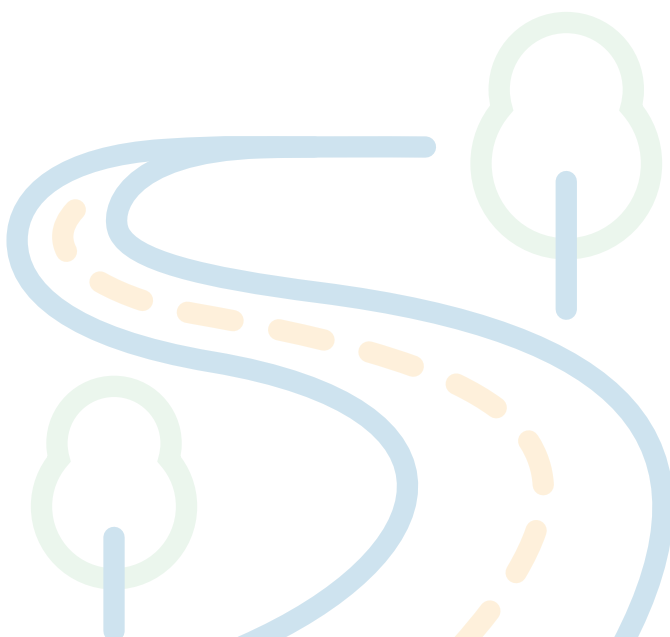
Roads

The Roads Department is dedicated to maintaining and enhancing the road infrastructure in Campbell River.

The department provides a range of essential services aimed at supporting the safety, functionality, and sustainability of City roadways and related infrastructure.

Core Services

- ✓ Road maintenance and repair
- ✓ Snow and ice control
- ✓ Traffic signage and signals
- ✓ Street lighting
- ✓ Public parking lot maintenance
- ✓ Roadside vegetation management
- ✓ Sidewalk and pathway maintenance
- ✓ Construction supervisor assistance to all City departments





2024 Highlights

- › Responded to more than 1,800 service requests.
- › Completed infrastructure installation at Homewood, a rapid housing initiative in Campbell River.
- › Completed the Cheviot Road Pedestrian walkway.
- › Updated the City's Pavement Management Plan
- › Completed the Trask Rd parking lot project.
- › Completed road overlays on Petersen Road, Dogwood Street South, Birch Street, Lonsdale Crescent, Park Road, and Doyle Road.
- › Installed new transit shelters.
- › Supported cleanups at homeless encampments in the city



2025 Goals and Objectives

- › Improve sidewalk accessibility and safety.
- › Install a left turn lane at 169 S Island Hwy (Ocean Shores).
- › Repair and upgrade Argonaut Bridge.

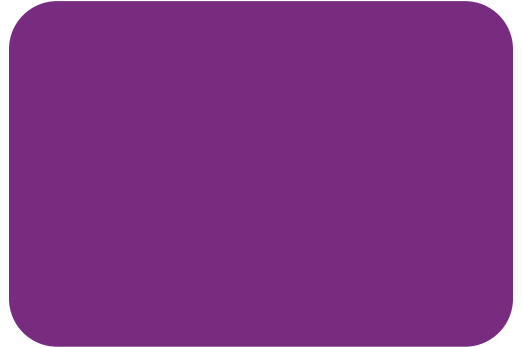


Water

This department is responsible for the delivery of high-quality potable water and water flow for fire protection to more than 38,000 people. This includes a bulk water delivery to three First Nations and Area D of the Strathcona Regional District. The Water Department manages a 1,800-square-kilometre watershed, operates dual disinfection methods (ultraviolet [UV] and chlorination), manages a water distribution system of over 300 kilometres, and conducts a sampling and testing program to maintain the highest water quality.

Core Services

- ✔ Operation and preventative maintenance of water infrastructure
- ✔ Emergency repair of watermains and service failures during and after regular work hours
- ✔ Manage requests for service, leak investigations, and customer concerns
- ✔ Manage water distribution maintenance programs, investigations and customer concerns



WATERSHED PROTECTION

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

- › Ongoing confirmation that the source water is safe
- › Early identification of potential impacts on water quality
- › Necessary data to determine the level of treatment required

The watershed-sampling program collects data at various depths and locations within the watershed, monitoring for long-term environmental change

Through proactive watershed protection initiatives, the City has realized savings on ongoing operational and construction expenses for additional treatment systems and infrastructure such as filtration by demonstrating effective watershed protection. We check for degradation by monitoring levels of turbidity and the presence of protozoan pathogens. In 2023, turbidity remained below 1.0 NTU (nephelometric turbidity unit) throughout the year, indicating that our source water continues to be of a high quality. More than 200 hours are spent annually monitoring erosion and illegal dumping in the watershed.

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 of testing procedures at different stages and locations throughout the water distribution system.

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



2024 Highlights

- › Completed a comprehensive Water Model update.
- › Continued to integrate the new Operations Management System (OMS) for asset and workflow management.
- › Replaced the 4th Avenue Pressure Reducing Station.
- › Decommissioned the Erickson Road PRV Station.
- › Continued to update the Water System Strategic Action Plan.
- › Completed the first phase of the Cathodic Protection Survey and Maintenance project.
- › Completed 42 water service replacements, 20 water service repairs, five watermain break repairs, six hydrant replacements, two hydrant relocations, and one sample station installation.
- › Completed the Strathcona Regional District (Area D) Water Services Locating project.
- › Serviced all City fire hydrants.
- › Completed annual water conservation initiatives.

2025 Goals and Objectives

- › Support the John Hart Reservoir detailed design.
- › Finalize the updated Water System Strategic Action Plan.
- › Update the City's Cross Connection Control Program Policy, Bylaw and software implementation.
- › Completion of the Leak Detection Pilot project.
- › Continue the maintenance phase of the Water System Cathodic Protection project.
- › Validate and calibrate the City's hydraulic water model.
- › Support the integration of OMS with other departments and the new Unit 4 ERP software.
- › Install a roof membrane on the Evergreen Reservoir.

John Hart Lake Parameters

| PARAMETER | RESULT (MG/L) | CDWQG (MG/L) | APPLIED GUIDELINE ¹ |
|-----------------------|--------------------|--------------|--------------------------------|
| Aluminum | 0.1219 | 2.9 | MAC |
| Arsenic | 0.00028 | 0.010 | MAC |
| Barium | 0.0035 | 2.0 | MAC |
| Boron | <0.05 | 5.0 | MAC |
| Chloride | <0.5 | <250 | AO ² |
| Chromium | 0.0015 | 0.05 | MAC |
| Copper | 0.00189 | 2.0 | MAC |
| Iron | 0.377 ³ | <0.3 | AO; BCSDWQG ⁴ |
| Lead | 0.00053 | 0.005 | MAC |
| Manganese | 0.0636 | 0.12 | MAC |
| Nitrate (as Nitrogen) | 0.023 | 10.0 | MAC |
| Nitrite (as Nitrogen) | <0.005 | 1.0 | MAC |
| Selenium | 0.0001 | 0.05 | MAC |
| Sodium | 0.688 | <200 | AO |
| Zinc | 0.0155 | <5.0 | AO |

¹ Guideline is defined by Canadian Drinking Water Quality Guidelines (March 2025) unless otherwise stated. MAC – Maximum Acceptable Concentration. AO – Aesthetic Objective.

² AO provided where no applicable MAC is available for health concerns.

³ Exceedance highlighted in red. Health effects are not of concern at levels found in drinking water (Health Canada, 2025). No MAC available for Iron.

⁴ Guideline is defined by British Columbia Source Drinking Water Quality Guideline (2020).

Key Treated Drinking Water Parameters 2024

SAMPLE LOCATION: ENTERING THE DISTRIBUTION SYSTEM

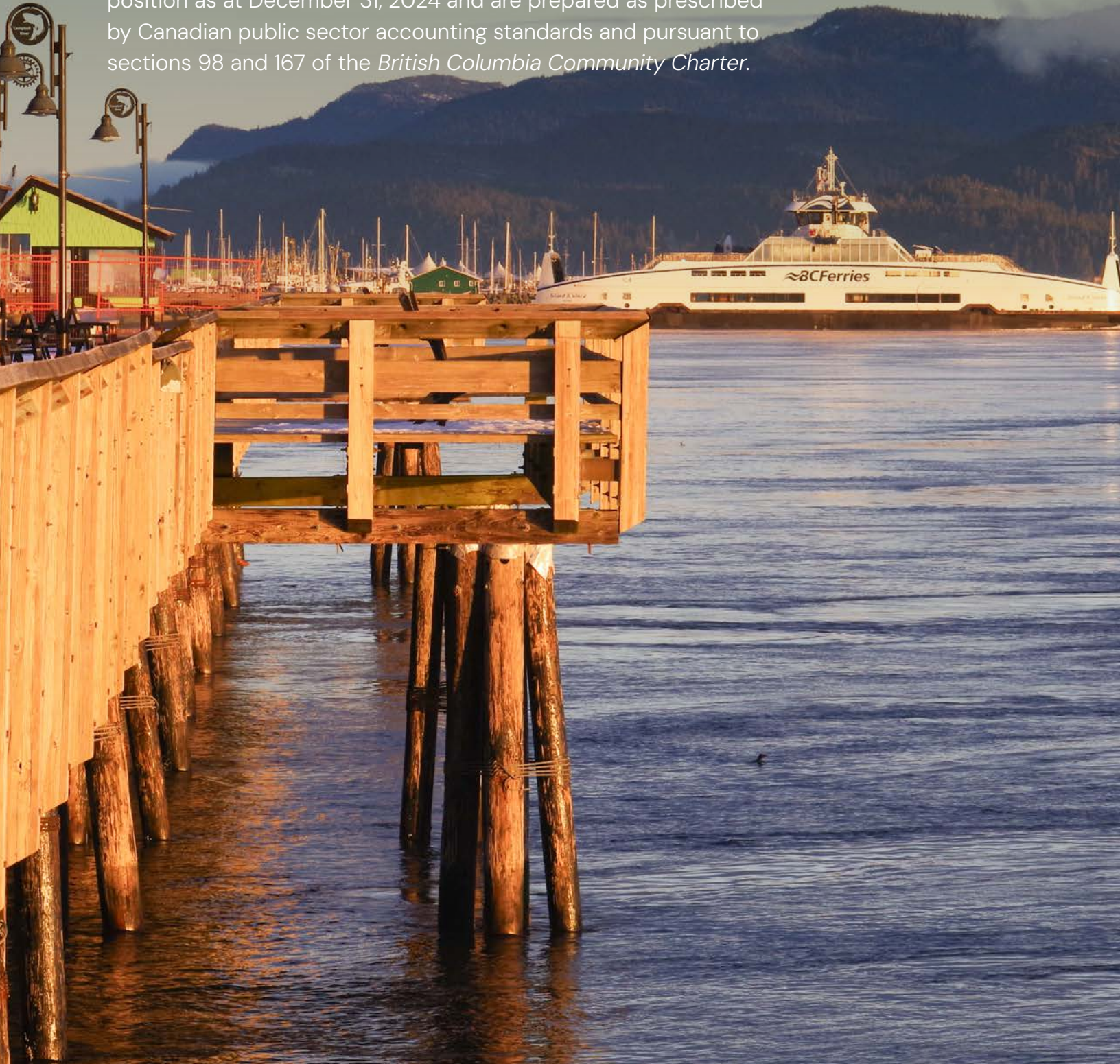
| Treated Water Parameter | Units | City of Campbell River Drinking Water Annual Range/Average | Limit/Guideline <small>As defined by Island Health and/or the Guidelines for Canadian Drinking Water Quality September 2020</small> |
|----------------------------------|-------|--|--|
| GENERAL WATER CHEMISTRY | | | |
| pH | | 7.32 | 7-10.5 |
| Turbidity | NTU | 0.28 | <1.0 |
| Free Chlorine | mg/L | 1.06 | ≥0.2 and ≤2.0 |
| INORGANIC PARAMETERS | | | |
| Aluminium | mg/L | 0.0105 | <0.1 |
| Arsenic | mg/L | <0.00010 | 0.010 |
| Barium | mg/L | 0.0029 | 2.0 |
| Cadmium | mg/L | <0.000010 | 0.007 |
| Calcium | mg/L | 7.78 | No limit |
| Chromium | mg/L | < 0.0010 | 0.05 |
| Copper | mg/L | 0.00626 | ≤2.0 |
| Iron | mg/L | 0.0155 | ≤0.3 |
| Lead | mg/L | 0.00044 | 0.005 |
| Magnesium | mg/L | 0.716 | No limit |
| Manganese | mg/L | 0.0030 | ≤0.02 |
| Nitrate-N | mg/L | 0.022 | 10 |
| Potassium | mg/L | 0.080 | No limit |
| Sodium | mg/L | 2.48 | ≤200 |
| Zinc | mg/L | < 0.0050 | ≤5.0 |
| Hardness (as CaCO ₃) | mg/L | 22.4 | No limit |
| Total Dissolved Solids | mg/L | 42 | ≤500 |
| Total (5) Haloacetic Acids | mg/L | 0.029 | 0.08 |

SAMPLE LOCATION: VARIOUS LOCATIONS WITHIN THE DISTRIBUTION SYSTEM

| INORGANIC PARAMETERS | | | | | |
|-----------------------------|-------------------|----------------|---------------|----------|------------------|
| Turbidity | NTU | 0.30 | <1.0 | | |
| Free Chlorine | mg/L | 0.62 | ≥0.2 and ≤2.0 | | |
| MICROBIOLOGICAL | | | | | |
| Parameter | Samples Collected | Samples Tested | Negative | Positive | % Pos |
| Total Coliform | 428 | 428 | 426 | 2 | 0.0047% of total |
| Escherichia coli | 429 | 429 | 429 | 0 | 0.0000% of total |

FINANCIAL STATEMENTS

The enclosed audited financial statements present the City's financial position as at December 31, 2024 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 Financial Services

We are pleased to present the City of Campbell River's audited financial statements for the year ended December 31, 2024, 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 2024 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, 2024, 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 and accuracy, and to safeguard City assets. 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 2024 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.



ALAINA MAHER

Director of Financial Services /
Chief Financial Officer

Financial Statement Highlights

The City ended the year with a \$16.47 million increase to accumulated surplus, for a total of \$388 million in 2024. The accumulated surplus represents the net value of the City's overall net assets (not just cash). This includes unappropriated surplus to meet cash flow needs, reserves to fund infrastructure improvement projects and strategic initiatives, and the City's net value of infrastructure assets that provide services to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology. The \$16.47 million increase represents the economic resources gained by the City in 2024, which is mainly a result of CMHC Housing Accelerator Funds and capital asset transactions during the year (approximately \$13.8 million including taxation revenue associated with capital, contributed capital assets, and amortization expenses). The remaining surplus of \$2.6 million is attributable to general operations. The City has also been incrementally increasing sewer and water utility reserves to fund future planned capital projects and infrastructure upgrades.

The City's strategic investment of funds and its associated increase in interest revenue, as well as the increase of user fees after a wholistic review of fees and charges, in 2024 improved the City's ability to generate non-tax revenues. Federal grants for capital projects and transfers from other governments decreased by \$6.7 million mainly due to receiving a large federal grant for the airport lighting upgrade project in 2023. Overall revenue for 2024 was \$101.5 million compared to \$100.3 million in 2023. A portion of the increase is attributable to an increase of taxes and parcel tax revenue of \$2.26 million which was consistent with the tax increase in 2024, as well as additional taxable properties within the City. The tax revenue funds the City's operations, new services and investment in infrastructure. The City's core service revenue, which consists of airport fuel sales, development fees, and recreation fees, also increased by \$2.17 million. The increase to these core service revenues helps promote future tax stability as it provides the City with self-sustaining revenue to cover increasing expenditures.

Total expenses in the year were approximately \$85 million (2023 – \$81.4 million). Total expenditures were \$306k less than the operating budget identified in the 2024–2033 Financial Plan. General government was overbudget by \$77k in the year. \$320k was spent on the social housing initiative at Homewood, which was budgeted as a capital project in the year, however, it did not meet the capitalization policies under the Public Sector Accounting Standards and was expensed in the year. Protective services were under budgeted by \$803k. There was a \$1.3 million decrease from the budget in operating costs as a result of budgeting for 46 full-time employees but only having 39.24 employees at the RCMP detachment on average throughout the year. Fire labour increased \$501k compared to 2023, with \$31k of this being attributable to overtime.

Transportation services were down due to less purchases of fuel for the airport in the year compared to the budget (2024 – \$1.6 million vs 2023 – \$1.9 million). This was due to less fuel sales compared to 2023, as in 2023, there were significantly more forest fires requiring BC Wildfire Services to station at YBL and purchase fuel. Environmental health

was overbudget as a result of an increase in the contract for garbage, organics and recycling services with Emterra by \$149k. Development Services was underbudget by \$183k due to vacancies in labour. Recreation and Culture was underbudget by \$196k. This is attributable to operating projects that were budgeted that were unspent, offset by wages being overbudget by \$251k mostly attributable to filling staffing vacancies in the Parks department in 2024.

The audited financial statements demonstrate close alignment between actual financial results and the City's 2024 Financial Plan. The year-end results also demonstrate that the City's financial position continues to improve with a focus on reinvestment in infrastructure through tax and user fee increases. These 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 current and future needs of the community are met.

FORWARD FACING

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

- › The Financial Stability and Resiliency Policy establishes a long-term framework that focuses on providing ongoing stable funding. 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 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.
- › 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.
- › 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 them 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, but it also supports evidence-based decision making when investing in critical infrastructure. Building on this information, updating for inflation and recent cost escalations, and integrating into long-term financial planning will be important next steps.
- › The City is committed to improving asset management practices by developing standard operating procedures and a corporate wide asset management plan. The implementation of new Operating Management Software will also assist with this.
- › Investigating ways to increase other sources of revenue to reduce the City's reliance on residential property taxes.
- › Review of City agreements and fees to ensure they are fair representation of Campbell River taxpayer costs and equitable under a user pay model versus taxation.
- › Reviewing development cost charges to ensure that development is paying for itself and that projects related to growth are being properly captured and integrated into the financial plan.
- › Through the City's reserve policy, the City is maximizing the use of its resources, with funds available for cash flow, risks/emerging opportunities, capital infrastructure, and service enhancements. While the City is focused on asset renewal, funds are allocated in the financial plan to strategic initiatives that continue to enhance service levels to meet community demand/needs and that align with Council's strategic plan.
- › Review of service delivery and potential efficiencies that could be realized.

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 is committed to continual improvement of financial reporting practices. As a result, the City has incorporated Key Performance Indicators (KPIs) 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 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 positive financial position and ability to operate within its means.
- › Flexibility indicators indicate 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 consistent trend shows the City continues to annually invest in its critical infrastructure and follows the best asset

management practices. Vulnerability indicators provide a general indication of the City's reliance on transfers from senior levels of government.

- › Vulnerability indicators provide a general indication that the City has minimal reliance on transfers from senior levels of government. This is a positive sign of self-sufficiency and is less vulnerable to fiscal decisions of the provincial and federal governments.

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

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

Sincerely,



Alaina Maher, BCom, CPA, CMA
Director of Financial Services / Chief Financial Officer
June 1, 2024

OVERVIEW OF THE FINANCIAL STATEMENTS

The 2024 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, 2024, with comparatives to the 2023 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 enhance the reader's understanding and transparency of the City's financial results.

As the City's revenues and operations return to pre-pandemic levels, there continues to be ongoing effects of rising costs resulting from supply chain issues, high inflation, and general labour shortages.

STATEMENT OF FINANCIAL POSITION

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

Financial assets, which are those assets available to meet current and future obligations have increased by approximately \$7.6 million to \$142.4 million.

The change in the financial assets of the City on December 31, 2024 is largely due to the overall decrease in the City's cash balances by \$12.3 million and the offsetting increase to investments by \$20 million due to a modernized investment policy that was adopted in 2021. The investment's purpose is to maximize returns to generate additional revenue for the City to fund new and ongoing operating and capital projects, while ensuring principal protection and liquidity is maintained. While total financial

assets have increased in the year, the City does have approximately \$77.2 million in current liabilities that will need to be settled in the future.

The City's receivable balance is primarily comprised of current outstanding taxes and grant funding. The balance decreased by \$58k in 2024.

Financial liabilities, which represent the City's current and long-term obligations, have increased by approximately \$7.8 million from the prior year. Financial liabilities are comprised of accounts payable, deposits and holdbacks, development cost charges, deferred revenue, long-term debt and asset retirement obligation.

Development cost charges (DCC) increased by \$2.1 million. The increase is due to the collection of \$1.3 million of DCCs from new subdivisions and \$800k from the allocation of interest on outstanding DCC balances (2023 – \$1.9 million and \$600k respectively).

Long-term debt decreased by approximately \$869k, which is consistent with the principal repayment terms of the debt held with the Municipal Finance Authority. No additional debt was incurred in the year and the City paid approximately \$570k in interest. The remaining outstanding balance of debt in the year is \$7.99 million and is relatively low based on City policy and compared to comparator communities.

Non-financial assets are primarily comprised of the City's capital infrastructure and have increased by approximately \$16.7 million in the year. The City acquired a total of \$23.8 million (2023 - \$19.6 million) of new tangible capital assets in the year. \$19.7 million of new assets consisted of the acquisition of parkland, machinery and equipment, and linear infrastructure (watermains, sewage pipes, and roads). Assets under construction totaled \$4.1 million which includes the ongoing development of the Operations Management Software, the Unit4 Enterprise Resource Planning software, Norm Wood Environmental Centre upgrades, and construction of the Village – a social housing initiative.

Contributed tangible assets are assets such as roads, water and sewer infrastructure that the City acquired through new subdivisions and development. Upon completion, ownership of these assets are transferred to the City. In 2024, the City acquired \$5.4 million (2023 - \$4.2 million) of contributed tangible capital assets as the result of the completion of the subdivisions on 1927 Pinecrest Road, Jubilee Parkway, and 4300 Midport Road.

The City's accumulated surplus is \$388 million and represents the net value of the City. This includes unappropriated surplus to meet cash flow needs, reserves to fund infrastructure improvements and Council's strategic priorities, 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.

STATEMENT OF OPERATIONS

The Statement of Operations summarizes the financial activities or revenues and expenses for 2024 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.

The City's revenues were approximately \$101.5 million (2023 – \$100.3 million). A portion of the increase is attributable to an increase of taxes and parcel tax revenue of \$2.26 million which was consistent with the tax increase in 2024 as well as additional taxable properties within the City. The tax revenue funds the City's operations, new services and investment in infrastructure. The City's core service revenue, which consists of airport fuel sales, development fees, and recreation fees also increased by \$2.17 million. The increase to these core service revenues helps promote future tax stability as it provides the City with self-sustaining revenue to cover increasing expenditures.

There was a decrease of approximately \$6.7 million of transfers from other governments. This included federal funding received for the airport lighting upgrades, Community Works Fund, and gaming revenue. Investment revenue increased by \$216k which is consistent with the overall increase in investments on the Statement of Financial Position. The remaining increase in revenue is \$1.2 million from contributed capital assets and \$1.5 million gained on the disposal of tangible capital assets. There was no DCC revenue recognized in 2024.

Total expenses in the year were approximately \$84.9 million (2023 – \$81.4 million). Total expenditures were within the operating budget identified in the 2024–2033 Financial Plan.

The budget variances compared to actual are largely the result of labour vacancies, decreased supply and fuel costs, and other inflationary pressures. Protective services expenses are under budget due to fewer than expected active RCMP members which was under budget by \$1.3 million. Expenses for transportation services, parks, recreation, and cultural services also increased in the year due to increased fuel prices, contractor costs, and supplies.

The annual surplus represents the economic resources gained by the City and totals \$16.47 million (2023 – \$18.87 million) of which Water and Sewer is \$8.45 million (2023 – \$7.2 million). The majority of the total surplus is a result of capital asset transactions in the year of approximately \$13.8 million which includes the following revenue and expense items: taxation revenue associated with capital, contributed capital assets, and amortization expenses. The remaining surplus of \$2.6 million is attributable to general operations. As part of the City's Financial Stability and Resiliency Policy, the

\$2.6 million of the surplus will flow through the Financial Stabilization Reserve to fund emerging risks and/or other liabilities the City may incur in the future. A reconciliation of major items impacting the general fund operating annual surplus is outlined below:

A reconciliation of major items impacting the general fund operating annual surplus is outlined below:

| Description | Increase (Decrease) |
|---|---------------------|
| RCMP Contracted Services under budget | \$1,300,000 |
| Increase in Investment Revenue over budget | 1,950,000 |
| Increase in Labour Expenses over budget | (390,000) |
| Increase in Interest Expense over budget | (200,000) |
| Total increase (General Operating Surplus) | \$2,660,000 |

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

| Description | Increase (Decrease) |
|---|---------------------|
| Net increase in Tangible Capital Assets | \$17,691,507 |
| Net decrease in General Reserves | (1,151,388) |
| Net increase in Statutory Reserves | 41,322 |
| Net decrease in Airport Reserves | (233,772) |
| Net increase in Sewer Reserves | 379,320 |
| Net increase in Water Reserves | (256,767) |
| Total increase (Annual Surplus) | \$16,470,222 |

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 \$15.41 million in 2023 to \$23.86 million in 2024.

The City also acquired \$5.43 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 decreased from \$65.45 million in 2023 to \$65.26 million in 2024.

STATEMENT OF CHANGES IN CASH FLOWS

The statement of Changes in Cash Flows identifies a decrease in cash of \$12.3 million. The decrease in cash is due to investing the amount in low-risk investments. Investments are comprised of guaranteed investment certificates, bonds, and Municipal Finance Authority Pooled Funds. As a result, investments increased by \$20 million which is supported by the modernized investment policy that was adopted in 2021. The investment's purpose is to maximize returns to generate additional revenue for the City to fund new and ongoing operating and capital projects while ensuring principal protection and liquidity is maintained.

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 \$23.86 million in cash to acquire new assets during the year for the purposes of providing services to residents.

Financial Indicators

The City is committed to continual improvement of public performance reporting. As a result, the City has incorporated key performance indicators (KPIs) as part of the 2024 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 airport and Sportsplex rehabilitation 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 | 2024 | 2023 | 2022 | 2021 | 2020 |
|---|-------|-------|--------|--------|--------|
| Financial Sustainability (assets/liabilities) This shows the extent to which the City finances its operations by issuing debt. A ratio greater than one indicates that the City does not require debt to fund its operations. | 6.03 | 6.36 | 6.39 | 7.24 | 6.94 |
| Financial Sustainability (financial assets/liabilities) This shows the extent to which the City finances its operations by issuing debt. A ratio greater than one indicates that the City does not require debt to fund its operations. The ratio decreased in 2024 as a result of an increase in deferred revenue, where funds were received but were not used at the end of 2024. | 1.85 | 1.94 | 1.82 | 2.03 | 1.90 |
| Financial Sustainability (net debt/taxable assessment) Provides a measure of sustainability of the municipal fiscal policies. If the ratio increasing, the municipal debt is becoming more onerous on the taxpayers which may lead to increased taxes and/or reduced program expenses. | 0.001 | 0.001 | 0.007 | 0.008 | 0.008 |
| Financial Sustainability (total expenses/taxable assessment) Provides the trend of municipal spending over time in relation to the growth of property values. A trend that shows that total spending is growing faster than the values may not be sustainable. | 0.008 | 0.008 | 0.008 | 0.009 | 0.009 |
| Flexibility (revenue) Rate of user fees and own source revenues to taxable assessments. A change in the size of a local government's taxable assessment or a change in the rate of growth in assessment in relation to changes in own-source revenues could influence flexibility. Over time, decreases in these ratios suggest increased flexibility. | 0.7% | 0.7% | 0.6% | 0.8% | 0.7% |
| Financial Flexibility (net debt/revenue) 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 2024 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. | 7.88% | 9.79% | 11.73% | 14.00% | 15.00% |
| Future Focused Financial Flexibility This shows the percentage of the estimated useful lives of the capital assets. Financial flexibility can be significantly impaired by the impending future costs of asset repair or replacement. The City continues to invest in its critical infrastructure. | 55% | 54% | 55% | 56% | 56% |

| SORP Ratio | 2024 | 2023 | 2022 | 2021 | 2020 |
|--|-------|--------|--------|-------|--------|
| Vulnerability (total government transfers to total revenues) | | | | | |
| This ratio shows the City's reliance on sources of revenue from other levels of government. The higher the ratio the more vulnerable the municipality is to the fiscal decisions of the provincial and federal governments. The ratio decreased in 2024 due to the Growing Community Fund grant that was received in 2023 that was not received in 2024. | 7.22% | 13.94% | 11.00% | 5.00% | 17.00% |
| Financial Controls Reliability | | | | | |
| 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. | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Financial Planning Relevance | | | | | |
| Measures the number of days required to adopt the next year's financial plan bylaw. A lower number indicates faster approval times. | 10 | 34 | 40 | 14 | 14 |
| Automated Tax Payments | | | | | |
| Percentage of taxes paid monthly via pre-authorized bank drafts. | 9.90% | 7.80% | 8.30% | 8.10% | 7.60% |
| Electronic EFT Payments to Vendors | | | | | |
| 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. | 99% | 98% | 97% | 95% | 94% |
| Vendors set up for EFT payments | | | | | |
| 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. | 75% | 74% | 65% | 50% | 44% |

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 AND STATISTICAL ANALYSIS

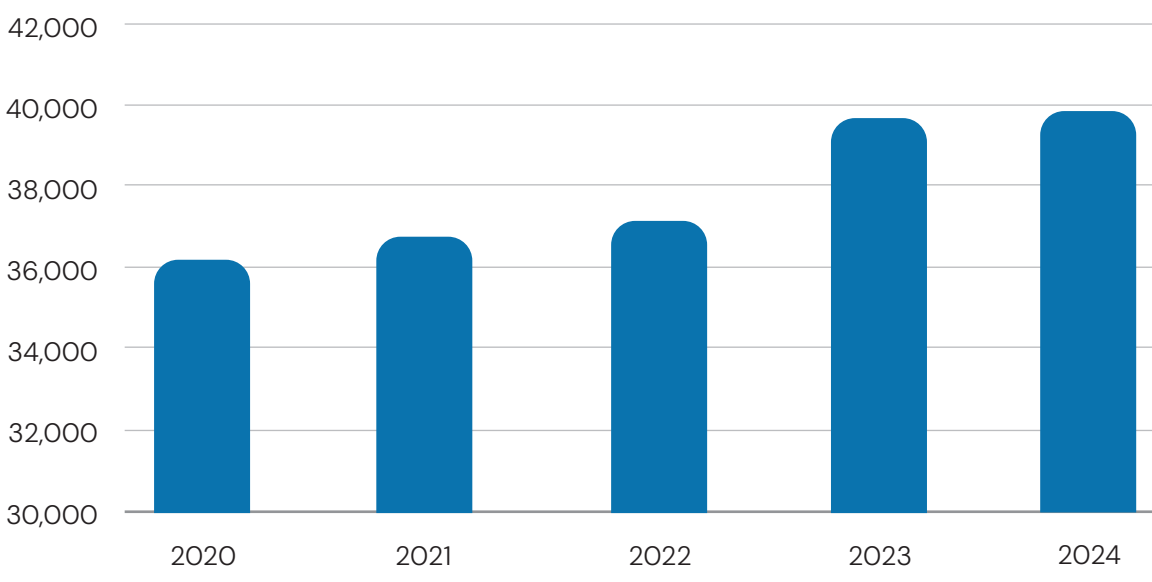
The City of Campbell River reports on a significant amount of financial and non-financial information. The City regularly reviews and analyzes data collected to ensure informed policy decisions are made.



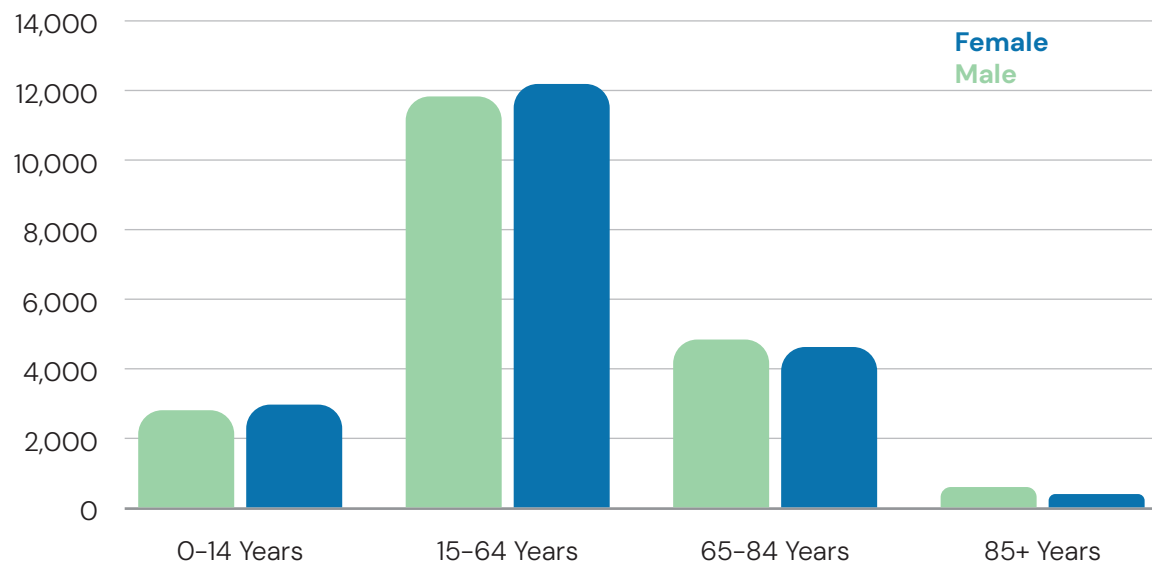
DEMOGRAPHICS

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



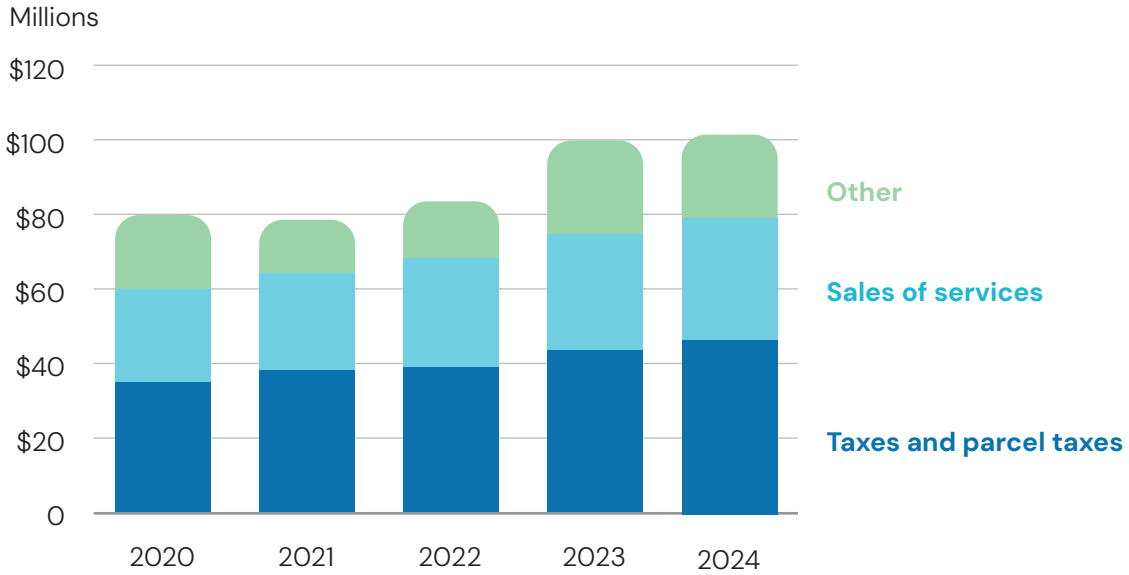
Population dynamics



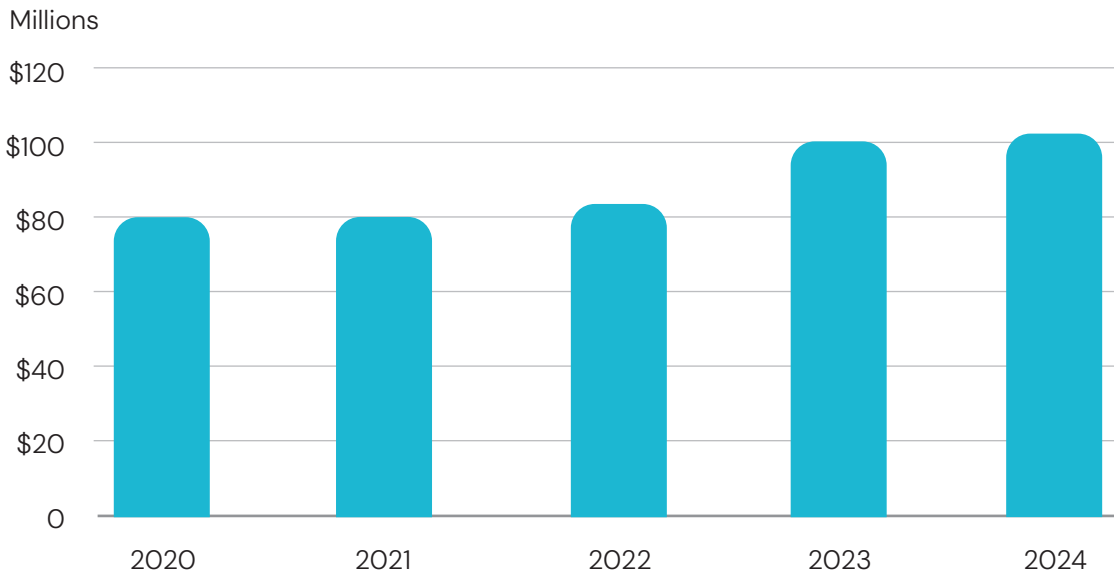
REVENUES BY SOURCE

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| Taxes and parcel taxes | \$,854,588 | \$37,329,041 | \$39,229,522 | \$43,629,305 | \$45,892,632 |
| Payments in lieu of taxes | 711,370 | 760,729 | 793,684 | 912,698 | 990,524 |
| Sale of services | 23,816,603 | 27,139,784 | 28,480,632 | 30,160,733 | 32,335,127 |
| Services provided to other governments | 1,596,147 | 1,499,057 | 1,370,111 | 996,334 | 1,169,545 |
| Transfers from other governments | 13,423,631 | 3,586,616 | 9,378,944 | 13,982,392 | 7,322,159 |
| Investment and other income | 921,336 | 1,177,820 | 2,669,532 | 5,471,221 | 5,688,076 |
| Other revenue | 285,472 | 1,014,408 | 776,760 | 1,208,419 | 1,169,201 |
| Development cost charges recognized | 1,351,905 | 2,199,740 | 937,338 | 25,812 | – |
| Contributed tangible capital assets | 2,639,297 | 4,017,610 | 349,354 | 4,169,801 | 5,433,211 |
| Gain/(loss) on disposal of tangible capital assets | (311,012) | (39,543) | 18,262 | (275,390) | 1,458,540 |
| Total | \$80,289,337 | \$78,685,262 | \$84,004,139 | \$100,281,325 | \$101,459,015 |

Revenues by Source

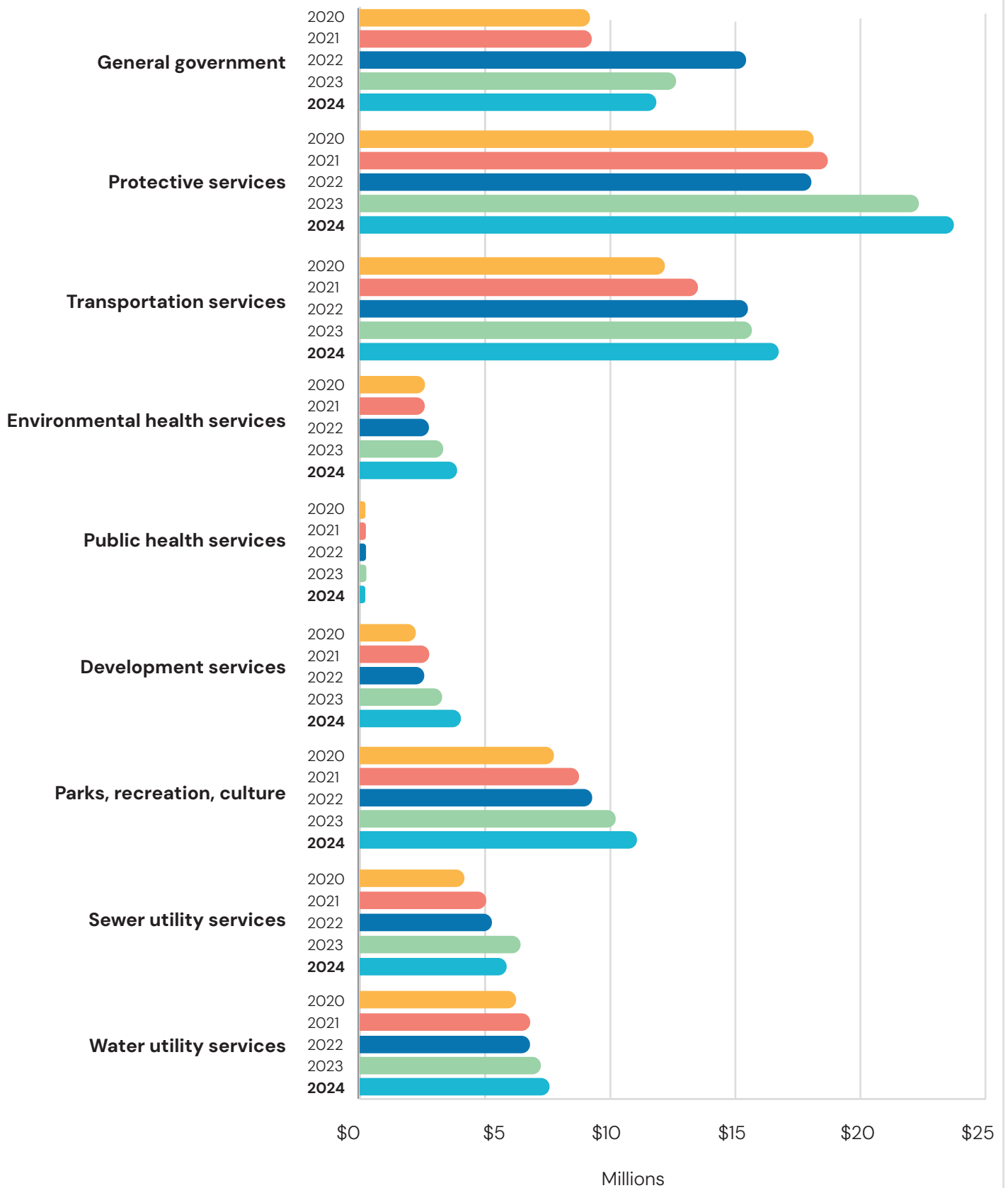


Total Revenues



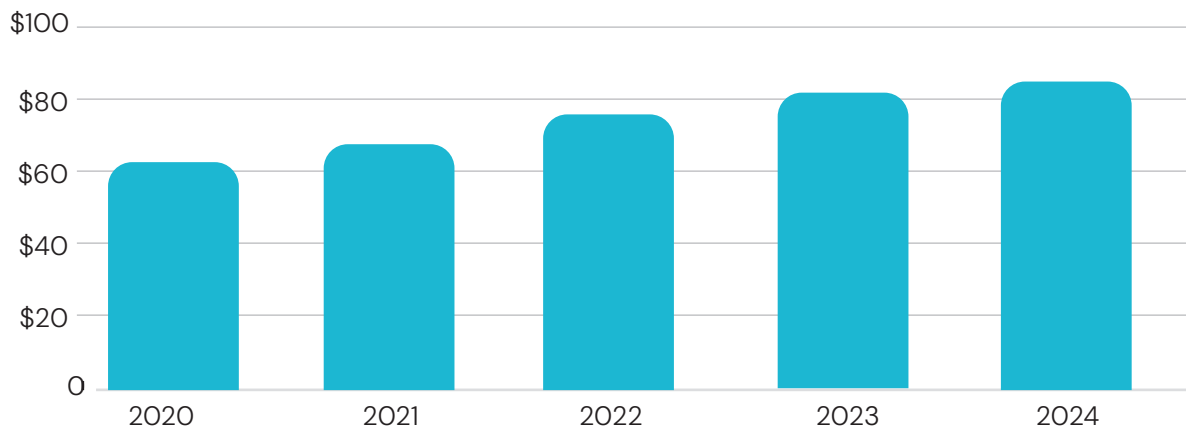
EXPENSES BY FUNCTION

| Expenses by Function | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| General government | \$9,198,207 | \$9,267,734 | \$15,431,054 | \$12,635,756 | \$11,845,638 |
| Protective services | 18,127,980 | 18,693,861 | 18,036,917 | 22,330,420 | 23,727,506 |
| Transportation services | 12,188,199 | 13,508,920 | 15,504,150 | 15,663,091 | 16,732,652 |
| Environmental health services | 2,609,372 | 2,600,238 | 2,766,081 | 3,337,948 | 3,890,346 |
| Public health services | 229,155 | 247,658 | 254,088 | 266,482 | 225,009 |
| Development services | 2,244,067 | 2,780,745 | 2,579,250 | 3,292,808 | 4,042,875 |
| Parks, recreation, culture | 7,758,785 | 8,760,780 | 9,284,480 | 10,223,763 | 11,073,040 |
| Sewer utility services | 4,184,035 | 5,055,377 | 5,281,576 | 6,424,406 | 5,869,841 |
| Water utility services | 6,247,816 | 6,811,304 | 6,802,425 | 7,235,895 | 7,581,886 |
| Total expenses by function | \$62,787,616 | \$67,726,617 | \$75,940,021 | \$81,410,569 | \$84,988,793 |



Total Expenses

Millions



EXPENSES BY OBJECT

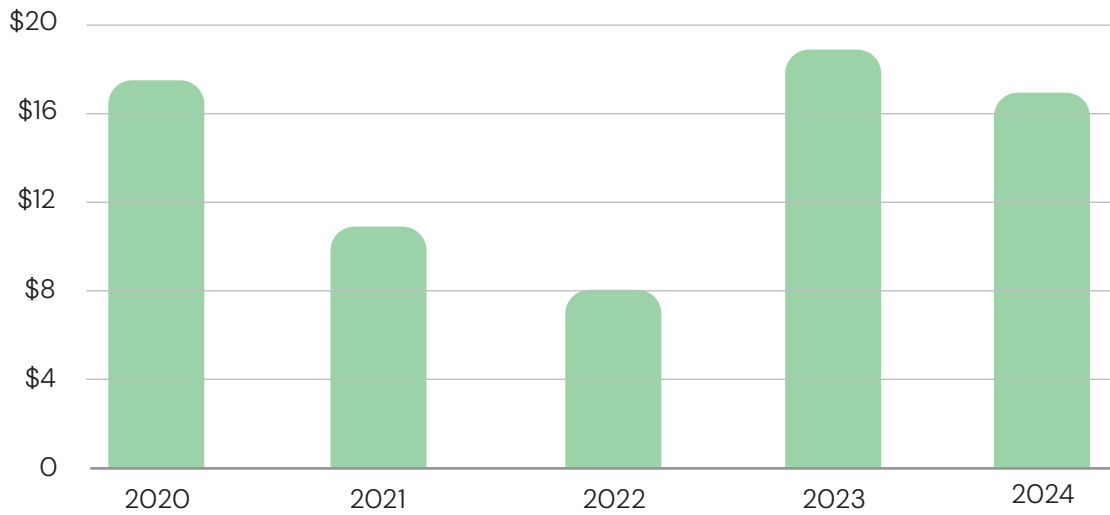
| Expenses by Object | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Amortization | \$10,323,551 | \$11,013,762 | \$11,526,832 | \$11,788,783 | \$12,264,275 |
| Interest & debt issue | 454,851 | 421,713 | 454,250 | 571,648 | 569,658 |
| Operating expenses | 26,813,202 | 30,476,674 | 36,000,855 | 39,380,651 | 38,351,412 |
| Wages & benefits | 25,196,012 | 25,814,468 | 27,958,084 | 29,669,487 | 33,803,448 |
| Total expenses by object | \$62,787,616 | \$67,726,617 | \$75,940,021 | \$81,410,569 | \$84,988,793 |

Expenses by Object



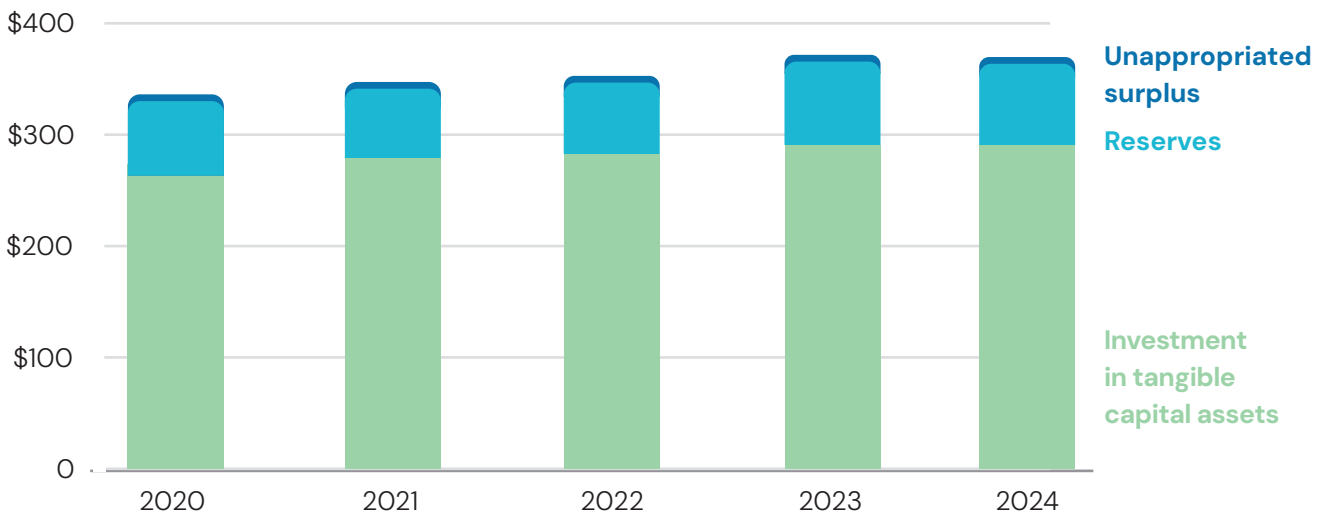
Annual Surplus

Millions



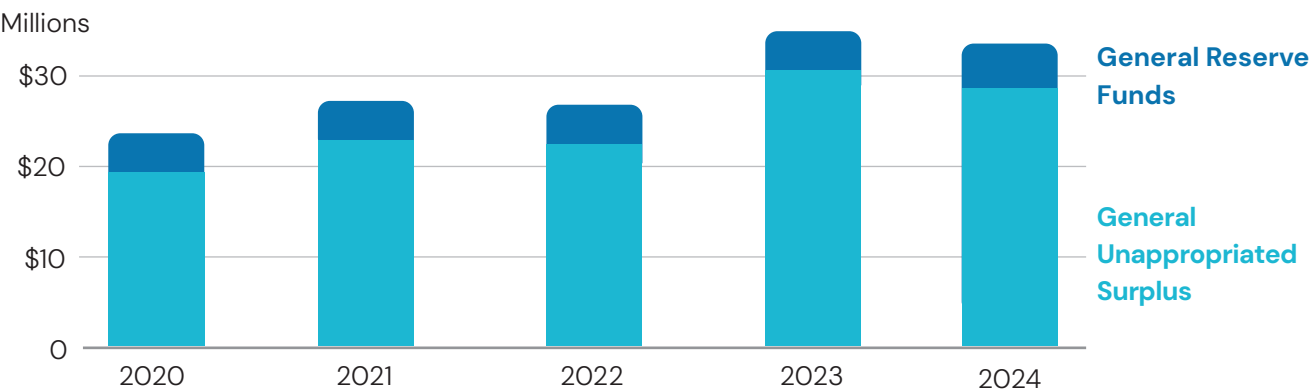
Accumulated Surplus

Millions

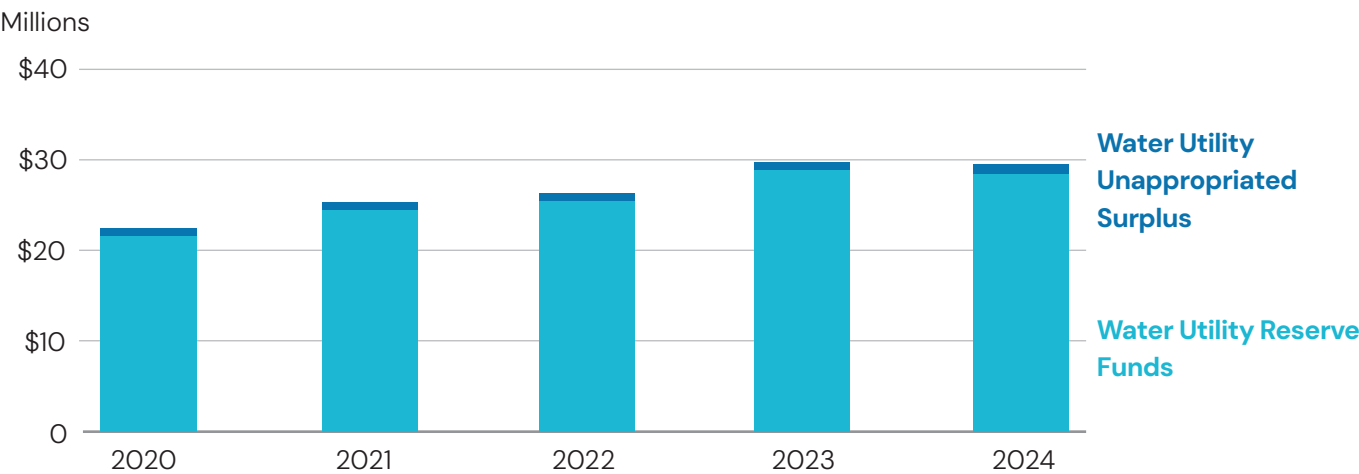


SURPLUS/EQUITY FUNDS

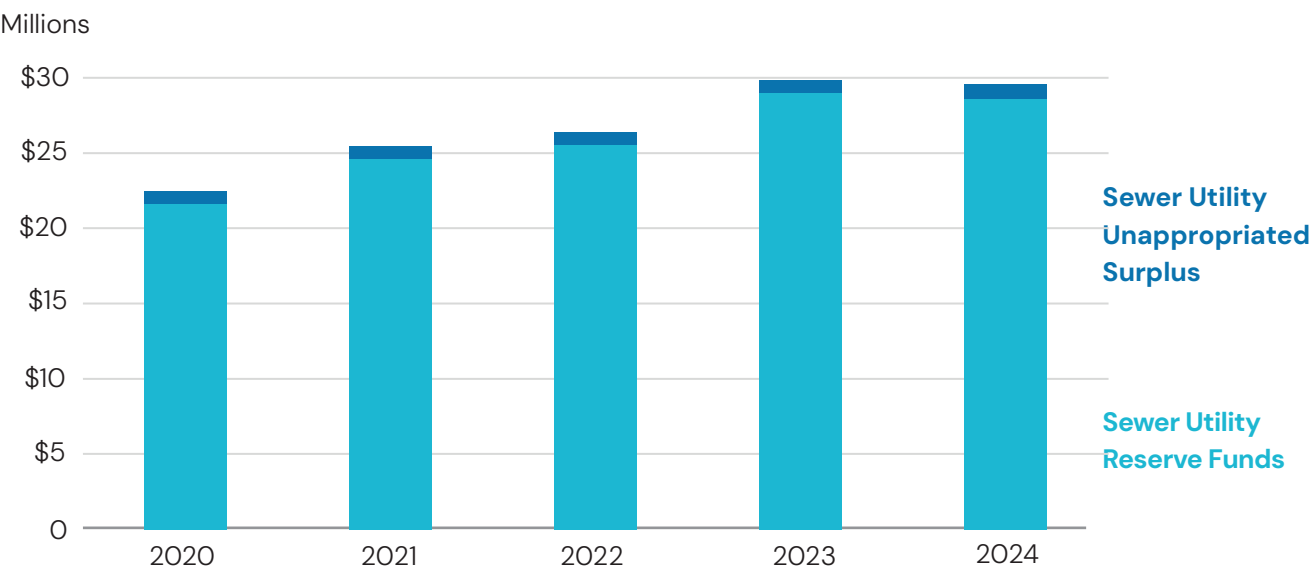
General Fund Reserves and Surplus



Water Utility Reserves and Surplus

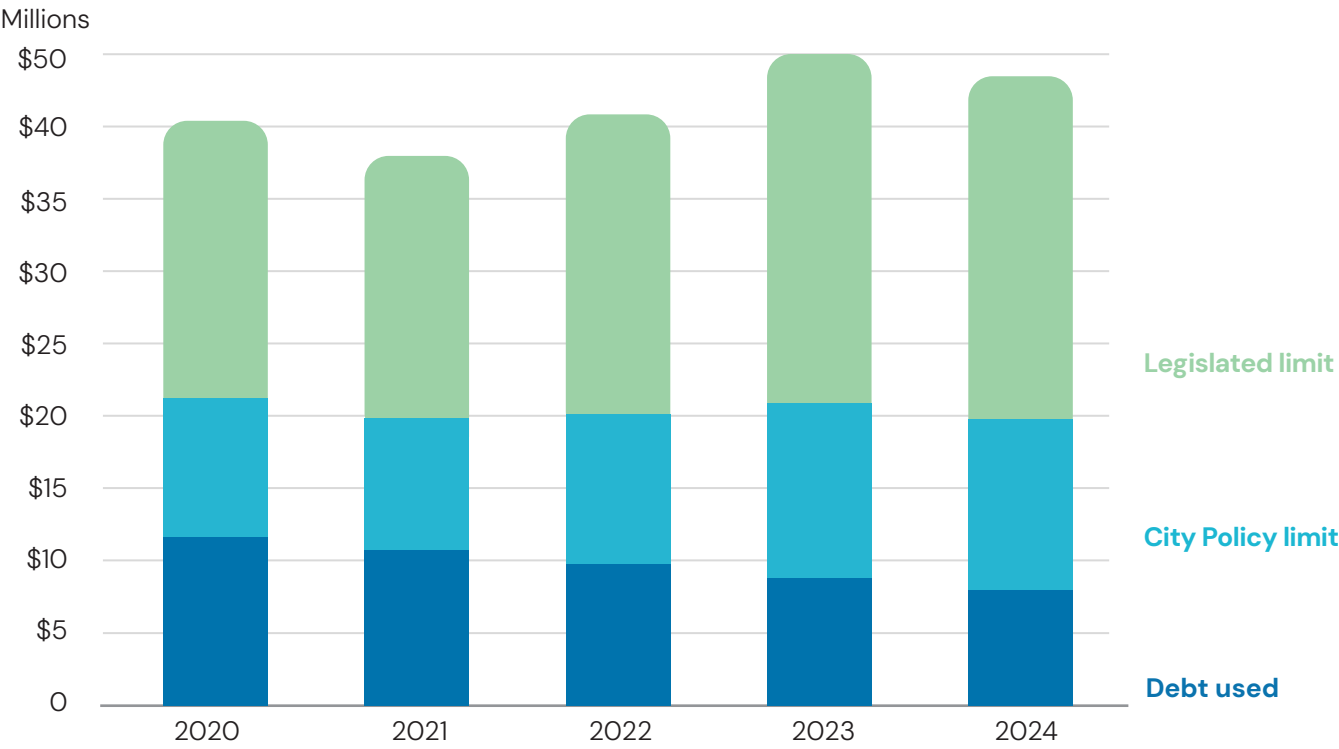


Sewer Utility Reserves and Surplus



DEBT

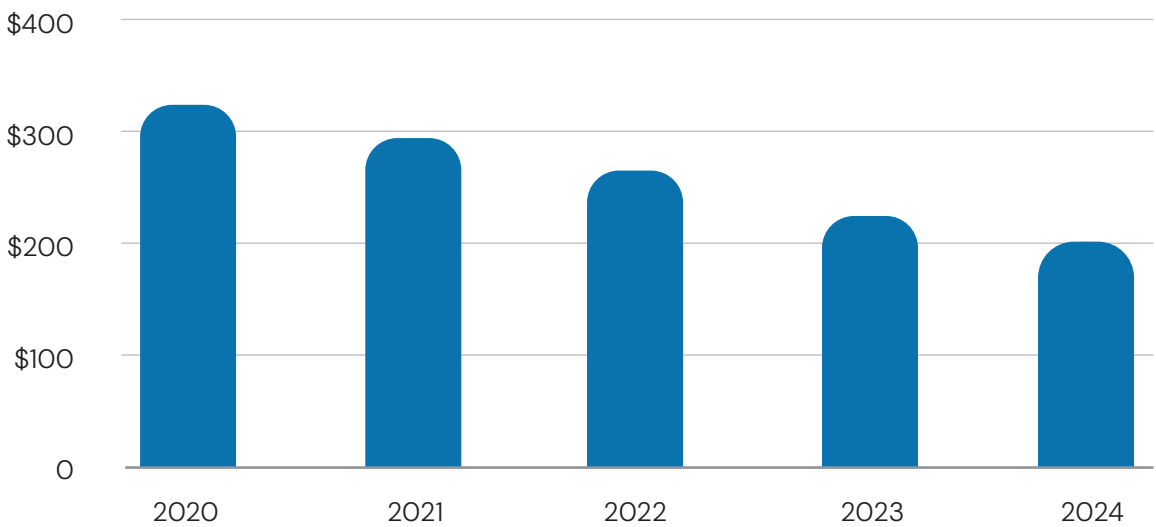
Debt Limits



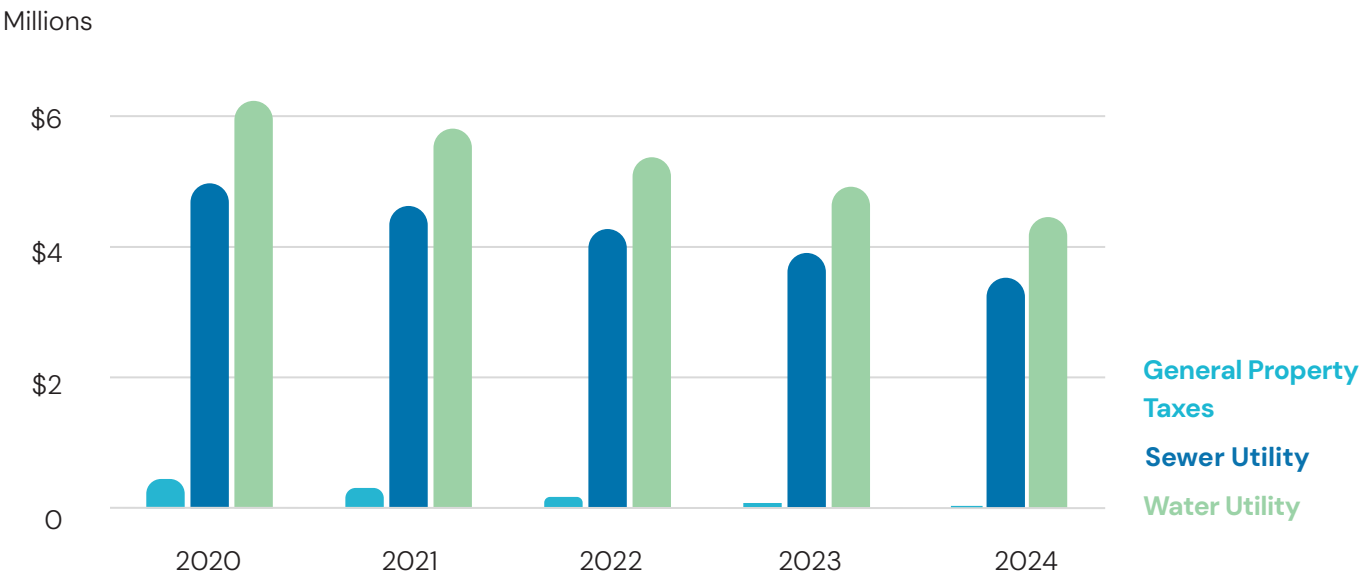
LONG TERM DEBT

| Long Term Debt | 2020 | 2021 | 2022 | 2023 | 2024 |
|--|-------------------|-------------------|------------------|------------------|------------------|
| Supported by property taxes | 452,546 | 317,038 | 176,179 | 40,463 | 14,489 |
| Debt of self-supporting utilities | 4,970,535 | 4,626,018 | 4,269,865 | 3,902,728 | 3,524,013 |
| Debt of self-supporting utilities | 6,228,391 | 5,803,901 | 5,366,676 | 4,916,464 | 4,452,483 |
| | 11,651,472 | 10,746,957 | 9,812,720 | 8,859,655 | 7,990,985 |

Long Term Debt Per Capita

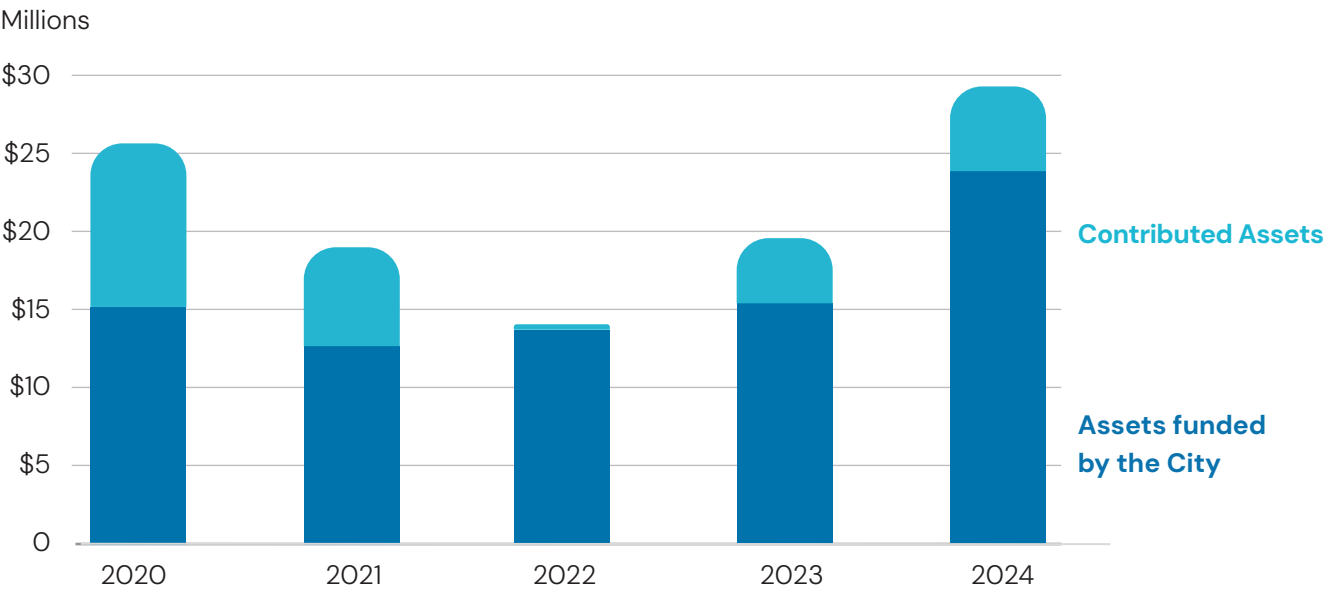


Debt Supported by Taxation and Utilities

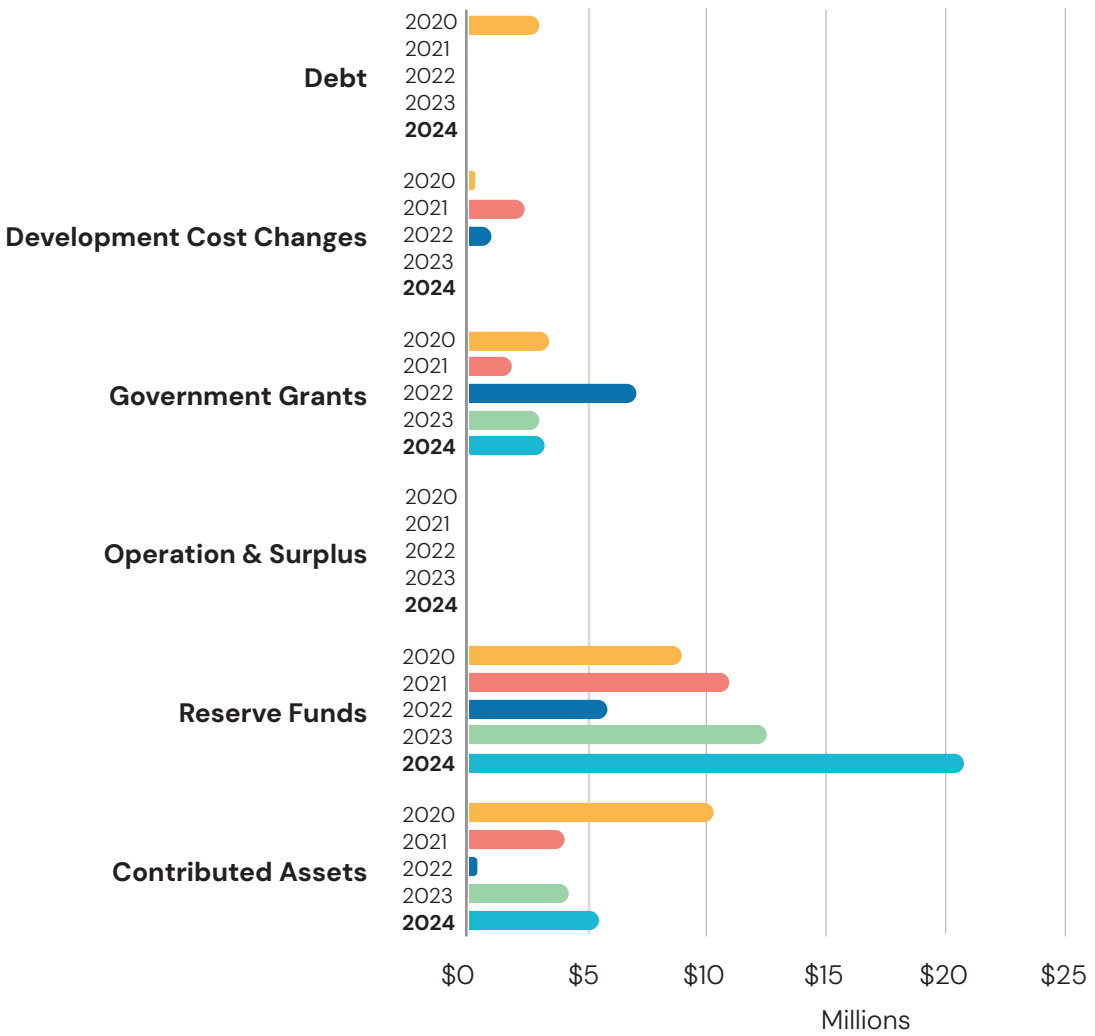


TANGIBLE CAPITAL ASSETS

Total Tangible Capital Asset Acquisition



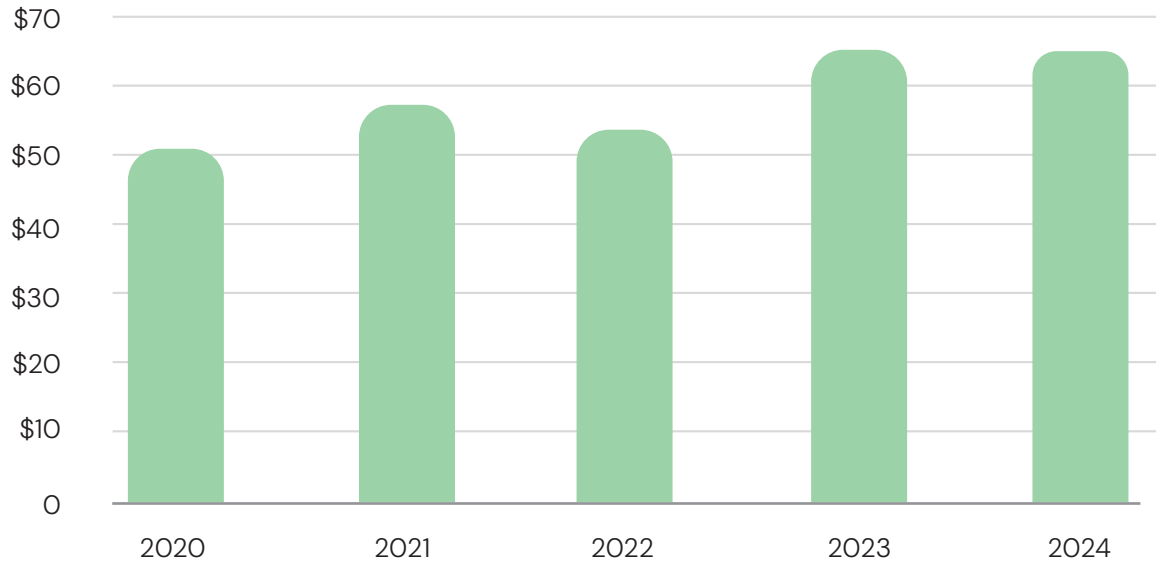
Funding Sources for Capital Acquisitions



NET FINANCIAL ASSETS

Net Financial Assets

Millions



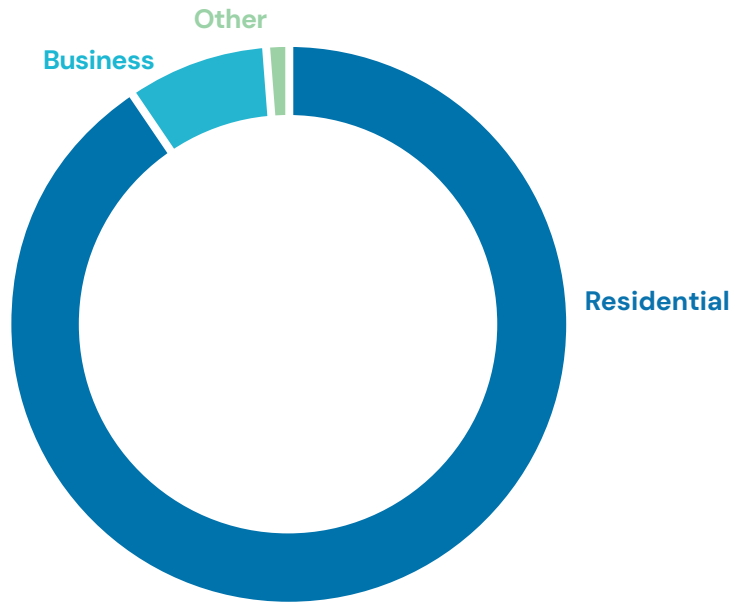
TAXATION AND ASSESSMENT

Assessment by Property Class

| Expenses by Object | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------------|---------------|---------------|----------------|----------------|----------------|
| Residential | 6,001,646,870 | 6,461,844,099 | 8,646,880,744 | 9,745,168,830 | 9,864,319,373 |
| Business | 630,630,400 | 625,194,450 | 752,530,750 | 826,120,600 | 883,825,750 |
| Utilities | 32,475,500 | 32,694,000 | 34,303,600 | 36,591,500 | 38,420,000 |
| Major Industry | 816,300 | 462,900 | 876,300 | 927,500 | 974,500 |
| Light Industry | 247,530,800 | 28,270,200 | 37,561,800 | 45,938,800 | 47,787,700 |
| Managed Forest | 15,369,600 | 14,886,700 | 14,000,200 | 15,326,800 | 15,569,100 |
| Recreational/NonProfit | 13,177,700 | 13,230,500 | 15,092,800 | 15,975,600 | 15,533,900 |
| Farm | 208,250 | 204,806 | 192,180 | 122,426 | 135,970 |
| Total | 6,941,855,420 | 7,176,787,655 | 10,581,973,671 | 10,686,172,056 | 10,866,566,293 |
| % Change | | 3% | 32% | 12% | 2% |

TAXATION AND ASSESSMENT

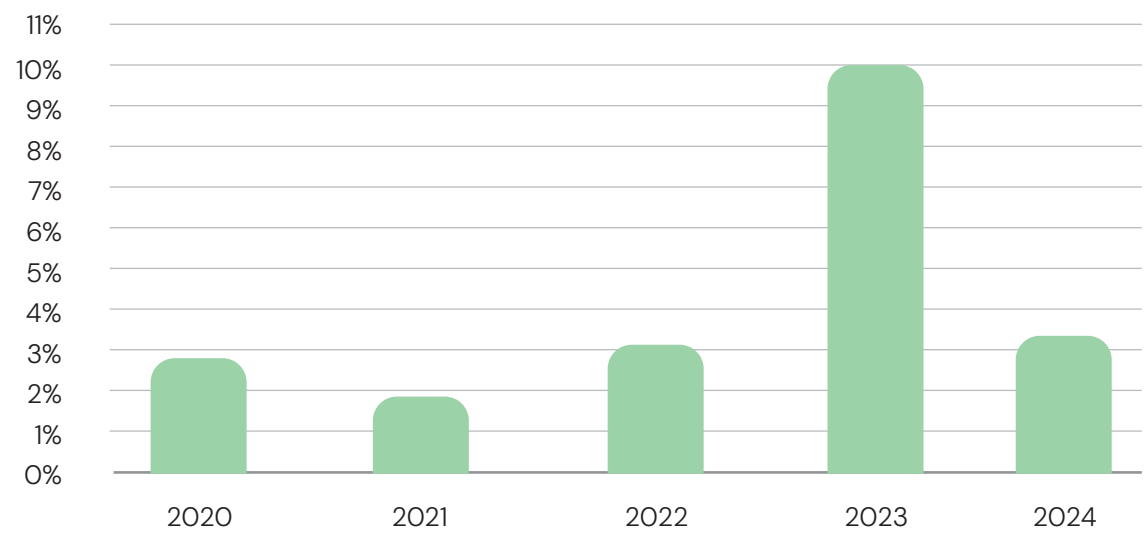
2024 Assessment by Property Class



PROPERTY TAXES LEVIED & COLLECTED

| Property Taxes Levied & Collected | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Municipal Taxes | 33,327,424 | 34,625,075 | 36,319,547 | 40,313,811 | 41,869,080 |
| Other Taxing Authorities | 29,816,560 | 30,775,302 | 31,957,762 | 34,644,562 | 37,759,338 |
| Municipal Utilities User Fees | 12,661,562 | 12,661,562 | 13,903,752 | 14,397,402 | 15,313,181 |
| Parcel Taxes | 1,925,559 | 2,106,064 | 2,291,968 | 2,605,458 | 2,951,834 |
| 1% Utility Grants | 521,245 | 516,549 | 511,952 | 553,648 | 540,627 |
| Local Service Taxes | 81,353 | 81,353 | 81,555 | 111,862 | 115,800 |
| Business Improvement Areas | 76,585 | 78,848 | 81,555 | 111,862 | 114,092 |
| Total Current Taxes Levied | 78,410,288 | 80,844,753 | 85,148,091 | 92,738,605 | 98,663,952 |
| Current taxes outstanding at December 31 | 1,162,324 | 1,015,296 | 992,197 | 1,197,415 | 1,611,669 |
| Current taxes collected | 77,247,964 | 79,829,457 | 84,155,894 | 91,541,190 | 97,052,283 |
| % of current taxes collected | 98.5% | 98.7% | 98.8% | 98.7% | 98.7% |

General Municipal Property Tax Increases



NEW CONSTRUCTION

Non-Market Assessment

| Non-Market Assessment | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Residential | \$104,816,337 | \$120,317,600 | \$181,750,301 | \$110,933,199 | \$118,824,000 |
| Utility | - | 547,900 | 138,000 | - | 3,900 |
| Major Industry | - | (76,600) | (1,683,000) | - | - |
| Light Industry | (199,000) | (1,262,300) | 908,500 | 318,400 | - |
| Business/Other | 16,798,600 | 9,256,450 | (4,005,600) | 8,876,700 | 269,150 |
| Managed Forest | (3,124,200) | (118,400) | (2,480,400) | 1,176,900 | (373,300) |
| Recreation/Non-Profit | 610,300 | 544,300 | 666,100 | (298,300) | (825,000) |
| Farm | (19,598) | (3,445) | (12,626) | (69,759) | - |
| Total | \$118,882,439 | \$129,205,505 | \$175,281,275 | \$120,937,140 | \$117,898,750 |

Revenues from Non-Market Change

| Revenues from Non-Market Change | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Residential | \$427,426 | \$474,829 | \$566,539 | \$341,580 | \$379,917 |
| Utility | - | 19,132 | 4,771 | - | 138 |
| Major Industry | - | (2,364) | (9,721) | - | - |
| Light Industry | (2,336) | (14,135) | 8,119 | 2,578 | - |
| Business/Other | 186,161 | 107,160 | (39,652) | 89,054 | 2,622 |
| Managed Forest | 53,991 | (2,143) | (41,952) | 21,676 | (6,864) |
| Recreation/Non-Profit | 4,506 | 4,272 | 4,961 | (2,268) | (6,360) |
| Farm | (114) | (21) | (78) | (475) | - |
| TOTAL | \$669,634 | \$586,730 | \$492,987 | \$452,146 | \$369,453 |

PRINCIPAL TAXPAYERS

2024 Top Ten Municipal Taxpayers

| Owner | Total Municipal Taxes |
|---|-----------------------|
| Capital Power Generation Services Inc | 1,773,238.88 |
| Discovery Harbour Holdings Ltd | 633,812.22 |
| Mariner Holdings Ltd | 481,900.16 |
| Broadstreet Properties Ltd | 452,584.43 |
| Raven Forest Products Ltd | 332,155.20 |
| A B Edie Equities Inc. | 271,944.56 |
| Discovery Sound Investments Holdings Inc. | 260,749.57 |
| Broadstreet Properties Ltd | 235,793.03 |
| NTE Maple Holdings Ltd | 203,171.46 |
| Campbell Shores Holdings Ltd. | 177,329.91 |
| Total | 4,822,679.42 |

PERMISSIVE TAX EXEMPTIONS

| Organization | Civic Address | % PTE Awarded | Exempt City Taxes |
|--|-------------------|---------------|-------------------|
| HEALTH, HOUSING, AND COMMUNITY SERVICES | | | |
| British Columbia Society for the Prevention of Cruetly to Animals | 891 13TH AVE | 100% | 2,659 |
| Campbell River Alano Club | 301 10TH AVE | 100% | 4,424 |
| Campbell River and District Food Bank Society | 1393 MARWALK CRES | 100% | 5,147 |
| Campbell River and North Island Transition Society | 608 ALDER ST | 100% | 2,525 |
| Campbell River and North Island Transition Society | 1116 DOGWOOD ST | 100% | 1,519 |
| Campbell River Child Care Society | 1048 HEMLOCK ST | 100% | 924 |
| Campbell River Child Care Society | 394 LEISHMAN RD | 100% | 3,500 |
| Campbell River Dragon Boat Society | 1468 IRONWOOD ST | 100% | 1,410 |
| Campbell River Eagles Hall | 1999 14TH AVE | 85% | 8,698 |
| Campbell River Family Services Society | 427 10TH AVE | 100% | 10,985 |
| Campbell River Head Injury Support Society | 591 9TH AVE | 100% | 4,785 |
| Campbell River Head Injury Support Society | 1710 16TH AVE | 100% | 5,980 |
| Campbell River Head Injury Support Society | 1720 16TH AVE | 100% | 5,980 |
| Campbell River Hospice Society | 440 EVERGREEN RD | 100% | 8,006 |
| Canadian Red Cross Society | 520 2ND AVE | 100% | 2,335 |
| Communitas Supportive Care Society | 1423 16TH AVE | 100% | 7,133 |
| Communitas Supportive Care Society | 59 COLORADO DR | 100% | 2,122 |
| Communitas Supportive Care Society | 150 COLORADO DR | 100% | 2,032 |
| Communitas Supportive Care Society | 2575 MILFORD RD | 100% | 1,881 |
| Discovery Harbour Authority | 2375 SPIT RD | 70% | 14,912 |
| Discovery Masonic Lodge / Campbell River Shrine Club | 2905 ISLAND HWY | 70% | 1,122 |
| Governing Council of the Salvation Army | 1381 CEDAR ST | 100% | 7,765 |
| Habitat for Humanity Vancouver Island North Society | 1725 WILLOW ST | 100% | 15,309 |

| Organization | Civic Address | % PTE Awarded | Exempt City Taxes |
|--|-----------------------|---------------|-------------------|
| Habitat for Humanity Vancouver Island North Society | 461 HILCHEY RD | 100% | 1,698 |
| The John Howard Society of North Island | 980 ALDER ST | 100% | 8,849 |
| The John Howard Society of North Island | 140 10TH AVE | 100% | 18,339 |
| The John Howard Society of North Island | 91 DOGWOOD ST | 100% | 2,534 |
| John Perkins Memorial Housing Society (Royal Canadian Legion) | 931 14TH AVE | 100% | 17,822 |
| Navy League of Canada | 931 13TH AVE | 100% | 5,223 |
| North Island Employment Foundation Society | 920 ALDER ST | 100% | 23,135 |
| North Island Supportive Recovery Society | 647 BIRCH ST | 100% | 1,755 |
| Opportunities Career Services Society | 300 ST. ANN'S RD | 100% | 3,561 |
| Rivercity Inclusion | 301 DOGWOOD ST | 100% | 12,179 |
| Rivercity Inclusion | 435 JESMAR PL | 100% | 2,328 |
| Rivercity Inclusion | 1065 GREENWOOD ST | 100% | 2,208 |
| Rivercity Inclusion | 1185 GREENWOOD ST | 100% | 2,655 |
| Rivercity Inclusion | 1153 GREENWOOD ST | 100% | 6,070 |
| Rivercity Inclusion | 1261 SHELLBOURNE BLVD | 100% | 1,623 |
| Rivercity Inclusion | 1841 ISLAND HWY | 100% | 3,466 |
| Rivercity Inclusion | 1851 ISLAND HWY | 100% | 3,135 |
| Rivercity Inclusion | 1180 IRONWOOD ST | 100% | 2,111 |
| Rivercity Inclusion | 1180 IRONWOOD ST | 100% | 3,416 |
| Royal Canadian Legion | 301 11TH AVE | 85% | 5,273 |
| St. John Ambulance | 1433 16TH AVE | 100% | 6,752 |
| Total Change Ministries | 1691 ISLAND HWY | 100% | 559 |
| Upper Island Counselling Services Society | 621 11TH AVE | 85% | 14,429 |
| Vancouver Island Mental Health Society | 1330 DOGWOOD ST | 100% | 10,203 |
| Willow Point Lions Club Society | 2165 ISLAND HWY S | 85% | 4,247 |
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 20,301 |
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 1,075 |

| Organization | Civic Address | % PTE Awarded | Exempt City Taxes |
|--|------------------------|---------------|-------------------|
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 1,030 |
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 1,030 |
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 1,030 |
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 1,075 |
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 1,075 |
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 1,030 |
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 1,075 |
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 5,247 |
| Willow Point Supportive Living Society | 142 LARWOOD RD | 100% | 1,075 |
| Total Health, Housing, and Community Services | | | 319,765 |
| Culture and Recreation | | | |
| Association Francophone de Campbell River | 891 13TH AVE | 100% | 2,659 |
| Campbell River Curling Club | 260 CEDAR ST | 85% | 17,652 |
| Campbell River Eagles Water Ski Club | MCIVOR LAKE PARK | 85% | 579 |
| Campbell River Fish and Wildlife Association | 2641 CAMPBELL RIVER RD | 85% | 3,862 |
| Campbell River Gun Club Society | 2600 QUINSAM RD | 100% | 2,029 |
| Campbell River Gymnastics Association | 1394 MARWALK CRES | 100% | 5,909 |
| Campbell River Tyee Judo Club | 450 MERECROFT RD | 100% | 1,081 |
| Campbell River Minor Hockey Association | 225 DOGWOOD ST S | 100% | 217 |
| Campbell River Motocross Association | 7021 GOLD RIVER HWY | 85% | 5,816 |
| Campbell River Skating Club | 225 DOGWOOD ST S | 100% | 82 |
| Campbell River Wado Karate Club | 450 MERECROFT RD | 85% | 958 |
| Campbell River Youth Soccer Association | 450 MERECROFT RD | 100% | 770 |
| Coastal Animal Control Services of B.C. Ltd. | 385 DOGWOOD ST S | 100% | - |
| Discovery Coast Greenways Land Trust | 2251 CAMPBELL RIVER RD | 100% | 16,611 |
| Eagles Found Bicycle Program | 900 ALDER ST | 100% | 536 |
| Nature Trust of BC | 3200 WILLOW CREEK RD | 100% | 7,511 |

| Organization | Civic Address | % PTE Awarded | Exempt City Taxes |
|--------------------------------------|-----------------|------------------|-------------------------|
| RiverCity Players Society | 1080 HEMLOCK ST | 100% | 5,177 |
| Tyee Club of British Columbia | 2951 SPIT RD | 100% | 551 |
| Tyee Club of British Columbia | 3000 SPIT RD | 100% | 3,140 |
| Total Culture and Recreation | | | 75,138 |

| Property Used for City Purposes | | | |
|---|------------------------|------|--------|
| Campbell River & District Museum and Archives Society (Museum) | 470 ISLAND HWY | 100% | 70,718 |
| Campbell River & District Museum and Archives Society (Haig-Brown) | 2250 CAMPBELL RIVER RD | 100% | 10,177 |
| Campbell River Arts Council | 2131 ISLAND HWY S | 100% | 8,215 |
| Campbellton Neighbourhood Association (Community Garden) | 1721 15TH AVE | 100% | 2,557 |
| Campbellton Neighbourhood Association (Community Garden) | 1741 15TH AVE | 100% | 2,553 |
| Campbell River Public Art Gallery | 1235 SHOPPERS ROW | 100% | 5,849 |
| Campbell River Search and Rescue Society | 261 LARWOOD RD | 100% | 11,126 |
| Comox Valley Regional District | 6300 ARGONAUT RD | 100% | 10,892 |
| Comox Valley Regional District (continued) | 6700 ARGONAUT RD | 100% | 9,175 |
| Greenways Land Trust (Laughing Willow Community Garden) | 1909 LAWSON GROVE | 100% | 2,450 |
| Greenways Land Trust (Mountain View Community Garden) | 600 CHARSTATE DR | 100% | 4,947 |
| Campbell River Maritime Heritage Society | 621 ISLAND HWY | 100% | 36,468 |
| Nature Conservancy of Canada | 2485 ISLAND HWY | 100% | 13,203 |
| Nature Trust of BC | 1201 HOMEWOOD RD | 100% | 8,651 |
| Nature Trust of BC | HOMEWOOD RD | 100% | 6,743 |
| North Island 911 Corporation | DOGWOOD ST S | 100% | 2,581 |

| Organization | Civic Address | % PTE Awarded | Exempt City Taxes |
|--|-------------------|---------------|-------------------|
| Tidemark Theatre Society | 1220 SHOPPERS ROW | 100% | 16,343 |
| Volunteer Campbell River | 900 ALDER ST | 100% | 536 |
| Total Property Used for City Purposes | | | 223,183 |

| Churches and Places of Worship | | | |
|---|------------------------|------|----------------|
| Anglican Synod Diocese of BC (St. Peter's Anglican Church) | 228 DOGWOOD ST S | 100% | 9,070 |
| Bethany Evangelical Lutheran Church | 201 BIRCH ST | 100% | 2,798 |
| Bishop of Victoria (St. Patrick's Parish) | 34 ALDER ST S | 100% | 13,943 |
| Campbell River Church of Christ | 226 HILCHEY RD | 100% | 3,790 |
| Campbell River Church of the Way | 451 7TH AVE | 100% | 1,974 |
| Campbell River Vineyard Christian Fellowship | 2215 CAMPBELL RIVER RD | 100% | 2,496 |
| Church of Jesus Christ of Latter-Day Saints in Canada | 460 GOODWIN RD | 70% | 3,669 |
| Foursquare Gospel Church of Canada | 403 5TH AVE | 100% | 1,984 |
| Foursquare Gospel Church of Canada | 422 COLWYN ST | 100% | 3,003 |
| Foursquare Gospel Church of Canada | 415 5TH AVE | 100% | 801 |
| Governing Council of Salvation Army in Canada | 291 MCLEAN ST | 90% | 3,196 |
| Guru Nanak Sikh Society | 735 PINECREST RD | 70% | 3,095 |
| Pentecostal Assemblies of Canada (Christian Life Fellowship) | 445 MERECROFT RD | 100% | 4,710 |
| Seventh Day Adventist Church | 300 THULIN ST | 100% | 2,910 |
| Trinity Presbyterian Church | 145 SIMMS RD | 100% | 3,838 |
| Trustees of Rockland Congregation of Jehovah's Witnesses | 1935 EVERGREEN RD | 70% | 2,470 |
| Campbell River United Church | 415 PINECREST RD | 100% | 3,948 |
| Total Churches and Places of Worship | | | 67,694 |
| Total Municipal Property Taxes Exempt | | | 685,781 |

CITY GRANTS

| Organization | Grant |
|---|---------|
| BC Salmon Farmers Association | 500 |
| Campbell River & District Public Art Gallery (Operations) | 80,000 |
| Campbell River & District Chamber of Commerce | 747.24 |
| Campbell River Arts Council (Banners) | 29,000 |
| Campbell River Arts Council (Operations) | 6,000 |
| Campbell River Celtic Arts (CR Pipe Band) | 3,100 |
| Campbell River Citizens On Patrol | 5,000 |
| Campbell River Farmers Market | 5,000 |
| Campbell River Salmon Festival Society | 25,000 |
| Campbell River Shoreline Arts Society | 5,000 |
| Campbell River Writers' Festival Society (Words on the Water) | 3,000 |
| Campbell River Search And Rescue | 10,000 |
| Comox Valley Senior Support Society | 5,000 |
| Discovery Coast Greenways Land Trust | 40,000 |
| Island North Film Commission | 50,000 |
| Museum At Campbell River (Haig Brown House Operations) | 246,500 |
| Museum At Campbell River (Museum Operations) | 51,000 |
| North Island Cruisers | 5,000 |
| Recreation and Culture Facility Grants | 15,000 |
| Shoreline Musical Theatre Society | 3,500 |
| Tidemark Theatre Society (Operations) | 207,500 |
| | 795,847 |



CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

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, 2024, and the statements of operations, net financial assets and cash flows 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, 2024, and the results of its operations 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.

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 8, 2025

MNP LLP

Chartered Professional Accountants

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

Independent Auditor's Report

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Financial Statements

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CITY OF CAMPBELL RIVER
FINANCIAL REPORTING RESPONSIBILITY
For the Year Ended December 31, 2024

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.



Alaina Maher, BCom, CPA, CMA
Director of Financial Services/Chief Financial Officer



Aaron E. Daur, CPA
Financial Services Manager

CITY OF CAMPBELL RIVER
STATEMENT OF FINANCIAL POSITION
For the Year Ended December 31, 2024

| | 2024 | 2023 |
|---|-----------------------|-----------------------|
| FINANCIAL ASSETS | | |
| Cash and cash equivalents (Note 2) | \$ 51,290,104 | \$ 63,608,904 |
| Investments (Note 3) | 84,257,003 | 64,259,358 |
| Accounts receivable (Note 5) | 6,793,840 | 6,852,271 |
| Inventory held for sale | 101,189 | 79,774 |
| Total Financial Assets | 142,442,136 | 134,800,307 |
| FINANCIAL LIABILITIES | | |
| Accounts payable and accrued liabilities (Note 6) | 16,379,770 | 14,561,669 |
| Deposits and holdbacks | 8,252,570 | 6,726,333 |
| Development cost charges (Note 7) | 18,158,154 | 16,061,048 |
| Deferred revenue (Note 7) | 17,173,851 | 13,910,430 |
| Long-term debt (Note 8 & Schedule 1) | 7,990,985 | 8,859,654 |
| Asset retirement obligation (Notes 10) | 9,226,288 | 9,226,288 |
| Total Financial Liabilities | 77,181,618 | 69,345,422 |
| NET FINANCIAL ASSETS | 65,260,518 | 65,454,885 |
| NON FINANCIAL ASSETS | | |
| Inventory of supplies | 488,312 | 431,406 |
| Prepays | 174,915 | 220,471 |
| Tangible capital assets (Schedule 2) | 322,131,951 | 305,478,712 |
| Total Non-Financial Assets | 322,795,178 | 306,130,589 |
| ACCUMULATED SURPLUS (Note 11) | \$ 388,055,696 | \$ 371,585,474 |

See Contingent liabilities Note 12.



Alaina Maher, BCom, CPA, CMA
 Director of Financial Services/Chief Financial Officer



Aaron E. Daur, CPA
 Financial Services Manager

CITY OF CAMPBELL RIVER
STATEMENT OF OPERATIONS
For the Year Ended December 31, 2024

| | 2024 Budget (Note 14) | 2024 Actual | 2023 Actual |
|--|-----------------------------|----------------|----------------|
| REVENUE | | | |
| Taxes & parcel taxes (Note 13) | \$ 45,946,150 | \$ 45,892,632 | \$ 43,629,305 |
| Payments in lieu of taxes | 807,900 | 990,524 | 912,698 |
| Sale of services | 32,123,861 | 32,335,127 | 30,160,733 |
| Services provided to other governments | 1,104,106 | 1,169,545 | 996,334 |
| Transfers from other governments (Note 17) | 22,919,107 | 7,322,159 | 13,982,392 |
| Investment and other income | 3,731,693 | 5,688,076 | 5,471,221 |
| Other revenue | 387,280 | 1,169,201 | 1,208,419 |
| Development cost charges recognized | - | - | 25,812 |
| Contributed tangible capital assets (Note 18) | - | 5,433,211 | 4,169,801 |
| Gain/(loss) on disposal of tangible capital assets | - | 1,458,540 | (275,390) |
| | 107,020,097 | 101,459,015 | 100,281,325 |
| EXPENSES | | | |
| General government | 11,412,682 | 11,845,638 | 12,635,756 |
| Protective services | 24,530,175 | 23,727,506 | 22,330,420 |
| Transportation services | 17,238,297 | 16,732,652 | 15,663,091 |
| Environmental health services | 3,841,263 | 3,890,346 | 3,337,948 |
| Public health services | 296,235 | 225,009 | 266,482 |
| Development services | 3,320,952 | 4,042,875 | 3,292,808 |
| Parks, recreation and cultural services | 11,268,893 | 11,073,040 | 10,223,763 |
| Sewer utility services | 5,856,436 | 5,869,841 | 6,424,406 |
| Water utility services | 7,530,291 | 7,581,886 | 7,235,895 |
| | 85,295,224 | 84,988,793 | 81,410,569 |
| ANNUAL SURPLUS | 21,724,873 | 16,470,222 | 18,870,756 |
| Accumulated Surplus, Beginning of Year | 371,585,474 | 371,585,474 | 352,714,718 |
| ACCUMULATED SURPLUS (Note 11) | \$ 393,310,347 | \$ 388,055,696 | \$ 371,585,474 |

See Budget legislative compliance Note 14.

CITY OF CAMPBELL RIVER
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
For the Year Ended December 31, 2024

| | 2024 Budget (Note 14) | 2024 Actual | 2023 Actual |
|--|-----------------------------|----------------|----------------|
| ANNUAL SURPLUS | \$ 21,724,873 | \$ 16,470,222 | \$ 18,870,756 |
| TANGIBLE CAPITAL ASSETS | | | |
| Acquisition of tangible capital assets | (70,143,438) | (23,861,447) | (15,408,988) |
| Contributed tangible capital assets (Note 18) | - | (5,433,211) | (4,169,801) |
| Proceeds on disposal of tangible capital assets | - | 1,723,716 | 24,868 |
| (Gain)/loss on disposal of tangible capital assets | - | (1,458,540) | 275,390 |
| Writedown of tangible capital assets | - | 111,968 | 281,743 |
| Amortization | 11,368,856 | 12,264,275 | 11,788,784 |
| | (58,774,582) | (16,653,239) | (7,208,004) |
| OTHER NON-FINANCIAL ASSETS | | | |
| Increase in inventory of supplies | - | (56,906) | (20,238) |
| Decrease/(increase) in prepaids | - | 45,556 | (65,063) |
| | - | (11,350) | (85,301) |
| INCREASE (DECREASE) IN NET FINANCIAL ASSETS | (37,049,709) | (194,367) | 11,577,451 |
| NET FINANCIAL ASSETS, BEGINNING OF YEAR | 65,454,885 | 65,454,885 | 53,877,434 |
| NET FINANCIAL ASSETS, END OF YEAR | \$ 28,405,176 | \$ 65,260,518 | \$ 65,454,885 |

CITY OF CAMPBELL RIVER
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2024

| | 2024 | 2023 |
|--|----------------------|----------------------|
| OPERATING ACTIVITIES | | |
| Annual surplus | \$ 16,470,222 | \$ 18,870,756 |
| Non-cash items included in annual surplus: | | |
| Long-term debt actuarial adjustment | (153,221) | (168,699) |
| Contributed tangible capital assets | (5,433,211) | (4,169,801) |
| Loss/(gain) on disposal of tangible capital assets | (1,458,540) | 275,390 |
| Writedown of tangible capital assets | 111,968 | 281,743 |
| Amortization expense | 12,264,275 | 11,788,784 |
| Decrease/(increase) in inventory of supplies | (56,906) | (20,238) |
| Increase in prepaids | 45,556 | (65,063) |
| Changes in financial assets and liabilities: | | |
| Accounts receivable | 58,431 | 1,481,586 |
| Inventory held for resale | (21,415) | 8,280 |
| Accounts payable and accrued liabilities | 1,818,101 | (550,082) |
| Deposits and holdbacks | 1,526,237 | 1,107,678 |
| Development cost charges | 2,097,106 | 2,458,446 |
| Deferred revenue | 3,263,421 | 1,846,708 |
| | 30,532,024 | 33,145,488 |
| CAPITAL ACTIVITIES | | |
| Proceeds on sale of tangible capital assets | 1,723,716 | 24,868 |
| Acquisition of tangible capital assets | (23,861,447) | (15,408,988) |
| | (22,137,731) | (15,384,120) |
| FINANCING ACTIVITIES | | |
| Debt principal repaid | (715,448) | (784,367) |
| INVESTING TRANSACTIONS | | |
| Net purchase of investments | (19,997,645) | (22,052,979) |
| DECREASE IN CASH AND CASH EQUIVALENTS | (12,318,800) | (5,075,978) |
| CASH AND CASH EQUIVALENTS BEGINNING OF YEAR | 63,608,904 | 68,684,882 |
| CASH AND CASH EQUIVALENTS END OF YEAR | \$ 51,290,104 | \$ 63,608,904 |
| INTEREST RECEIVED | \$ 5,605,707 | \$ 5,622,561 |
| INTEREST PAID | \$ 569,568 | \$ 571,648 |

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

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 ("PSAS"). 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 4).

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 13) are not included in these financial statements.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

1. Significant accounting policies (continued)

d) Revenue recognition (continued)

ii) Sale of services

Sale of services are recognized in the year that the performance obligation to the customer is satisfied, 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 7.

e) Cash and cash equivalents

Cash and cash equivalents include cash and short-term investments with maturities of three months or less at the date of acquisition, are readily convertible to known amounts of cash and are subject to an insignificant risk of change in value. Cash and cash equivalents include money market funds, operating bank accounts and high interest savings accounts.

f) Financial instruments

The City recognizes its financial instruments when the City becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value. At initial recognition, the City may irrevocably elect to subsequently measure any financial instrument at fair value. The City has not made such an election during the year.

The City subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Transactions to purchase or sell these items are recorded on the trade date. Unrealized changes in fair value are recognized in the Statement of Remeasurement Gains and Losses until they are realized, when they are transferred to the Statement of Operations. There are no unrealized changes in fair value as at December 31, 2024 and December 31, 2023. As a result, the City does not have a Statement of Remeasurement Gain and Losses.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

1. Significant accounting policies (continued)

f) Financial instruments (continued)

Interest income is recognized in the statement of operations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost. With the exception of those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost using the effective interest rate method.

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in operating annual surplus. Conversely, transaction costs are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

g) Long-term debt

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

h) Financial risk

Unless otherwise noted, it is management's opinion that the City is not exposed to significant interest, currency, credit and liquidity 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 5. Accounts payable and accrued liabilities are generally due within 30 days of receipt of an invoice. The contractual maturities of long-term debt are disclosed in Note 8. There have been no significant changes to the interest, currency, credit and liquidity risk from 2023.

i) 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.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

1. Significant accounting policies (continued)

i) Tangible capital assets (continued)

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

| Asset | Useful life (years) |
|----------------------------------|----------------------------|
| 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) Natural resources, works of art, and cultural and historical assets

Natural resources, works of art, and cultural and historic assets are not recorded as assets in the financial statements.

iii) Inventory

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

j) 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, asset retirement obligations, 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 under the responsibility of the City.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

1. Significant accounting policies (continued)

k) 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, 2024.

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.

l) Asset retirement obligations

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or component thereof) at the financial statement date when there is a legal obligation for the City to incur retirement costs in relation to a tangible capital asset (or component thereof), the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at December 31, 2024.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset.

At each financial reporting date, the City reviews the carrying amount of the liability. The City recognizes the period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset.

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.

m) Recognition of expenses

Expenses are recognized as they are incurred and measurable based on receipt of goods and services and/or the creation of a legal obligation to pay.

2. Cash and cash equivalents

| | 2024 | 2023 |
|-----------------------------------|----------------------|----------------------|
| General operating fund | \$ 29,079,423 | \$ 43,793,423 |
| Development cost charges | 18,158,154 | 16,061,048 |
| Capital lending reserve fund | 3,203,012 | 3,161,690 |
| Parkland acquisition reserve fund | 849,515 | 592,743 |
| | <u>\$ 51,290,104</u> | <u>\$ 63,608,904</u> |

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

3. Investments

| | 2024 | 2023 |
|---|----------------------|----------------------|
| Deposits | \$ 41,200,636 | \$ 22,846,975 |
| Municipal Finance Authority Bond Fund | 3,275,026 | 3,176,075 |
| Municipal Finance Authority Mortgage Fund | 9,746,889 | 9,378,701 |
| Portfolio Investments | 30,034,452 | 28,857,607 |
| | \$ 84,257,003 | \$ 64,259,358 |

- a. Deposits include long-term, non-redeemable guaranteed investment certificates with varying maturity dates from October 2025 to October 2026 and varying rates of return ranging from 4.00% to 5.50%.
- b. The fair market value of the Municipal Finance Authority Short-Term Bond fund at December 31, 2024 was \$3,236,411 (2023 - \$3,073,378).
- c. The fair market value of the Municipal Finance Authority Pooled Mortgage Fund at December 31, 2024 was \$9,956,371 (2023 - \$9,381,396).
- d. The City of Campbell River's portfolio investments are comprised of fixed income securities. The fixed income securities have varying maturity dates from January 2025 - December 2033 and have rates of return ranging from 1.65% to 6.35%.

4. Trust funds

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

| | December 31, 2023 | Collections | Expenses | December 31, 2024 |
|-----------------------------|------------------------------|--------------------|-----------------|------------------------------|
| CR Municipal Cemetery | \$ 363,173 | \$ 14,850 | - | \$ 378,023 |
| Elk Falls Memorial Cemetery | 277,017 | 11,327 | - | 288,344 |
| | \$ 640,190 | \$ 26,177 | \$ - | \$ 666,367 |

5. Accounts receivable

| | 2024 | 2023 |
|----------------------------|---------------------|---------------------|
| Property taxes | \$ 2,309,648 | \$ 1,903,016 |
| Due from other governments | 1,480,326 | 1,610,112 |
| Other | 3,003,866 | 3,339,143 |
| | \$ 6,793,840 | \$ 6,852,271 |

Other receivables include an amount from one customer of \$228,000 (2023 - \$297,268) 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 3 years remaining on the repayment term.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

6. Accounts payable and accrued liabilities

| | 2024 | | 2023 |
|----------------------------|----------------------|----|-------------------|
| Trade accounts payable | \$ 3,269,802 | \$ | 3,360,586 |
| Due to other governments | 6,320,810 | | 5,263,614 |
| Accrued liabilities | 339,687 | | 306,766 |
| Accrued wages and benefits | 6,372,237 | | 5,552,818 |
| Accrued interest | 77,234 | | 77,885 |
| | \$ 16,379,770 | \$ | 14,561,669 |

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 (2023 - \$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, 2024 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts.

Accrued wages and benefits:

| | 2024 | | 2023 |
|---------------------------|---------------------|----|------------------|
| Employee future benefits | \$ 1,754,200 | \$ | 1,761,800 |
| Vacation liability | 825,653 | | 803,624 |
| Banked overtime liability | 377,607 | | 342,921 |
| Wages and other accruals | 3,414,777 | | 2,644,473 |
| | \$ 6,372,237 | \$ | 5,552,818 |

Employee future benefits:

| | 2024 | | 2023 |
|--|---------------------|----|------------------|
| Accrued benefit obligation - beginning | \$ 1,761,800 | \$ | 1,619,700 |
| Current service cost | 179,200 | | 140,100 |
| Interest cost | 74,700 | | 74,500 |
| Benefits paid | (239,400) | | (178,400) |
| Recognition of Actuarial (gain)/loss | (22,100) | | 105,900 |
| | \$ 1,754,200 | \$ | 1,761,800 |

| | | |
|----------------|-------|-------|
| Discount rate | 4.30% | 4.10% |
| Inflation rate | 2.50% | 2.50% |

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

7. 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 cash equivalents in Note 2 and total \$18,158,154 (2023 - \$16,061,048).

| | December 31, 2023 | Transfers | Collections | December 31, 2024 |
|---------------------------|----------------------|------------------------|----------------------|----------------------|
| Development cost charges | | | | |
| Park development | \$ 1,494,365 | \$ - | \$ 148,474 | \$ 1,642,839 |
| Parkland acquisition | 1,044,778 | - | 254,510 | 1,299,288 |
| Roads | 2,294,924 | - | 407,736 | 2,702,660 |
| Sanitary sewer | 2,213,966 | (2,526) | 308,219 | 2,519,659 |
| Storm drains | 2,868,342 | - | 317,721 | 3,186,063 |
| Water | 6,144,673 | - | 662,972 | 6,807,645 |
| | <u>\$ 16,061,048</u> | <u>\$ (2,526)</u> | <u>\$ 2,099,632</u> | <u>\$ 18,158,154</u> |
| Deferred revenue | | | | |
| Future local improvements | \$ 2,584,185 | \$ - | \$ 58,125 | \$ 2,642,310 |
| Prepaid property taxes | 4,663,599 | (7,978,620) | 8,436,266 | 5,121,245 |
| Community Works Fund | 4,155,208 | (1,373,100) | 1,887,299 | 4,669,407 |
| Parkland acquisition | 592,743 | - | 256,772 | 849,515 |
| Other | 1,914,695 | (3,683,508) | 5,660,187 | 3,891,374 |
| | <u>13,910,430</u> | <u>(13,035,228)</u> | <u>16,298,649</u> | <u>17,173,851</u> |
| | <u>\$ 29,971,478</u> | <u>\$ (13,037,754)</u> | <u>\$ 18,398,281</u> | <u>\$ 35,332,005</u> |

8. Long-term debt

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

| Year | General | Sewer | Water | Total |
|-------------------|------------------|---------------------|---------------------|---------------------|
| 2025 | \$ 14,490 | \$ 346,340 | \$ 410,534 | \$ 771,364 |
| 2026 | - | 355,200 | 481,861 | 837,061 |
| 2027 | - | 317,405 | 496,317 | 813,722 |
| 2028 | - | 326,928 | 511,206 | 838,134 |
| 2029 | - | 336,735 | 526,543 | 863,278 |
| 2030 & thereafter | - | 1,841,407 | 2,026,019 | 3,867,426 |
| | <u>\$ 14,490</u> | <u>\$ 3,524,015</u> | <u>\$ 4,452,480</u> | <u>\$ 7,990,985</u> |

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

8. Long-term debt (continued)

The interest payments for the next five years are:

| Year | General | Sewer | Water | Total |
|-------------------|-----------------|---------------------|---------------------|---------------------|
| 2025 | \$ 2,373 | \$ 141,510 | \$ 216,650 | \$ 360,533 |
| 2026 | - | 135,750 | 216,650 | 352,400 |
| 2027 | - | 127,680 | 216,650 | 344,330 |
| 2028 | - | 127,680 | 216,650 | 344,330 |
| 2029 | - | 127,680 | 216,650 | 344,330 |
| 2030 & thereafter | - | 574,560 | 677,075 | 1,251,635 |
| | <u>\$ 2,373</u> | <u>\$ 1,234,860</u> | <u>\$ 1,760,325</u> | <u>\$ 2,997,558</u> |

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 12b).

9. Municipal Finance Authority debt reserve fund

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

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

| | 2024 | 2023 |
|---------|-------------------|-------------------|
| General | \$ 2,743 | \$ 4,613 |
| Sewer | 69,812 | 67,463 |
| Water | 85,475 | 82,598 |
| | <u>\$ 158,030</u> | <u>\$ 154,674</u> |

10. Asset retirement obligation

Legal liabilities exist for the removal and disposal of asbestos and remediation of land within some municipal owned buildings and structures that will undergo major renovations or demolition in the future. The obligation has been measured at current cost as the timing of future cash flows cannot be reasonably determined. These costs have been capitalized as part of the assets' carrying value and are amortized over the assets' remaining estimated useful lives.

| | |
|---|---------------------|
| Asset retirement obligation, January 1, 2024 | \$ 9,226,288 |
| Settlements during the year | - |
| Asset retirement obligation - Closing Balance | <u>\$ 9,226,288</u> |

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

11. Accumulated surplus

| | 2024 | 2023 |
|---------------------------------------|------------------------------|------------------------------|
| Unappropriated surplus | | |
| General | \$ 5,000,000 | \$ 4,400,000 |
| Sewer | 800,000 | 800,000 |
| Water | 1,000,000 | 850,000 |
| | <u>6,800,000</u> | <u>6,050,000</u> |
| Non-statutory reserves | | |
| General | 28,380,221 | 30,131,609 |
| Airport | 305,476 | 539,248 |
| Sewer | 12,404,254 | 12,024,934 |
| Water | 28,582,192 | 28,988,959 |
| | <u>69,672,143</u> | <u>71,684,750</u> |
| Statutory reserves | | |
| Capital lending | <u>3,203,012</u> | <u>3,161,690</u> |
| Investment in tangible capital assets | <u>308,380,541</u> | 290,689,034 |
| | <u>\$ 388,055,696</u> | <u>\$ 371,585,474</u> |

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

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

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

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

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

12. Contingent liabilities

a) Pension liability

The City 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, 2023, the plan has about 256,000 active members and approximately 129,000 retired members. Active members include approximately 45,000 contributors from local governments.

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

The most recent valuation for the Municipal Pension Plan as at December 31, 2021, indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

The City of Campbell River paid \$2,356,195 (2023 - \$2,146,150) for employer contributions, while employees contributed \$2,026,810 (2023 - \$1,855,132) to the plan in fiscal 2023. The City of Campbell River expects to pay \$2,430,000 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2024, with results available in 2025.

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, 2024 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 \$164,617 (2023 - \$112,930) has been recorded for these claims.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

13. Property taxation

| | 2024 | 2023 |
|---|----------------------|----------------------|
| Municipal Taxation | | |
| General municipal property taxes | \$ 42,284,371 | \$ 40,357,985 |
| Local service taxes | 115,800 | 111,862 |
| Parcel taxes | 2,951,834 | 2,605,810 |
| 1% utility tax | 540,627 | 553,648 |
| | <u>45,892,632</u> | <u>43,629,305</u> |
| Collections for Other Taxing Authorities | | |
| BC Assessment Authority | \$ 466,488 | \$ 445,711 |
| Comox Strathcona Regional Hospital District | 3,224,570 | 3,187,306 |
| Comox Strathcona Regional Solid Waste Board | 1,290,332 | 1,261,030 |
| Municipal Finance Authority | 2,513 | 2,455 |
| Provincial School Levy | 20,644,374 | 19,712,509 |
| Strathcona Regional District | 9,908,917 | 8,210,926 |
| Regional Library | 2,222,144 | 1,881,044 |
| | <u>37,759,338</u> | <u>34,700,981</u> |
| Payments to other taxing authorities | <u>(37,759,338)</u> | <u>(34,700,981)</u> |
| Net taxation for municipal purposes | <u>\$ 45,892,632</u> | <u>\$ 43,629,305</u> |

14. Budget legislative compliance

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

The budget amounts presented throughout these financial statements are based on the Ten Year Financial Plan bylaw adopted by Council on December 14, 2023, to the exception of the amounts noted below.

| | |
|--|---------------|
| Adjustments to the 2024-2033 Financial Plan Annual Surplus | |
| Annual surplus, as per Statement of Operations | \$ 21,724,873 |
| Adjustments for non-cash item: | |
| Amortization offset | 11,368,856 |
| Debt principal repayments | (713,395) |
| Capital expenses | (70,143,438) |
| Net transfer from reserves & unappropriated surplus | 37,763,104 |
| | <u>\$ -</u> |

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

15. 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 | Local Area Service |
|---------------------------|---------------------------------|-------------------------------|
| 2025 | \$ 1,962,016 | \$ 81,353 |
| 2026 | 239,166 | 81,353 |
| 2027 | 224,809 | 81,353 |
| 2028 | 224,809 | |
| 2029 | 210,360 | - |
| Thereafter, to completion | 2,287,754 | - |
| | \$ 5,148,914 | \$ 244,059 |

16. 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.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2024

17. Government transfers

| | 2024 | 2023 |
|------------|---------------------|----------------------|
| Federal | \$ 3,887,645 | \$ 2,999,509 |
| Provincial | 3,354,514 | 10,980,004 |
| Other | 80,000 | 2,879 |
| | <u>\$ 7,322,159</u> | <u>\$ 13,982,392</u> |

18. Contributed tangible capital assets

\$5,433,211 (2023 - \$4,169,801) of contributed tangible capital assets were received in 2024. These assets consisted of subdivision installations (roads, drainage, water and sewer assets).

19. Change in accounting policies

Revenue

On January 1, 2024, the City adopted Canadian Public Sector Accounting Board's (PSAB) new standard for the recognition, measurement and disclosure of revenue under PS 3400 Revenue. The new standard establishes when to recognize and how to measure revenue, and provides the related financial statement presentation and disclosure requirements. Pursuant to these recommendations, the change was applied prospectively, and prior periods have not been restated.

Under the new standard, revenue is differentiated between revenue arising from transactions that include performance obligations, referred to as "exchange transactions", and transactions that do not have performance obligations.

There was no material impact on the financial statements from the prospective application of the new accounting standard.

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF LONG-TERM DEBT
For the Year Ended December 31, 2024**

SCHEDULE 1

| Bylaw | Description | Maturity Date | Interest Rate % | Balance at Dec 31, 2023 | Debt Issued | Principal Payments | Actuarial Adjustment | Balance at Dec 31, 2024 |
|------------------------------|--------------------|----------------------|------------------------|--------------------------------|--------------------|---------------------------|-----------------------------|--------------------------------|
| Long-term debt | | | | | | | | |
| General | | | | | | | | |
| 3302 | Issue #106 | 13/10/24 | 2.25 | \$ 11,547 | \$ - | \$ 6,668 | \$ 4,879 | \$ - |
| 3301 | Issue #112 | 06/10/25 | 1.28 | 31,237 | - | 9,953 | 5,396 | 15,888 |
| | | | | <u>42,784</u> | <u>-</u> | <u>16,621</u> | <u>10,275</u> | <u>15,888</u> |
| Sanitary Sewer | | | | | | | | |
| 3345 | Issue #112 | 12/10/26 | 1.28 | 75,810 | - | 24,157 | 13,097 | 38,556 |
| 3345 | Issue #117 | 06/10/26 | 1.47 | 136,401 | - | 29,471 | 14,441 | 92,489 |
| 3519 | Issue #147 | 09/04/32 | 2.66 | 3,720,290 | - | 258,080 | 32,391 | 3,429,819 |
| | | | | <u>3,932,501</u> | <u>-</u> | <u>311,708</u> | <u>59,929</u> | <u>3,560,864</u> |
| Water | | | | | | | | |
| 3518 | Issue #141 | 07/04/32 | 2.80 | 1,891,426 | - | 155,923 | 30,257 | 1,705,246 |
| 3518 | Issue #145 | 23/04/33 | 3.15 | 3,072,549 | - | 231,196 | 36,824 | 2,804,529 |
| | | | | <u>4,963,975</u> | <u>-</u> | <u>387,119</u> | <u>67,081</u> | <u>4,509,775</u> |
| Accrued actuarial adjustment | | | | <u>(79,606)</u> | <u>-</u> | <u>-</u> | <u>15,936</u> | <u>(95,542)</u> |
| Total long-term debt | | | | <u>\$ 8,859,654</u> | <u>\$ -</u> | <u>\$ 715,448</u> | <u>\$ 153,221</u> | <u>\$ 7,990,985</u> |

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE
For the Year Ended December 31, 2024**

SCHEDULE 2

| | Land | Buildings | Machinery & Equipment | Engineered Structures | Assets Under Construction | Total 2024 | Total 2023 |
|-------------------------------------|----------------------|----------------------|--------------------------|--------------------------|------------------------------|-----------------------|-----------------------|
| COST | | | | | | | |
| Opening balance | \$ 35,453,009 | \$ 46,092,299 | \$ 33,142,554 | \$ 440,730,667 | \$ 5,902,154 | \$ 561,320,683 | \$ 543,410,333 |
| Additions | 9,902,995 | 486,690 | 4,417,117 | 4,952,624 | 4,102,021 | 23,861,447 | 15,408,988 |
| Contributed tangible capital assets | 193,000 | - | - | 5,240,211 | - | 5,433,211 | 4,169,801 |
| Construction completed | 6,723 | 35,125 | 568,924 | 15,924 | (626,696) | - | - |
| Writedowns | - | - | - | - | (111,968) | (111,968) | (281,743) |
| Disposals | (126,336) | (81,248) | (744,145) | (1,205,888) | - | (2,157,617) | (1,386,696) |
| Closing balance | 45,429,391 | 46,532,866 | 37,384,450 | 449,733,538 | 9,265,511 | 588,345,756 | 561,320,683 |
| ACCUMULATED AMORTIZATION | | | | | | | |
| Opening balance | - | 26,635,871 | 19,150,012 | 210,056,088 | - | 255,841,971 | 245,139,625 |
| Amortization current year | - | 977,770 | 1,665,453 | 9,621,052 | - | 12,264,275 | 11,788,784 |
| Amortization from disposals | - | (34,530) | (703,844) | (1,154,067) | - | (1,892,441) | (1,086,438) |
| Closing balance | - | 27,579,111 | 20,111,621 | 218,523,073 | - | 266,213,805 | 255,841,971 |
| NET BOOK VALUE | \$ 45,429,391 | \$ 18,953,755 | \$ 17,272,829 | \$ 231,210,465 | \$ 9,265,511 | \$ 322,131,951 | \$ 305,478,712 |
| NET BOOK VALUE (PRIOR YEAR) | \$ 35,453,009 | \$ 19,456,428 | \$ 13,992,542 | \$ 230,674,579 | \$ 5,902,154 | | |

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF SEGMENTED REPORTING
For the Year Ended December 31, 2024

SCHEDULE 3
(page 1 of 2)

| | General Government | | Protective Services | | Transportation Services | | Environmental Health Services | | Public Health Services | | Development Services | |
|--|----------------------|----------------------|------------------------|------------------------|-------------------------|-----------------------|-------------------------------|---------------------|------------------------|--------------------|-----------------------|---------------------|
| | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 |
| REVENUE | | | | | | | | | | | | |
| Taxes and parcel taxes (Note 13) | \$ 42,824,999 | \$ 40,911,633 | \$ - | \$ - | \$ 1,683,686 | \$ 1,343,522 | \$ - | \$ - | \$ - | \$ - | \$ 115,800 | \$ 111,862 |
| Payments in lieu of taxes | 990,524 | 912,688 | - | - | - | - | - | - | - | - | - | - |
| Sale of services | 690,193 | 630,910 | 2,462,240 | 2,075,329 | 4,091,196 | 4,473,117 | 3,590,743 | 3,009,818 | 113,923 | 82,364 | 2,548,953 | 2,054,206 |
| Services provided to other governments | 261,410 | 255,583 | 808,001 | 653,381 | - | - | - | - | 100,134 | 87,370 | - | - |
| Transfers from other governments (Note 17) | 2,938,737 | 9,791,487 | 466,857 | 474,633 | 3,670,727 | 3,266,300 | 6,555 | 58,995 | - | - | 196,750 | 400,977 |
| Investment and other income | 3,900,571 | 3,899,737 | - | - | 24,965 | 16,660 | - | - | - | - | - | - |
| Other revenue | - | - | - | - | 856,873 | 884,283 | - | - | - | - | 13,479 | 8,774 |
| Development cost charges recognized | - | - | - | - | - | 25,812 | - | - | - | - | - | - |
| Contributed tangible capital assets (Note 18) | - | - | - | - | 3,877,502 | 2,693,287 | - | - | - | - | - | - |
| Gain/(loss) on disposal of tangible capital assets | - | - | - | - | 1,473,338 | (252,543) | - | - | - | - | - | - |
| | 51,606,434 | 56,392,048 | 3,737,098 | 3,203,343 | 15,678,287 | 12,450,438 | 3,597,298 | 3,068,813 | 214,057 | 169,734 | 2,874,982 | 2,575,819 |
| EXPENSES | | | | | | | | | | | | |
| Amortization | 494,955 | 354,812 | 419,346 | 417,654 | 5,562,159 | 5,240,201 | - | - | 32,961 | 32,961 | - | - |
| Interest & debt issue expenses | 206,120 | 171,154 | - | - | 5,378 | 42,334 | - | - | - | - | - | - |
| Operating expenses | 3,028,181 | 5,196,758 | 11,859,681 | 11,717,316 | 8,479,459 | 7,971,635 | 3,819,791 | 3,266,533 | 23,344 | 64,393 | 2,346,615 | 1,767,313 |
| Wages & benefits | 8,116,382 | 6,913,032 | 11,448,479 | 10,195,450 | 2,685,656 | 2,408,921 | 70,555 | 71,415 | 168,704 | 169,128 | 1,696,260 | 1,525,495 |
| | 11,845,638 | 12,635,756 | 23,727,506 | 22,330,420 | 16,732,652 | 15,663,091 | 3,890,346 | 3,337,948 | 225,009 | 266,482 | 4,042,875 | 3,292,808 |
| ANNUAL SURPLUS (DEFICIT) | \$ 39,760,796 | \$ 43,756,292 | \$ (19,990,408) | \$ (19,127,077) | \$ (1,054,365) | \$ (3,212,653) | \$ (293,048) | \$ (269,135) | \$ (10,952) | \$ (96,748) | \$ (1,167,893) | \$ (716,989) |

See Note 16 for description of Segment Reporting categories.

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF SEGMENTED REPORTING
For the Year Ended December 31, 2024

SCHEDULE 3
(page 2 of 2)

| | Parks, Recreation & Culture Services | | Total General Government | | Sewer Utility Services | | Water Utility Services | | Total | |
|--|--------------------------------------|----------------|--------------------------|---------------|------------------------|--------------|------------------------|--------------|---------------|---------------|
| | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 |
| REVENUE | | | | | | | | | | |
| Taxes & parcel taxes (Note 13) | \$ 534,946 | \$ 532,282 | \$ 45,159,430 | \$ 42,899,299 | \$ 733,202 | \$ 730,006 | \$ - | \$ - | \$ 45,892,632 | \$ 43,629,305 |
| Payments in lieu of taxes | - | - | 990,524 | 912,698 | - | - | - | - | 990,524 | 912,698 |
| Sale of services | 1,249,986 | 1,047,170 | 14,747,234 | 13,372,914 | 7,729,692 | 7,329,773 | 9,858,201 | 9,458,046 | 32,335,127 | 30,160,733 |
| Services provided to other governments | - | - | 1,169,545 | 996,334 | - | - | - | - | 1,169,545 | 996,334 |
| Transfers from other governments (Note 17) | 42,533 | - | 7,322,159 | 13,982,392 | - | - | - | - | 7,322,159 | 13,982,392 |
| Investment and other income | - | - | 3,925,536 | 3,916,397 | 511,235 | 445,319 | 1,251,305 | 1,109,505 | 5,688,076 | 5,471,221 |
| Other revenue | 16,512 | 19,004 | 886,864 | 912,061 | 72,265 | 104,102 | 210,072 | 192,256 | 1,169,201 | 1,208,419 |
| Development cost charges recognized | - | - | - | 25,812 | - | - | - | - | - | 25,812 |
| Contributed tangible capital assets (Note 18) | - | - | 3,877,503 | 2,693,287 | 705,728 | 628,427 | 849,980 | 848,087 | 5,433,211 | 4,169,801 |
| Gain/(loss) on disposal of tangible capital assets | - | - | 1,473,338 | (252,543) | (640) | - | (14,158) | (22,847) | 1,458,540 | 275,390 |
| | 1,843,977 | 1,598,456 | 79,552,133 | 79,458,651 | 9,751,482 | 9,237,627 | 12,155,400 | 11,585,047 | 101,459,015 | 100,281,325 |
| EXPENSES | | | | | | | | | | |
| Amortization | 1,704,524 | 1,721,327 | 8,213,945 | 7,766,955 | 1,869,605 | 1,852,221 | 2,180,725 | 2,169,608 | 12,264,275 | 11,788,784 |
| Interest & debt issue expenses | - | - | 211,498 | 213,488 | 141,510 | 141,510 | 216,650 | 216,650 | 569,658 | 571,648 |
| Operating expenses | 3,473,033 | 3,366,857 | 33,030,104 | 33,350,805 | 2,304,468 | 3,134,357 | 3,016,840 | 2,895,488 | 38,351,412 | 39,380,650 |
| Wages & benefits | 5,895,483 | 5,135,579 | 30,081,519 | 26,419,020 | 1,554,258 | 1,296,318 | 2,167,671 | 1,954,149 | 33,803,448 | 29,669,487 |
| | 11,073,040 | 10,223,763 | 71,537,066 | 67,750,268 | 5,869,841 | 6,424,406 | 7,581,886 | 7,235,895 | 84,988,793 | 81,410,569 |
| ANNUAL SURPLUS (DEFICIT) | \$ (9,229,063) | \$ (8,625,307) | \$ 8,015,067 | \$ 11,708,383 | \$ 3,881,641 | \$ 2,813,221 | \$ 4,573,514 | \$ 4,349,152 | \$ 16,470,222 | \$ 18,870,756 |

See Note 16 for description of Segment Reporting categories.

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF GROWING COMMUNITIES FUNDS
For the Year Ended December 31, 2024

| SCHEDULE 4 | | | | | | |
|--------------------------|--------------------|-------------------|------------------|----------------------------------|-------------------|--|
| Description | Opening Balance | Funds Received | Amounts Spent | Annual Interest Allocation | Ending Balance | |
| Growing Communities Fund | \$ 8,936,104 | \$ - | \$ - | \$ 413,622 | \$ 9,349,726 | |
| Closing Balance | \$ 8,936,104 | \$ - | \$ - | \$ 413,622 | \$ 9,349,726 | |

2024 ANNUAL REPORT

For the fiscal year ended December 31, 2024



British Columbia, Canada