2025 Annual Report

For the fiscal year ended December 31, 2025











City of Campbell River

British Columbia, Canada

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Have thoughts and feedback on the 2025 Annual Report? Connect with us!

campbellriver.ca
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Land Acknowledgment

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

Document Preperation

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

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



Message from the Mayor



Council stepped into office in 2022 at a time when Campbell River, like many communities across Canada, was facing complex challenges. Since then responding to those challenges has been a clear and steady focus.

In 2025, Council continued to advocate for the community, support a strong local economy, and deliver high-quality services. We made progress revitalizing the downtown, expanding housing options, and strengthening community safety, while continuing to work with partners and other levels of government to advance shared priorities.

Throughout 2025, we remained focused on advocating to other levels of government for what residents need, strengthening the local economy, and continuing to deliver high-quality services to citizens. We took meaningful steps forward to support local businesses and a revitalized downtown core, expand housing options with strategic investments, and tackle community safety head on. We've also continued advocating for resources and support for the community and explored opportunities to collaborate on projects.

Here are a few highlights from 2025:

- Eight additional spaces were added to the Homewood temporary housing initiative, bringing the total to 48 residents supported with housing and services.
- Bylaw enforcement and RCMP presence increased, especially downtown, with proactive patrols and clean-ups. 2025 data shows declines in property crime and police calls, and improved community safety feedback from residents.
- Hosted well-attended downtown events, including CR Live Streets and the Spirit Square Concert Series; CR Live Streets alone received 10,000 visits and generated significant economic activity.
- Progress continued on Reimagine the Row, a project that will bring new commercial space, civic amenities, and much-needed rental housing, including affordable units.
- Council formed a business advisory team and convened the Alliance of Resource Communities to support local jobs and economic resilience amidst global economic challenges.
- It was made easier to visit and enjoy Campbell River with downtown parking zones increased from one to two hours; new connections to the community being announced, like Harbour Air's seasonal Vancouver service; and new dog parks being opened through partnerships with SD72.
- The City purchased 1021 Island Highway South to improve parking capacity and traffic flow and support future amenities at Big Rock Boat Ramp.
- Progress continued on housing initiatives with several actions completed under the Housing Accelerator Fund and work underway toward adding 1,277 new housing units by 2028.

These achievements reflect the collective efforts of Council, City staff, and community partners.

As we move through 2026, Council remains focused on maintaining strong services, supporting community safety and well-being, growing the local economy, and continuing to revitalize the downtown. It is an honour to serve this community alongside my fellow councillors and dedicated City staff. I am proud of what we have accomplished together and remain committed to continuing this work in 2026.



Kermit Dahl
Mayor

Message from Chief Administrative Officer

The 2025 Annual Report celebrates a year of accomplishment and progress in Campbell River. It documents the City's commitment to delivering quality services while investing in the community's future. Guided by Mayor and Council, we continue to turn priorities into action— supporting residents day to day and advancing projects that keep Campbell River moving forward.

The Mayor's message highlighted some key projects that took place this past year. These successes are made possible by the dedication of City staff, who deliver essential services, maintain infrastructure, support public safety, and help bring Council's direction to life.

Following Council's direction, staff delivered a moderate 2.7% property tax increase in the 2026 budget (about $5 per month for the average home), balancing rising costs through careful spending, targeted investments, and cost-saving measures.

The 2025 Citizen Satisfaction Survey confirmed that residents continue to see Campbell River as an exceptional place to live. Staff received high marks for service and expertise, and satisfaction with parks, trails, and events remains strong.

As an organization, we're taking steps to strengthen the City's workforce. We continued our work from previous years to strengthen our recruitment and retention efforts. This year, we completed an employee survey to engage with staff and are taking the feedback onboard to help with building a stronger and even more positive work culture that supports staff, so that they can continue supporting the community.

Looking ahead, there's lots to tell you about. We're moving forward with Reimagine the Row and working to strategically acquire new properties.



Capital projects like the Erickson Road Renewal Project are underway. Work to update the Official Community Plan and Master Transportation Plan and to develop a new Quinsam Heights Neighbourhood Plan is complete or progressing. Staff are planning for another summer season of free downtown entertainment—including CR Live Streets. And, of course, we're getting ready for the upcoming municipal election.

As we work to support Campbell River's growth, revitalize downtown, and create opportunities, we're also working to address the needs of vulnerable residents. We appreciate the contributions of our community partners as we work together for Campbell River's present and future.

Whether you call Campbell River home, run a business, visit, or enjoy our services, thank you for being part of Campbell River's dynamic community. It's a privilege to work toward Council's vision for a safer, healthier city, and to lead a remarkable team that goes above and beyond every day. We look forward to another great year together!

Thank you for reviewing the Annual Report and reading about what was achieved in 2025. I encourage you to stay connected with the City through the resources listed below. (Redesigning the City's website was another project we completed in 2025. I encourage you to check it out and see what's changed!) If you see City staff out and about in your neighbourhood, I hope that you'll exchange a friendly greeting!



Elle Brovold
City Manager and Chief Administrative Officer

Our Financial Awards

Distinguished Budget Presentation Award

In 2025, 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, 2025.

This was the tenth 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, 2025

Christopher P. Morrill

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, 2024. This was the eighth 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, 2024

Christopher P. Morrill

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 Liǧʷiɫdaxʷ 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, 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



35,519
POPULATION

AGE
0-14 YEARS 15%
15-64 YEARS 59%
65+ 26%
AVERAGE YEARS 45.8

EDUCATION
59% POST-SECONDARY
32% SECONDARY
10% NO CERTIFICATE, DIPLOMA OR DEGREE

HOUSEHOLDS
TOTAL: 15,560
72% OWNED
28% RENTED

HOUSEHOLD INCOME
MEDIAN TOTAL INCOME BEFORE TAXES
$78,000

FAMILIES
2 PERSONS 62%
3 PERSONS 18%
4 PERSONS 14%
5 PERSONS 5%
AVERAGE SIZE OF FAMILIES
2.7 PEOPLE

LABOUR FORCE
EMPLOYED 91%
UNEMPLOYED 9%

MARITAL STATUS
MARRIED OR LIVING COMMON LAW
59%
NOT MARRIED AND NOT LIVING COMMON LAW
41%

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**

2025 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 listed above: Housing, Organizational Capacity, Community Growth, Healthy and Safe Community, and Collaboration. The Year in Review section of the 2025 Annual Report highlights the progress made towards Council's 2023 to 2026 Strategic Plan in 2025.

2025 Year in Review

Healthy and Safe Community

"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

- Began work on Reimagine the Row, a project that will deliver new housing—including affordable units—as well as commercial and civic spaces in the downtown core
- Continued the "It's Time for Downtown" campaign, promoting the great things Campbell River's downtown has to offer and connecting with residents through community events and engagement
- Continued to provide designated overnight shelter locations and support vulnerable residents
- Hosted well-attended downtown events, including CR Live Streets and the Spirit Square Concert Series; CR Live Streets alone received 10,000 visits and generated significant economic activity.

Crime Reduction

- Increased bylaw enforcement, security and RCMP presence downtown, including daily foot patrols and regular cleanups to improve safety, cleanliness and compliance
- Expanded bylaw enforcement services to seven days a week, increasing proactive patrols across the community
- Began implementing actions from the Community Safety and Well-Being Action Plan to enhance safety, wellbeing and sense of security across the community
- Expanded and upgraded CCTV coverage at key downtown locations to support public safety and traffic monitoring



Livability

- Supported Improved parking and traffic flow at Big Rock Boat Ramp by acquiring 1021 Island Highway South
- Supported expansion of the River Route trail and partnered with the Campbellton Neighbourhood Association on a new community park and playground in Campbellton River Village
- Increased cleaning and maintenance services at McIvor Lake Park
- Partnered with School District 72 to create temporary off-leash dog parks at Robron Park and the former Evergreen school
- Installed two publicly accessible AEDs at Robron and Willow Point parks
- Added public washrooms at Holm Road and Dogwood Street in partnership with Rotary Club of Campbell River

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







2025 Year in Review

Housing

"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

- Processed approximately:
  - 69 development, land use and subdivision applications
  - 221 building permit applications, resulting in over 349 new residential units
- Updated or advanced key planning documents, including:
  - Official Community Plan
  - Parks, Recreation and Culture Master Plan
  - Master Transportation Plan (in conjunction with the Petersen Corridor Study)
  - Quinsam Heights Neighourhood Plan
  - Transit Future Actions Plan (with BC Transit)

Attainable Housing Supply

- Eight new spaces were added to the Homewood temporary housing facility, increasing capacity to 48 residents, with supports. 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 continued investing $10.4 million from the Housing Accelerator Fund to support housing development, with a target of 1,277 new units by January 2028



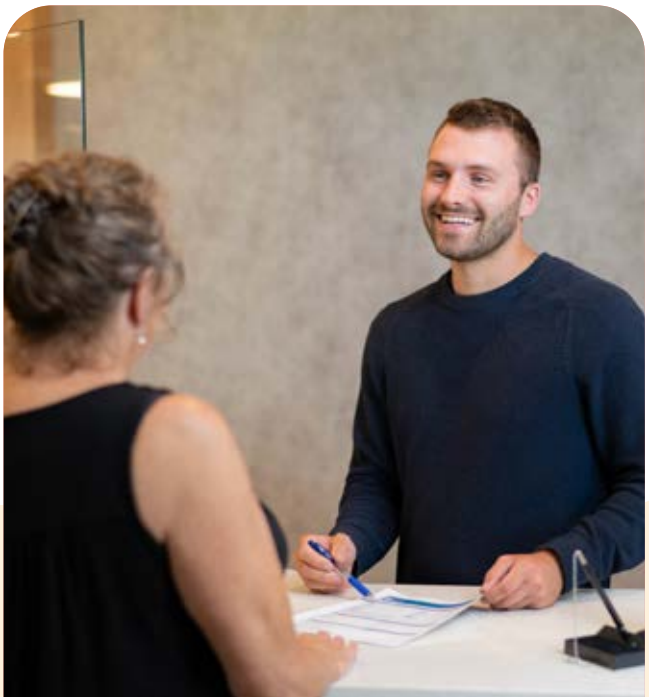
Infrastructure Readiness

- Completed Downtown Infrastructure Capacity Study (stormwater and wastewater) to support downtown development
- Conducting a city-wide Infrastructure Readiness Assessment as part of the Official Community Plan update
- Completed Complete Communities Mapping Exercise, with funding from UBCM, to identify areas in the community to inform land use decision-making, considering housing need, supply, and location; providing transportation options, including increased walkability; and making connections to infrastructure investment and servicing decisions
- Updated Development Cost Charges Bylaw to ensure infrastructure costs associated with new development are paid for by development
- Completing Discovery Pier structural repairs
- Invested $1.68 million from the Government of Canada's Canada Community-Building Fund in infrastructure upgrades, including road and bridge rehabilitations, pedestrian safety and traffic improvements, and the Official Community Plan and Zoning Bylaw updates

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







2025 Year in Review

Community Growth

"Meet the growing needs of tomorrow through strategic and long-term planning and provide stability and support for residents, businesses and investors. Together, we can continue to build a vibrant community based on economic resilience, sustainable infrastructure, quality of life amenities, environmental stewardship and diverse employment."

Future Planning

- These plans will guide future land, transportation and recreation development across Campbell River
- Advanced work on Reimagine the Row, a project that will deliver new housing—including affordable units—as well as commercial and civic spaces in the downtown core
- Adopted development, building and servicing bylaws that will create clarification for the development community and efficiency in processing applications
- Completing a Quinsam Heights ditch review

Asset Management

- Continued the implementation of the new Operational Management Software (OMS) environment
- Reviewing the Quinsam Heights Integrated Stormwater Management Plan
- Expansion of the RCMP parking lot
- Replacement of rubberized playground surface at Ostler Park
- Replacement of the downtown decorative lighting

Economic Vitality

- Completed the Campbell River Airport (YBL) Strategic Plan to guide long-term growth, service development, and infrastructure planning
- Processed approximately 240 new business licence applications, supporting continued local business activity and entrepreneurship
- Received commitment on the expansion of air services (WestJet and Harbour Air), strengthening regional connectivity for residents, businesses, and visitors
- Continued advancing airport development priorities, including planning for future service capacity and infrastructure enhancements
- Supported local business retention and growth through business licensing, advisory support, and streamlined processes
- Launched the Business Advisory Team, bringing together local industry representatives for regular monthly meetings to inform City priorities, identify emerging issues, and strengthen ongoing dialogue with the business community
- Supported the creation of the Alliance of Resource Communities, contributing to coordinated, province-wide advocacy on issues impacting resource-based communities, including forestry, aquaculture, and regional economic resilience
- Promoted Campbell River as a destination for tourism and business investment, aligned with broader economic development objectives
- Supported initiatives that enhance visitor experience and contribute to local economic activity

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





2025 Year in Review

Organizational Capacity

"Realize and leverage the maximum potential of the City through productive and effective resource management."

Fiscal Responsibility

- The 2026–2035 Financial Plan was approved by Council with a modest tax increase of 2.7 per cent (an increase of approximately $5 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 up to and above 10 per cent
- Enhanced tax communications were shared throughout the year through the use of clear messaging, videos, and social media to improve public understanding of and access to the City's financial information
- The City implemented a new Financial Assistance Policy to improve overall fairness and equitability while being cognizant of remaining fiscally responsible. The City partnered with the Community Foundation and Scale Collaborative to offer a multiple day seminar to build financial resiliency amongst not for profit groups
- 93 purchasing competitions were completed, which achieved approximately $3.5 million in savings
- The City received the Distinguished Budget Presentation Award for the 2025–2034 Financial Plan and the Canadian Award for Financial Reporting from the Government Finance Officers Association of Canada and the United States for the 2024 annual report
- Implementation of the Unit4 project continued; this project will upgrade and streamline all processes supporting finance, payroll and HR operations and services

Workplace Culture

- Trending employee statistics showed increased employee retention
- Completed and passed the City's third WorkSafeBC Certificate of Recognition audit
- The BC Municipal Safety Association awarded the City an Organizational Safety Excellence Award

Effective Governance

- Transitioned the City website to a streamlined, accessible, user-friendly site, shaped by community input and industry best practices
- Completed the Citizen Satisfaction Survey (2025), which is conducted once every two years, the results of which showed that residents continue to rate Campbell River as an exceptional place to live

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





2025 Year in Review

Collaboration

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

Indigenous Relationships

- Published the Liǧ̓iłdax̓ First Nations Guide to Campbell River in partnership with the Wei Wai Kum First Nation and We Wai Kai Nation, helping residents and visitors explore the community's rich Indigenous culture
- Partnered with the Wei Wai Kum First Nation and We Wai Kai Nation to expand FireSmart™ initiatives, increasing community awareness and reducing wildfire risk through education and prevention
- Strengthened emergency communication protocols with local First Nations to support coordinated, timely information sharing during emergencies
- Held two Council-to-Council meetings with First Nations governments to strengthen relationships and advance reconciliation
- Observed key national days, including National Day for Truth and Reconciliation, National Indigenous Peoples Day and Red Dress Day, to honour and reflect on Indigenous history and culture

Strengthen Partnerships

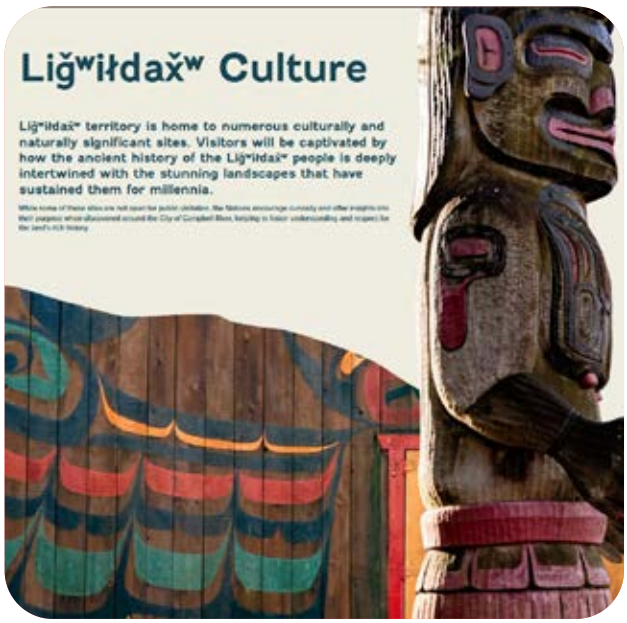
- Worked with downtown businesses and organizations—including the Downtown Campbell River Business Improvement Association (BIA), Canada Day Committee, Tidemark Theatre, the Campbell River branch of the Vancouver Island Regional Library and many more—on initiatives such as CR Live Streets, Deck the Downtown and the downtown banner program
- Partnered with local organizations and industry to deliver community improvements, including new dog parks and additional childcare spaces with School District 72 and expanded air service connections like Harbour Air's seasonal Vancouver to Campbell River route
- Formed the Community Safety Working Group with local partners to advance projects and initiatives from the Community Safety and Well-Being Action Plan

Advocacy

- Advocated to other levels of government through participation in key meetings and forums, including Union of BC Municipalities (UBCM), where the City called for targeted substance use and mental health treatment and resources, bail reform to address chronic offenders, removal of regulatory barriers that slow housing creation, funding for affordable housing projects and funding for critical infrastructure in the community
- Formed the Business Advisory Team to identify solutions to economic challenges and support local businesses and jobs
- Convened the Alliance of Resource Communities to advocate for resource sector jobs and economic development (allianceofresourcecommunities.ca)

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
- Property Services
- Public Transit
- Recreation and Culture
- Solid Waste

Community Safety

- Bylaw Enforcement Services and Animal Control
- Emergency Fire Dispatching Services and (E-911) Emergency Management
- Fire Protection
- RCMP
- RCMP Municipal Support
- 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 2025, and looks forward to the goals and objectives of 2026.

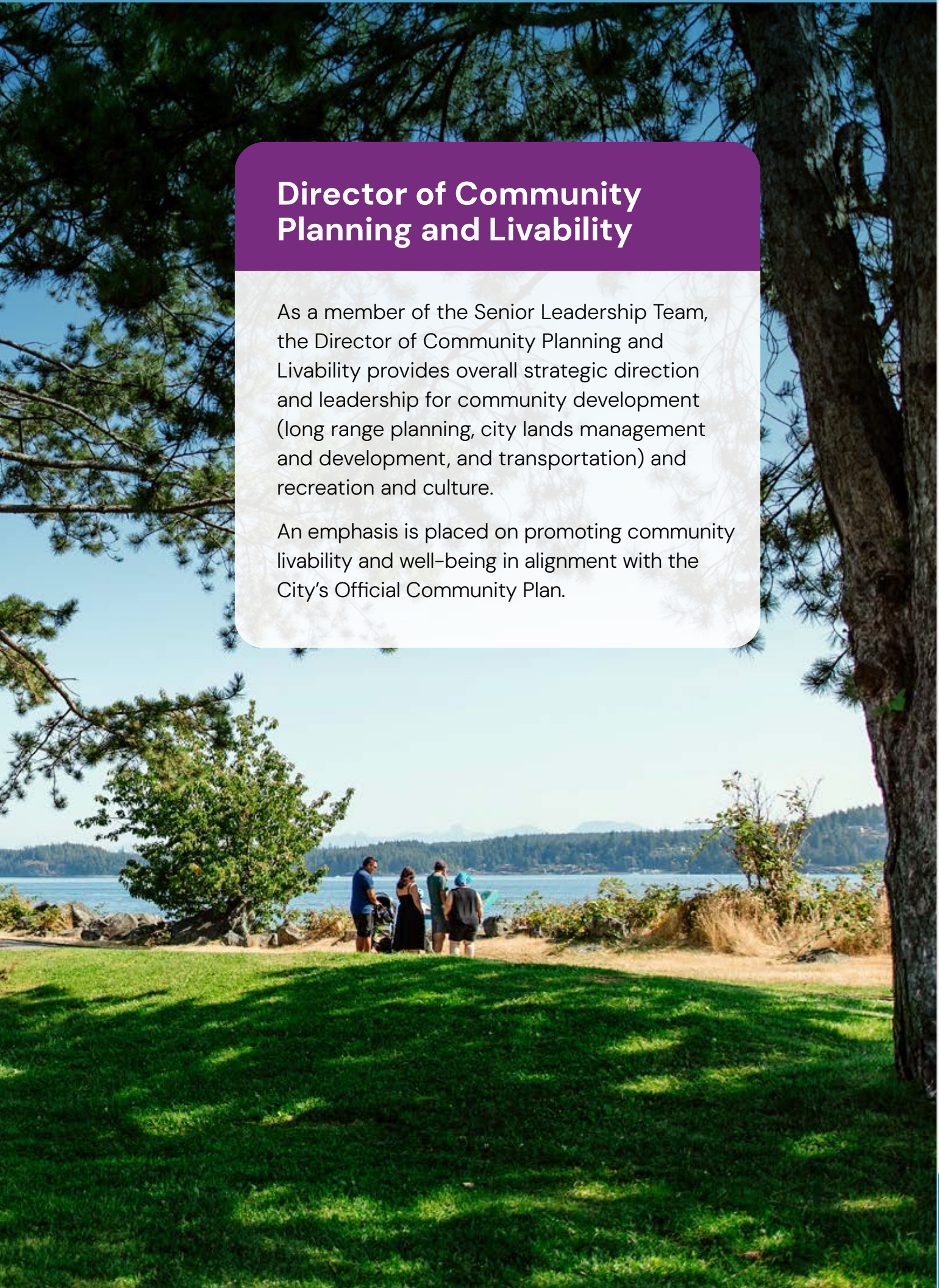
City Manager

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.

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

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
- 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



2025 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.

2026 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.
- 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 Services

Property Services 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 and lands, 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
- Project management of development projects to support housing initiatives and programs



2025 Highlights

- Secured land tenures and agreements to facilitate capital and community projects.
- Implemented the revised Council Property Policy and Guidelines for the disposition of City-owned lands and buildings at below market value.
- Completed the development and implementation of an internal Land Strategy.
- Acquired 1021 Island Highway South to facilitate the expansion of the Big Rock Boat Ramp.
- Supported downtown revitalization projects including the relocation of the residential and commercial tenants and demolition work to support "Reimagine the Row". This project includes the development of a mixed-use building with commercial and civic spaces, as well as purpose-built middle-income and below market rates rental housing.
- Administered property agreements for the Campbell River Airport, Tyee Spit, and with other levels of government.

2026 Goals and Objectives

- Complete pre-development and future lease work for the Reimagine the Row project.
- Analyze the City land inventory and consider strategic property acquisitions to support future asset management. requirements and other strategic priorities such as affordable and non-market housing.
- Complete pending tenure applications with the Provincial Government to support City initiatives and objectives.
- Complete pending road closures for City-owned roadways and conclude the sale of these lands.
- Continue work to support housing initiatives and programs.
- Review fees and charges for services provided by the Property Services department.



Public Transit





This Department provides reliable, convenient transit which offers residents an additional option to get to where they need to go, whether to work, school, recreation opportunities or shopping. Public transit is provided in Campbell River and portions of Area D to the south through a partnership between the City, Strathcona Regional District (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 – Keolis Canada
- Local transit planning and promotion
- Bus stops and shelters

2025 Highlights

- Continued development of the Transit Future Action Plan, a guiding document to enhance transit service over the next three years.
- Advanced updates to the City's Master Transportation Plan to support accessible, multi-modal mobility for all residents.
- Enhanced transit infrastructure through the installation of three new transit bus shelters.

2026 Goals and Objectives

- Complete the Transit Future Action Plan and begin implementation of service.
- Complete the Master Transportation Plan, with public transit integrated within a multi-modal transportation network.
- Continue investing in transit infrastructure through the addition of new transit shelters.
- Promote transit use through public awareness initiatives, including free-transit events.







Recreation and Culture

The Recreation and Culture Department provides a wide variety of 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, Centennial Outdoor Pool, Spirit Square and the award-winning CR Live Streets.

Core Services

- Fitness classes, weightroom and programming
- Operation of City recreation facilities which includes indoor rental bookings and scheduling
- Activation of the downtown through CR Live Streets and Spirit Square bookings and programming
- Liaising with recreation and culture community partners
- Operation of the summer Centennial Outdoor Pool
- Custodial services for all City recreation facilities, City Hall, the Enterprise Centre, Norm Wood Environmental Centre, the City of Campbell River Airport (YBL), and the City Pound
- Special event permit management

2025 Highlights

- More people joined and used City recreation services, including increased annual memberships, and visits to the fitness centre, weight room, programs, camps, events, and the Centennial Outdoor Pool.
- Hosted well-attended downtown events, including CR Live Streets and the Spirit Square Concert Series; CR Live Streets alone received 10,000 visits and generated significant economic activity.
- Worked closely with downtown partners, including the Downtown BIA, Tidemark Theatre, the Vancouver Island Regional Library, and the Campbell River Art Gallery and Art Hive.

2026 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 recreation facilities, programs and events over the next 10 years.
- Support Canada Day celebrations, in partnership with the Campbell River Canada Day Committee.
- Engage with the community to ensure programs, events and services reflect the community's needs and interests.
- Manage City recreation facilities to support community health, wellness and livability.
- Activate the downtown through summer programming, including the CR Live Streets event series, the Spirit Square Concert Series, Yoga in the Park and other community events.
- Launch the new Recreation and Culture App for easy, on-the-go access to recreation programs and services.



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

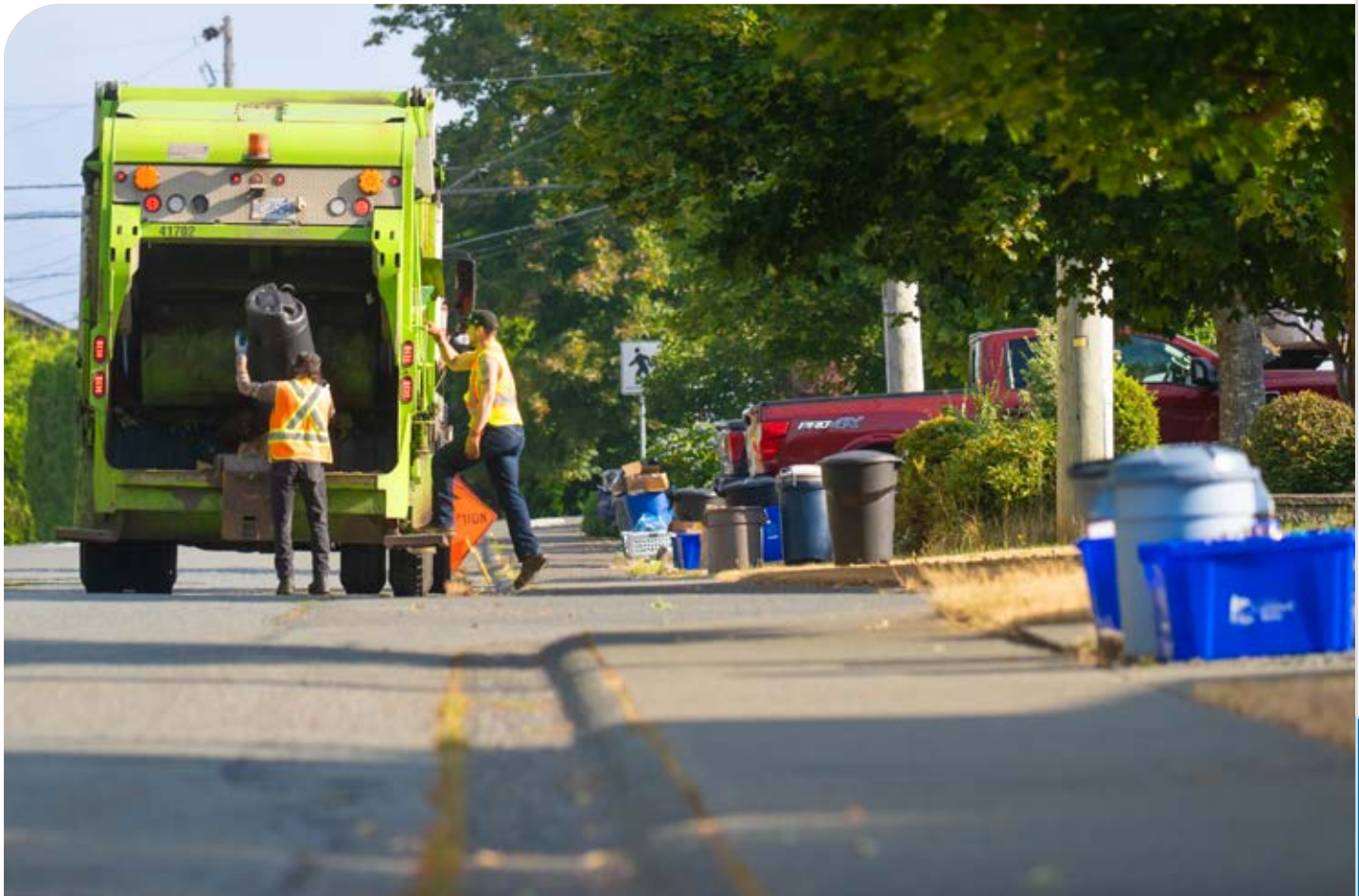
- Weekly curbside collection of garbage, recyclables, and organics
- Public education
- Liaise with Comox Strathcona Waste Management
- Liaise with collection contractor (Emterra)

2025 Highlights

- The City's curbside collection contract was awarded to Emterra Environmental for a new 10-year curbside collection term.
- The City continued to support the ReCollect App (CR Recycles) for curbside collection notifications.

2026 Goals and Objectives

- Hire a Solid Waste Clerk Technician to facilitate curbside collection roll-out in late 2026/early 2027.
- Contract a Solid Waste Manager position to lead the City through the transition to an automated curbside collection service.
- Purchase and deliver the new organics, garbage, and recycling carts.
- Inform and engage with residents on the new automated curbside collection system including new routes and collection schedules, ahead of the roll out of the new service.



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

- Bylaw compliance response and complaint investigation
- Proactive downtown foot patrols in City facilities and public spaces
- Animal control services within the City, Strathcona Regional District Area D, and Wei Wai Kum and We Wai Kai First Nations reserve lands
- Downtown parking enforcement and downtown security service management

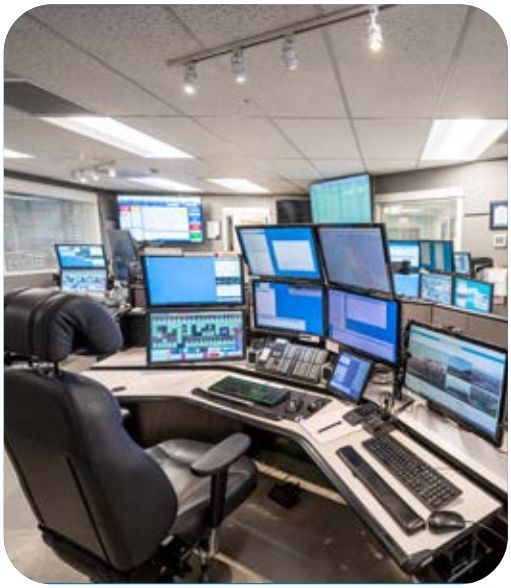
2025 Highlights

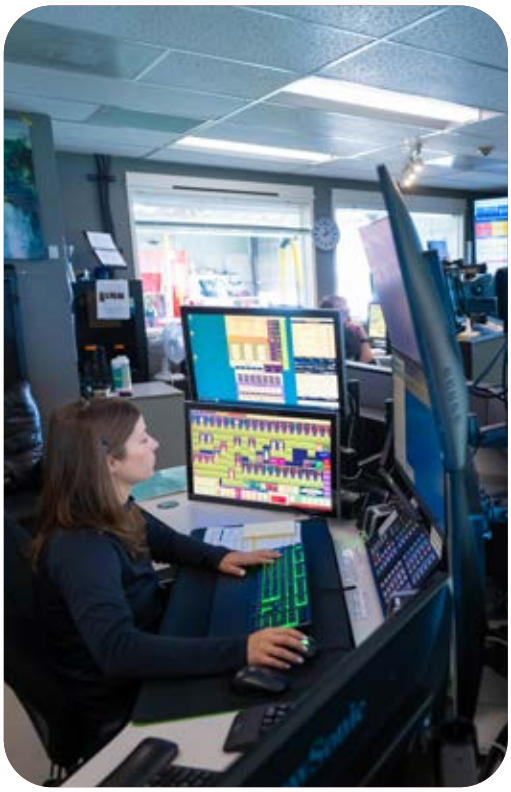
- **Enhanced Downtown Foot Patrols:** Significantly increased daily downtown foot patrol hours, including regular encampment cleanups, to improve safety and cleanliness and address bylaw violations such as public liquor consumption.
- **Increased Bylaw Compliance Activity:** Responded to 1,630 bylaw complaint files across various City bylaws, representing an increase over 2024.
- **Expanded Enforcement Coverage:** Implemented bylaw enforcement coverage seven days per week, 365 days per year.
- **Strengthened Downtown Safety Collaboration:** Worked closely with the Downtown Business Improvement Association, downtown businesses, and social service providers to address issues and support information sharing, and participated in the Downtown Safety Working Group to support coordinated responses to downtown challenges.
- **Animal Control Operations:** Delivered animal control patrols within the City, Strathcona Regional District, and Wei Wai Kum and We Wai Kai First Nations lands, responding to an increased number of complaints year over year.
- **Increased Security Presence:** Expanded downtown security foot patrol hours, patrol areas, and staffing levels.

- **Department Relocation Completed:** Relocated the Bylaw Enforcement Department to the Centennial Building to accommodate the Reimagine the Row development on Shoppers Row.
- **New Bylaw Adopted:** Adopted nuisance illumination bylaw regulations to address light-related impacts in the community.

2026 Goals and Objectives

- Further increase foot patrols to continue 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.
- Recruit two additional bylaw enforcement officers and a part-time bylaw administrative assistant.
- Implement the Nuisance Abatement and Cost Recovery Bylaw and procedure to recover costs related to repeated attendances at designated nuisance properties.
- Enhance relationships with downtown businesses, the Downtown BIA, and social service providers to address downtown issues, and continue to participate in the Downtown Safety Working Group.
- Formalize the partnership with provincial community outreach staff to help address risk and conflict and connect individuals with services and support.
- Continue to optimize bylaw's coverage of the downtown, using an enhanced enforcement strategy.
- Enhance dog licencing compliance.





Emergency Fire Dispatching Services and (E-911) 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 around-the-clock, the City's dispatch centre, under 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
- Legislative reporting and incident tracking support
- Emergency management liaison services between the City and Strathcona Regional District
- Emergency Operations Centre (EOC) establishment, activation, and coordination support
- Emergency management planning, training, activation, demobilization, and recovery support
- Fire department information sharing through mobile computer-aided dispatch systems
- Ongoing radio communications to support fire department operations and resource access
- Emergency resource coordination and support upon request by fire departments
- Radio communications training for fire agencies within the North Island 9 1 1 service area
- Emergency management readiness and operational support for first responders and public safety

2025 Highlights

- Celebrated 30 years of public safety communications on behalf of North Island 911.
- Supported two wildfires of note in the Province of BC on Vancouver Island.
- Provided dispatch services for over 27,000 fire and medical emergency incidents to 81 fire departments within the NI911 Corporation Service area.
- Continued to test and build business continuity plans for backup fire dispatch services with the Regional District of Fraser-Fort George.
- Created a position 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.
- Designed and installed a clean agent extinguisher system in the server room at #1 Fire Station.
- Implemented Rapid SOS, a tool used to accurately locate emergencies

2026 Goals and Objectives

- 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.
- Continue to improve 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 Emergency Management plans and make recommendations for areas of growth.

Fire Protection

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 28 career firefighters, 45 paid-on-call firefighters, one fire mechanic, one FireSmart coordinator, and one fire prevention officer. The department provides professional fire protection services, maintains legislative obligation to life safety and provides 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 (including confined space, low and high angle rope, tower crane, shore-based swift water and 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 investigations
- Development Plan review
- Emergency Management
- Fire fleet maintenance



2025 Highlights

- Responded to 4,268 calls for service.
- Recruited seven additional paid-on-call firefighters.
- Hired and onboarded a dispatcher, promoted a Captain to Deputy Fire Chief and promoted a Deputy Fire Chief to Fire Chief.
- Launched the first phase of firefighter medical screening to support prevention and early intervention for chronic illnesses prevalent in the fire service.
- Implemented the UBCM FireSmart Grant with the support of two local First Nation partners.
- Enhanced partnerships with First Nations and community groups around Emergency Management.
- Implemented strategies to reduce overtime.
- Commissioned a new decontamination vehicle.
- Replaced our fleet of breathing apparatus.

2026 Goals and Objectives

- Complete the Fire Master Plan.
- Update the Community Wildfire Resiliency Plan.
- Negotiate and renew the City's Collective Agreement with IAFF Local 1668.
- Recommend revisions to the City's fire bylaws.
- Continue the medical screening program for firefighters.
- Integrate recent changes to the Fire Safety Act into City policies.
- Begin service delivery to the Duncan Bay road area of the SRD.
- Continue work on the Aerial apparatus – ladder truck replacement process.
- Review fleet services to determine needs and replacement intervals.
- Replace the City's portable radios and thermal imaging cameras.
- Standardize the department's uniform policy to include paid-on-call firefighters.





RCMP

The City funds 46 RCMP Members in the Campbell River Detachment, bringing the authorized establishment to 49 officers for 2025.

The RCMP, through policing and protective services initiatives, addresses crimes related to substance abuse, against persons and property , involving traffic law enforcement, as well as crime reduction strategies.

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

2025 Highlights

- Responded to 16,124 calls for service; a 9.8 per cent decrease over 2024.
- Submitted 684 submissions to the Crown for charge approval; a 1.3 per cent increase over 2024.
- Implemented the National Body Worn Camera program for front line officers.

2026 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 facilitating high school education awareness.
- 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.
- Monitor operational impact of National Body Worn Camera Program.

RCMP Municipal Support

RCMP Municipal Support 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 the RCMP's 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
- RCMP clerical and administrative support
- 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 and Crime Stoppers

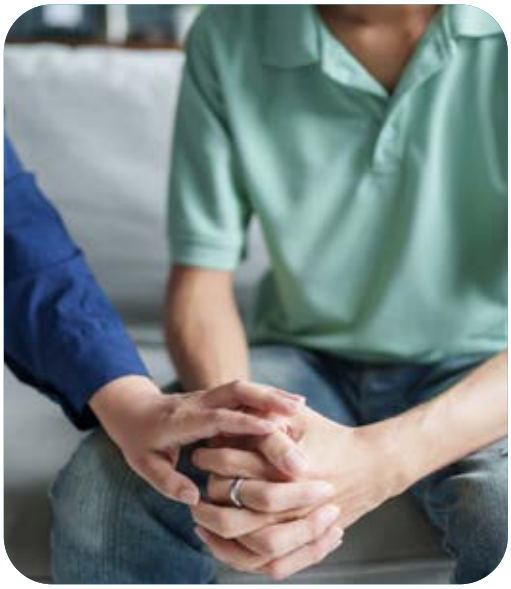
2025 Highlights

- Provided administrative support services for 16,124 RCMP files.
- Processed 684 submissions to the Crown for charge approval.
- Processed 1,186 police information checks (642 employment/other, 17 student and 522 volunteer) and 519 civil fingerprint submissions (an 8% increase over 2024).
- Received 85 referrals to the Restorative Justice program; a 31% increase over 2024.
- 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 279 tips to Crime Stoppers. From these tips, nine arrests were made; four vehicles recovered; and a total of $321,620 worth of property, cash and/or drugs were recovered or seized.

2026 Goals and Objectives

- Continue to review and align administrative and operational support services with RCMP demands for service.
- Monitor administrative and operational requirements generated by the RCMP National Body Worn Camera Program.
- Continue to 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.
- Continue to 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.
- Continue to improve the work environment focused on health and safety, wellness, training and development and a positive culture.

Victim Services



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

Core Services

- Victim support and assistance
- Emotional support services
- Referral to community and social service agencies
- Court process information and justice system support
- Financial benefits information and application support

2025 Highlights

- Provided continued support and assistance to victims and witnesses of crime and trauma, for 403 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.

2026 Goals and Objectives

- Continue to provide crisis intervention and immediate and follow-up assistance to victims and witnesses of crime and trauma.
- Continue to enhance the Victim Services volunteer program to directly work with victims of crime and call-outs.
- Expand critical incident response to call-outs from hospital.
- Host and/or participate in victim-related events.
- Provide public education and promote awareness regarding victims' issues.





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, 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 of the City's communications platforms
- Community engagement
- Communications training for City staff
- Development and distribution of communications materials
- Brand management





2025 Highlights

- **Modernized City Website:** Successfully replaced and launched a new City website that is accessible, mobile friendly, and easier for residents and staff to use.
- **Stronger Community Engagement:** Delivered the second year of the It's Time for Downtown campaign, meeting residents where they were—at the Campbell River Farmers Market and CR Live Streets—to share information, distribute City swag, and build meaningful connections. The City also supported community engagement for key initiatives, including the Official Community Plan, Erickson Road Renewal, and the Stormwater Utility Funding Study.
- **High-Impact Communications Campaigns:** Supported a wide range of City campaigns, including the Homewood temporary housing expansion, warming centre activations, Reimagine the Row, property tax awareness, CR Live Streets, and new facility or service offerings such as the dog park openings.
- **Grew Digital Reach:** Implemented a new social media strategy that significantly strengthened the City's online presence: with a 15% increase in Facebook followers and a 40% increase in engagements.
- **Citizen Satisfaction Survey Completed:** Completed the 2025 Citizen Satisfaction Survey with 810 responses from randomly selected households. Key findings include:
  - 93% rate Campbell River's overall quality of life as good or very good.
  - 70% agree the City is doing a good job overall.
  - City staff received high marks for helpfulness (86%) and knowledge (89%).

2026 Goals and Objectives

- Launch a new and improved intranet **(StaffWeb)** to better connect staff and streamline internal communications.
- Align resources and roll out updated communications policies, procedures, and staff training to strengthen efficient, strategic, and consistent City communications.
- Support and lead key communications campaigns, including the 2026 municipal election, Reimagine the Row, It's Time for Downtown, property tax awareness, and CR Live Streets.
- Continue to strengthen the City's social media presence by growing audiences, increasing engagement, and addressing misinformation when needed.
- Leverage the 2026 Co-op Student to tell the City's story by showcasing events and highlighting staff and their work.
- Expand the use of digital communication tools, including the Recreation App, City e-news updates, and the suite of tools available on the new City website.



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 400 employees, including 284 permanent employees; 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

2025 Highlights

- **Recruitment:** Managed over 120 job competitions while navigating an ongoing, highly competitive labour market and persistent talent shortages.
- **Employee Retention and Workplace Culture:** In 2025, the vacancy rate (4.3%) and turnover rate (5.2%) decreased significantly compared to 2024 and recorded their lowest levels since 2020, reflecting stronger employee retention and greater workforce stability.

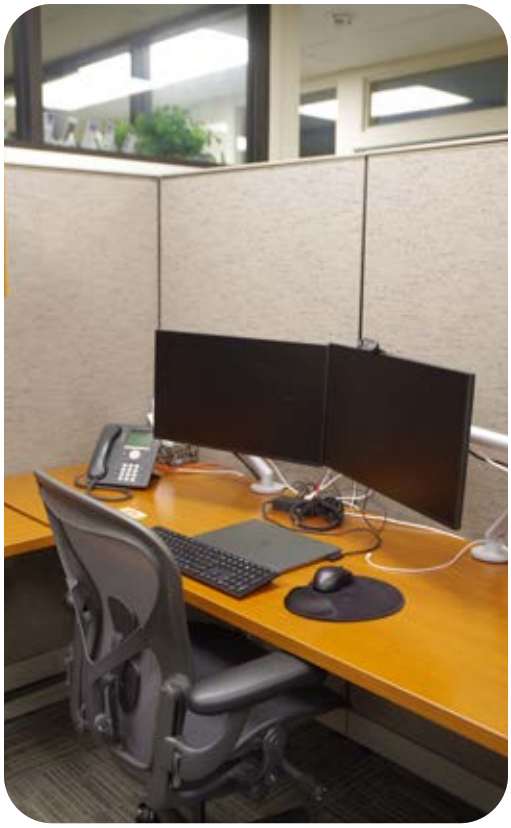
  HR also delivered the 2025 Workplace Culture Employee Survey with a high response rate. Key culture strengths and opportunities were identified and will inform updated action plans.
- **Health and Safety:** Received the 2025 Organizational Safety Excellence Award by the BC Municipal Safety Association (BCMSA). The City also completed its third WorkSafeBC Certificate of Recognition (COR) audit, which resulted in a $95,000 incentive to the City.
- **New Benefits Provider:** Led the transition to a new benefits provider for all eligible employees, delivering measurable cost savings and improved service outcomes for the City and its employees.
- **Training and Development:** Completed the first year of the corporate training program, providing in-house training and development opportunities for all employees.
- **Unit4 Implementation:** Continued to support preparations for the implementation of Unit4, which will replace some City systems, including Vadim and Info:HR, and will integrate with several others.

2026 Goals and Objectives

- Support for the Unit4 implementation.
- Renew the City and IAFF Local 1668 collective agreement.
- Lead organization-wide Workplace Culture initiatives, including action plans following from the 2025 all employee survey.
- Implement WorkSafeBC 2025 COR audit recommendations through a targeted action plan and prepare for the fourth COR audit in the fall of 2026.
- Complete and roll out key administrative policy updates.

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 and applications support
- Geographic Information Systems (GIS) hardware, software and cloud-based environments management
- Oversight and strategic coordination of municipal technology initiatives
- Website, mobile and cloud-based business requirements support
- Network operations and security
- Advisory guidance on emerging technologies, data management standards, and legislative requirements
- Support for the Campbell River RCMP detachment's technology needs

2025 Highlights

- Provided technical expertise for the City's new campbellriver.ca website.
- Completed migration to Windows 11 ahead of Windows 10 End of Support deadline.
- Provided technical project support for the migration of Finance and HR systems to Unit4.
- Completed mandatory GIS updates to support the Federal Next Gen 9-1-1 implementation.

2026 Goals and Objectives

- Support the City's implementation of Unit4, and assume ownership and operational support of the system.
- Implement significant security improvements with new network security hardware.
- Complete a GIS audit to develop a multi-year strategic roadmap.
- Review and update disaster recovery and incident response playbooks.
- 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. The department carries out a wide variety of statutory responsibilities and supports legislative matters and decisions of Council, as outlined in the *Community Charter*. The department guides and delivers governance, accountability and transparency through the administration of the City's legislative services, Privacy Management Program and Records Management Program.

Core Services

- Coordination for Council meetings including agendas, minutes, bylaws and follow-up reports
- Legislative and procedural guidance for Council, Council-appointed bodies, and staff
- Administration and oversight of the City's Records Management Program, including classification, retention and disposition of corporate records
- Support for drafting, amending, and maintaining bylaws, Council policies, and Administrative policies
- *Freedom of Information and Protection of Privacy Act* (FOIPPA) compliance
- Privacy Management Program maintenance and development
- Signing authority for City-entered contracts and agreements
- Administration of local government elections and by-elections in accordance with statutory requirements
- City Hall reception and corporate switchboard services

2025 Highlights

- Welcomed and onboarded a Legislative Services Manager into the long vacant role.
- Completed Phase 1 Council agenda process update: review and system update for agenda building and processing of staff reports to Council.
- Completed department records cleanup and drafted City-wide records management plan.
- Processed 40 Freedom of Information (FOI) requests.

2026 Goals and Objectives

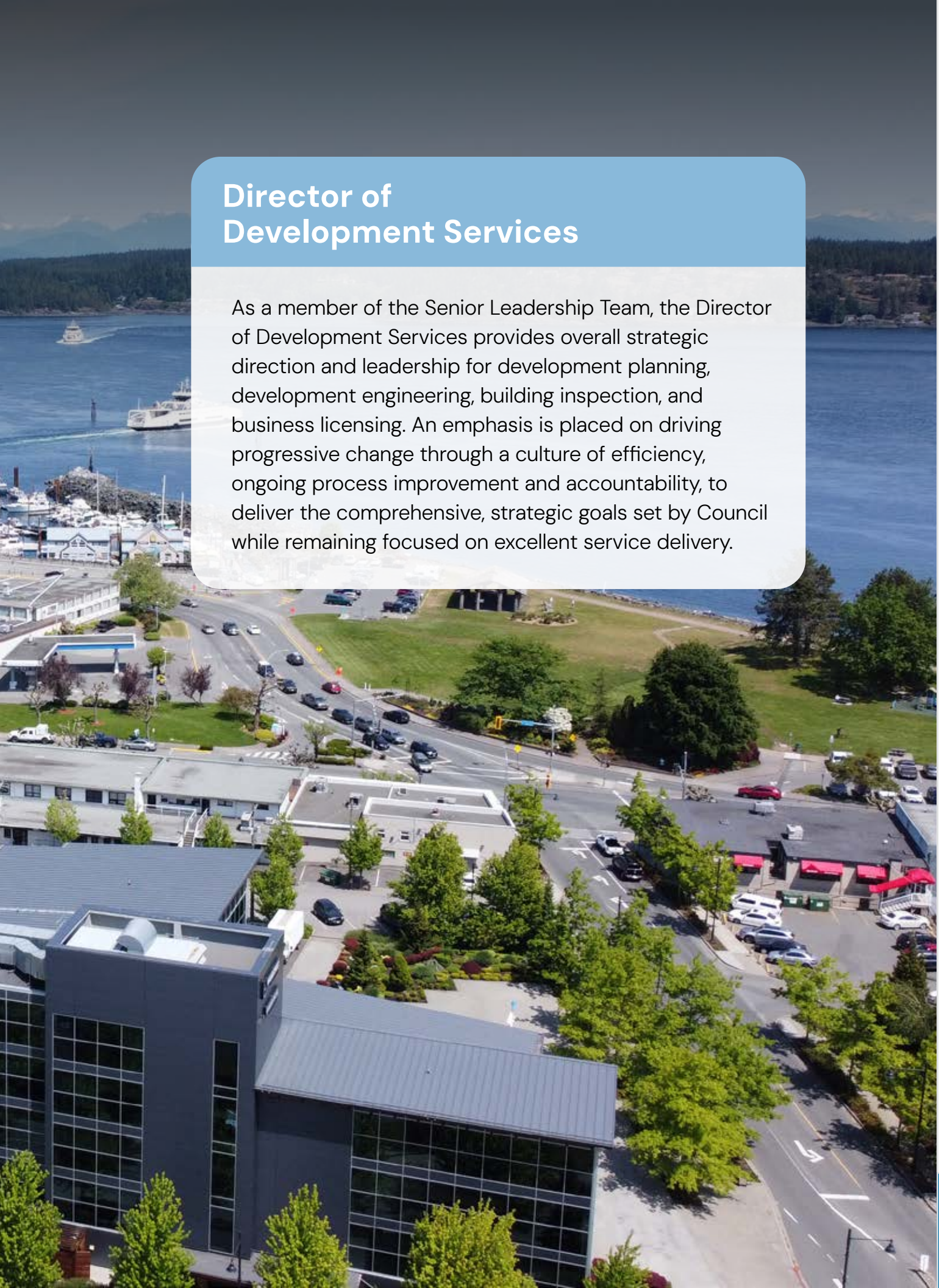
- Implement a Records Management Policy and Manual.
- Complete Phase 2 Council agenda process update: follow-up procedure, correspondence, and annual review.
- Review and update Delegations to Council process.
- Provide organization-wide privacy and records management training.
- Complete FOI system migration to SharePoint, and procedure update.
- Update procedural bylaws including Council Procedure bylaw and an amalgamated Delegation of Authority bylaw.
- Administer the 2026 Municipal Election.
- Develop and schedule orientation for incoming Council.



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 Division 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 235 building permit applications each year, with an annual construction value averaging over $110 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

2025 Highlights

- Processed 55 development land use applications.
- Approved 8 subdivisions totalling 58 new lots.
- Administered 14 new subdivision applications that totalled 90 proposed lots.
- Processed 111 Works on City Land Permits and 1,849 BC 1 Calls.
- Approved planning applications for 175 residential units and 912 m² of commercial space.
- Responded to 610 planning-related enquiries.
- Processed 221 building permit applications with a total construction value of $107 million, creating 349 new residential units.
- Processed 240 business license applications and renewed 2,230 existing licences.
- Processed 400 Property Record Requests.
- Led updates to the proposed Development Cost Charges Bylaw, reviewing infrastructure projects, proposed rates, and benefit allocations, and supporting a six-month consultation process.

2026 Goals and Objectives

- Continue to implement recommendations outlined in the Development Approvals Processes Review.
- Adopt a new Development Cost Charges Bylaw.
- Modernize and update a Latecomer Policy.
- Assist Community Planning and Livability with Official Community Plan and Zoning Bylaw updates.
- Move to digital applications for building, business license and planning applications.
- Implement a new online application and payment process for Property Record Requests.
- Update the Procedures and Delegation Bylaw and the Business Licence Bylaw.
- Conduct a review of the Sign Bylaw, with a concentration on simplification and clarity.



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 and are responsible for the operation of the Airport.

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

2025 Highlights

- Renovated the Air Terminal Building universal washroom.
- Opened a washroom in the General Aviation Pilot's Lounge.
- Began construction on Airport Fuel Systems Expansion project.
- Officially opened the new Airport Viewing Platform overlooking airside operations.
- Hosted a spectacular 2025 Wings 'N' Wheels event.
- Increased overall aircraft movements by 9.6% over 2024.
- Acquired and commissioned a new aircraft lavatory cart.

2026 Goals and Objectives

- Secure a new regional commercial air route.
- Host the 2026 Wings 'N' Wheels event.
- Expand the main public parking lot at the Air Terminal Building.
- Upgrade gate and road access from the Duncan Bay Main Road onto the airfield for emergency responses.
- Hold a functional emergency response plan exercise to test and enhance coordinated emergency responses at the airport.



Economic Development and Indigenous Relations

The Economic Development and Indigenous Relations Department works to grow a strong, inclusive, and future-ready economy for Campbell River. Through investment attraction, business support, tourism development, and strategic advocacy, the department strengthens key sectors and promotes Campbell River as a vibrant place to live, work, visit, and do business.

The department is also committed to building respectful, collaborative relationships with Indigenous Nations. By prioritizing engagement, shared learning, and partnership, this work supports reconciliation, economic participation, and shared prosperity.



Core Services

- Support local economic growth and downtown vitality
- Provide businesses with tools, resources, and training
- Advocate for economic resilience across sectors
- Promote Campbell River to investors, newcomers, and visitors
- Lead a coordinated destination management approach
- Support tourism partners through planning and collaboration
- Engage in industry, Indigenous, and government forums
- Implement the City's Indigenous Relations Strategy
- Serve as liaison between the City and Indigenous Nations
- Provide Indigenous relations guidance to Council and staff

2025 Highlights

Business and Resource Sector Advocay

- Convened the Business Advisory Team, bringing together local business and industry leaders to provide real-time insight on economic conditions, regulatory impacts, and emerging opportunities.
- Used feedback from the Business Advisory Team to inform City advocacy, policy discussions, and economic priorities.
- Established the Alliance of Resource Communities, a collaborative network of communities advocating for regulatory certainty and economic stability across forestry, mining, aquaculture, energy, and related sectors including tourism.
- Strengthened Campbell River's voice in provincial and federal discussions affecting resource-dependent communities.
- Supported coordinated advocacy focused on sustaining jobs, investment, and long-term community resilience.

Economic Development

- Launched the Business Growth Track, an online business development program supporting local entrepreneurs and the Rail Yard Market.
- Received a BC Economic Development Association Community Development Award for the Rail Yard Market.
- Completed a Business Pulse Survey to better understand local business needs and pressures.
- Developed Investment Attraction Readiness Tools, including a Community Profile, Target Sector Analysis, and Employment Lands Assessment.
- Continued the Essential Workers Temporary Housing program and welcome packages
- Participated in the Healthcare Professional Attraction Group to address workforce shortages.

Tourism

- Secured a contract to manage the Visitor Information Centre at the Maritime Heritage Centre.
- Approved Destination Campbell River's 2026 Tactical Plan and submitted reporting to Destination BC.
- Engaged a new marketing partner to expand destination reach locally and globally
- Supported sports, arts, and cultural events to grow festival and event tourism.
- Secured regularly scheduled floatplane service to downtown Vancouver.
- Featured in Destination BC's Infinite Coast global familiarization tour.
- Recognized in major travel publications worldwide
- Published the Liğ̓iłdax̓ Indigenous Tourism Guide, a collaboration with We Wai Kai Nation and Wei Wai Kum First Nation.

Indigenous Relations

- Held Council-to-Council meetings with First Nations focused on relationship-building.
- Supported learning opportunities for Council and staff on Indigenous history, cultures, and shared responsibilities.



2026 Goals and Objectives

Economic Development and Advocacy

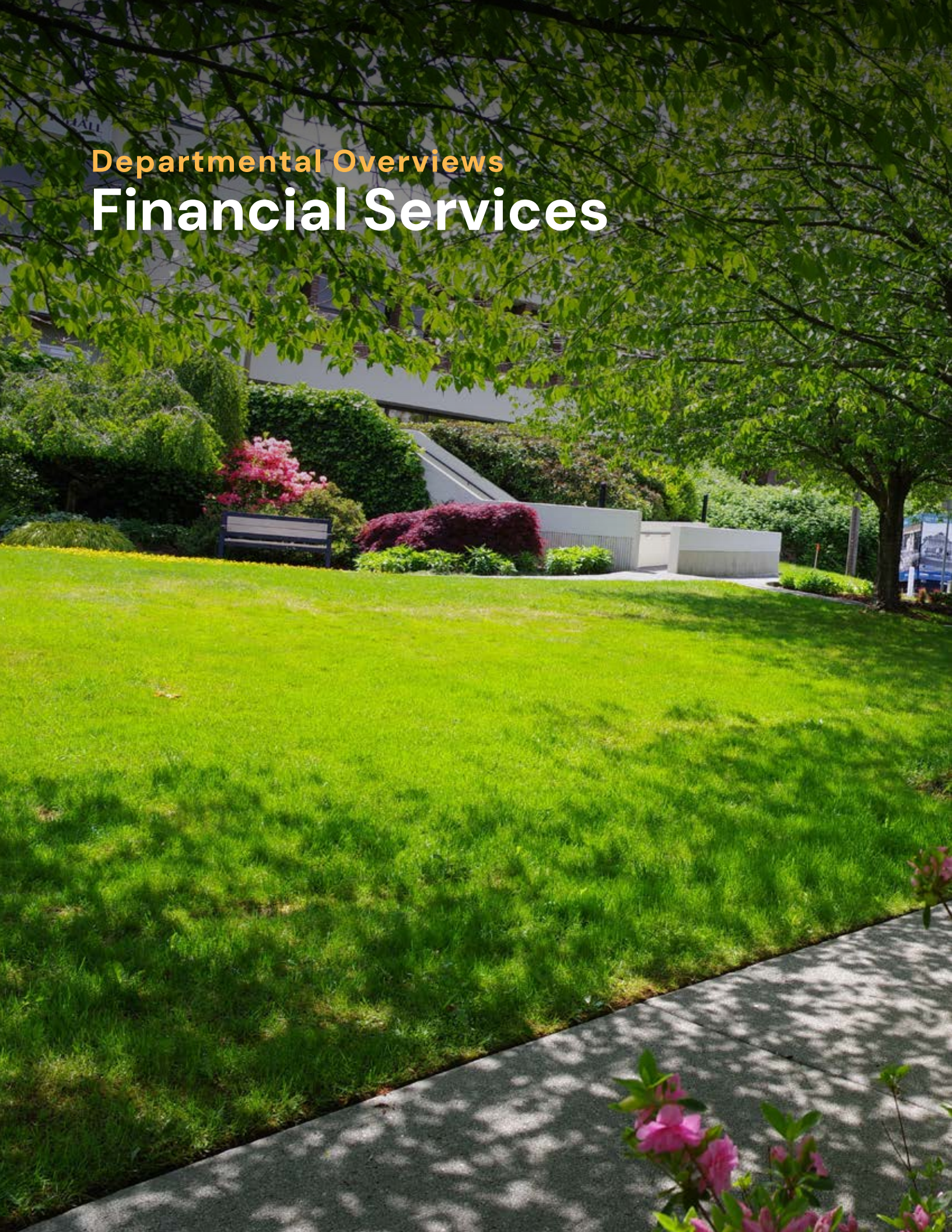
- Advance initiatives aligned with the City's 5-Year Strategic Plan.
- Implement actions from the Business Pulse Survey to support business growth and retention.
- Continue the Business Advisory Team as a forum for dialogue, insight, and collaboration.
- Support businesses navigating regulatory uncertainty through advocacy, information sharing, and partnerships.
- Continue Essential Workers Temporary Housing and healthcare attraction initiatives.

Tourism

- Secure a major airline carrier with regularly scheduled service.
- Implement the approved 2026 Tourism Tactical Plan.
- Develop the 2027–2032 MRDT Strategic Plan and 2027 Tourism Tactical Plan with industry, residents, and Council.
- Expand travel trade and consumer marketing efforts.
- Support tourism product development and investment.

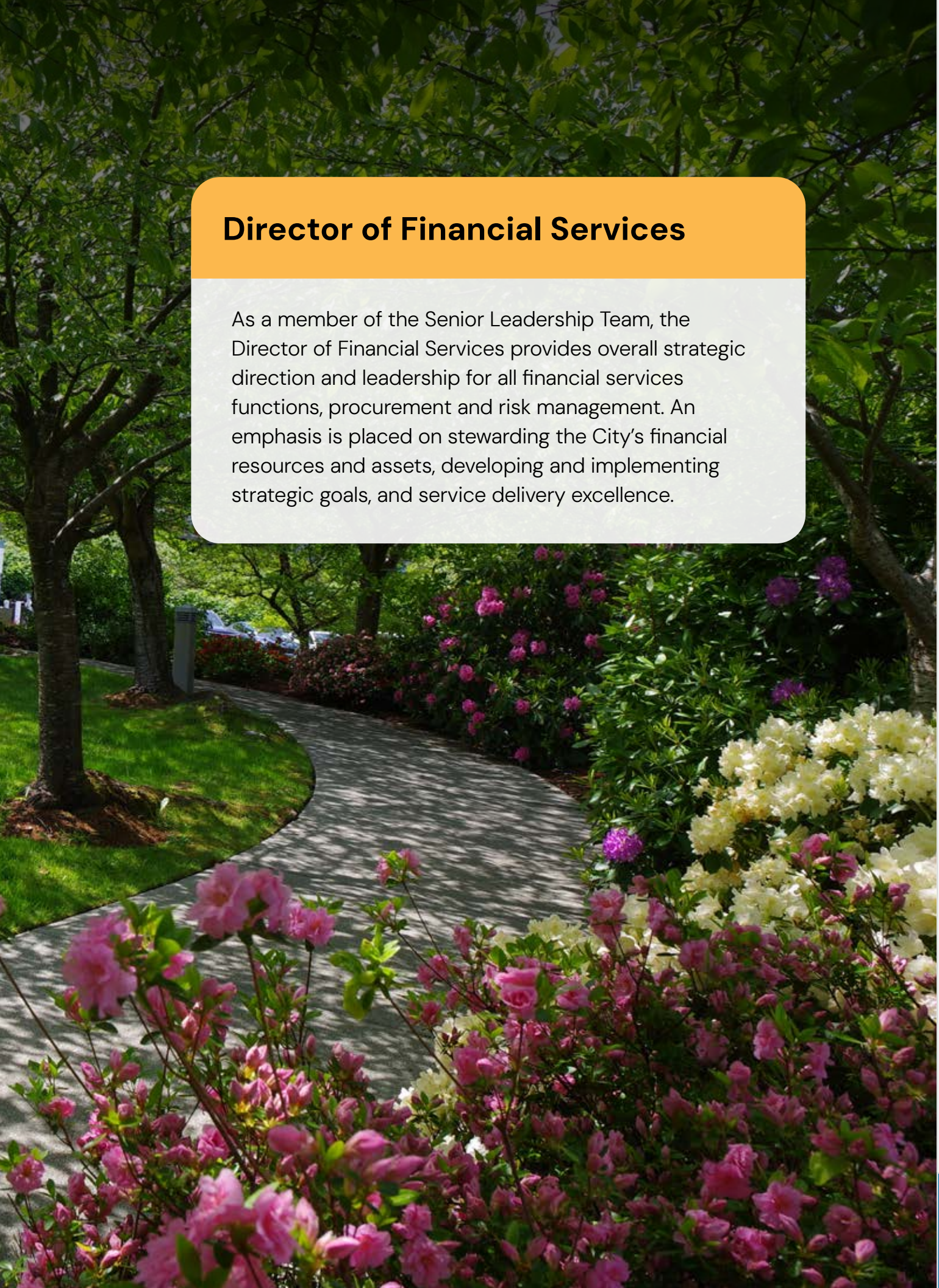
Indigenous Relations

- Facilitate regular meetings between Indigenous Nations and City Council.



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 $110 million annual operating budget (including 71 operating projects) and a $69 million annual capital budget of 113 capital projects. The City is also 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

2025 Highlights

- Implemented the Financial Assistance Policy adopted by Council in late 2024. Engaged with local not-for-profit organizations through town hall sessions to explain policy changes and impacts, and partnered with the Campbell River Community Foundation and Scale Collaborative to deliver a multi-day Thriving Not-for-Profits workshop focused on financial resilience and sustainability.
- Reviewed and provided user fee recommendations to Council that balanced sustainability and affordability for utility rates over the next five years, including water, sewer, solid waste, and the Parks Parcel Tax.
- Continued with a multi-year project to replace the City's legacy finance and human resources software, with Unit4. Completed the system build and first phase of testing in preparation for a full organization-wide rollout in 2026.
- Received the Distinguished Budget Presentation Award for the 2025-2034 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.

2026 Goals and Objectives

- Complete the Unit4 project testing and support the organization-wide rollout of the new accounting and human resources system.
- Complete a bylaw amalgamation project that consolidates numerous miscellaneous fees and charges across the City into a single, streamlined document, improving clarity and accessibility for the public.
- Obtain the Government Finance Officers Association of Canada and the United States Distinguished Budget Presentation Award for the 2026-2035 Budget and the Canadian Award for Financial Reporting for the 2025 Annual Report.
- Draft revisions to the Reserve and Surplus Policy to improve the City's financial administration for council consideration in later 2026 or early 2027.

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

2025 Highlights

- Reviewed insurance coverages to conduct a gap analysis on all policies.

2026 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

2025 Highlights

- Conducted 97 competitions receiving over 263 bid submissions: 40 per cent of the competitions were for the purchase of services, 47 per cent for goods, and 12 per cent for construction projects.
- Major acquisitions included:
  - RCMP Parking Lot Expansion and Upgrade
  - Fire Department Self Contained Breathing Apparatus
  - RCMP HVAC Upgrades
  - Housing Needs Report
  - Norm Woods Environmental Centre Heat Pump System
  - Quinsam Heights Transportation and Growth Study
- Awarded a combined value of approximately $7.8 million for City projects.
- Saved approximately $3.5 million.

2026 Goals and Objectives

- Complete the Unit4 project and support the organization-wide rollout, including communicating purchasing process changes resulting from the new system and fully implementing a purchase order and requisition framework aligned with industry best practices.
- Provide ongoing procurement training to ensure staff understand Council policy and administrative processes.
- Update purchasing templates and procedural documents to ensure tools and resources used by purchasing staff and employees across the City are user-friendly and as efficient as possible.

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.

2025 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.
- Worked with Fisheries and Oceans Canada (DFO) and City consultants on repairing the north section of the Seagull Walkway and identifying suitable habitat compensation sites. Project and compensation designs have been submitted to DFO for approval. Completed 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.
- Continued the design phase for the John Hart Reservoir at the Water Supply Centre , with design drawings now 90% completed.
- Continued design work for the Lift Station #1 Revitalization project.
- Advanced the detailed design for the Campbellton Sewer System Upgrades, with drawings now at 90%.
- Issued the tender for Phase 1 of the Erickson Road Rehabilitation project.

2026 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 development habitat compensation.
- Finalize detailed design and tender construction of new water mains on Simms Road.
- Complete design and tender preparation for the John Hart Reservoir, Campbellton Sewer System Upgrades, Sewer Main Point Repairs and Hwy 19 Left Turn Lane into Ocean Shores Condos projects.
- Complete Phase 1 of the Erickson Road Rehabilitation project.
- Continue design work for the Interceptor Corrosion Mitigation project.
- Redevelop Nunn's Creek Park.





Cemeteries

The Parks Department 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

2025 Highlights

- Removed invasive species from Elk Falls Cemetery.
- Completed 58 interments.

2026 Goals and Objectives

- Maintain Campbell River's Elk Falls and Highway 19 cemeteries.
- Improve levels of service at cemeteries through focused staffing role.
- 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, repair, and lifecycle management of more than 300,000 square feet of space across over 30 facilities, including office, recreational, operational, cultural, and residential buildings. The portfolio has an estimated total replacement value of approximately $200 million.

The department provides ongoing support to non-profit tenants operating within City-owned facilities and leads corporate security initiatives, including oversight of the City's networked video surveillance and access control systems.

In addition, Facilities is responsible for the development and delivery of the departmental capital plan, ensuring that infrastructure renewal, major maintenance, and facility upgrades are strategically planned, prioritized, and executed to protect and enhance the City's assets.





Core Services

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

2025 Highlights

- Refined and adapted the Facilities Department to the City's Operations Management System.
- Completed structural repairs at the Discovery Pier.
- Completed the RCMP Parking lot expansion and security upgrades.
- Temporarily relocated the Downtown Safety Office to support the Reimagine the Row Project.
- Completed bathroom renovations in City Hall, including the addition of an accessible bathroom.

2026 Goals and Objectives

- Leverage OMS data to drive informed decision-making in operations, maintenance, and asset renewal plans.
- Update fall protection at the Museum, Fire Training Facility and the Library.
- RCMP Chiller and Controls Replacement.
- Maritime Heritage Centre roof and heat pump replacement.
- Fire Hall #1 roof replacement.
- Expand and update the City CCTV, entry and alarm system.



Fleet



The Fleet Department maintains and manages the City's fleet of vehicles and equipment, ensuring their safe, reliable, and cost-effective operation. The department oversees approximately 130 vehicles and about 100 pieces of auxiliary equipment, including backup generators for City facilities, small engines, tow-behind units, and various small tools.



Through proactive maintenance, strategic asset management, and responsive support, the Fleet Department plays a vital role in enabling seamless City operations—including critical services at the airport—and delivering high-quality infrastructure and community services.

Core Services

- Preventive and corrective vehicle maintenance
- Safety inspections and compliance checks
- Support for after-hours emergencies, breakdowns, and roadside assistance for City vehicles
- In-house maintenance for small tooling, fabrication services, and standby generator maintenance

2025 Highlights

- Successfully replaced several aging fleet units, including multiple light-duty vehicles, heavy-duty service trucks, and a range of essential support equipment. These upgrades improved reliability, safety, and operational efficiency during challenging seasonal conditions.

2026 Goals and Objectives

- Help lead the transition to the City's new Operations Management System (OMS), which will centralize and streamline all preventative maintenance scheduling, service ticketing, and asset management functions for the entire fleet.



Stores





The Stores Department is responsible for managing internal parts and materials, maintaining approximately 1,700 stock-keeping units (SKUs) with an estimated total value of $350,000. The department provides support and supply services to all City departments.

Stores operates as the City's primary shipping and receiving hub and manages the Dogwood Operations Centre yard. Inventory includes a broad range of repair clamps, pipes, and fittings used for emergency water and sewer utility repairs—many of which are not readily available through local suppliers. These materials are essential to ensuring uninterrupted delivery of City services.

In addition, the Stores Department oversees a tool crib and administers the City's in-house fuel depot.

Core Services

- Inventory management
- Shipping and receiving
- Tool crib management
- Fuel depot management

2025 Highlights

- Launched the stores inventory module in OMS.
- Began inventory implementation in Unit-4
- Procured safety gear for the Operations Division.

2026 Goals and Objectives

- Complete implementation of inventory into Unit-4.
- Conduct an inventory gap analysis to verify that stock items and inventory levels adequately support operational requirements.
- Perform yard inventory cleanup and reorganization.
- Enhance and implement standardized tool crib processes.

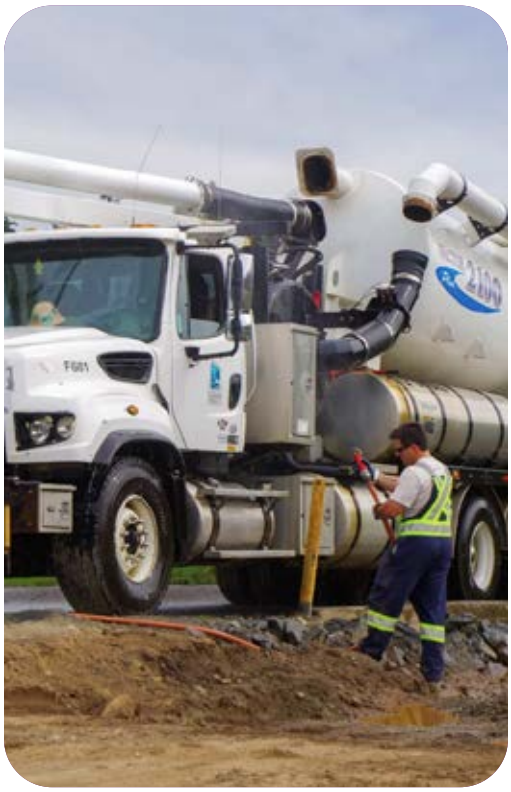


Liquid Waste Services

The Liquid Waste Services Department provides collection and treatment of sanitary sewage for the City, as well as hauled sewage from nearby regional districts and First Nations communities.

The Norm Wood Environmental Centre (NWEC) treats an average of 14 million litres of wastewater per day. The system includes approximately 260 kilometres of sanitary sewer pipe and 15 lift stations that collect and transfer wastewater to the treatment facility. A smaller treatment lagoon also serves the northern industrial park.





Core Services

- Wastewater infrastructure maintenance, including the NWEC, Industrial Park Lagoon, sanitary sewer mains, manholes, lift stations, and biofilters
- Public health and environmental protection through regulatory compliance for effluent and biosolids quality
- Septic receiving services for the City and surrounding areas

2025 Highlights

- Continued implementation of Liquid Waste Services data into the City's new Operations Management System (OMS), with NWEC now fully integrated.
- Completed Phase Three of the NWEC upgrade, including the installation of a new backup generator and upgrades to the septage receiving station.
- Completed 164 sewer service requests.
- Completed 14 sanitary excavation point repairs.
- More than 40 kilometres of sanitary sewer mains and services were inspected using CCTV video technology.

2026 Goals and Objectives

- Continue work on the Campbellton Sewer Upgrade.
- Complete the NWEC Solids Handling Study to prepare for new Provincial biosolids standards coming into effect in 2027.
- Complete construction of a collection system chemical addition station to control corrosion and reduce odour complaints.
- Complete full implementation of Liquid Waste Services data into the City's OMS program.
- Complete Lift Station #1 revitalization.

Drainage (Storm Drains)



The City's stormwater system is a critical component of our infrastructure network, supporting flood mitigation, environmental protection, and public safety. The system has an estimated replacement value of $358 million and includes:

- 264 km of drainage pipes
- 3,457 storm manholes
- 5,093 catch basins
- 94 storm outlets/outfalls
- 25 storm retention facilities

Core Services

- Maintenance and operational oversight of the stormwater network
- Maintenance of detention ponds, storm pipes, manholes, ditches, catch basins, and outfalls
- Culvert cleaning and inspection
- Annual ditch mowing
- Line inspection and preventative maintenance
- Water quality monitoring and regulatory reporting

2025 Highlights

- **Service Response and Operations:** Responded to more than 200 drainage-related service requests, including:
  - 140 drainage issues
  - 5 culvert concerns
  - 17 detention pond matters
  - 35 storm drain issues
  - Approximately 20 miscellaneous requests
- **Environmental Protection:** Identified and reported 9 sites involving deleterious discharge into the stormwater system in violation of the Environmental Protection Bylaw. Responded to two fuel spills entering the stormwater system, and continued monitoring and investigation at 738 Island Highway.
- **Infrastructure Renewal:** Replaced and upsized six end-of-life culverts, increasing system capacity while addressing aging infrastructure.

2026 Goals and Objectives

- Long-term planning, asset management, and system resilience.
- Update the Quinsam Heights Integrated Stormwater Management Plan.
- Continue work on an implementation strategy for a stormwater fee structure.
- Rehabilitate the Trillium detention pond.
- Expand asset inventory documentation to support stormwater modelling and integration into the asset management system.
- Stabilize the City right-of-way slope at 390 Island Highway.
- Develop a long-term upgrade plan for aging culverts in the Painter Barclay area.





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 the 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 26 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, and McIvor Lake beach
- 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

2025 Highlights

- Replaced the protective surface at Robert Ostler Park.
- Completed the renewal of the median flower beds from Forberg Road to Hilchey Road.
- Continued the Downtown Cleanliness Initiative.
- Completed downtown decorative lighting upgrades.
- Received and addressed 695 service requests.

2026 Goals and Objectives

- Continue development of asset management plan for parks standards.
- Complete Nunns Creek Park Redevelopment.
- Continue with the Parks Irrigation Strategy upgrades.
- Continue implementation of Asset Management – Park Infrastructure Renewal.
- Complete the Baikie Island Bridge Replacement project.
- Install protective netting at Willow Point Park.
- Install new bear-proof garbage receptacles.
- Design Park Space for Quinsam Heights Neighborhood.
- Re-design Robert Ostler Park.



Roads

The Roads Department is committed to maintaining, repairing, and improving the City's road network and associated infrastructure. With over 200 km of roads, including arterial, collector, and local roads, the department delivers essential services to ensure safe, efficient, accessible, and sustainable transportation for residents, businesses, and visitors in Campbell River.



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

2025 Highlights

- Responded to more than 1,800 service requests.
- Completed multiple asphalt resurfacing projects throughout the City.
- Assisted with the site preparation at Homewood, a temporary supportive housing project.

2026 Goals and Objectives

- Complete the Argonaut Road Asphalt Renewal project.
- Make parking lot improvements.
- Create a left turn lane at 169 S Island Hwy.



Water

The Water Department is responsible for delivering high-quality domestic water and maintaining emergency fire flow capacity for more than 38,000 residents. The service area includes three First Nations and Area D of the Strathcona Regional District.

Water Quality is monitored throughout an 1,800-square-kilometre watershed and operators manage a dual disinfection treatment facility utilizing ultraviolet (UV) disinfection and chlorination to protect public health. More than 300 kilometers of water distribution infrastructure are maintained to ensure reliable service. A comprehensive sampling and testing program is carried out year-round to safeguard water quality and meet regulatory standards.





Core Services

- Operation and preventative maintenance of water supply, treatment and distribution systems.
- Emergency repair of watermains and service failures during and after regular work hours.
- Manage requests for service, leak investigations, and customer concerns.
- Monitor for water quality changes within the watershed supply area.

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 2025 average turbidity remained below 1.0 NTU (nephelometric turbidity unit). This meets all requirements in the City's Permit to Operate and indicates 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.

2025 Highlights

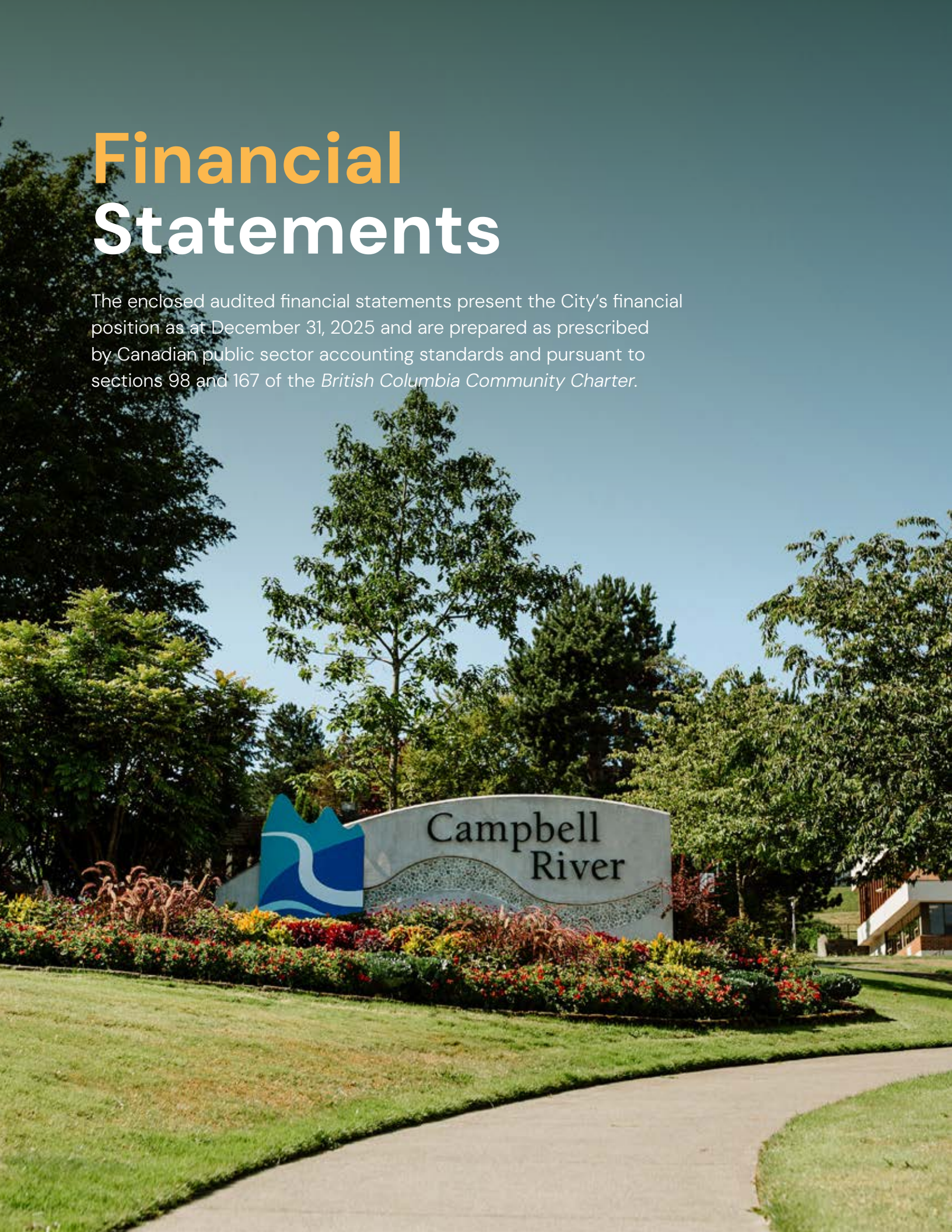
- Updated the Water System Strategic Action Plan.
- Implemented new cross connection control management system.
- Completed an extended Leak Detection Pilot project.
- Continued the Water System Cathodic Protection survey project, including improvement designs.
- Completed annual water conservation initiatives.
- Repaired 25 main breaks and 35 service breaks.
- Replaced 24 services and 6 hydrants.
- Installed 11 meters.
- Performed 330 investigation tasks, 217 water on/offs, and 59 hydrant A-services.
- Prepared 16 BC 1 call reports.
- Completed all Campbell River and Strathcona Regional District hydrant B-services, and flushed all Campbell River dead ends.

2026 Goals and Objectives

- Complete the John Hart Reservoir detailed design and construction phase 1.
- Communicate updated Water System Strategic Action Plan.
- Update the City's Cross Connection Control Program Policy, Bylaw and software implementation.
- Install Water System Cathodic Protection rectifier project.
- Install a roof membrane on the Evergreen Reservoir.

Financial Statements

The enclosed audited financial statements present the City's financial position as at December 31, 2025 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, 2025, together with detailed information regarding the City's financial position.

The City's independent external auditors, MNP LLP, have audited the financial statements in accordance with Canadian generally accepted auditing standards and have issued an unqualified audit opinion. In their opinion, the financial statements present fairly, in all material respects, the financial position of the City of Campbell River as at December 31, 2025, and the results of its operations and cash flows for the year then ended, in accordance with Canadian public sector accounting standards.



Aaron Daur
Acting Director of Financial Services /
Chief Financial Officer

While the City relies on the expertise of its external auditors, responsibility for the financial statements rests with management. This includes maintaining strong internal controls to ensure the reliability and accuracy of financial reporting and to safeguard City assets. Management is also responsible for ensuring the City remains fiscally prudent and financially sustainable through ongoing oversight of all financial affairs.

The 2025 financial statements have been prepared by City staff in accordance with generally accepted accounting principles, as prescribed by Canadian public sector accounting standards, and in compliance with Sections 98 and 167 of the *Community Charter*.

Financial Statement Highlights

The City recorded an increase in accumulated surplus of $8.6 million in 2025, bringing the total accumulated surplus to $396.66 million. Accumulated surplus represents the net value of the City's assets and includes reserves, operating funds, and the net book value of capital assets used to deliver services.

The increase in surplus primarily reflects capital related activity totaling $6.6 million, largely associated with funding received through the CMHC Housing Accelerator Fund and capital asset transactions. The remaining surplus of approximately $2.0 million relates to general operations.

The City continues to strengthen utility reserves to support future infrastructure renewal and upgrades, while also expanding nontaxation revenue sources such as user fees and investment income to help offset rising costs.

Total revenues for 2025 were $98.9 million, compared to $101.5 million in 2024. The decrease is primarily due to lower grant funding following several one-time funding sources received in the prior year. Taxation and parcel tax revenues increased by $1.8 million, reflecting both the approved tax increase and growth in the assessment base.

Total expenses for the year were approximately $90.3 million, slightly above the approved operating budget. Variances were largely attributable to higher amortization and costs that did not meet capitalization criteria and were therefore expensed. These pressures were partially offset by savings related to vacancies and contract costs that were lower than anticipated.

Overall, financial results remain closely aligned with the approved financial plan and reflect continued investment in infrastructure and service delivery.

Forward Facing

The City is committed to continually strengthening its financial position to support sustainable service delivery both now and in the future. To achieve this, several key initiatives are underway:

- The Financial Stability and Resiliency Policy provides a long-term framework for stable and predictable funding. This approach supports maintaining existing service levels, introducing modest service enhancements, and investing in critical infrastructure. Annual tax increases are structured to address inflationary pressures, support incremental service level improvements, and contribute to capital reserves for the maintenance and renewal of assets such as roads, facilities, fleet, and fire services.
- The City maintains a fair and equitable property tax policy, with the objective of keeping tax rates for all property classes within the provincial average. Each class generally receives the same percentage increase, with any required realignments phased in over multiple years to reduce impacts to taxpayers. In addition, a five year utility rate structure supports stable and adequate funding for service delivery and infrastructure upgrades in alignment with the ten year capital plan. During the year, Council also approved user fees and charges for the next five years to further support financial stability and predictability.
- The City continues to enhance its asset management practices through the development of standard operating procedures and a corporate wide asset management plan. The implementation of new operating management software will further support these efforts.
- Ongoing efforts are being made to diversify revenue sources to reduce reliance on residential property taxation.
- City agreements and user fees are regularly reviewed to ensure they reflect the full cost of services and align with a user pay model where appropriate.
- Development cost charges were updated to ensure that growth related infrastructure costs are appropriately captured and that development is paying for itself.
- Through its reserve policy, the City is maximizing the effective use of financial resources, ensuring funds are available for cash flow needs, risk management, capital infrastructure, and service enhancements. While prioritizing asset renewal, the financial plan also allocates funding for strategic initiatives that enhance service levels and align with Council's priorities.
- Service delivery reviews are ongoing to identify potential efficiencies and opportunities for improvement.

Campbell River continues to be an attractive community to live, work, and invest in, resulting in sustained growth and development. A balanced mix of residential, commercial, and industrial activity continues to support economic strength and attract new investment. This growth contributes to increased revenues and assessment values, providing additional funding for City services and infrastructure.

At the same time, growth presents challenges in maintaining service levels and meeting rising demand. The City's ten year financial plan addresses these pressures by planning for incremental service level increases. It also highlights the importance of longer term planning, particularly in relation to asset management and the ongoing renewal and replacement of critical infrastructure.

The City is committed to the continual improvement of its financial reporting practices. As part of this effort, Key Performance Indicators have been incorporated, including financial ratios established by the Public Sector Accounting Board through its Statement of Recommended Practices. These indicators provide valuable insight into the City's financial sustainability, flexibility, and vulnerability, and help to illustrate emerging trends and the City's capacity to respond to changes in economic conditions.

Sustainability indicators demonstrate the City's overall financial health and its ability to operate within its means. Flexibility indicators reflect the remaining useful life of capital assets, recognizing that future repair and replacement obligations can affect financial capacity. Current trends indicate that the City continues to make consistent annual investments in critical infrastructure and is aligned with leading asset management practices. Vulnerability indicators measure the City's reliance on transfers from senior levels of government and demonstrate that the City maintains a relatively low level of dependence, supporting financial independence and resilience.

The City of Campbell River continues to maintain a strong financial position and is well positioned to deliver the dozens of services it provides. Through its award winning Financial Stability and Resiliency Policy, supporting financial policies and procedures, and long term financial planning, the City continues to strengthen its financial sustainability and its ability to meet the needs of residents and businesses. The City's commitment to quarterly financial reporting, along with its Government Finance Officers Association recognized budget and annual reporting practices, supports a transparent and accountable decision making framework.

Through continued collaboration and disciplined financial management, the City remains focused on enhancing long term financial sustainability by maintaining service levels, supporting service enhancements, upholding strong financial policies and practices, managing debt prudently, and investing in capital assets and reserves.

Sincerely,



Aaron Daur
Acting Director of Financial Services / Chief Financial Officer
June 1, 2026

Overview of the Financial Statements

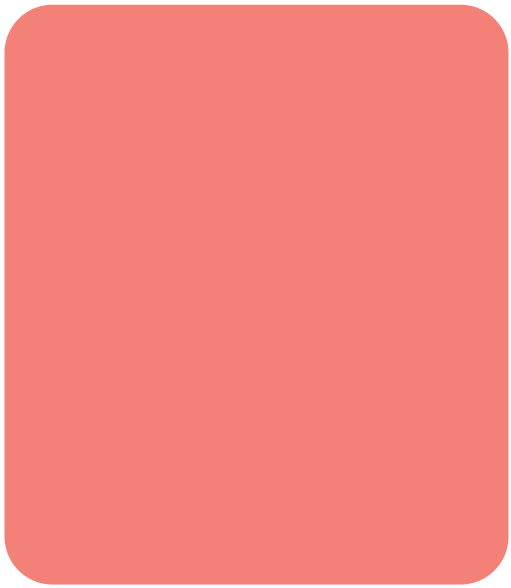
The 2025 financial statements provide a summary of the City's financial activity and financial assets, liabilities, and net equity position for the year ended December 31, 2025, with comparatives to the 2024 fiscal year.

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.

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) as of December 31, 2025. During the year, the City's Financial Assets increased, as did its Financial Liabilities, resulting in an overall increase in Net Financial Assets of $4.9 million. Financial Assets continued to grow despite significant investment in capital projects, with $14.6 million invested in capital assets in 2025.





Financial Assets

Financial assets include cash, investments, accounts receivable, and inventory held for sale that are available to meet current and future obligations. The City's financial assets increased by approximately $8.20 million to $150.64 million in the current year. This level of assets supports the City's ability to meet its liabilities while continuing to invest in critical infrastructure. Major changes in financial assets are summarized below:

- Cash and cash equivalents increased by $9.4 million compared to December 31, 2024. This was anticipated due to the City receiving funding under the Housing Accelerator Fund and its continued investment in critical infrastructure. The 2026 Financial Plan includes several high value capital projects and, as a result, cash balances are projected to decline modestly in 2026 if these projects proceed as planned.
- Investments decreased by $1.9 million, primarily due to the timing and renewal of investment maturities. As investments mature, funds are temporarily transferred to cash until reinvested. Total investment revenue for the year was $5.05 million, supporting financial sustainability by helping to maintain lower taxation levels while providing additional funding for infrastructure renewal and enhancement.
- Accounts receivable primarily consists of outstanding property taxes and government funding receivable. The balance increased by approximately $746k, largely due to higher property tax receivables of $379k and government receivables of $287k.

Financial Liabilities

Financial liabilities, which represent the City's current and long term obligations, increased by approximately $3.30 million from the prior year. This increase is consistent with operational activity throughout the year. Financial liabilities include accounts payable, deposits and holdbacks, development cost charges, deferred revenue, long term debt, and asset retirement obligations.

While total financial assets have increased, the City has approximately $80.5 million in current liabilities that will need to be settled in the future.

- Development cost charges increased by $2.2 million. This reflects the collection of $1.7 million (2024 $1.3 million) from new subdivisions and $714k in interest allocated to outstanding balances.
- Deferred revenue increased by $3.4 million. Deferred revenue consists of prepaid property taxes and funding received for projects not yet complete or not started as of December 31, 2025. The increase is primarily attributable to larger grant funding received during the year that had not been fully utilized by year end. This includes the second installment of the CMHC Housing Accelerator Fund totaling $2.6 million, which remained partially unspent. In addition, other grant funding received but not spent totaled $520.7k.
- Long term debt decreased by approximately $879k, consistent with scheduled principal repayments to the Municipal Finance Authority. No new debt was incurred during the year and interest payments totaled approximately $360.5k. The outstanding balance of debt is $7.12 million, which remains low in accordance with City policy and in comparison to similar municipalities. General fund debt was fully retired in 2025, with remaining debt related solely to water and sewer services. This places the City in a strong position to maintain service levels and respond to future capital needs. The most recent loan authorization bylaw was approved in 2013 for sewer and water infrastructure upgrades, and all current debt is scheduled to be fully repaid by 2034.

Non Financial Assets

Non financial assets primarily consist of the City's capital infrastructure and increased by approximately $3.7 million during the year. The City acquired $16.9 million (2024 $29.3 million) in new tangible capital assets. Major acquisitions included the purchase of 1021 South Island Highway, a decontamination truck and self contained breathing apparatus for Fire Hall 1, 16 fleet vehicles, and various mobile equipment such as mowers, backhoes, loaders, and trailers.

Assets under construction, representing projects in progress at year end, totaled $14.3 million. This includes the upgrade to the Norm Wood Environmental Centre with $883.4k invested in 2025 and a total project value of $6.3 million, the continued development of the Unit4 Enterprise Resource Planning system with $868.4k invested in 2025 and a total value of $2.7 million, and the Police and Public Safety Building Lot Security Upgrade with $1.3 million invested in 2025.

Contributed tangible capital assets include infrastructure such as roads, water, and sewer systems received through subdivision and development activity. Upon completion, these assets are transferred to the City, which assumes responsibility for their maintenance and replacement. In 2025, the City acquired $2.3 million (2024 $5.4 million) in contributed assets associated with developments.

The City's accumulated surplus is approximately $397 million and represents the net value of the organization. This includes unappropriated surplus for cash flow requirements, reserves to support infrastructure and Council priorities, and the net book value of capital assets that support service delivery, including sewer, water, roads, storm water, parks, facilities, airport, and information technology.

Statement of Operations

The Statement of Operations summarizes the City's financial performance for 2025, including revenues and expenses, and presents comparisons to both the approved budget and the prior year.

The financial statements are prepared in accordance with Public Sector Accounting Standards, and as such, their presentation differs significantly from that of the City's Financial Plan. The Financial Plan presents operating and capital activities separately, whereas the financial statements combine these amounts into a single consolidated view.

In addition, as required under Public Sector Accounting Standards, the budget presented in the audited financial statements reflects the original financial plan as adopted by Council. It does not incorporate subsequent amendments made to the 2025 to 2034 Financial Plan during the year, which may result in variances being reported as over budget.

Revenue

Overall, the City's revenues totaled approximately $98.9 million in 2025, compared to $101.5 million in 2024. The increase in taxation and parcel tax revenues of $1.9 million reflects the approved 2025 tax increase and continued growth in the City's assessment base, supporting core operations, service delivery, and infrastructure investment.

Core service revenues, including airport operations, development activity, recreation programs, and utility fees, increased by approximately $2.0 million. This growth was driven by updates to user rates, contractual adjustments, and increased activity levels, and supports long term financial sustainability by providing additional funding to offset rising operating costs. Investment income remained strong at just over $5.0 million, although slightly lower than the prior year due to changing market conditions.

Transfers from other governments declined in 2025, primarily due to the timing and completion of one time funding programs received in 2024. Contributed capital was also lower compared to the prior year, reflecting fewer completed subdivision projects.

The loss reported in the financial statements relates to the disposal of assets that had reached the end of their useful lives and were replaced as part of the City's ongoing asset management and renewal program.

Expenses

Total expenses for the year were approximately $90.3 million, compared to $85.0 million in 2024, and were marginally above the operating budget included in the 2025 to 2034 Financial Plan. Overall, expenditures remained closely aligned with budget expectations, with variances primarily reflecting timing differences and accounting treatment under Public Sector Accounting Standards.

Variances from budget were largely driven by higher than anticipated amortization and costs that did not meet capitalization criteria and were therefore expensed in the year. In addition, certain costs related to the Reimagine the Row Project were incurred that were fully offset by corresponding revenues, resulting in no net financial impact. Offsetting these pressures, some expenditures trended below budget due to staffing vacancies and contracts being completed under budget.

Additional variances were related to infrastructure work and contributions from development activity, which are partially expensed in the current year but not included in the financial plan on the same basis. Collectively, these items reflect ongoing investment in infrastructure, growth within the community, and standard year end accounting adjustments.

The annual surplus represents the economic resources accumulated by the City during the year and totaled $8.6 million in 2025, compared to $16.5 million in 2024. The majority of this surplus relates to capital-related activity, which accounted for $6.6 million and includes taxation and fee revenues allocated to capital, contributed capital assets, and amortization. The remaining $2.0 million is attributable to general operations. In accordance with the City's Financial Stability and Resiliency Policy, this operating surplus will be transferred to the Financial Stabilization Reserve to support emerging risks, future liabilities, and strategic capital investment.

A reconciliation of the key factors contributing to the General Fund operating surplus is provided below:

Description	Increase (Decrease)
RCMP Contracted Services under budget	**$1,530,000**
Labour Expenses Under Budget	**66,000**
Increase in sale of service revenue (Recreation program fees, development permits, etc.)	**442,000**
Other increases in operating revenues and expenses (i.e. airport fuel sales, contracted services, supplies, and licenses)	**(80,247)**
Total increase (General Operating Surplus)	**$1,957,753**

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	**$ 4,729,985**
Net decrease in General Reserves	**(3,605,123)**
Net increase in Statutory Reserves	**(201,473)**
Net decrease in Airport Reserves	**(292,756)**
Net increase in Sewer Reserves	**3,332,507**
Net increase in Water Reserves	**4,637,914**
Total increase (Annual Surplus)	**$8,601,057**

Statement of Changes in Net Financial Assets

The Statement of Changes in Net Financial Assets highlights the City's continued investment in capital infrastructure. Purchases of tangible capital assets totaled $14.60 million in 2025, compared to $23.86 million in 2024. In addition, the City acquired $2.32 million in contributed assets from developers and community groups. These assets primarily consist of infrastructure associated with new subdivisions, including roads, streetlighting, storm drainage systems, and water and sewer networks. Upon completion, these assets are transferred to the City, which assumes responsibility for their ongoing maintenance and eventual renewal.

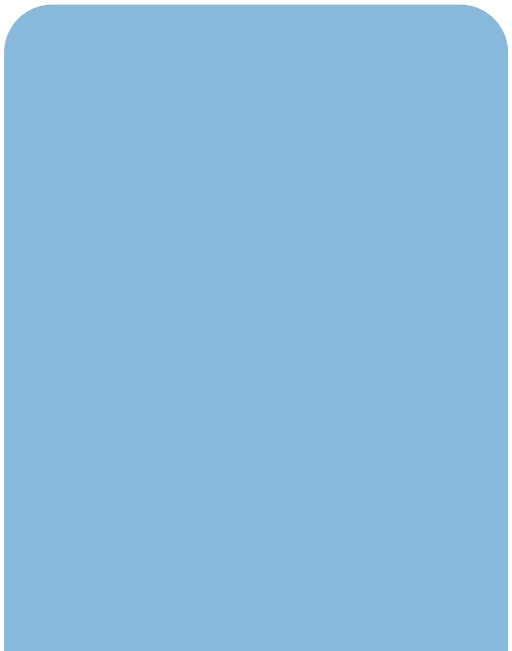
The City's net financial assets increased from $65.26 million in 2024 to $70.16 million in 2025. This increase reflects the City's overall positive financial position and its continued ability to fund operations, invest in infrastructure, and maintain financial flexibility.

Statement of Changes in Cash Flows

The Statement of Changes in Cash Flows identifies an increase in cash of $9.36 million during the year. This increase primarily reflects the City's collection of funds designated for capital purposes, which are being reinvested into infrastructure enhancement and renewal.

The statement also highlights the relationship between amortization expenses reported in the Statement of Operations and actual cash outflows for capital assets. While amortization reflects the annual consumption of existing assets, the City invested $14.60 million in cash during the year to acquire new assets in support of service delivery to the community.





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 2025 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 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	2025	2024	2023	2022	2021
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.	5.93	6.03	6.36	6.39	7.24
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 increased in 2025 as a result of a decrease in deferred revenue, where funds were received but were not used at the end of 2025.	1.87	1.85	1.94	1.82	2.03
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	0.001	0.007	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	0.008	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%	0.7%	0.6%	0.8%
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 2025 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. In 2025, the general debt was fully retired.	7.19%	7.88%	9.79%	11.73%	14.00%
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.	54%	55%	54%	55%	56%

SORP Ratio	2025	2024	2023	2022	2021
Vulnerability (total government transfers to total revenues) This percentage reflects the City's reliance on revenue from other levels of government. A higher percentage indicates greater vulnerability to provincial and federal fiscal decisions. The ratio decreased in 2025 as the City did not receive funding under the Local Government Climate Action Plan Grant, the CleanBC grant, or the Airports Capital Assistance Program during the year.	4.28%	7.22%	13.94%	11.00%	5.00%
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.	8	10	34	40	14
Automated Tax Payments Percentage of taxes paid monthly via pre-authorized bank drafts.	9.28%	9.90%	7.80%	8.30%	8.10%
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%	99%	98%	97%	95%
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.	77%	75%	74%	65%	50%

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.

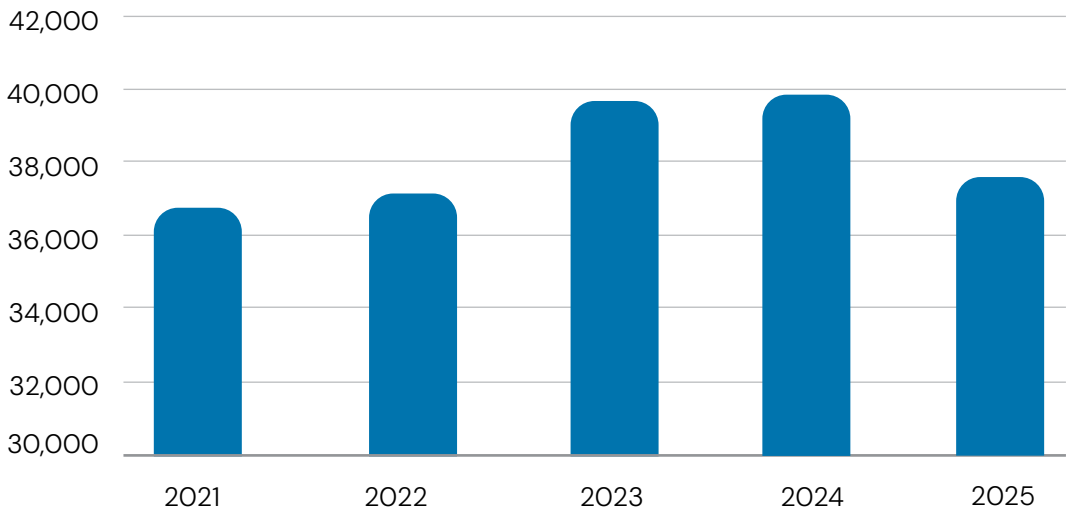


Demographics

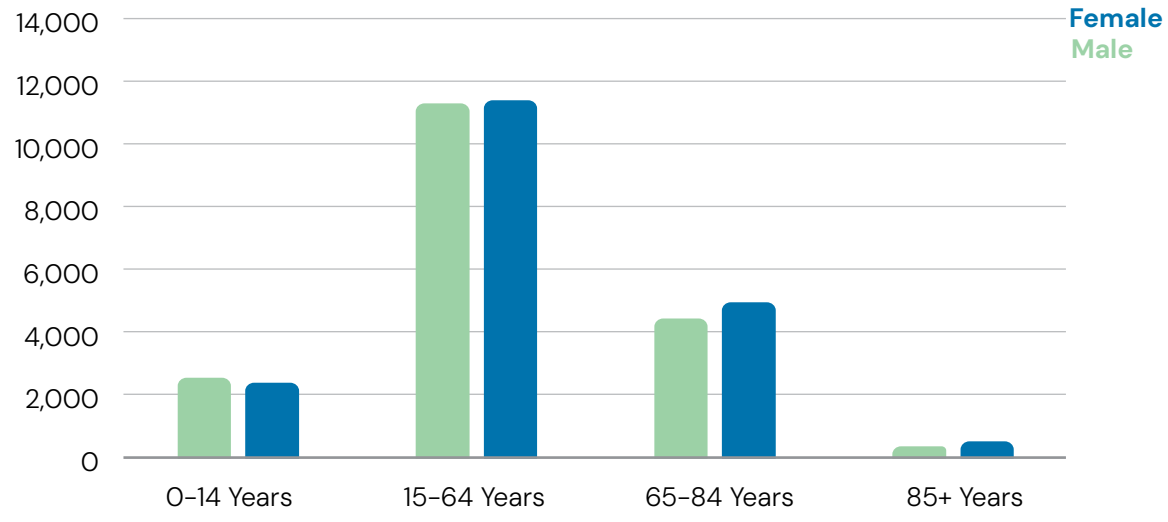
Population totals are based on population estimates from the provincial site referenced below

https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates

Population estimates



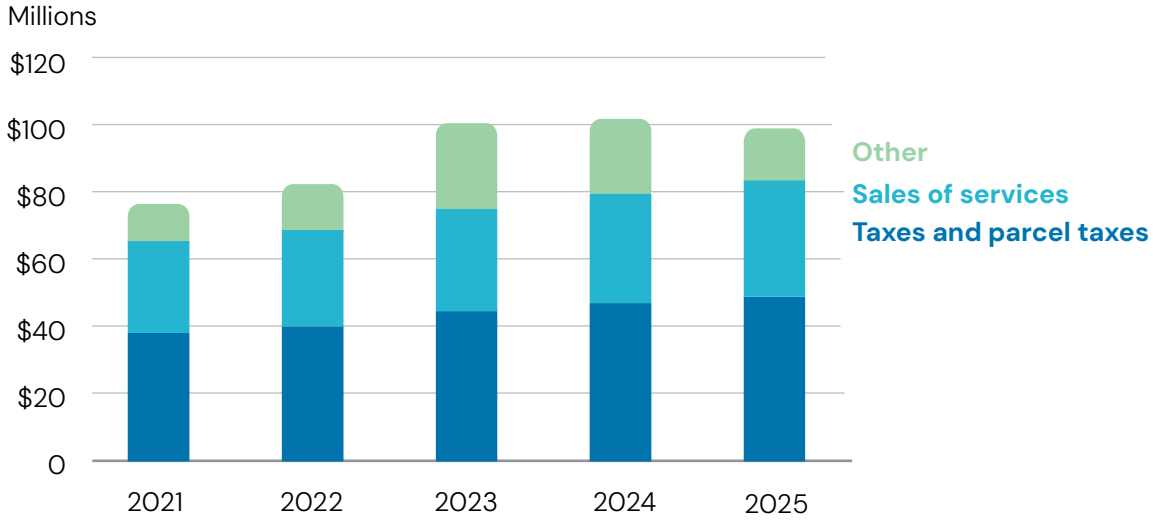
Population dynamics



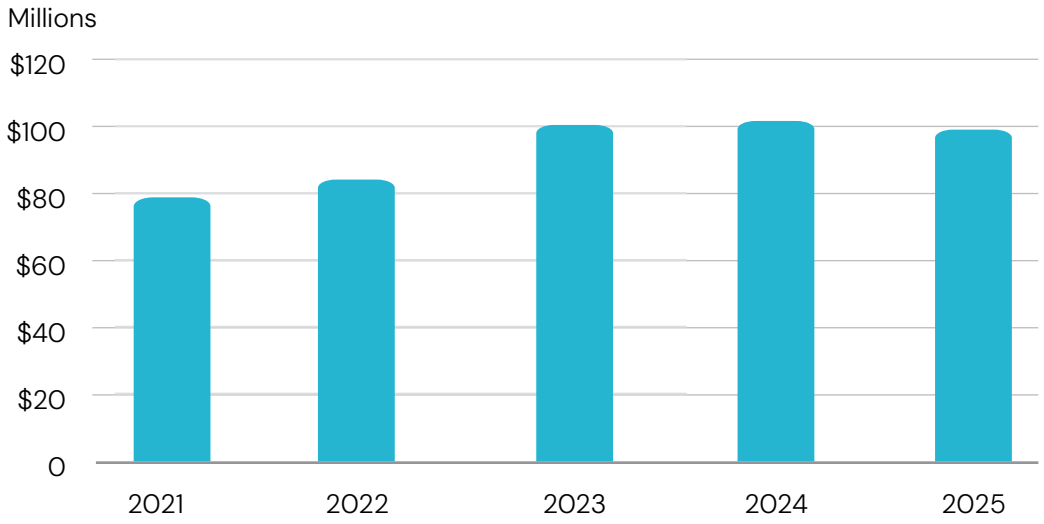
Revenues by Source

	2021	2022	2023	2024	2025
Taxes and parcel taxes	$37,329,041	$39,229,522	$43,629,305	$45,892,632	$47,727,577
Payments in lieu of taxes	760,729	793,684	912,698	990,524	1,075,545
Sale of services	27,139,784	28,480,632	30,160,733	32,335,127	34,332,786
Services provided to other governments	1,499,057	1,370,111	996,334	1,169,545	1,399,998
Transfers from other governments	3,586,616	9,378,944	13,982,392	7,322,159	4,236,470
Investment and other income	1,177,820	2,669,532	5,471,221	5,688,076	5,049,418
Other revenue	1,014,408	776,760	1,208,419	1,169,201	2,780,123
Development cost charges recognized	2,199,740	937,338	25,812	-	10,493
Contributed tangible capital assets	4,017,610	349,354	4,169,801	5,433,211	2,325,637
Gain/(loss) on disposal of tangible capital assets	(39,543)	18,262	(275,390)	1,458,540	(48,240)
Total	**$78,685,262**	**$84,004,139**	**$100,281,325**	**$101,459,015**	**$98,889,807**

Revenues by Source



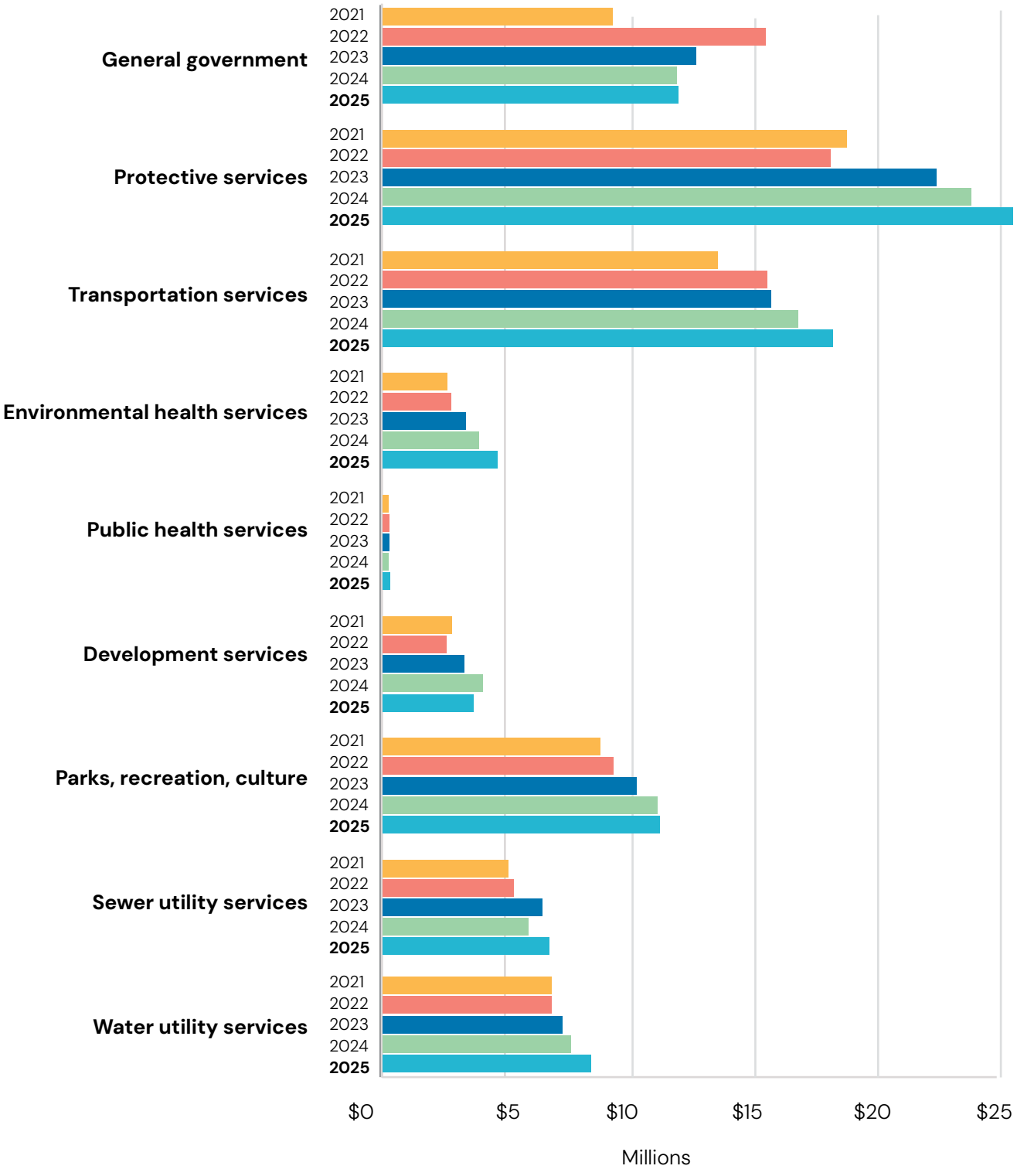
Total Revenues



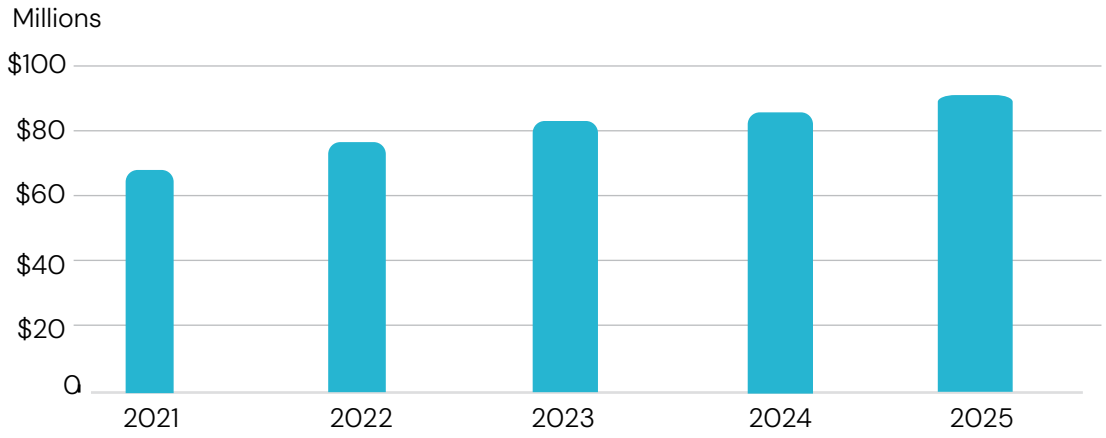
Expenses by Function

Expenses by Function	2021	2022	2023	2024	2025
General government	$9,267,734	$15,431,054	$12,635,756	$11,845,638	$11,926,873
Protective services	18,693,861	18,036,917	22,330,420	23,727,506	25,388,645
Transportation services	13,508,920	15,504,150	15,663,091	16,732,652	18,141,591
Environmental health services	2,600,238	2,766,081	3,337,948	3,890,346	4,616,051
Public health services	247,658	254,088	266,482	225,009	304,682
Development services	2,780,745	2,579,250	3,292,808	4,042,875	3,664,562
Parks, recreation, culture	8,760,780	9,284,480	10,223,763	11,073,040	11,158,362
Sewer utility services	5,055,377	5,281,576	6,424,406	5,869,841	6,709,237
Water utility services	6,811,304	6,802,425	7,235,895	7,581,886	8,378,747
Total expenses by function	**$67,726,617**	**$75,940,021**	**$81,410,569**	**$84,988,793**	**$90,288,750**

Expenses by Function



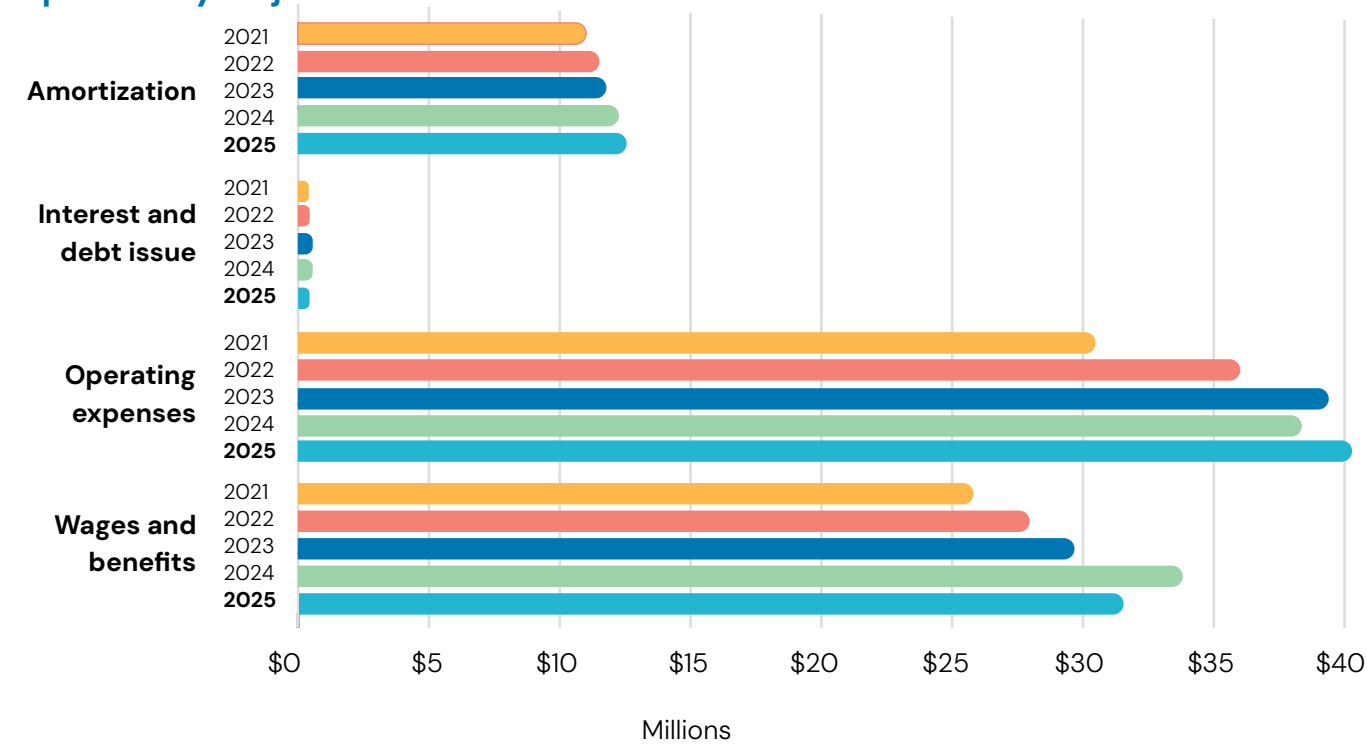
Total Expenses



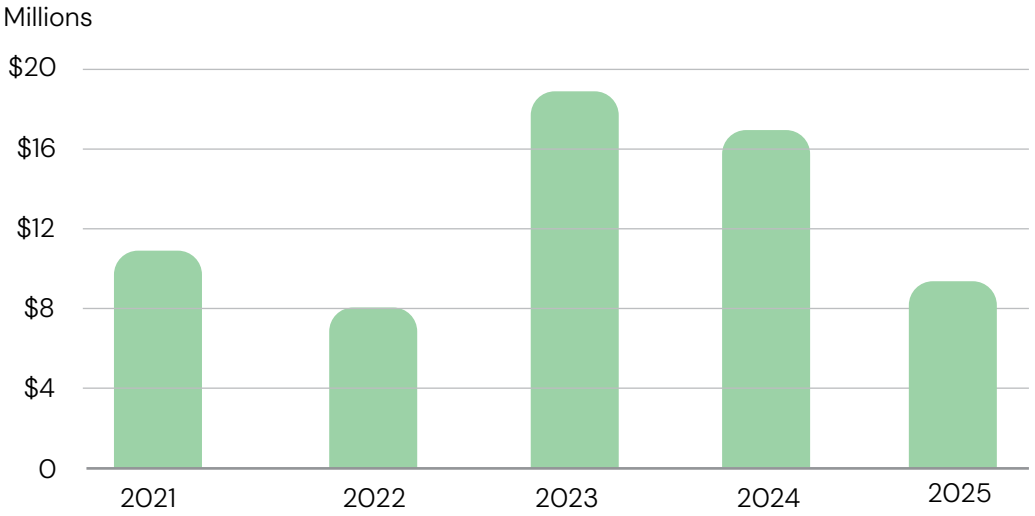
Expenses by Object

Expenses by Object	2021	2022	2023	2024	2025
Amortization	$11,013,762	$11,526,832	$11,788,783	$12,264,275	$12,660,628
Interest and debt issue	421,713	454,250	571,648	569,658	502,432
Operating expenses	30,476,674	36,000,855	39,380,651	38,351,412	41,393,717
Wages and benefits	25,814,468	27,958,084	29,669,487	33,803,448	35,731,973
Total expenses by object	**$67,726,617**	**$75,940,021**	**$81,410,569**	**$84,988,793**	**90,288,750**

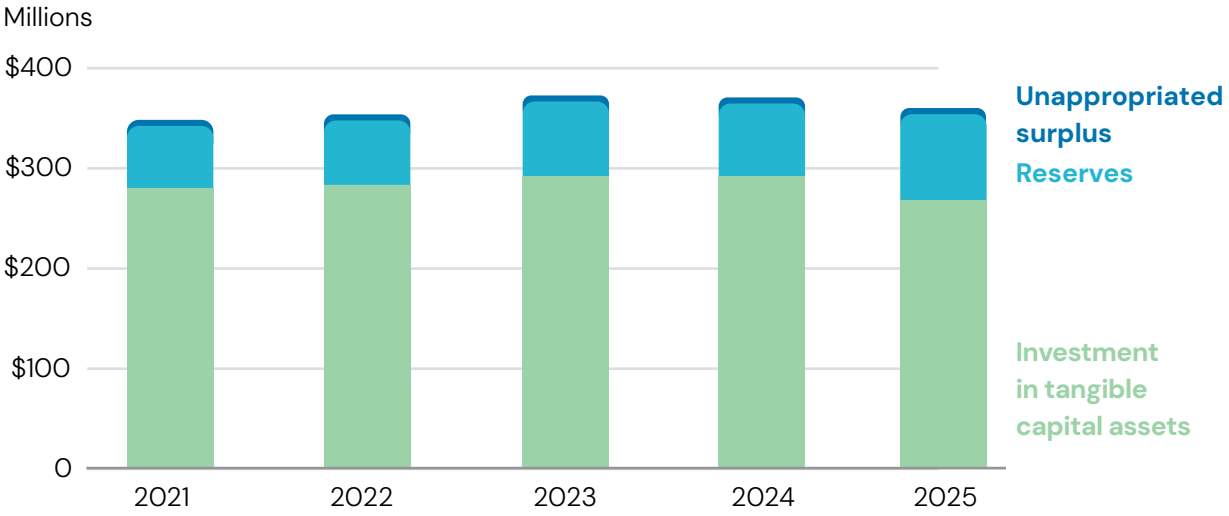
Expenses by Object



Annual Surplus

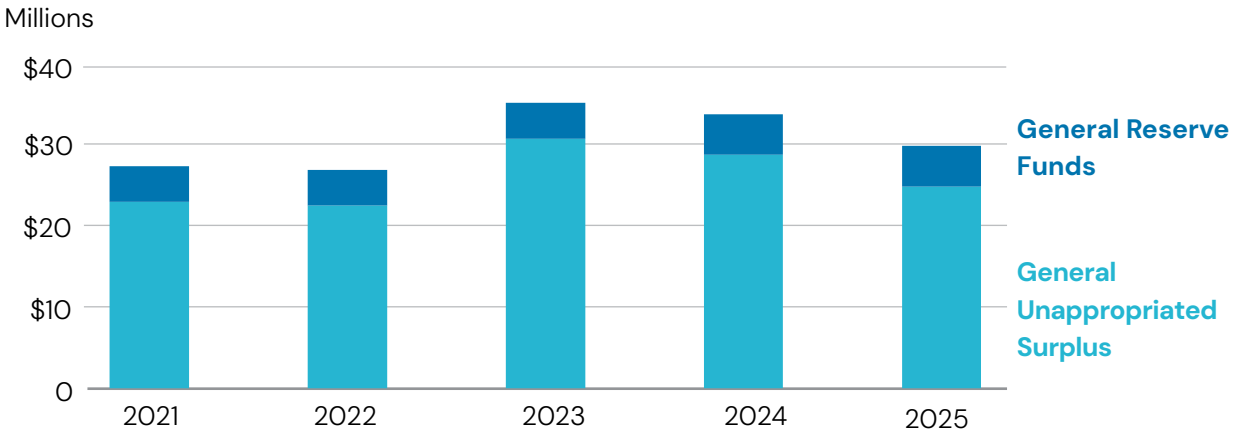


Accumulated Surplus

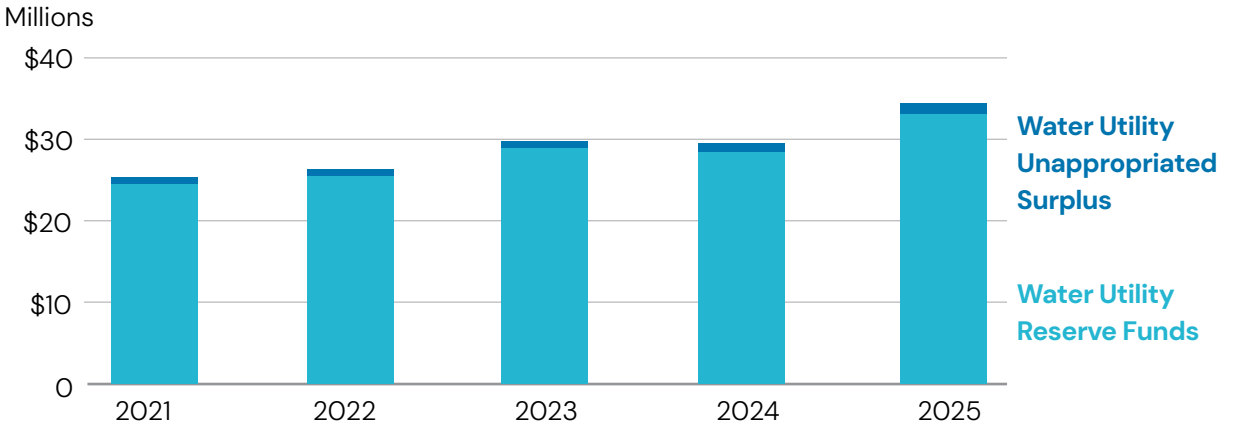


Surplus/Equity Funds

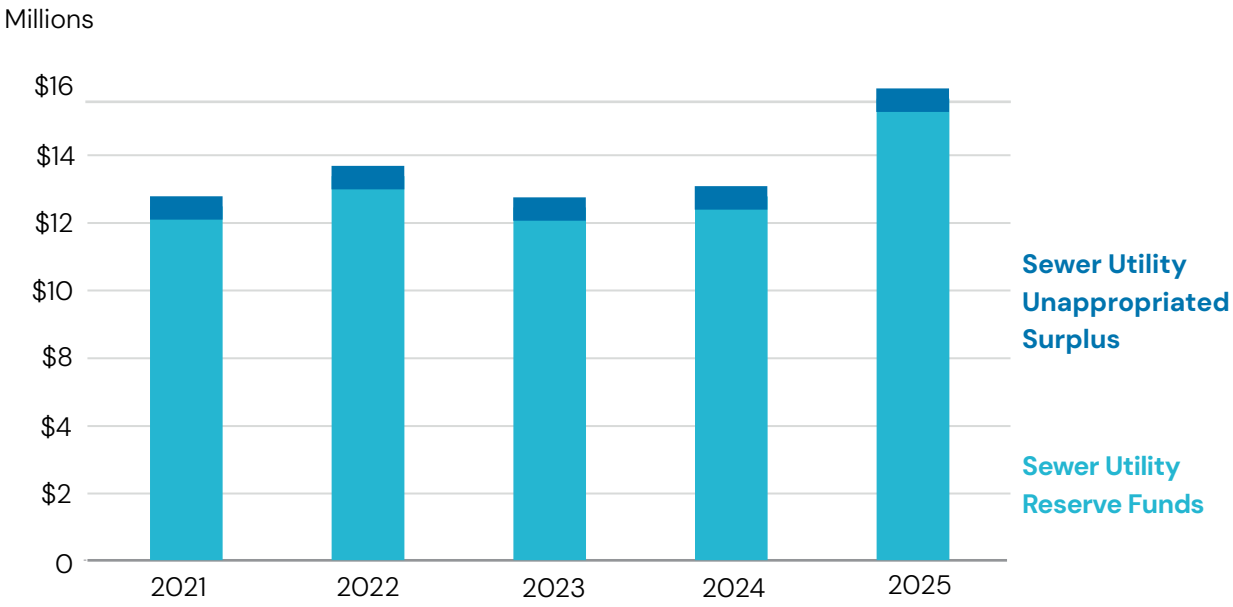
General Fund Reserves and Surplus



Water Utility Reserves and Surplus

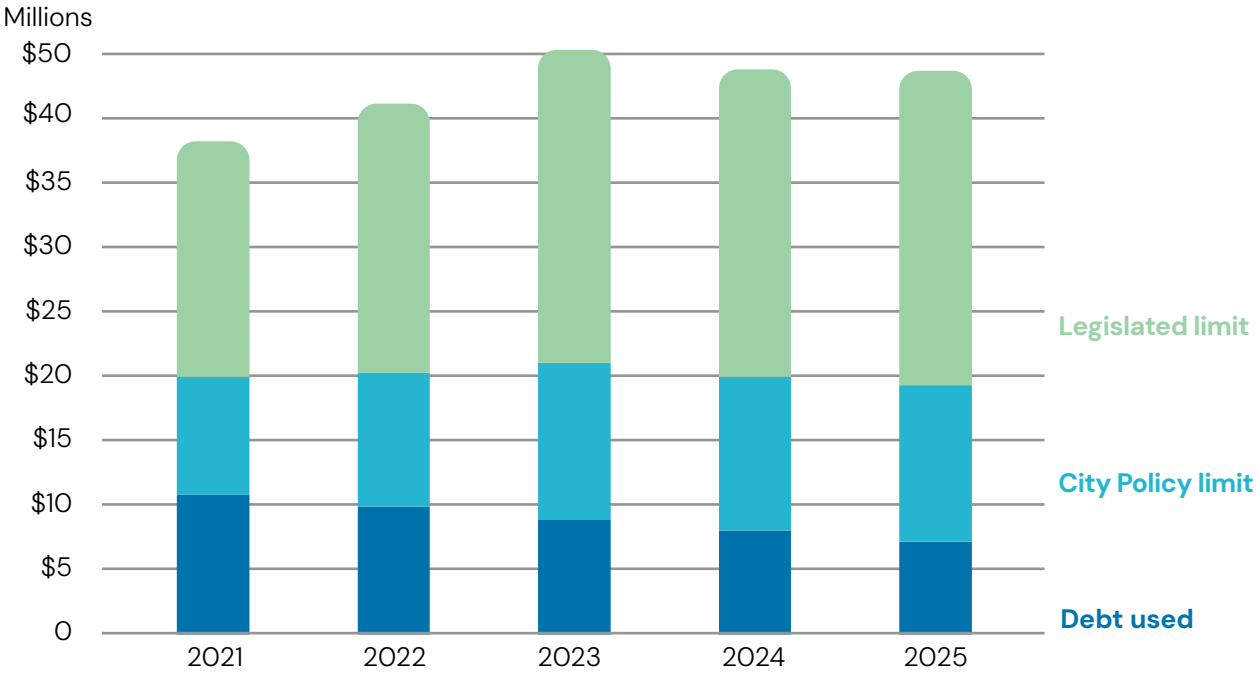


Sewer Utility Reserves and Surplus



Debt

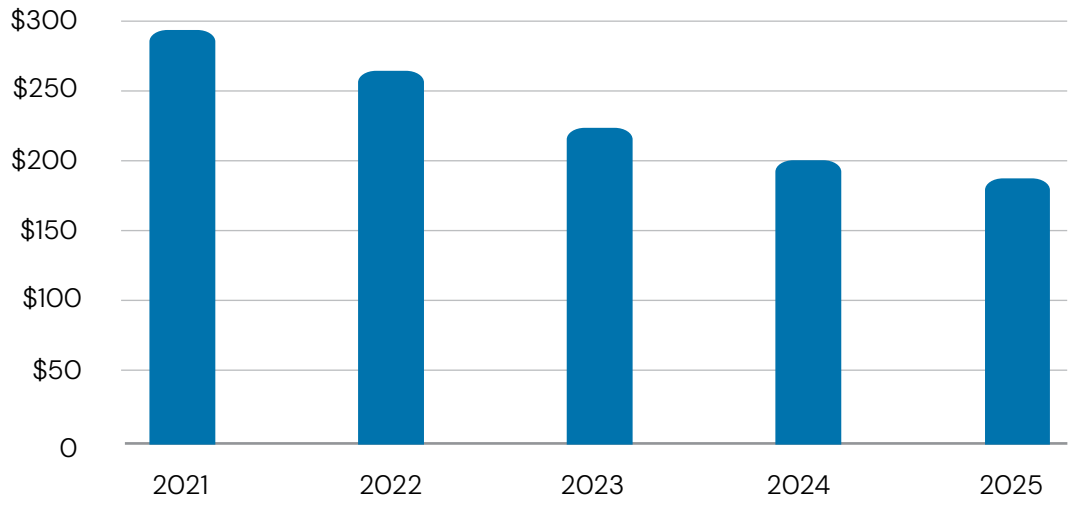
Debt Limits



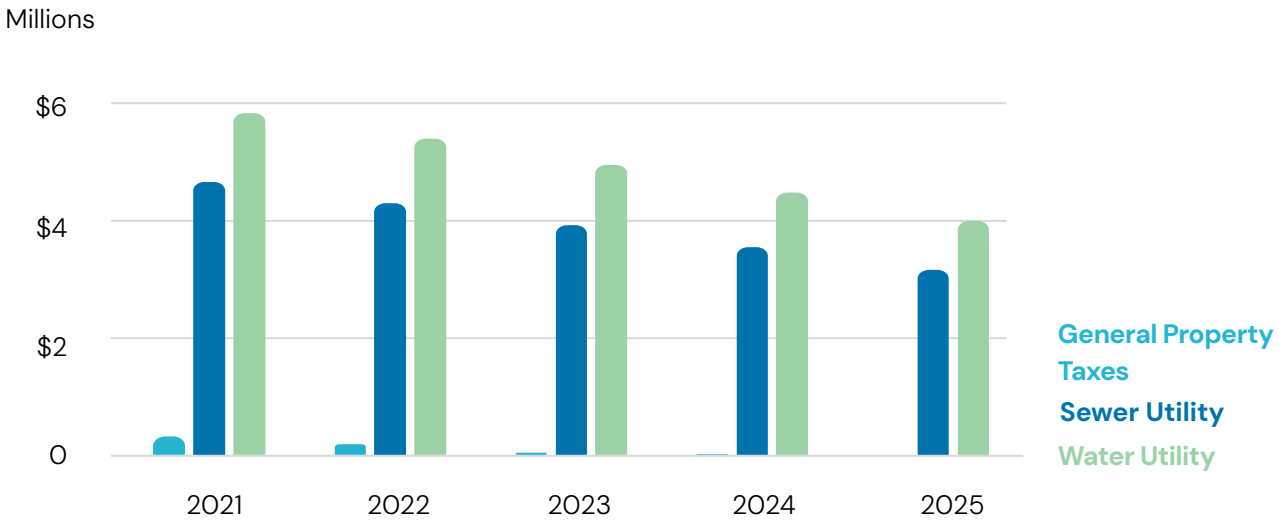
Long Term Debt

Long Term Debt	2021	2022	2023	2024	2025
Supported by property taxes	$317,038	$176,179	$40,463	$14,489	-
Debt of self-supporting utilities	4,626,018	4,269,865	3,902,728	3,524,013	3,137,327
Debt of self-supporting utilities	5,803,901	5,366,676	4,916,464	4,452,483	3,974,713
	$10,746,957	**$9,812,720**	**$8,859,655**	**$7,990,985**	**$7,112,040**

Long Term Debt Per Capita

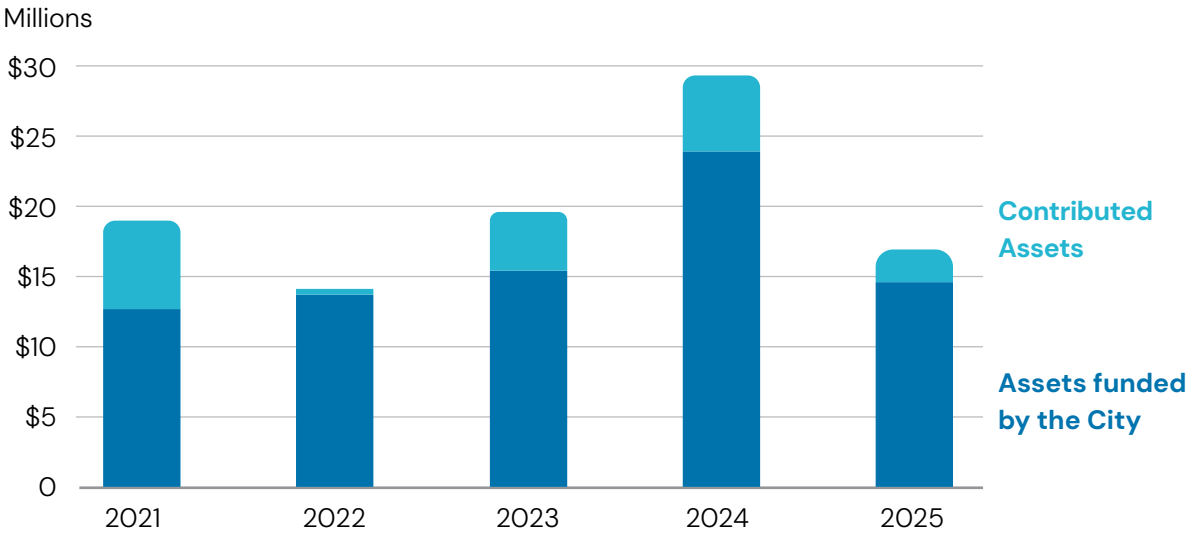


Debt Supported by Taxation and Utilities

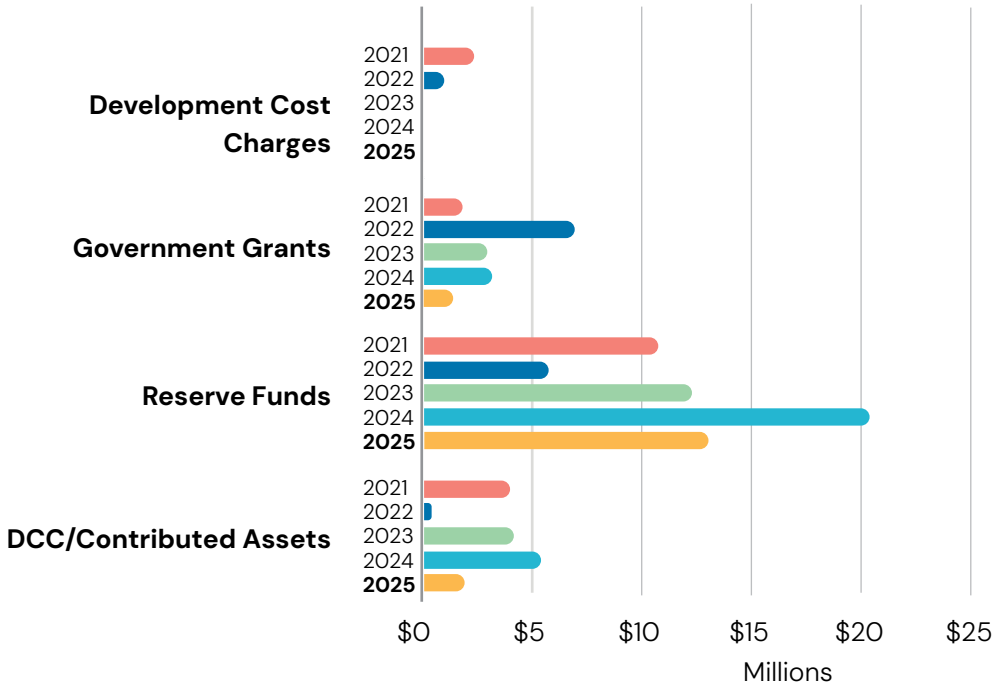


Tangible Capital Assets

Total Tangible Capital Asset Acquisition

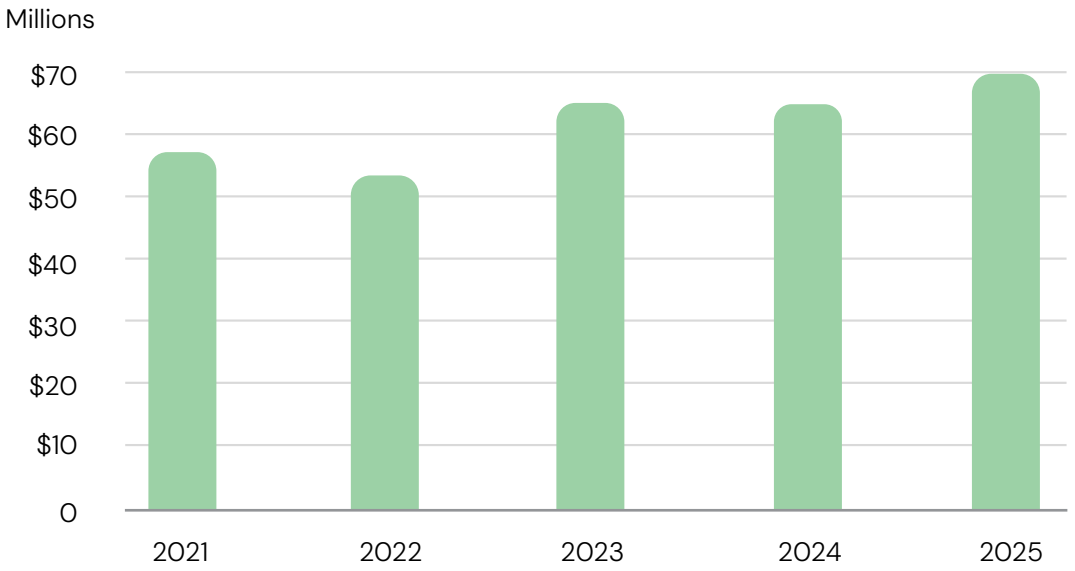


Funding Sources for Capital Acquisitions



Net Financial Assets

Net Financial Assets



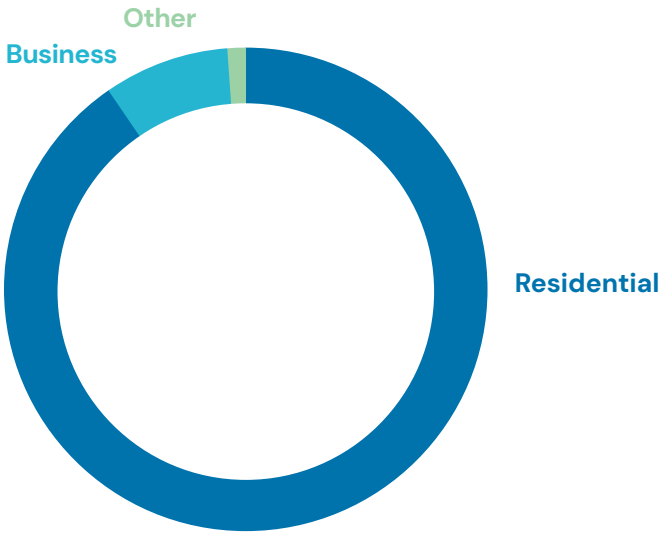
Taxation and Assessment

Assessment by Property Class

Expenses by Object	2021	2022	2023	2024	2025
Residential	$6,461,844,099	$8,646,880,744	$9,745,168,830	$9,864,319,373	$10,030,853,408
Business	625,194,450	752,530,750	826,120,600	883,825,750	929,359,200
Utilities	32,694,000	34,303,600	36,591,500	38,420,000	40,617,000
Major Industry	462,900	876,300	927,500	974,500	3,069,600
Light Industry	28,270,200	37,561,800	45,938,800	47,787,700	50,163,600
Managed Forest	14,886,700	14,000,200	15,326,800	15,569,100	16,857,800
Recreational/NonProfit	13,230,500	15,092,800	15,975,600	15,533,900	22,274,700
Farm	204,806	192,180	122,426	135,970	135,970
Total	**$7,176,787,655**	**$9,501,438,374**	**$10,686,172,056**	**$10,866,566,293**	**$11,093,331,278**
% Change	-35%	32%	12%	2%	2%

Taxation and Assessment

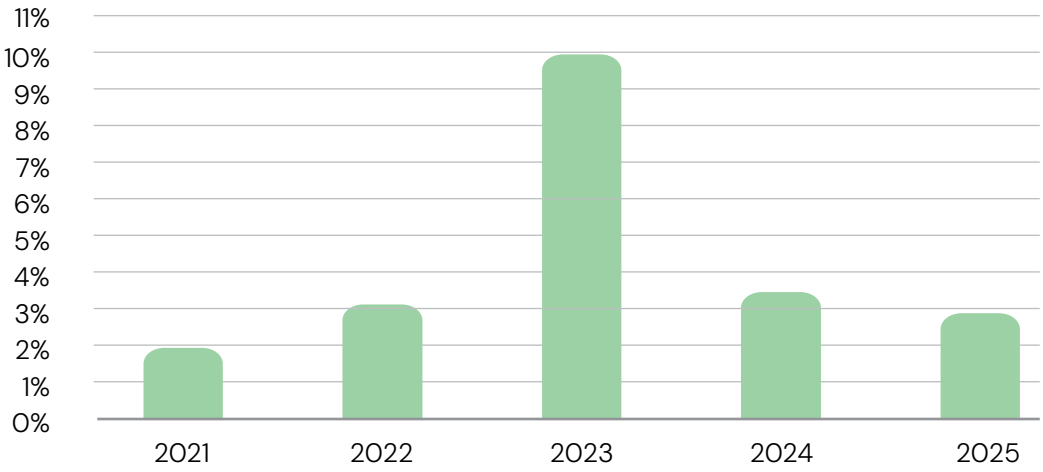
2025 Assessment by Property Class



Property Taxes Levied and Collected

Property Taxes Levied and Collected	2021	2022	2023	2024	2025
Municipal Taxes	$34,625,075	$36,319,547	$40,313,811	$41,869,080	$41,019,973
Other Taxing Authorities	30,775,302	31,957,762	34,644,562	37,759,338	40,502,054
Municipal Utilities User Fees	12,661,562	13,903,752	14,397,402	15,313,181	16,133,662
Parcel Taxes	2,106,064	2,291,968	2,605,458	2,951,834	2,987,230
1% Utility Grants	516,549	511,952	553,648	540,627	543,015
Local Service Taxes	81,353	81,555	111,862	115,800	135,479
Business Improvement Areas	78,848	81,555	111,862	114,092	132,454
Total Current Taxes Levied	80,844,753	85,148,091	92,738,605	98,663,952	101,453,867
Current taxes outstanding at December 31	1,015,296	992,197	1,197,415	1,611,669	1,813,192
Current taxes collected	**$79,829,457**	**$84,155,894**	**$91,541,190**	**$97,052,283**	**$99,640,675**
% of current taxes collected	**98.7%**	**98.8%**	**98.7%**	**98.4%**	**98.2%**

General Municipal Property Tax Increases



New Construction

Non-Market Assessment

Non-Market Assessment	2021	2022	2023	2024	2025
Residential	$120,317,600	$181,750,301	$110,933,199	$118,824,000	$154,554,000
Utility	547,900	138,000	-	3,900	(25,300)
Major Industry	(76,600)	(1,683,000)	-	-	-
Light Industry	(1,262,300)	908,500	318,400	-	486,300
Business/Other	9,256,450	(4,005,600)	8,876,700	269,150	7,942,250
Managed Forest	(118,400)	(2,480,400)	1,176,900	(373,300)	(558,900)
Recreation/Non-Profit	544,300	666,100	(298,300)	(825,000)	5,994,800
Farm	(3,445)	(12,626)	(69,759)	-	-
Total	**$129,205,505**	**$175,281,275**	**$120,937,140**	**$117,898,750**	**$168,393,150**

Revenues from Non-Market Change

Revenues from Non-Market Change	2021	2022	2023	2024	2025
Residential	$474,829	$566,539	$341,580	$379,917	$507,510
Utility	19,132	4,771	-	138	(868)
Major Industry	(2,364)	(9,721)	-	-	-
Light Industry	(14,135)	8,119	2,578	-	3,889
Business/Other	107,160	(39,652)	89,054	2,622	76,303
Managed Forest	(2,143)	(41,952)	21,676	(6,864)	(10,505)
Recreation/Non-Profit	4,272	4,961	(2,268)	(6,360)	45,345
Farm	(21)	(78)	(475)	-	-
TOTAL	**$586,730**	**$492,987**	**$452,146**	**$369,453**	**$621,674**

Principal Taxpayers

2025 Top Ten Municipal Taxpayers

Owner	Total Municipal Taxes
Capital Power Generation Services Inc	1,863,444.08
Discovery Harbour Holdings Ltd	652,684.64
Mariner Holdings Ltd	524,401.01
Broadstreet Properties Ltd (1067690 BC Ltd.)	489,852.89
Raven Forest Products Ltd	370,698.86
A B Edie Equities Inc.	319,815.89
Discovery Sound Investments Holdings Inc.	287,287.24
Broadstreet Properties Ltd	239,628.97
NTE Maple Holdings Ltd	216,688.70
Steve Marshall Motors Ltd.	208,465.00
Total	**$5,172,967.28**

Permissive Tax Exemptions

Organization	Civic Address	% PTE Awarded	Exempt City Taxes
Health, Housing, and Community Services			
British Columbia Society for the Prevention of Cruelty to Animals	891 13TH AVE	100%	2,722.46
Campbell River Alano Club	301 10TH AVE	100%	4,782.57
Campbell River and District Food Bank Society	1393 MARWALK CRES	100%	5,591.02
Campbell River and North Island Transition Society	608 ALDER ST	100%	2,334.03
Campbell River and North Island Transition Society	1116 DOGWOOD ST	100%	1,716.28
Campbell River Child Care Society	1048 HEMLOCK ST	100%	1,083.88
Campbell River Child Care Society	394 LEISHMAN RD	100%	3,406.24
Campbell River Dragon Boat Society	1468 IRONWOOD ST	100%	9,097.59
Campbell River Eagles Hall	1999 14TH AVE	85%	12,046.73
Campbell River Family Services Society	427 10TH AVE	100%	6,370.26
Campbell River Head Injury Support Society	591 9TH AVE	100%	5,434.46
Campbell River Head Injury Support Society	1710 16TH AVE	100%	7,014.88
Campbell River Head Injury Support Society	1720 16TH AVE	100%	7,014.88
Campbell River Hospice Society	440 EVERGREEN RD	100%	9,282.66
Canadian Red Cross Society	520 2ND AVE	100%	2,523.75
Communitas Supportive Care Society	1423 16TH AVE	100%	7,626.78
Communitas Supportive Care Society	59 COLORADO DR	100%	2,138.99
Communitas Supportive Care Society	150 COLORADO DR	100%	2,052.67
Communitas Supportive Care Society	2575 MILFORD RD	100%	1,876.82
Discovery Harbour Authority	2375 SPIT RD	70%	13,859.70
Discovery Masonic Lodge / Campbell River Shrine Club	2905 ISLAND HWY	70%	5,319.42

Organization	Civic Address	% PTE Awarded	Exempt City Taxes
Governing Council of the Salvation Army	1381 CEDAR ST	100%	8,571.60
Habitat for Humanity Vancouver Island North Society	1725 WILLOW ST	100%	16,656.19
Habitat for Humanity Vancouver Island North Society	461 HILCHEY RD	100%	2,104.46
The John Howard Society of North Island	980 ALDER ST	100%	9,886.57
The John Howard Society of North Island	140 10TH AVE	100%	20,854.32
The John Howard Society of North Island	91 DOGWOOD ST	100%	2,698.52
John Perkins Memorial Housing Society (Royal Canadian Legion)	931 14TH AVE	100%	28,273.72
Navy League of Canada	931 13TH AVE	100%	5,271.73
North Island Employment Foundation Society	920 ALDER ST	100%	25,909.62
North Island Supportive Recovery Society	647 BIRCH ST	100%	1,630.62
Opportunities Career Services Society	300 ST. ANN'S RD	100%	3,798.78
Rivercity Inclusion	301 DOGWOOD ST	100%	13,295.73
Rivercity Inclusion	435 JESMAR PL	100%	2,362.80
Rivercity Inclusion	1065 GREENWOOD ST	100%	2,222.12
Rivercity Inclusion	1185 GREENWOOD ST	100%	2,582.20
Rivercity Inclusion	1153 GREENWOOD ST	100%	5,912.46
Rivercity Inclusion	1261 SHELLBOURNE BLVD	100%	1,739.33
Rivercity Inclusion	1841 ISLAND HWY	100%	3,282.54
Rivercity Inclusion	1851 ISLAND HWY	100%	2,909.48
Rivercity Inclusion	1180 IRONWOOD ST	100%	4,037.50
Rivercity Inclusion	1180 IRONWOOD ST	100%	4,037.50
Royal Canadian Legion	301 11TH AVE	85%	5,296.30
St. John Ambulance	1433 16TH AVE	100%	6,214.41
Total Change Ministries	1691 ISLAND HWY	100%	622.42

Organization	Civic Address	% PTE Awarded	Exempt City Taxes
Upper Island Counselling Services Society	621 11TH AVE	85%	1,556.53
Willow Point Lions Club Society	2165 ISLAND HWY S	85%	4,811.79
Willow Point Supportive Living Society	142 LARWOOD RD	100%	1,116.82
Willow Point Supportive Living Society	142 LARWOOD RD	100%	1,116.82
Willow Point Supportive Living Society	142 LARWOOD RD	100%	23,493.76
Willow Point Supportive Living Society	142 LARWOOD RD	100%	5,591.02
Willow Point Supportive Living Society	142 LARWOOD RD	100%	1,074.61
Willow Point Supportive Living Society	142 LARWOOD RD	100%	1,074.61
Willow Point Supportive Living Society	142 LARWOOD RD	100%	1,074.61
Willow Point Supportive Living Society	142 LARWOOD RD	100%	1,116.82
Willow Point Supportive Living Society	142 LARWOOD RD	100%	1,116.82
Willow Point Supportive Living Society	142 LARWOOD RD	100%	1,116.82
Willow Point Supportive Living Society	142 LARWOOD RD	100%	1,074.61
Total Health, Housing, and Community Services			**$338,802.63**
Culture and Recreation			
Association Francophone De Campbell River	891 13TH AVE	100%	2,722.46
Campbell River Curling Club	260 CEDAR ST	85%	16,646.45
Campbell River Eagles Water Ski Club	MCIVOR LAKE PARK	85%	590.5
Campbell River Fish and Wildlife Association	2641 CAMPBELL RIVER RD	85%	4,072.91
Campbell River Gun Club Society	2600 QUINSAM RD	100%	2,499.00
Campbell River Gymnastics Association	1394 MARWALK CRES	100%	6,526.11
Campbell River Tyee Judo Club	450 MERECROFT RD	100%	1,065.69
Campbell River Minor Hockey Association	225 DOGWOOD ST S	100%	222.08
Campbell River Motocross Association	7021 GOLD RIVER HWY	85%	5,649.47

Organization	Civic Address	% PTE Awarded	Exempt City Taxes
Campbell River Skating Club	225 DOGWOOD ST S	100%	82.79
Campbell River Wado Karate Club	450 MERECROFT RD	85%	949.54
Campbell River Youth Soccer Association	450 MERECROFT RD	100%	758.86
Nature Trust of BC	3200 WILLOW CREEK RD	100%	8,719.23
RiverCity Players Society	1080 HEMLOCK ST	100%	5,668.95
Tyee Club of British Columbia	2951 SPIT RD	100%	690.94
Tyee Club of British Columbia	3000 SPIT RD	100%	690.94
Total Culture and Recreation			**$57,555.92**
Property Used for City Purposes			
Campbell River & District Museum and Archives Society (Haig-Brown)	2250 CAMPBELL RIVER RD	100%	9,376.12
Campbell River & District Museum and Archives Society (Museum)	470 ISLAND HWY	100%	72,011.22
Campbell River Community Arts Council	2131 ISLAND HWY S	100%	9,130.80
Campbellton Neighbourhood Association (Community Garden)	1721 15TH AVE	100%	2,483.82
Campbellton Neighbourhood Association (Community Garden)	1741 15TH AVE	100%	2,479.92
Campbell River Public Art Gallery	1235 SHOPPERS ROW	100%	5,668.95
Campbell River Search and Rescue Society	261 LARWOOD RD	100%	3,819.23
Campbell River Senior's Society	1434 IRONWOOD ST	100%	1,029.99
Comox Valley Regional District	6700 ARGONAUT RD	100%	9,555.48
Discovery Coast Greenways Land Trust	2251 CAMPBELL RIVER RD	100%	16,783.17
Eagles Found Bicycle Program	900 ALDER ST	100%	1,235.09
Greenways Land Trust (Laughing Willow Community Garden)	1909 LAWSON GROVE	100%	2,484.51
Greenways Land Trust (Mountain View Community Garden)	600 CHARSTATE DR	100%	5,016.98
Campbell River Maritime Heritage Society	621 ISLAND HWY	100%	36,049.44

Organization	Civic Address	% PTE Awarded	Exempt City Taxes
Nature Conservancy of Canada	2485 ISLAND HWY	100%	12,234.02
Nature Trust of BC	1201 HOMEWOOD RD	100%	8,719.23
Nature Trust of BC	HOMEWOOD RD	100%	6,799.61
North Island 911 Corporation	DOGWOOD ST S	100%	2,657.20
Tidemark Theatre Society	1220 Shoppers Row	100%	15,974.35
Total Property Used for City Purposes			**$223,509.13**
Churches and Places of Worship			
Anglican Synod Diocese of BC (St. Peter's Anglican Church)	228 DOGWOOD ST S	100%	9,195.66
Bethany Evangelical Lutheran Church	201 BIRCH ST	100%	2,837.03
Bishop of Victoria (St. Patrick's Parish)	34 ALDER ST S	100%	14,516.63
Campbell River Church of Christ	226 HILCHEY RD	100%	3,843.09
Campbell River Church of the Way	451 7TH AVE	100%	2,002.88
Campbell River Vineyard Christian Fellowship	2215 CAMPBELL RIVER RD	100%	2,532.51
Church of Jesus Christ of Latter-Day Saints in Canada	460 GOODWIN RD	70%	3,908.62
Foursquare Gospel Church of Canada	403 5TH AVE	100%	2,012.13
Foursquare Gospel Church of Canada	422 COLWYN ST	100%	3,045.18
Foursquare Gospel Church of Canada	415 5TH AVE	100%	831.3
Governing Council of Salvation Army in Canada	291 MCLEAN ST	90%	2,730.64
Guru Nanak Sikh Society	735 PINECREST RD	70%	3,370.51
Pentecostal Assemblies of Canada (Christian Life Fellowship)	445 MERECROFT RD	100%	4,776.69
Seventh Day Adventist Church	300 THULIN ST	100%	3,012.80
Trinity Presbyterian Church	145 SIMMS RD	100%	3,896.29
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 EVERGREEN RD	70%	2,477.77
Campbell River United Church	415 PINECREST RD	100%	4,010.38
Total Churches and Places of Worship			**69,000.11**
Total Municipal Property Taxes Exempt			**$688,867.79**

City Grants

Organization	Grant
BC Salmon Farmers Association	-
Campbell River & District Public Art Gallery (Operations)	**80,000**
Campbell River & District Chamber of Commerce	-
Campbell River Arts Council (Banners)	**6,000**
Campbell River Arts Council (Operations)	**29,000**
Campbell River Celtic Arts (CR Pipe Band)	**3,100**
Campbell River Citizens On Patrol	**5,000**
Campbell River Farmers Market	**2,500**
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	**9,500**
Discovery Coast Greenways Land Trust	**37,500**
Island North Film Commission	**50,000**
Museum At Campbell River (Haig Brown House Operations)	**51,000**
Museum At Campbell River (Museum Operations)	**246,500**
North Island Cruisers	**5,000**
Recreation and Culture Facility Grants	**15,000**
Tidemark Theatre Society (Operations)	**207,500**
Total Grants:	**$780,600**

CITY OF CAMPBELL RIVER

FINANCIAL STATEMENTS

For the Year Ended December 31, 2025

Independent Auditor's Report

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

Opinion

We have audited the financial statements of the City of Campbell River (the "City"), which comprise the statement of financial position as at December 31, 2025, 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, 2025, 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 14, 2026

Chartered Professional Accountants

MNP LLP

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
For the Year Ended December 31, 2025

Independent Auditor's Report

Financial Reporting Responsibility **1**

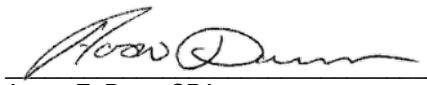
Financial Statements

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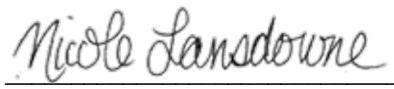
CITY OF CAMPBELL RIVER
FINANCIAL REPORTING RESPONSIBILITY
For the Year Ended December 31, 2025

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.



Aaron E. Daur, CPA
Acting Director of Financial Services / Chief Financial Officer



Nicole Lansdowne, CPA
Controller

CITY OF CAMPBELL RIVER
STATEMENT OF FINANCIAL POSITION
For the Year Ended December 31, 2025

	2025	2024
FINANCIAL ASSETS		
Cash and cash equivalents (Note 2)	**$ 60,649,854**	$ 51,290,104
Investments (Note 3)	**82,369,036**	84,257,003
Accounts receivable (Note 5)	**7,539,440**	6,793,840
Inventory held for sale	**86,434**	101,189
Total Financial Assets	**150,644,764**	142,442,136
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities (Note 6)	**15,752,596**	16,379,770
Deposits and holdbacks	**7,435,927**	8,252,570
Development cost charges (Note 7)	**20,426,945**	18,158,154
Deferred revenue (Note 7)	**20,533,574**	17,173,851
Long-term debt (Note 8 & Schedule 1)	**7,112,041**	7,990,985
Asset retirement obligation (Notes 10)	**9,226,288**	9,226,288
Total Financial Liabilities	**80,487,371**	77,181,618
NET FINANCIAL ASSETS	**70,157,393**	65,260,518
NON FINANCIAL ASSETS		
Inventory of supplies	**428,684**	488,312
Prepaids	**258,526**	174,915
Tangible capital assets (Schedule 2)	**325,812,150**	322,131,951
Total Non-Financial Assets	**326,499,360**	322,795,178
ACCUMULATED SURPLUS (Note 11)	**$ 396,656,753**	$ 388,055,696

See Contingent liabilities Note 12.

Aaron E. Daur, CPA
Acting Director of Financial Services / Chief Financial Officer

Nicole Lansdowne, CPA
Controller

CITY OF CAMPBELL RIVER
STATEMENT OF OPERATIONS
For the Year Ended December 31, 2025

	2025 Budget (Note 14)	**2025 Actual**	2024 Actual
REVENUE			
Taxes & parcel taxes (Note 13)	$ 47,706,404	**$ 47,727,577**	$ 45,892,632
Payments in lieu of taxes	996,400	**1,075,545**	990,524
Sale of services	33,656,508	**34,332,786**	32,335,127
Services provided to other governments	1,209,292	**1,399,998**	1,169,545
Transfers from other governments (Note 17)	22,557,342	**4,236,470**	7,322,159
Investment and other income	3,711,655	**5,049,418**	5,688,076
Other revenue	507,121	**2,780,123**	1,169,201
Development cost charges recognized	-	**10,493**	-
Contributed tangible capital assets (Note 18)	-	**2,325,637**	5,433,211
Gain/(loss) on disposal of tangible capital assets	-	**(48,240)**	1,458,540
	110,344,722	**98,889,807**	101,459,015
EXPENSES			
General government	10,192,717	**11,926,873**	11,845,638
Protective services	26,647,255	**25,388,645**	23,727,506
Transportation services	17,553,011	**18,141,591**	16,732,652
Environmental health services	5,308,841	**4,616,051**	3,890,346
Public health services	290,003	**304,682**	225,009
Development services	4,115,504	**3,664,562**	4,042,875
Parks, recreation and cultural services	11,762,680	**11,158,362**	11,073,040
Sewer utility services	6,652,055	**6,709,237**	5,869,841
Water utility services	7,489,737	**8,378,747**	7,581,886
	90,011,803	**90,288,750**	84,988,793
ANNUAL SURPLUS	20,332,919	**8,601,057**	16,470,222
Accumulated Surplus, Beginning of Year	388,055,696	**388,055,696**	371,585,474
ACCUMULATED SURPLUS (Note 11)	$ 408,388,615	**$ 396,656,753**	$ 388,055,696

See Budget legislative compliance Note 14.

CITY OF CAMPBELL RIVER
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
For the Year Ended December 31, 2025

	2025 Budget (Note 14)	**2025 Actual**	2024 Actual
ANNUAL SURPLUS	$ 20,332,919	**$ 8,601,057**	$ 16,470,222
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(69,144,223)	**(14,595,253)**	(23,861,447)
Contributed tangible capital assets (Note 18)	-	**(2,325,637)**	(5,433,211)
Proceeds on disposal of tangible capital assets	-	**69,061**	1,723,716
(Gain) / loss on disposal of tangible capital assets	-	**48,240**	(1,458,540)
Writedown of tangible capital assets	-	**462,762**	111,968
Amortization	11,788,784	**12,660,628**	12,264,275
	(57,355,439)	**(3,680,199)**	(16,653,239)
OTHER NON-FINANCIAL ASSETS			
Decrease / (increase) in inventory of supplies	-	**59,628**	(56,906)
Decrease / (increase) in prepaids	-	**(83,611)**	45,556
	-	**(23,983)**	(11,350)
INCREASE / (DECREASE) IN NET FINANCIAL ASSETS	(37,022,520)	**4,896,875**	(194,367)
NET FINANCIAL ASSETS, BEGINNING OF YEAR	65,260,518	**65,260,518**	65,454,885
NET FINANCIAL ASSETS, END OF YEAR	$ 28,237,998	**$ 70,157,393**	$ 65,260,518

CITY OF CAMPBELL RIVER
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2025

		2025		2024
OPERATING ACTIVITIES				
Annual surplus	$	**8,601,057**	$	16,470,222
Non-cash items included in annual surplus:				
Long-term debt actuarial adjustment		**(170,164)**		(153,221)
Contributed tangible capital assets		**(2,325,637)**		(5,433,211)
Loss / (gain) on disposal of tangible capital assets		**48,240**		(1,458,540)
Writedown of tangible capital assets		**462,762**		111,968
Amortization expense		**12,660,628**		12,264,275
Decrease / (increase) in inventory of supplies		**59,628**		(56,906)
(Decrease) / Increase in prepaids		**(83,611)**		45,556
Changes in financial assets and liabilities:				
Accounts receivable		**(745,600)**		58,431
Inventory held for resale		**14,755**		(21,415)
Accounts payable and accrued liabilities		**(627,174)**		1,818,101
Deposits and holdbacks		**(816,643)**		1,526,237
Development cost charges		**2,268,791**		2,097,106
Deferred revenue		**3,359,723**		3,263,421
		22,706,755		30,532,024
CAPITAL ACTIVITIES				
Proceeds on sale of tangible capital assets		**69,061**		1,723,716
Acquisition of tangible capital assets		**(14,595,253)**		(23,861,447)
		(14,526,192)		(22,137,731)
FINANCING ACTIVITIES				
Debt principal repaid		**(708,780)**		(715,448)
INVESTING TRANSACTIONS				
Net purchase of investments		**1,887,967**		(19,997,645)
DECREASE IN CASH AND CASH EQUIVALENTS		**9,359,750**		(12,318,800)
CASH AND CASH EQUIVALENTS BEGINNING OF YEAR		**51,290,104**		63,608,904
CASH AND CASH EQUIVALENTS END OF YEAR	$	**60,649,854**	$	51,290,104
INTEREST RECEIVED	$	**4,904,439**	$	5,605,707
INTEREST PAID	$	**502,432**	$	569,568

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2025

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.

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, 2025 and December 31, 2024. As a result, the City does not have a Statement of Remeasurement Gain and Losses.

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 2024.

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.

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.

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, 2025.

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, 2025.

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

		2025		2024
General operating fund	**$**	**35,879,991**	$	29,079,423
Development cost charges (Note 7)		**20,426,945**		18,158,154
Capital lending reserve fund (Note 11)		**3,001,540**		3,203,012
Parkland acquisition reserve fund (Note 7)		**1,341,378**		849,515
	$	**60,649,854**	$	51,290,104

3. Investments

	2025	2024
Deposits	**$ 37,504,691**	$ 41,200,636
Municipal Finance Authority Bond Fund	**3,384,003**	3,275,026
Municipal Finance Authority Mortgage Fund	**10,105,280**	9,746,889
Portfolio Investments	**31,375,062**	30,034,452
	$ 82,369,036	$ 84,257,003

a. Deposits include long-term, non-redeemable guaranteed investment certificates with varying maturity dates from October 2025 to September 2030 and varying rates of return ranging from 2.50% to 5.15% (2024 - 4.00% - 5.50%).

b. The fair market value of the Municipal Finance Authority Short-Term Bond fund at December 31, 2025 was $3,363,712 (2024 - $3,236,411).

c. The fair market value of the Municipal Finance Authority Pooled Mortgage Fund at December 31, 2025 was $10,428,626 (2024 - $9,956,371).

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 to 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, 2024	Collections	Expenses	December 31, 2025
CR Municipal Cemetery	$ 378,023	$ 18,427	$ -	$ 396,450
Elk Falls Memorial Cemetery	288,344	14,055	-	302,399
	$ 666,367	$ 32,482	$ -	**$ 698,849**

5. Accounts receivable

	2025	2024
Property taxes	**$ 2,689,001**	$ 2,309,648
Due from other governments	**1,879,473**	1,480,326
Other	**2,970,966**	3,003,866
	$ 7,539,440	$ 6,793,840

Other receivables include an amount from one customer of $155,470 (2024 - $228,000) 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 2 years remaining on the repayment term.

6. Accounts payable and accrued liabilities

	2025	2024
Trade accounts payable	**$ 5,996,556**	$ 3,269,802
Due to other governments	**3,791,080**	6,320,810
Accrued liabilities	**380,894**	339,687
Accrued wages and benefits	**5,508,748**	6,372,237
Accrued interest	**75,318**	77,234
	$ 15,752,596	$ 16,379,770

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 (2024 - $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, 2025 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:

	2025	2024
Employee future benefits	**$ 1,804,100**	$ 1,754,200
Vacation liability	**896,380**	825,653
Banked overtime liability	**366,516**	377,607
Wages and other accruals	**2,441,752**	3,414,777
	$ 5,508,748	$ 6,372,237

Employee future benefits:

	2025	2024
Accrued benefit obligation - beginning	**$ 1,754,200**	$ 1,761,800
Current service cost	**180,300**	179,200
Interest cost	**78,600**	74,700
Benefits paid	**(119,000)**	(239,400)
Recognition of actuarial gain	**(90,000)**	(22,100)
	$ 1,804,100	$ 1,754,200
Discount rate	4.40%	4.30%
Inflation rate	2.50%	2.50%

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 $20,426,945 (2024 - $18,158,154).

	December 31, 2024	Transfers	Collections	December 31, 2025
Development cost charges				
Park development	$ 1,642,839	$ -	$ 143,315	**$ 1,786,154**
Parkland acquisition	1,299,288	-	297,043	**1,596,331**
Roads	2,702,660	-	357,749	**3,060,409**
Sanitary sewer	2,519,659	(10,493)	328,460	**2,837,626**
Storm drains	3,186,063	-	400,408	**3,586,471**
Water	6,807,645	(90,489)	842,798	**7,559,954**
	$ 18,158,154	$ (100,982)	$ 2,369,773	**$ 20,426,945**
Deferred revenue				
Future local improvements	$ 2,642,310	(6,540)	$ 95,045	**$ 2,730,815**
Prepaid property taxes	5,121,245	(8,852,169)	9,488,687	**5,757,763**
Community Works Fund	4,669,407	(997,830)	1,874,617	**5,546,194**
Parkland acquisition	849,515	-	491,863	**1,341,378**
Other	3,891,374	(3,221,235)	4,487,285	**5,157,424**
	17,173,851	(13,077,774)	16,437,497	**20,533,574**
	$ 35,332,005	$ (13,178,756)	$ 18,807,270	**$ 40,960,519**

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	Sewer	Water	Total
2026	314,853	414,627	**$ 729,480**
2027	317,405	496,317	**813,722**
2028	326,928	511,206	**838,134**
2029	336,735	526,543	**863,278**
2030	346,837	542,339	**889,176**
2031 & thereafter	1,494,570	1,483,681	**2,978,251**
	$ 3,137,328	$ 3,974,713	**$ 7,112,041**

8. Long-term debt (continued)

The interest payments for the next five years are:

Year	Sewer	Water	Total
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	127,680	216,650	**$ 344,330**
2031 & thereafter	446,880	460,425	**$ 907,305**
	$ 1,093,350	$ 1,543,675	**$ 2,637,025**

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:

	2025	2024
General	**$ -**	$ 2,743
Sewer	**65,046**	69,812
Water	**88,034**	85,475
	$ 153,080	$ 158,030

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, 2025	**$ 9,226,288**
Settlements during the year	-
Asset retirement obligation, December 31, 2025	**$ 9,226,288**

11. Accumulated surplus

	2025	2024
Unappropriated surplus		
General	**$ 5,000,000**	$ 5,000,000
Sewer	**800,000**	800,000
Water	**1,000,000**	1,000,000
	6,800,000	6,800,000
Non-statutory reserves		
General	**24,775,100**	28,380,221
Airport	**12,720**	305,476
Sewer	**15,736,761**	12,404,254
Water	**33,220,106**	28,582,192
	73,744,687	69,672,143
Statutory reserves		
Capital lending	**3,001,540**	3,203,012
Investment in tangible capital assets	**313,110,526**	308,380,541
	$ 396,656,753	$ 388,055,696

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.

12. Contingent liabilities

a) Pension liability

The City and its employees contribute to the Municipal Pension Plan (a jointly trusteed 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, 2024, the plan has about 273,000 active members and approximately 133,000 retired members. Active members include approximately 47,000 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, 2024, indicated a $2,675 million funding surplus for basic pension benefits on a going concern basis.

The City of Campbell River paid $2,557,723 (2024 - $2,356,195) for employer contributions, while employees contributed $2,224,533 (2024 - $2,026,810) to the Plan in fiscal 2025.

The next valuation will be as at December 31, 2027, with results available in 2028.

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, 2025 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 $195,317 (2024 - $164,617) has been recorded for these claims.

13. Property taxation

	2025	2024
Municipal Taxation		
General municipal property taxes	**$ 44,062,046**	$ 42,284,371
Local service taxes	**135,479**	115,800
Parcel taxes	**2,987,037**	2,951,834
1% utility tax	**543,015**	540,627
	47,727,577	45,892,632
Collections for Other Taxing Authorities		
BC Assessment Authority	**$ 491,958**	$ 466,488
Comox Strathcona Regional Hospital District	**3,221,529**	3,224,570
Comox Strathcona Regional Solid Waste Board	**1,401,512**	1,290,332
Municipal Finance Authority	**2,572**	2,513
Provincial School Levy	**21,664,829**	20,644,374
Strathcona Regional District	**11,346,297**	9,908,917
Regional Library	**2,373,357**	2,222,144
	40,502,054	37,759,338
Payments to other taxing authorities	**(40,502,054)**	(37,759,338)
Net taxation for municipal purposes	**$ 47,727,577**	$ 45,892,632

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 12, 2024, to the exception of the amounts noted below.

Adjustments to the 2025-2034 Financial Plan Annual Surplus	
Annual surplus, as per Statement of Operations	**$ 20,332,919**
Adjustments for non-cash item:	
Amortization offset	**11,788,784**
Debt principal repayments	**(708,780)**
Capital expenses	**(69,144,223)**
Net transfer from reserves & unappropriated surplus	**37,731,300**
	$ -

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
2026	343,091	81,353
2027	343,091	81,353
2028	343,091	
2029	322,044	-
2030	288,997	-
Thereafter, to completion	3,393,061	-
$	**5,033,375**	$ 162,706

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.

17. Government transfers

	2025	2024
Federal	**$ 1,865,839**	$ 3,887,645
Provincial	**2,370,631**	3,354,514
Other	**-**	80,000
	$ 4,236,470	$ 7,322,159

18. Contributed tangible capital assets

$2,325,637 (2024 - $5,433,211) of contributed tangible capital assets were received in 2025. These assets consisted of subdivision installations (roads, drainage, water and sewer assets) and a new bike rack.

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF LONG-TERM DEBT
For the Year Ended December 31, 2025

SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2024	Debt Issued	Principal Payments	Actuarial Adjustment	Balance at Dec 31, 2025
Long-term debt								
General								
3301	Issue #112	06/10/25	1.28	15,888	-	9,954	5,934	**-**
Sanitary Sewer								
3345	Issue #112	12/10/26	1.28	38,556	-	24,156	14,400	**-**
3345	Issue #117	06/10/26	1.47	92,489	-	29,471	15,978	**47,040**
3519	Issue #147	09/04/32	2.66	3,429,819	-	258,080	41,105	**3,130,634**
				3,560,864	-	311,707	71,483	**3,177,674**
Water								
3518	Issue #141	07/04/32	2.80	1,705,246	-	155,923	35,843	**1,513,480**
3518	Issue #145	23/04/33	3.15	2,804,529	-	231,196	44,864	**2,528,469**
				4,509,775	-	387,119	80,707	**4,041,949**
Accrued actuarial adjustment				(95,542)	-	-	12,040	**(107,582)**
Total long-term debt				$ 7,990,985	$ -	$ 708,780	$ 170,164	$ 7,112,041

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE
For the Year Ended December 31, 2025

SCHEDULE 2

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2025	Total 2024
COST							
Opening balance	$ 45,429,391	$ 46,532,866	$ 37,384,450	$ 449,733,538	$ 9,265,511	**$ 588,345,756**	$ 561,320,683
Additions	1,790,615	237,743	4,554,075	2,317,571	5,695,249	**14,595,253**	23,861,447
Contributed tangible capital assets	-	-	-	2,325,637	-	**2,325,637**	5,433,211
Construction completed	-	-	314,281	-	(314,281)	**-**	-
Writedowns	(104,002)	-	-	-	(358,760)	**(462,762)**	(111,968)
Disposals	-	-	(1,163,098)	(122,801)	-	**(1,285,899)**	(2,157,617)
Closing balance	47,116,004	46,770,609	41,089,708	454,253,945	14,287,719	**603,517,985**	588,345,756
ACCUMULATED AMORTIZATION							
Opening balance	-	27,579,111	20,111,621	218,523,073	-	**266,213,805**	255,841,971
Amortization current year	-	993,939	1,945,116	9,721,573	-	**12,660,628**	12,264,275
Amortization from disposals	-	-	(1,057,751)	(110,847)	-	**(1,168,598)**	(1,892,441)
Closing balance	-	28,573,050	20,998,986	228,133,799	-	**277,705,835**	266,213,805
NET BOOK VALUE	**$ 47,116,004**	**$ 18,197,559**	**$ 20,090,722**	**$ 226,120,146**	**$ 14,287,719**	**$ 325,812,150**	$ 322,131,951
NET BOOK VALUE (PRIOR YEAR)	**$ 45,429,391**	**$ 18,953,755**	**$ 17,272,829**	**$ 231,210,465**	**$ 9,265,511**		

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF SEGMENTED REPORTING
For the Year Ended December 31, 2025

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
REVENUE												
Taxes & parcel taxes (Note 13)	**$ 44,605,061**	$ 42,824,999	**$ -**	$ -	**$ 1,705,177**	$ 1,683,686	**$ -**	$ -	**$ -**	$ -	**$ 135,479**	$ 115,800
Payments in lieu of taxes	**1,075,545**	990,524	**-**	-	**-**	-	**-**	-	**-**	-	**-**	-
Sale of services	**847,476**	690,193	**2,862,584**	2,462,240	**3,895,999**	4,091,196	**3,971,782**	3,590,743	**100,460**	113,923	**2,645,759**	2,548,953
Services provided to other governments	**270,951**	261,410	**1,038,030**	808,001	**-**	-	**-**	-	**91,017**	100,134	**-**	-
Transfers from other governments (Note 17)	**2,102,685**	2,938,737	**527,758**	466,857	**1,558,614**	3,670,727	**-**	6,555	**-**	-	**-**	196,750
Investment and other income	**3,319,736**	3,900,571	**-**	-	**-**	24,965	**-**	-	**-**	-	**-**	-
Other revenue			**-**	-	**1,985,305**	856,873	**-**	-	**-**	-	**32,306**	13,479
Development cost charges recognized			**-**	-	**10,493**	-	**-**	-	**-**	-	**-**	-
Contributed tangible capital assets (Note 18)			**-**	-	**1,495,368**	3,877,502	**-**	-	**-**	-	**-**	-
Gain/(loss) on disposal of tangible capital assets			**-**	-	**(48,240)**	1,473,338	**-**	-	**-**	-	**-**	-
	52,221,454	51,606,434	**4,428,372**	3,737,098	**10,602,716**	15,678,287	**3,971,782**	3,597,298	**191,477**	214,057	**2,813,544**	2,874,982
EXPENSES												
Amortization	**690,059**	494,955	**435,601**	419,346	**5,727,733**	5,562,159	**-**	-	**32,961**	32,961	**-**	-
Interest & debt issue expenses	**141,899**	206,120	**-**	-	**2,373**	5,378	**-**	-	**-**	-	**-**	-
Operating expenses	**2,219,450**	3,028,181	**13,123,092**	11,859,681	**9,596,005**	8,479,459	**4,541,257**	3,819,791	**46,993**	23,344	**1,951,416**	2,346,615
Wages & benefits	**8,875,465**	8,116,382	**11,829,952**	11,448,479	**2,815,480**	2,685,656	**74,794**	70,555	**224,728**	168,704	**1,713,146**	1,696,260
	11,926,873	11,845,638	**25,388,645**	23,727,506	**18,141,591**	16,732,652	**4,616,051**	3,890,346	**304,682**	225,009	**3,664,562**	4,042,875
ANNUAL SURPLUS (DEFICIT)	**$ 40,294,581**	$ 39,760,796	**$ (20,960,273)**	$ (19,990,408)	**$ (7,538,875)**	$ (1,054,365)	**$ (644,269)**	$ (293,048)	**$ (113,205)**	$ (10,952)	**$ (851,018)**	$ (1,167,893)

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, 2025

SCHEDULE 3
(page 2 of 2)

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Total	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024
REVENUE										
Taxes & parcel taxes (Note 13)	**$ 541,791**	$ 534,946	**$ 46,987,508**	$ 45,159,430	**$ 740,069**	$ 733,202	**$ -**	$ -	**$ 47,727,577**	$ 45,892,632
Payments in lieu of taxes	**-**	-	**1,075,545**	990,524	**-**	-	**-**	-	**1,075,545**	990,524
Sale of services	**1,375,173**	1,249,986	**15,699,233**	14,747,234	**8,450,062**	7,729,692	**10,183,491**	9,858,201	**34,332,786**	32,335,127
Services provided to other governments	**-**	-	**1,399,998**	1,169,545	**-**	-	**-**	-	**1,399,998**	1,169,545
Transfers from other governments (Note 17)	**47,413**	42,533	**4,236,470**	7,322,159	**-**	-	**-**	-	**4,236,470**	7,322,159
Investment and other income	**-**	-	**3,319,736**	3,925,536	**537,541**	511,235	**1,192,141**	1,251,305	**5,049,418**	5,688,076
Other revenue	**16,940**	16,512	**2,034,551**	886,864	**224,915**	72,265	**520,657**	210,072	**2,780,123**	1,169,201
Development cost charges recognized	**-**	-	**10,493**	-	**-**	-	**-**	-	**10,493**	-
Contributed tangible capital assets (Note 18)	**-**	-	**1,495,368**	3,877,503	**54,955**	705,728	**775,314**	849,980	**2,325,637**	5,433,211
Gain/(loss) on disposal of tangible capital assets	**-**	-	**(48,240)**	1,473,338	**-**	(640)	**-**	(14,158)	**(48,240)**	1,458,540
	1,981,317	1,843,977	**76,210,662**	79,552,133	**10,007,542**	9,751,482	**12,671,603**	12,155,400	**98,889,807**	101,459,015
EXPENSES										
Amortization	**1,713,699**	1,704,524	**8,600,053**	8,213,945	**1,888,601**	1,869,605	**2,171,974**	2,180,725	**12,660,628**	12,264,275
Interest & debt issue expenses	**-**	-	**144,272**	211,498	**141,510**	141,510	**216,650**	216,650	**502,432**	569,658
Operating expenses	**3,319,908**	3,473,033	**34,798,121**	33,030,104	**2,998,076**	2,304,468	**3,597,520**	3,016,840	**41,393,717**	38,351,412
Wages & benefits	**6,124,755**	5,895,483	**31,658,320**	30,081,519	**1,681,050**	1,554,258	**2,392,603**	2,167,671	**35,731,973**	33,803,448
	11,158,362	11,073,040	**75,200,766**	71,537,066	**6,709,237**	5,869,841	**8,378,747**	7,581,886	**90,288,750**	84,988,793
ANNUAL SURPLUS (DEFICIT)	**$ (9,177,045)**	$ (9,229,063)	**$ 1,009,896**	$ 8,015,067	**$ 3,298,305**	$ 3,881,641	**$ 4,292,856**	$ 4,573,514	**$ 8,601,057**	$ 16,470,222

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, 2025

SCHEDULE 4

Description	Opening Balance	Funds Received	Amounts Spent	Annual Interest Allocation	Ending Balance
Growing Communities Fund	$ 9,349,726	$ -	-$ 2,317,096	$ 254,758	$ 7,287,388
Closing Balance	**$ 9,349,726**	**$ -**	**-$ 2,317,096**	**$ 254,758**	**$ 7,287,388**

2025 ANNUAL REPORT

For the fiscal year ended December 31, 2025

City of Campbell River

British Columbia, Canada