

2020 Annual Report

CITY OF CRANBROOK



Table of Contents

City Council Members & Mission Statement	3	Human Resources	20
Message from Mayor	4	Office of the CAO	22
Senior Management Team, Committee Membership	5	Public Works	24
Canadian Rockies International Airport	6	RCMP Cranbrook Detachment	26
Recreation and Culture	8	Statement of Financial Information	29
Cranbrook Public Library	10	Management's Responsibility for Financial Reporting	39
Engineering & Development Services	12	Independent Auditor's Report	40
Finance	14	Financial Information	42
Fire & Emergency Services	16	COVID-19 Restart Grant Revenue	66
Information Technology Services	18	2020 Grants to Non-Profit Organizations	66
		Statement of 2020 Property Tax Exemptions	67

DECLARATION AND IDENTIFICATION OF DISQUALIFIED COUNCIL MEMEBERS

In accordance with section 98(2)(e) of the *Community Charter*, there were no declarations of disqualification made under section 111 of the *Community Charter*.



Members of Council



Left: Councillor Wesly Graham, Councillor Mike Peabody, Councillor Norma Blissett, Mayor Lee Pratt, Councillor John Hudak, Councillor Wayne Price, Councillor Ron Popoff.

Mission Statement

The Council and staff are committed to the continuing development of the City of Cranbrook as a successful and progressive community, and to preserving and further enhancing the high quality of life enjoyed by the citizens.

Council will be responsive to concerns and provide an informed and committed leadership.

A competent, skilled staff of high integrity will use available resources as efficiently as possible, providing high quality services to meet the needs and address the concerns of residents and employers.

Council and staff will work cooperatively with the citizens of the City of Cranbrook, organizations within the community, other municipalities and other levels of government in order to achieve the maximum benefit for the community.

Message from the Mayor



Without a doubt, 2020 was a very challenging year for the City of Cranbrook. The COVID-19 pandemic touched every part of our community. Our residents, our business community, and the Corporation had many hurdles to overcome. With many unanswered questions and a lot of doubt, we overcame what looked like a very dismal year and turned it into a successful year for the City. My thanks goes out to everyone who lives and works in the City and proved that we are resilient and determined to succeed. Unfortunately, some businesses suffered losses and, in some cases, had to close. I hated to see this happen and my sincere sympathy goes out to the owners and their employees.

On a positive note, the City experienced a boom in construction. Commercial, industrial, residential including multi-family housing, all had good results in 2020. Our building permits exceeded \$93 million - a phenomenal record. These dollars created many jobs and fed many families. The spin off to our local economy was unprecedented in the circulation of these dollars in every aspect of our business community. Vehicle sales, ATV sales, RV sales

and general household expenditures rebounded throughout the year. We are seeing signs of this continuing into 2021 and are excited to see what comes.

With uncertainty around what impact COVID-19 would have on our tax base and other revenues; we made the decision not to proceed with our development of the former Tembec Lands. We had purchased the property for \$3 million with the intention of subdividing and selling the lots to interested parties. We sold the property to Peak Renewables for \$6 million and they are operating the finger joint mill and will be subdividing the property as we had hoped to do.

Due to COVID restrictions, we had to cancel our Winter Blitzville, Sam Steele Days and Music in the Park. All of these events added to the quality of life we offer. We look forward to the day we can offer these events as well as concerts, theatre productions and hockey once again in our beautiful city.

On a capital expenditure note, we completed the arena roof replacement at Western Financial Place and continued our major infrastructure projects replacing water and sewer lines and

installing new pavement on many roads.

Looking forward to 2021 we are still committed to:

- Exercising financial responsibility;
- Infrastructure replacement and maintenance; and
- Economic growth for the City and our business community.

We are working diligently to achieve the goals we recognized in our Strategic Plan and are already seeing successful outcomes on the goals we set.

Thank you,

Mayor Lee Pratt



Senior Management Team

Mark Fercho
Chief Administrative Officer

Charlotte Osborne, CPA, CGA
Director of Finance, Chief Financial Officer

Scott Driver
Director of Fire and Emergency Services

Chris New
Director of Recreation and Culture

Ron Fraser, P.Eng
Interim Chief Administrative Officer
Director of Engineering & Development Services

Derrick Anderson
Director of Public Works

Ndaba Dube
Director of Human Resources

Corporate Partners

Staff Sergeant Barry Graham
NCO, i/c Cranbrook Detachment
Royal Canadian Mounted Police

Tristen Chernove, Airport Manager
Canadian Rockies International Airport

Ursula Brigl, Chief Librarian
Cranbrook Public Library

Legal Counsel
The Merged Law Firm of Lidstone and Murdy & McAllister;
Rockies Law Corporation

Bank - Bank of Montreal
Auditors - BDO Canada LLP



2020 Council Appointments & Representation - Committees

Advisory Planning Commission (APC)
Councillor Norma Blissett, Councillor Wes Graham

Cranbrook Public Library Board
Councillor Wayne Price

Heritage Committee
Councillor Wayne Price

Cranbrook History Centre
Councillor Ron Popoff

Community Social Planning Society of Cranbrook and Area
Councillor Mike Peabody

Cranbrook Chamber of Commerce
Councillor John Hudak

Cranbrook Tourism Society Board
Councillor Ron Popoff

Ktunaxa Kinbasket Treaty Advisory Committee
Councillor John Hudak;
Alternate Councillor Wayne Price

Regional District of East Kootenay Board and Kootenay East Regional Hospital District Board
Mayor Lee Pratt, Councillor Wes Graham
Alternate: Councillor Norma Blissett & Councillor Ron Popoff



Canadian Rockies International Airport

The diversity of activities within each day of running the airport makes for a stimulating work environment. Daily duties include the performance of a multitude of physical inspections and maintenance, communications and general management that vary with the seasons. At YXC we operate a robust Safety Management System, from simple checks to operational guidelines and directives, process guidance, risk analysis and mitigation, investigations and quality assurance. Other daily responsibilities include business partner and customer communications, marketing and service development, financial planning and management, project management and customer service.

With nineteen tenants operating a wide variety of businesses, the airport has most of the daily activities and needs of a tiny community, ranging from building, grounds, roads/runways, water system and HVAC system maintenance to Food and Beverage concessions and Lease Management. Operating within Federal Regulation, exceeding regulatory compliance while growing strong relationships with airlines and business partners is core to our success. As a key catalyst for the economic growth and diversification of our entire region, the airport's vision includes an expanding domestic and international market through a continued focus on air service development and the sustainability of air service providers.

The Pandemic has arguably hit the air travel industry harder than any other. CRIA saw immediate impacts, bottoming out at below 80% pre-Covid ridership and revenue. The hope is that vaccines will help turn a corner for the industry, with a slow rebuild of passenger volumes beginning in the second quarter of 2021 and gaining on an upward trend in the third quarter.

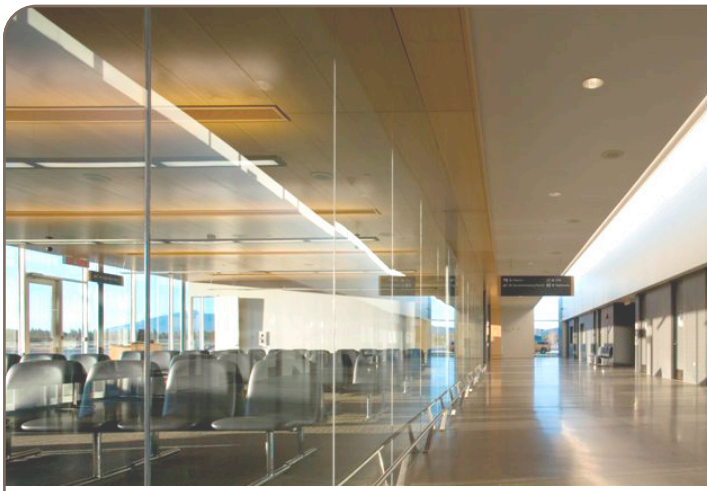
2020

Mission Statement:

To serve the region by becoming the airport of choice and to provide the City of Cranbrook with a safe, friendly, clean, efficient and profitable airport with a local sense of place.

OBJECTIVE	STRATEGY	OUTCOME
Execute Enterprise Risk Management. Maximize Revenue Opportunities.	<ul style="list-style-type: none"> Reduced expenses where possible. Targeted an expense reduction of 10%. Lobby for aircraft redeployment at YXC. Support aeronautical resiliency. 	<ul style="list-style-type: none"> Reduced overall expenses by 23% by year-end. Regained direct service to Kelowna and Vancouver (Calgary service was uninterrupted).





2021

OBJECTIVE	STRATEGY	MEASURE
Execute Enterprise Risk Management.	<ul style="list-style-type: none"> • Use Enterprise Risk Management (from Airport Business Plan) and implement most impactful expense reduction measures. • Implement HVAC Upgrades resulting in long term cost savings. 	<ul style="list-style-type: none"> • Reduce operating expenses proportionate to any further decline in operating revenue.
Maximize Load Factors to Ensure Air Carrier Sustainability.	<ul style="list-style-type: none"> • Gear marketing activities toward encouraging air travel, when safe to do so, to increase confidence in travel for outbound market. 	<ul style="list-style-type: none"> • Re-establish (pre-COVID 19) seat capacity.
Maximize Revenue Opportunities.	<ul style="list-style-type: none"> • Increase non-aeronautical revenue by securing new advertising contracts. • Ensure aeronautical revenue is growing directly proportionate to airline recovery. • Support aeronautical resiliency. • Lobby for aircraft redeployment at YXC. 	<ul style="list-style-type: none"> • Increase non-aeronautical revenue to 42%. Regain direct service to Vancouver and Kelowna. • Re-establish and increase competition on Calgary route.

2022

OBJECTIVE	STRATEGY	MEASURE
Regain pre-COVID 19 air service.	<ul style="list-style-type: none"> • Meet and collaborate with Air Carriers to discuss data-driven and historical route sustainability and incorporate updated feasibility studies in a timely manner with economic rebound. • Use marketing funds to support air service studies. 	<ul style="list-style-type: none"> • Both national Air Carriers providing daily Air Service to Calgary and Vancouver.

Recreation and Culture

The Recreation and Culture department strives to bring a sense of community to the citizens of Cranbrook through access to recreation facilities, events and programs. The Department is guided by the values of providing parks, recreation and cultural opportunities to everyone in our City, consistent with the responsible use of financial resources, the lifestyle, and the natural setting of our community.

Mission Statement:

The Recreation and Culture Department promotes healthy lifestyles through the development of quality parks, facilities, recreation, and cultural opportunities.

We are leaders in the community facilitating services to residents and visitors, that enhance their quality of life.

We provide a challenging work environment, which stresses personal responsibility and development, an opportunity to participate, and the recognition of being an important part of a successful team.

The department oversees the programming, operations and maintenance of Western Financial Place, the Memorial and Kinsmen Arenas, Aquatic Centre and numerous sports fields and parks. The department works closely with Public Works on outdoor facility maintenance and parks/trail development.

A variety of community programming is offered to all ages, including dog obedience for adults, fitness for seniors, youth sport programs, summer PLAY program, swim lessons and much more. The department also coordinates a variety of major concerts, community celebrations and sporting events, and works closely with many user groups who produce exciting local events.

2020

OBJECTIVE	STRATEGY	OUTCOME
Replace or repair the Western Financial Place (WFP) roof.	<ul style="list-style-type: none"> Contracted Project Manager and issued tender. 	<ul style="list-style-type: none"> Completed the remaining portions of the WFP roof. Roof surface was fully replaced, and a new lifeline safety system installed.
Attract a new hockey team tenant.	<ul style="list-style-type: none"> Issued Request for Proposal (RFP) to invite potential hockey tenants. 	<ul style="list-style-type: none"> Secured Cranbrook Bucks from the BC Hockey League.



Photo: Nick Nault



2021

OBJECTIVE	STRATEGY	MEASURE
Complete arena upgrades including, boards, glass, score clock and chiller.	<ul style="list-style-type: none"> • Replacement of the lighting control system, rebuilding the ice compressor, construct female dressing room, install aisle rails and replace fire safety systems. • Complete an assessment of the dehumidification options for the arena and the EFIS exterior surface. 	<ul style="list-style-type: none"> • Projects completed on time and within budget.
Revitalization of Confederation Park.	<ul style="list-style-type: none"> • Contingent on funding, complete trail and parking lot surfacing and the installation of toilets and a bird watching tower. 	<ul style="list-style-type: none"> • Projects completed on time and within budget.
Continue to attract special events, concerts and activities for our residents.	<ul style="list-style-type: none"> • Contingent on the COVID-19 restrictions, strive to attract concerts back to WFP, and launch/support community events. • Support the BCHL to launch a successful inaugural season, welcoming fans back to WFP. 	<ul style="list-style-type: none"> • Contingent on COVID-19 timelines, secure two concerts for fall/2021, and work with local service/volunteer groups to host a COVID-19 community celebration.

2022

OBJECTIVE	STRATEGY	MEASURE
Continue to attract special events, concerts and activities for our residents.	<ul style="list-style-type: none"> • With COVID-19 behind us, restore Cranbrook once again as a viable market for concert tours, focus on attracting major acts to the venue. 	<ul style="list-style-type: none"> • Attract six major concerts.
Arena upgrades.	<ul style="list-style-type: none"> • Upgrade air handling/dehumidification options for Western Financial Place, replacement of sport flooring in lower arena, replace diving board, and construct catwalk extension to east concession. 	<ul style="list-style-type: none"> • Projects completed on time and within budget.

Cranbrook Public Library

The library recognizes that people love to read, need to keep learning throughout their lives and want to connect with each other to share ideas in a welcoming place. Each day, library staff is committed to meet people's information and literacy-related needs by providing access to a diverse range of services, programs and resources.

The library enables people to:

- Borrow or access books, dvds, audiobooks, ebooks, magazines, streaming videos, and digital resources;
- Participate in literacy-based programs for all ages, such as storytimes, author events, coding workshops, seminars;
- Access online resources by using the public computers, free wireless access, and printing services;
- Find answers to any question they may have, from getting a critical piece of information to what they can read next;
- Get one-on-one technological assistance on topics such as how to: use a tablet, protect personal information online, access government services, connect with others via email and social media, download and use apps; and
- Meet with others, take exams, do homework, take a break from a busy day, or sit and read for a while.

2020

Mission Statement:

The Cranbrook Public Library reaches out to support the needs and aspirations of everyone in our community. It promotes literacy and provides access to the world's information, ideas and cultures by offering a range of services in a welcoming, respectful environment.

OBJECTIVE	Strategy	OUTCOME
Create an Idea lab filled with technological tools, supported by knowledgeable staff and resources, so people can develop and share content.	<ul style="list-style-type: none"> • Purchase equipment for the Idea Lab. • Work with the City's Public Works department to build a space for it in conjunction with the construction of the quiet study room. 	<ul style="list-style-type: none"> • The City's Public Works department constructed the Idea Lab during the pandemic closure. • The new layout has the added benefit of spacing the public access computers so that more could be made available to the public once the library reopened. • People can now print from their mobile device or from any device connected to the internet with the Mobile Printing Service.
Redevelop the parking lot entrance to become more inviting.	<ul style="list-style-type: none"> • Work with the City's Public Works department to create a plan to revitalize the exterior entrances to the Library in time for the Library's centenary in 2025. 	<ul style="list-style-type: none"> • Developed initial conceptual sketches that will serve as the foundation for architectural plans. • The plan is to revitalize the exterior of the Library in 2025.
Ensure staff have the knowledge, skills, resources and time to support people's information needs, learning goals and creative endeavours.	<ul style="list-style-type: none"> • Work with staff to develop individualized professional development plans. • Identify training opportunities, both in person and online, that will help staff carry out their plans. 	<ul style="list-style-type: none"> • Staff took advantage of the pandemic-related closure to participate in online workshops, learning new skills and sharing ideas with colleagues around the world. • What they learned was built into the Library service restoration plan.



2021

OBJECTIVE	STRATEGY	MEASURE
<p>Building Relations: Work together on providing library services that recognize and honour indigenous voices and history.</p>	<ul style="list-style-type: none"> Approach the ʔaqʼam community to begin a conversation about their vision for library services. 	<ul style="list-style-type: none"> Lines of communication are established between the Library and the ʔaqʼam community with an active dialogue underway to develop a library service provision agreement.
<p>Technological Literacy: Offer regular workshops on a range of topics that enable people to develop their technological literacy skills.</p>	<ul style="list-style-type: none"> Train existing staff on using technological devices and digital resources. Reallocate staff time so that they can provide regular digital literacy programming. 	<ul style="list-style-type: none"> Regularly scheduled digital literacy programs on a range of topics of interest to the public exist.
<p>Idea Lab: A space where curious people of all ages and interests use technology as a catalyst for creativity, to turn their ideas into creations they can feel, see, hear, and share.</p>	<ul style="list-style-type: none"> Complete installation of the Idea Lab equipment which includes digitization equipment, a 3-D printer, a sound recording booth, a mini film studio, digital canvas, and mobile learning lab. 	<ul style="list-style-type: none"> Offer regular programs and training to enable people to use the equipment and software.
<p>Policy Manual Revision: The Library's policy manual is fully reviewed and revised every five years to ensure that the Library operates in a manner that best serves our community.</p>	<ul style="list-style-type: none"> All policies will be reviewed and compared with policies sampled from other public libraries in BC and the rest of Canada. 	<ul style="list-style-type: none"> An updated set of policies that support the Library's operations and strategic vision.

2022

OBJECTIVE	STRATEGY	MEASURE
<p>100th Birthday!! The Cranbrook Public Library will celebrate its 100th anniversary in 2025.</p>	<ul style="list-style-type: none"> Planning has started on projects to commemorate this milestone including a book looking at 100 years of the Cranbrook Public Library. Renovate the library's entrances to make them more accessible and welcoming, to create more spaces for outdoor programs and a public commons area, and to redesign the parking lot to make it easier to navigate. 	<ul style="list-style-type: none"> A plan will be developed for the layout of the centenary book and work will begin on gathering material for it. The Library will work with the City and architects to develop a design for the exterior entrances in 2022 and subsequently assist with turning it into reality.

Engineering & Development Services

Our department is multi-disciplinary. It includes Planning and Development, Engineering, Building Services, Bylaw Services, Communications and Economic Development. It handles development permit approvals, variances, OCP and Zoning Amendments, future planning, Subdivision Agreements, engineering designs and oversight, building permits, building inspections, bylaw education and enforcement, and promotion of city development and economic activity.

While the department was initially called Development Services, in July 2020, Curtis Penson, the City Engineer and Subdivision Approving Officer, joined our Department. Also, approval was received from Council to recruit a Development Support Engineer as well, process to be completed early in 2021. Our department's name was hence changed to Engineering and Development Services.

IT Services, formerly part of Engineering & Development Services became its own department.

2020

Mission Statement:

To use creativity and innovation to enhance opportunities in the City both in quality of life and economic development.

OBJECTIVE	STRATEGY	OUTCOME
Continue to improve customer service.	<ul style="list-style-type: none"> Streamline forms and processes in the Building Permit area. Established online portal for electronic payments. Changed department title to Development Services. Hired Business Development Officer. 	<ul style="list-style-type: none"> Quick turn around time on building and development permits. Satisfied customers utilizing online payments. Better informed developers with respect to the subdivision and development process.





2021

OBJECTIVE	STRATEGY	MEASURE
Planning: Complete Downtown Revitalization Master Plan.	<ul style="list-style-type: none"> Issue an RFP and secure a qualified Consultant to deliver. Conduct significant community engagement. Create an internal Steering Committee. 	<ul style="list-style-type: none"> A comprehensive Master Plan (anticipate completion in spring/summer of 2022).
Planning: Official Community Plan Update.	<ul style="list-style-type: none"> Issue an RFP and secure a qualified Consultant to deliver. Conduct significant community engagement. Create an internal Steering Committee. 	<ul style="list-style-type: none"> The completion and adoption of a revised OCP (anticipate completion in mid to late 2022).
Engineering: Shadow Mountain Sewer Line Design and Construction.	<ul style="list-style-type: none"> Conduct design specifications in 2021. Secure agreement with HOA on how to fund. Secure funding. Prepare Tender for construction (early 2022). 	<ul style="list-style-type: none"> Design work completed and funding is secured.
Building/Bylaw: Implement Secondary Suites Policy and BC Energy Step Code.	<ul style="list-style-type: none"> Process applications. Inform the public. Apply applicable changes to permits 	<ul style="list-style-type: none"> Uptake in Secondary Suites in 2021.
Development: Address development pressures on Victoria Ave cross-departmentally.	<ul style="list-style-type: none"> Work cross departmentally on costs and budgeting for advance infrastructure work on Victoria Avenue to support future development. 	<ul style="list-style-type: none"> Council informed of requirements, and depending on their decision, secure funding for projects to advance in 2022 and beyond.
Engineering: Develop new engineer to provide a key support role to engineering/development..	<ul style="list-style-type: none"> Recruit and hire a new engineer to provide support to handle development pressures. 	<ul style="list-style-type: none"> New engineer is trained and integrated into our system and able to increasingly provide assistance.

2022

OBJECTIVE	Strategy	MEASURE
Zoning Bylaw Update	<ul style="list-style-type: none"> Activities will be performed partially in-house and partially by external Consultant. 	<ul style="list-style-type: none"> A Council endorsed Zoning Bylaw (estimated completion is late 2022 or 2023).
Shadow Mountain Sewer Line Construction	<ul style="list-style-type: none"> Collaborate with HOA to facilitate construction of this line. 	<ul style="list-style-type: none"> Install completed by late 2022 or early 2023.
Implementation of Bylaw Adjudication System.	<ul style="list-style-type: none"> Adoption of Bylaw Notice Enforcement Bylaw. Approval of Screening Officer Policy and Adjudication Registry Process. 	<ul style="list-style-type: none"> Staff have an effective option for issuing tickets. Disputants have a seamless method to dispute tickets.

Finance

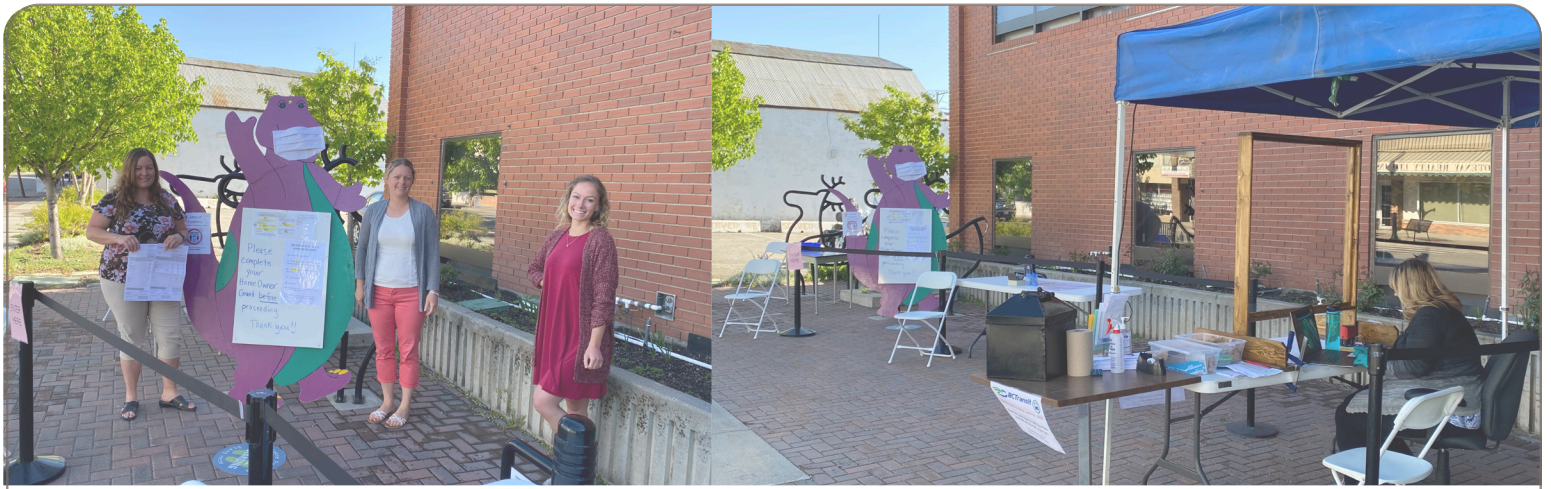
The Finance Department is responsible for the financial administration of the City involving general accounting, payroll, accounts receivable and payable processing, as well as the collection of property taxes and other fees and charges. We oversee the annual budget process, corporate borrowing and investing, purchasing, insurance coverage and claims, and manage reserve and surplus balances. We produce the City's annual financial statements as well as other legislated financial reports. Our staff support other City Departments by preparing historical financial data analysis, developing projections and forecasts, and assisting with grant applications and reporting. Finance staff support the 311 call system as well as manage a large volume of in-person enquiries at City Hall.

2020

Mission Statement:

With a focus on outstanding performance in areas of financial planning, management and reporting, accountability, and customer service, the Finance Department supports Council, individual departments, and residents of the City, by providing sound, strategic financial planning, accurate and timely financial information, and always searching for ways to improve service to our customers.

OBJECTIVE	STRATEGY	OUTCOME
Transition the current payroll budget from Excel to the payroll module in the new budget software.	<ul style="list-style-type: none"> Finance staff to be trained to use the payroll module of the new budget software. Payroll information to be uploaded into the payroll module. 	<ul style="list-style-type: none"> In progress and expected to be completed by end of 2021 for the implementation for 2022-2026 budget planning cycle.
Implementation of electronic time sheets for payroll.	<ul style="list-style-type: none"> Work with the payroll software vendor to develop an electronic payroll system to fit the City's needs. Facilitate testing in small groups before being rolled out to entire corporation. 	<ul style="list-style-type: none"> Completed for exempt staff. Roll out for unionized staff to be brought forward at a later date.
Set up online payment portal for property taxes, utility bills and parking tickets.	<ul style="list-style-type: none"> Work with existing accounting software vendor to implement a portal on City's website to allow residents to have online access to bill payments. Reconfigure existing software templates to be compatible with new billing system. 	<ul style="list-style-type: none"> Completed for property tax and utility bill payments. Parking ticket payments in progress.
Create a Reserve and Surplus Policy.	<ul style="list-style-type: none"> Review other municipalities Reserve and Surplus Policies and compare to GFOA best practices. Consolidate several of the City's reserves to streamline accounts for specific purposes. 	<ul style="list-style-type: none"> Approved by Council on July 13, 2020.
Develop a meaningful public engagement process	<ul style="list-style-type: none"> A preliminary public engagement process was undertaken in 2020. 	<ul style="list-style-type: none"> Lessons learned from that exercise will be used to make improvements to future engagement processes.



2021

OBJECTIVE	STRATEGY	MEASURE
Integration of Asset Management Plan into long-term financial plan.	<ul style="list-style-type: none"> The newly approved Reserve and Surplus Policy will act as the bases for a new reserve bylaw that integrates with the evolving and expanding asset management strategy. Finance continues to work with key staff from Public Works Department to develop an understanding of the City's various asset management plans and to work on the supporting financial planning strategy. 	<ul style="list-style-type: none"> A 10 Year Capital Plan is developed based on the City's Asset Management Plans. A 10 Year Capital Plan is integrated into the Five Year Financial Plan.
Review of water and sewer utility fees and frontage taxes to meet operational and asset management needs.	<ul style="list-style-type: none"> Rebalance user fee levels to align with operating budgets. Assess annual capital works needs in each utility to ensure adequate funding is available. Determine appropriate reserve balances based on funding mix that includes borrowing, government grants and development contributions. 	<ul style="list-style-type: none"> Operations are fully funded by user fees. Clear plan for meeting funding targets for annual capital works program. Clear plan for achieving and maintaining appropriate reserve balances that integrates with overall funding mix.
Complete transition of payroll budget to budget software wages and benefits module.	<ul style="list-style-type: none"> Complete set up in budget software. Migrate data from payroll system into budget software. 	<ul style="list-style-type: none"> Wages and benefits budgets are developed in the budget software. Manual manipulation is greatly reduced.

2022

OBJECTIVE	STRATEGY	MEASURE
Expand suite of financial management policies.	<ul style="list-style-type: none"> Priority will be given to policies that integrate and guide the funding mix for capital projects. 	<ul style="list-style-type: none"> Policies will be in place to guide financial decision making with a long-range view.
Develop Council orientation information package - local government finance and budgeting.	<ul style="list-style-type: none"> Build information package that identifies key calendar times during the annual finance cycle. Include information with important legislative limitations. 	<ul style="list-style-type: none"> New members of Council have tools to help them become effective in their new role. Decisions are made more quickly and efficiently as processes and information is better understood.

Fire and Emergency Services

The role of the Fire & Emergency Services Department in Cranbrook is defined by Fire Services Bylaw No. 2676. Every member of the department works hard to provide effective and efficient "Full Service" fire and rescue response to our community. This requires a focus on education, training and planning and is grounded in a public service delivery model that puts firefighter safety as a prerequisite to service delivery.

Cranbrook Fire & Emergency Services prides itself on delivering exceptional value-added services to our community through Fire Prevention and Public Education Programs. We feel very strongly that the goal of helping to keep our community safe must include the prevention of emergencies. It is our goal to fully support our citizens in learning the skills they need to be safe. This is complimented by our Inspection Program, mandated by the Fire Services Act, which requires a regular schedule of inspections for all public buildings. Through these inspections, the fire department engages property owners to better understand and maintain the fire safety features present in their facilities. These inspections help ensure that our public spaces remain safe for users and owners while the building is occupied.

2020

Mission Statement:

To provide efficient, effective professional emergency response and prevention services to our community.

To build and maintain a positive work environment that encourages and supports personal and team initiative in service delivery.

2020 "A Pandemic"

Our plans for 2020 were very thoroughly altered when COVID-19 made its way on to the world stage. As the Province's longest lasting declared State of Emergency, COVID-19 has managed to affect every aspect of the Fire & Emergency Response business. From hour-to-hour changes in protocol, constant training and re-training, significant difficulties in obtaining the necessary safety supplies to continue serving our community, this Fire & Emergency Service Department successfully navigated enormous challenges to the way we deliver our service to the community. In addition, we had one of our most significant years for major incidents affecting our businesses and residents. 2020 was an exceptional year in many ways, and the unwavering commitment of our team kept us safe and ready to respond.





2021

OBJECTIVE	STRATEGY	MEASURE
Deliver education focused public fire safety inspections to all commercial properties.	<ul style="list-style-type: none"> Focus fire safety inspections on educating owners and managers. Target 100% completion of inspections. 	<ul style="list-style-type: none"> Track completed inspections compared to required. Create customer survey for commercial properties and track feedback regarding value to customer.
Engage in landscape level community protection through wildfire mitigation activities.	<ul style="list-style-type: none"> Increase staff competencies in wildfire mitigation. Enhance relationships, organize and participate in landscape level treatments on City and neighboring lands. 	<ul style="list-style-type: none"> Track wildfire education delivered to staff. Track hectares of treatments that benefit resilience to community.
Improve command and control competencies to improve the safety of staff at emergencies.	<ul style="list-style-type: none"> Improve our command and control capabilities at emergency scenes, focusing on achieving customer focused outcomes and keeping staff safe. 	<ul style="list-style-type: none"> Track training hours spent on command and control. Conduct staff survey before and after training.

2022

OBJECTIVE	STRATEGY	MEASURE
Deliver efficient, effective emergency response service.	<ul style="list-style-type: none"> Continue leadership education regarding customer focused service delivery. 	<ul style="list-style-type: none"> Continue staff surveys regarding customer focused service delivery (possibly expand to public).
Prioritize workplans resulting from Fire Department Master Plan.	<ul style="list-style-type: none"> Take Master Plan to strategic planning session and align resources with priorities. 	<ul style="list-style-type: none"> Thoughtful adoption of Fire Department's initiatives into the City's Five Year Financial Plan.
Create a customer focused efficient and robust Master Plan.	<ul style="list-style-type: none"> Engage third party to review community needs for fire and emergency services. Develop Master Plan with robust subject matter expert and stakeholder engagement. 	<ul style="list-style-type: none"> Involve broad range of stakeholders in completing Fire Service Master Plan.

Information Technology Services

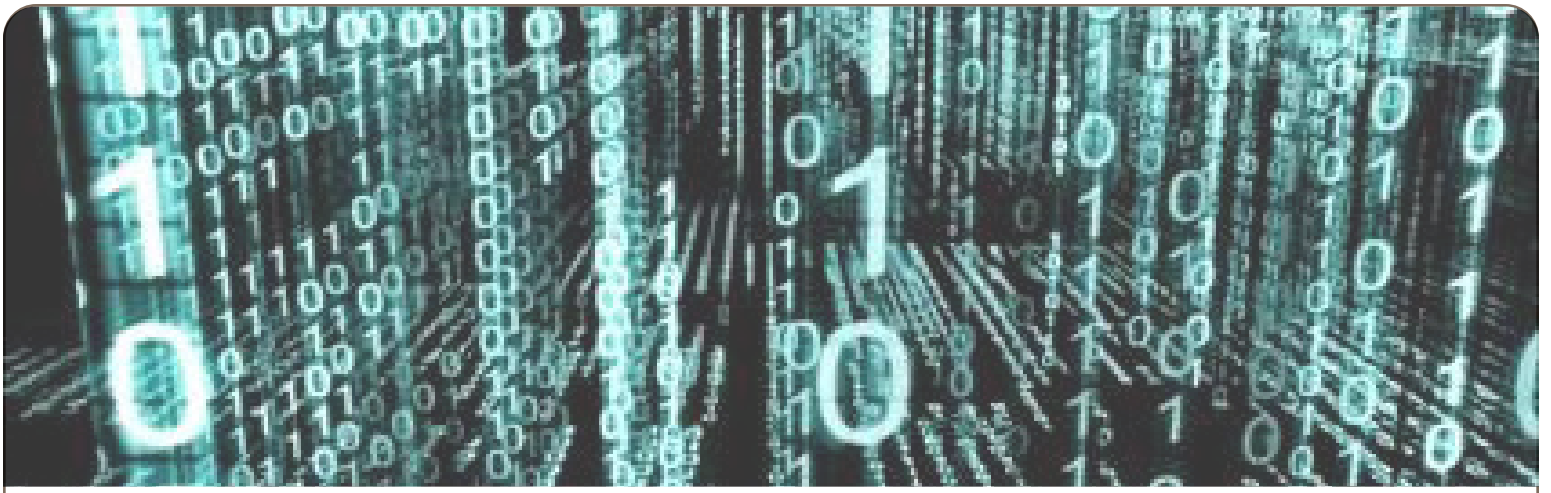
Our department provides infrastructure for automation within the City. We oversee the governance for the use of network and operation systems, and provide City departments with the technological functionality they need. In 2020, IT Services spun off from Development Services to become its own department. Currently, the IT Services department has four staff members serving the needs of the City and RCMP. IT Services administers oversight of the City's fiber optics, various servers, firewalls, networking, desktop computing and applications, and advise departments on implementation of in-house and cloud systems.

*Mission Statement:
Customer support driven and provides infrastructure for automation for the City. We oversee the governance for the use of the network and operating systems, and provide City departments with the technological functionality they need.*

2020

OBJECTIVE	STRATEGY	Outcome
Increase responsiveness and commence major projects.	<ul style="list-style-type: none"> Recruit systems support. Prioritize and allocate major projects. 	<ul style="list-style-type: none"> Information Systems Specialist hired. Completed migration of all department drives and home directories to new storage servers. Oversaw back file conversion of paper records from Building, Planning, and Subdivision and implemented Records Management system.
COVID-19.	<ul style="list-style-type: none"> Adjusted services as required. 	<ul style="list-style-type: none"> Provided ability to work from home and interconnect with staff and citizens during the pandemic.





2021

OBJECTIVE	STRATEGY	MEASURE
Wifi Services improved; security threats minimized.	<ul style="list-style-type: none"> • Work closely with various departments/facilities to assess needs and risks. 	<ul style="list-style-type: none"> • Improved Wifi and internet access; minimal malware effects.
IT Interconnect Project.	<ul style="list-style-type: none"> • Replace all aging Juniper switches and routers with new Cisco Meraki gear. • Run security audits. • Improve security, overall bandwidth and redundancy for the City. 	<ul style="list-style-type: none"> • Modernized network infrastructure. • Improved administrative capability. • Improved security.
Upgrade Server Operating Systems.	<ul style="list-style-type: none"> • Upgrade server versions. • Coordinate with various vendors on hosting their applications on up-to-date server operating systems. 	<ul style="list-style-type: none"> • Departments are taking advantage of the most secure and efficient servers possible.
Network Redesign.	<ul style="list-style-type: none"> • Immediately following the physical installation of the new Meraki networking equipment, IT Services will work on applying best practices to network design. 	<ul style="list-style-type: none"> • City's network is operating within the industry's best practices.
Helpdesk Ticketing System.	<ul style="list-style-type: none"> • Explore systems that will aid with efficiency. 	<ul style="list-style-type: none"> • Will help with IT efficiency. • Will help with tracking of IT tasks. • Improved customer service.
Staff Training.	<ul style="list-style-type: none"> • To better align skills to tasks needed for completion. 	<ul style="list-style-type: none"> • Better Return On Investment on quality of work. • Better overall customer service. • Improved security awareness.

2022

OBJECTIVE	STRATEGY	MEASURE
Hyper-Convergence.	<ul style="list-style-type: none"> • Investigate phase two of the Interconnect project. 	<ul style="list-style-type: none"> • Server infrastructure is replaced, and enhanced. • Management is simplified. • Has the capability of scalability.
Continued Security Enhancements.	<ul style="list-style-type: none"> • Investigate new ways to improve security for the City. 	<ul style="list-style-type: none"> • All IT systems are secure from external threats.

Human Resources

For the first time as a fully-fledged department, Human Resources is happy to provide the following achievements and milestones.

In 2020 the department was established to focus on the following strategic functions for the corporation:

- Leading the development and implementation of employee and labour Relations policies and best practices;
- Developing internal procedures and best practices for recruitment and selection;
- Designing a staff development and training model to strengthen service delivery to the citizens;
- Reviewing compensation, benefits policies and practices to ensure the City employees are equitably paid;
- Established an employee health and wellness culture in line with best practices and Worksafe BC legislation; and
- Overall administration of all human resources functions and occupational health and safety needs of the City.

2020

*Mission Statement:
To provide the City
with best practices
in Human Resources
delivery*

OBJECTIVE	STRATEGY	OUTCOME
Align human capital strategy with corporate vision.	<ul style="list-style-type: none"> • Leadership Development and learning culture. • Review of Organization chart. 	<ul style="list-style-type: none"> • Updated job description supporting optimum performance for all employees. • Efficient service delivery supported by alignment of job functions in each department. • Staff development plans properly documented, reviewed periodically and supported by a Training Policy.
Develop best practices in human resources.	<ul style="list-style-type: none"> • Review and develop new HR policies. • Collate all HR policies into an HR Manual/Booklet. • Align HR records with LGMA standards. 	<ul style="list-style-type: none"> • Clear understanding and application of key policies like Respectful Workplace, Progressive Discipline and Diversity at Work. • Reduced disputes/conflicts arising from misdemeanour. • Clarity of expectations and high performance. • Records identified according to LGMA specifications.
Develop a Proactive Attitude Safety Culture.	<ul style="list-style-type: none"> • Develop a safety Manual. • Roll-out Health and Safety programs practices and training. 	<ul style="list-style-type: none"> • Proactive safety behaviour by all employees. • Less injuries compared to previous years. • Less claims and costs associated with lost time injuries.



2021

OBJECTIVE	STRATEGY	MEASURE
Enhance the alignment of human resources practice with Corporate vision and values.	<ul style="list-style-type: none"> • Complete the review of the Organization Structure. • Update all exempt and CUPE job descriptions and job evaluation. • Review and finalize Exempt Compensation strategy. 	<ul style="list-style-type: none"> • Employee satisfaction with their jobs. • Low staff turnover. • Reduced requests for job re-evaluation.
Enhance Management and Supervisory Development.	<ul style="list-style-type: none"> • Continue with Leadership Development programs. • Provide a leadership coach for leaders. 	<ul style="list-style-type: none"> • High individual and team performance. • Confident and effective decision making. • Open contributions at meetings and effective handling of complex conversations.
Complete Bargaining for CUPE and IAFF.	<ul style="list-style-type: none"> • Negotiate through external negotiator to leverage on specialized expertise. • For IAFF, we aligned bargaining with National negotiations. 	<ul style="list-style-type: none"> • Harmonious union - employer relations evidenced by zero or few grievances.
Finalize HR Manual and Review of HR Policies.	<ul style="list-style-type: none"> • Finalize draft policies and collate them into a Comprehensive HR Manual. 	<ul style="list-style-type: none"> • Manual revised and adopted by Leadership. • Manual rolled out and understood by all employees.

2022

OBJECTIVE	STRATEGY	MEASURE
Continue Management and Supervisory Development.	<ul style="list-style-type: none"> • Review previous year programs and provide new ones as required. 	<ul style="list-style-type: none"> • Confident leaders on the job. • Ability to collaborate teams and maintain positive workplaces.
Transform HR Processes from paper to electronic platforms.	<ul style="list-style-type: none"> • Source and implement a Learning Management system for the City. • Establish a Human Resources Information System for the City. • Maintain HR records within LGMA structure. 	<ul style="list-style-type: none"> • Have the ability to collect and maintain training records for all employees. • Ability to generate Human Resources operational and strategic reports from the HRIS. • Records all filed in accordance with best practices and legal requirement.

Office of the CAO

The CAO Office bridges the strategic direction of the Municipality to its operational activities. Council direction, corporate goals, community goals and stakeholder interests are all considered. The core functions of the CAO Office are:

- Overall management of the day to day delivery of Municipal services;
- Communication link between Administration and Council;
- Support to Mayor and Council, fulfillment of statutory requirements;
- Preparation and Distribution of Council Agendas and the Recording of Minutes of the various select and standing Committees of Council;
- Administer Oaths, Take Affirmations, Affidavits and Declarations and FOIPP requests;
- Carry out Strategic Plans;
- Project Management;
- Culture setting;
- Maintain custody of Corporate Records, City Bylaws and Policies; and
- Issues Management.

2020

Mission Statement:

The CAO Office provides sound leadership, management of public resources and overall governance and direction of the corporation. It facilitates and enables delivery of the City's services and programs by building the organizational capacity and strengthening the culture required to deliver the vision, strategies and framework set out by the Cranbrook City Council.

OBJECTIVE	STRATEGY	OUTCOME
Define operational goals and service levels.	<ul style="list-style-type: none"> • Provide a focused forum for Council to identify strategic priorities, vision and mission for the next 4 years. 	<ul style="list-style-type: none"> • 2020 - 2024 Strategic Plan created. • Corporate activities are aligned with Strategic Plan.
Improve communication within Corporation.	<ul style="list-style-type: none"> • More timely responses and follow-up to Council/Councillors questions. • More dialogue and consensus in decision making within senior team. 	<ul style="list-style-type: none"> • CAO communications with Council is open and frequent. • Council and Management meetings occur bi-weekly and summary of discussions are emailed to all City staff. • Internal staff newsletter created and distributed quarterly.
Simplify storage and retrieval of documents.	<ul style="list-style-type: none"> • Investigate RM software. • Review digitization options including private outsourcing. 	<ul style="list-style-type: none"> • All historic property records have been converted to electronic records. • Software has been selected, configured and populated with the scanned records.





2021

OBJECTIVE	STRATEGY	MEASURE
Enhance framework for decision making.	<ul style="list-style-type: none"> Review, revise and draft policies. 	<ul style="list-style-type: none"> Repeated problem areas are eliminated. Turnaround times are quicker.
Improve communication and transparency.	<ul style="list-style-type: none"> Communicate performance results of strategic priorities. Increase community engagement. Strengthen relationships. 	<ul style="list-style-type: none"> Improvement to the budget process and capital spending. Number of citizens engaged in process is increased. Relationships are enhanced with various levels of government and First Nations.
Re-organize Organization Structure.	<ul style="list-style-type: none"> Identify vacant positions and organizational gaps and re-organize as required. 	<ul style="list-style-type: none"> Organization structure review completed.
Streamline Records Management Processes.	<ul style="list-style-type: none"> Create new storage space for files. Complete further digitization and train staff in RM processes. 	<ul style="list-style-type: none"> Quick and easy access to paper and electronic records.

2022

OBJECTIVE	STRATEGY	MEASURE
Develop comprehensive Council Orientation Package.	<ul style="list-style-type: none"> Create information packages, orientation content and schedules. 	<ul style="list-style-type: none"> Orientation package is updated. Candidates are provided with quality information as per the plan.
Expand inclusion into the Electronic Document Management System.	<ul style="list-style-type: none"> Identify records that are being used and align with the LGMA classification system. Create workflows and determine metadata requirements. Updates made to the Records and Information Management Program Manual. 	<ul style="list-style-type: none"> Departments have clear processes on managing official records. Records are being stored into the Electronic Document Management System.

Public Works

Public Works oversees the monitoring, maintenance and renewal of all major infrastructure assets, including roads, water distribution, sanitary and storm sewer, parks and outdoor recreation facilities.

Through the Infrastructure Planning & Delivery (IPD) Division, long term asset and infrastructure planning activities are undertaken as well as oversight of capital infrastructure projects.

Fifty-three staff members with a vast skill set are designated to parks, waterworks, roads, fleet services, electrical, carpentry, plumbing, engineering and administration. Based on seasonal requirements staff is allocated to the area they are most effective in order to ensure a collaborative and efficient approach to providing the core services that make our City function. Core department mandates include:

- Capital Works Program;
- Asset Management;
- Special Project Delivery;
- GIS and Mapping Solutions;
- Spray Irrigation Operations;
- Water Treatment and Distribution; and;
- Wastewater Collection and Treatment.

2020

Mission Statement:

Working to serve the public in a safe, prompt, courteous, efficient manner. Our dedicated employees strive to plan, design, inspect, build, and maintain public infrastructure in a manner that adequately preserves these assets for succeeding generations.

OBJECTIVE	STRATEGY	Outcome
Public Works: Major improvements at sewage treatment lagoons for capacity and long term operational efficiency.	<ul style="list-style-type: none"> • Currently seeking grant funding to expand scope of work and improvements. 	<ul style="list-style-type: none"> • City received ICIP Rural and Northern Communities Grant for Wastewater Lagoons and Influent Trunkmain Upgrade Project. Grant is amount of \$7,398,587. • Next Steps: Design and tendering for work in progress.
Public Works: Draft Sanitary Sewer Control Bylaw.	<ul style="list-style-type: none"> • Review bylaws from other communities. • Draft and review internally and bring to Council 2020. 	<ul style="list-style-type: none"> • Draft sanitary sewer control bylaw has been completed and undergoing legal review. Will be brought forward to Council for adoption in 2021.
Public Works: Water Quality and Supply Master Plan.	<ul style="list-style-type: none"> • Two year project that will require council and public engagement. • Also see additional grant funds. 	<ul style="list-style-type: none"> • In progress.
Public Works: Completion of real time fleet and building asset management plan.	<ul style="list-style-type: none"> • Work with consultant and internal staff to ensure completion of final reporting in 2020. 	<ul style="list-style-type: none"> • Percentage of fleet and building assets that are incorporated into asset management plan.
IPD: Implementation of pavement management software.	<ul style="list-style-type: none"> • Conduct staff training for software implementation. • Integrate with Cityworks and work planning. 	<ul style="list-style-type: none"> • Value of capital and operational work that is informed through the Pavement Management software.
IPD: Development Cost Charge Bylaw (DCC).	<ul style="list-style-type: none"> • Procure consulting services. • Review applicable projects and bring forward to Council. 	<ul style="list-style-type: none"> • DCC Bylaw will be brought to Council in Fall 2021 for adoption.



2021

OBJECTIVE	STRATEGY	MEASURE
Public Works: Implementation of drinking water and supply master plan.	<ul style="list-style-type: none"> Grant applications submitted and review of existing funding levels identified to achieve desired objectives. 	<ul style="list-style-type: none"> Implementation of source water protection plan objectives.
Public Works: Wastewater Lagoons and Influent Trunk Main Project..	<ul style="list-style-type: none"> Design and tendering is completed. Construction is initiated. 	<ul style="list-style-type: none"> Lagoon Dyke and Piping Upgrades. Sanitary Sewer Trunk from Lagoons to Victoria.
Public Works: Implementation of curbside recycling program.	<ul style="list-style-type: none"> Review RecycleBC curbside recycling program & implement program. 	<ul style="list-style-type: none"> Residents participate in recycling program and volumes of garbage brought to landfill is reduced.
Public Works: Innes Avenue Upgrades.	<ul style="list-style-type: none"> Design is complete, tender is underway and closes April 29. Construction initiated. 	<ul style="list-style-type: none"> Upgrade of Roadway with bike lanes, curb gutter and sidewalk, storm sewer upgrades and water service upgrades.
Public Works: City Policy Review.	<ul style="list-style-type: none"> Continue reviewing policies or other municipalities. Update policies/procedures and review with MIABC. 	<ul style="list-style-type: none"> Policies are updated and meet an acceptable level of service, and minimize risk to the organization.
Public Works: Yard Upgrade	<ul style="list-style-type: none"> Completion of design and tendering. 	<ul style="list-style-type: none"> Construct completion estimate Q2 2022.
IPD: Capital Infrastructure (Roads) Program	<ul style="list-style-type: none"> Design and tendering underway. 2A tender and 12th Ave tender awarded. 12th Ave construction underway, 2A to start shortly. 	<ul style="list-style-type: none"> 2A Avenue S Lane between 16th and 17th Ave S, 12th Ave sewer extension.

2022

OBJECTIVE	STRATEGY	MEASURE
Public Works: Wastewater Lagoons and Influent Trunk Main Project.	<ul style="list-style-type: none"> Construction to meet the needs of the City's wastewater treatment. 	<ul style="list-style-type: none"> Lagoon Dyke and Piping Upgrades; Sanitary Sewer Trunk from Lagoons to Victoria.
Public Works: Drinking Water Quality & Supply Master Plan.	<ul style="list-style-type: none"> Long term planning and begin implementation of master plan. Include identified projects and upgrades in five year financial plan. 	<ul style="list-style-type: none"> Designs of Disinfection Facilities. Gold Creek Dam. Phillips Reservoir Bypass Pipeline and Intake
IPD: Waterworks Bylaw.	<ul style="list-style-type: none"> Review projects identified in the water quality and supply master plan to review waterworks bylaw rates. Review bylaws of other municipalities and required waterworks standards. 	<ul style="list-style-type: none"> Bylaw that provides acceptable protection of drinking water supply. Bylaw rates meet requirements for long-term upgrades for drinking water supply. Bylaw adopted by Council in 2022/2023.
IPD: Public Works yard upgrades.	<ul style="list-style-type: none"> Complete an assessment and design for yard upgrades along with schedule and funding needs. 	<ul style="list-style-type: none"> Number and value of safety and operational improvements made.

Royal Canadian Mounted Police

Cranbrook RCMP is committed to working with all levels of government and non-government agencies to support safe communities to maintain the public's confidence and trust in the services we provide (BC RCMP 2018-2020 Strategic Plan).

Our detachment is responsible for all emergency calls for service within the communities we serve and work in partnerships with dedicated Federal, Provincial and Municipal enforcement agencies for numerous overlapping mandates.

Our support staff address non-emergency requests for assistance between the hours of 8:00 am and 4:00 pm, Monday to Friday with after hour requests forwarded to our Operational Control Centre in Kelowna.

Beyond the initial police response, investigational tasks are delegated to the appropriate internal resource including our Enhanced Response Unit, Indigenous Police Service and Forensic Identification Services.

2020

Mission Statement:

The RCMP is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.

OBJECTIVE	STRATEGY	OUTCOME
Increase Police Visibility/ Community Relations/ Mental Health Liaison.	<ul style="list-style-type: none"> Continue improvements in engagement of police officers and civilian staff in support of front line members. 	<ul style="list-style-type: none"> Working on the finalization of the Watch Clerk Position. Telework implemented for restricted Duty Members assisting watches with various administration duties. Outsourced time consuming public complaint investigations to reserve Constables with knowledge and experience in this area.
Adopt evolving technology to improve police and public safety in a cost efficient manner.	<ul style="list-style-type: none"> Internal/External engagement of Subject Matter Experts (SME's). Includes the creation of a detachment ombudsman position to facilitate communications. 	<ul style="list-style-type: none"> Secured temporary devices from SED to allow members to work from home and continue enhanced police services. Outfitted all general duty vehicles with cabin heaters connected safety via new magnetic plug technology. Kept cabins frost free and prevented in car computers and equipment from temperature related battery drain. Implemented emergency call out system using existing email to mobile number platform (free). Expansion on online crime reporting.
Build on established relationships with Fire Services and Bylaw Services for mutually dependent public safety goals.	<ul style="list-style-type: none"> Quarterly meetings with stakeholders in addition to electronic group messaging/ direct phone calls as needed. 	<ul style="list-style-type: none"> Modernization Committee was formed to facilitate communications between Members and Management.



2021

OBJECTIVE	STRATEGY	MEASURE
Increase in specialization training for all categories of staff.	<ul style="list-style-type: none"> Restructuring/training of various duties within the administrative positions. Support of individual learning and development via online. Travel for training, bringing in SME's for local training. 	<ul style="list-style-type: none"> Obtained list of courses offered on-line.
Community Safety.	<ul style="list-style-type: none"> General Duty Members have conducted enforcement of school zones, unsafe operation of motor vehicles as well as street checks. 	<ul style="list-style-type: none"> Stat reports indicating increased patrols, tickets issued specific to traffic violations and street checks.
Enhanced morale.	<ul style="list-style-type: none"> Individual surveys. Enhanced employee engagement in detachment priorities and modernization. 	<ul style="list-style-type: none"> Year end survey with ratings scale to outline morale change.

2022

OBJECTIVE	STRATEGY	MEASURE
Increase by two Members to fill ODS, Non operational Members.	<ul style="list-style-type: none"> Preparing business case and working with RCMP district and Municipality to accommodate extra members. Support of individual learning and development via online and travel for training / bringing in SMEs for local training. 	<ul style="list-style-type: none"> Obtaining stats to align with other detachments within the district.
Build Relationships with outside agencies, i.e.) Fire Services, Bylaws, Crown.	<ul style="list-style-type: none"> Strategic planning with Fire Services - best practices. Strategic planning with Bylaws – best practices. Strategic planning with Crown – best practices and streamlining RCC's. 	<ul style="list-style-type: none"> Meeting with outside agencies to streamline best practices. Tracking of time and resources to obtain corresponding goals.
Update administrative job descriptions and up-date positions to reflect updated RCMP procedures.	<ul style="list-style-type: none"> Work with City of Cranbrook and Union to update job descriptions. 	<ul style="list-style-type: none"> Obtaining job descriptions from same size detachments within the district.



MOUNTAINS OF OPPORTUNITY
CRANBROOK

City of Cranbrook

2020
STATEMENT OF
FINANCIAL INFORMATION

Fiscal Year Ending December 31, 2020

Statement of Financial Information Report (SoFI)

The Corporation of the City of Cranbrook Schedule of Long-term Debt

For the year ended December 31 2020 2019

Bylaw	Purpose	Maturity Date	Rate		
General Fund					
Mortgages					
3348	Canada Life Assurance Company	2030	7.250	\$ 6,394,813	\$ 6,818,134
3698	Bank of Montreal	2020	3.800	5,729,758	6,196,960
	Tembec	2021	0.000	-	1,911,000
				<u>12,124,571</u>	<u>14,926,094</u>
Debenture Debt					
3515	Cranbrook Public Library Building	2026	1.750	1,157,177	1,324,925
3559	Ridgeview Street LAS	2032	2.250	171,396	182,364
3662	Fire Hall Upgrade	2025	3.350	1,125,546	1,329,246
3682	Memorial Arena Renovations	2027	3.400	967,162	1,084,904
3862	Capital Roads	2038	3.150	6,933,391	7,220,882
3708	Fibre Optic Broadband Infrastructure	2031	4.200	483,458	517,928
				<u>10,838,130</u>	<u>11,660,249</u>
Short Term Debt (5 years)					
	Fire Training Facility	2020	Variable	-	75,000
	Fire Water Truck	2021	Variable	74,604	155,315
	Fire Engine	2023	Variable	418,845	557,517
				<u>493,449</u>	<u>787,832</u>
Water Fund					
Debenture Debt					
3300	Panorama Heights	2022	2.250	18,754	27,466
3435	Patterson Street	2022	1.800	15,370	22,668
3450	Phillips Div/Pipeline/Wells	2023	2.850	822,511	1,070,994
3465	North Hill Water Trunk	2025	1.800	785,914	927,516
3581	2007 Water Pressure Improvements	2029	4.130	509,902	556,231
3862	Capital Roads	2038	3.150	1,848,904	1,925,569
				<u>4,001,355</u>	<u>4,530,444</u>
Sewer Fund					
Debenture Debt					
3301	Panorama Heights	2022	2.250	22,728	33,287
3626	Spray Irrigation (Field F3/Aeration)	2030	1.280	430,715	465,209
3670	Waste Water Improvement Project	2022	1.750	506,100	843,500
3862	Capital Roads	2038	3.150	462,226	481,392
				<u>1,421,769</u>	<u>1,823,388</u>
Total				\$ 28,879,273	\$ 33,728,007

Financial Information Act Regulation Schedule 1, section 4

**The Corporation of the City of Cranbrook
Guarantee and Indemnity Agreements
As at December 31, 2020**

Guarantees and indemnities information for the Corporation of the City of Cranbrook is included in the notes to the 2020 Consolidated Financial Statements.

Financial Information Act Regulation Schedule 1, section 5

**The Corporation of the City of Cranbrook
Council Remuneration, Expenses, and Contracts
As at December 31, 2020**

<u>Name</u>	<u>Position</u>	<u>Remuneration</u>	<u>Expenses</u>
Pratt, L.	Mayor	\$ 66,432	\$ 704
Blissett, N.	Councillor	24,222	770
Graham, W.	Councillor	24,222	434
Hudak, J.	Councillor	24,222	508
Peabody, M.	Councillor	24,222	514
Popoff, R.	Councillor	24,222	924
Price, W.	Councillor	24,222	514
Total Council Remuneration/Expenses		<u>\$ 211,763</u>	<u>\$ 4,368</u>

Employer share of Council benefits:

Employer Health Tax	\$ 4,068
Group dental, extended health	15,228
Receiver General	5,401
Total employer share of Council benefits	<u>\$ 24,697</u>

Contracts under Section 107 of *Community Charter*:

Section 107 of the *Community Charter* requires disclosure where a municipality enters into a contract in which a council member has a direct or indirect pecuniary interest.
No such contracts were entered into in 2020.

Financial Information Act Regulation Schedule 1, section 6(2)(a)

**The Corporation of the City of Cranbrook
Employee Remuneration and Expenses
As at December 31, 2020**

<u>Name</u>	<u>Position</u>	<u>Total Remuneration *</u>	<u>Expenses</u>
Anderson, Derrick	Director, Public Works	\$ 137,300	\$ 245
Ausman, Eric	Infomatics Manager	93,512	-
Babuin, Tina	Administrative Manager, CAOs Office	105,703	495
Bain, John	Fire Fighter	108,998	3,167
Baldwin, Sean	Fire Fighter	110,097	-
Bell, Steven	Carpenter 1	81,786	100
Bertrand, Jeremy	Fire Fighter	120,080	-
Bettcher, Justin	Fire Fighter	102,467	3,167
Brewer, Darren	Business Development Officer	93,516	6,383
Brown, Jeffrey	Fire Fighter	137,203	-
Cadieux, Tina	Human Resources Business Partner	90,711	28
Carson, Matt	Fire Fighter	113,466	-
Cavener, Brandon	Fire Fighter	123,303	-
Churchill, Chris	Fire Fighter	106,927	3,167
Courtney, Charlene	Deputy Director, Finance	119,801	1,914
Davis, John	Mechanic Foreman	89,130	-
Dorris, Parker	Fire Fighter	103,099	3,167
Driver, Scott	Director, Fire and Emergency Services	145,289	1,626
Dube, Ndaba	Director, Human Resources	122,077	2,756
Dueck, Marnie	Corporate Officer/City Clerk	107,892	1,041
Dunker, Rob	Building Inspector/Planning Technician	84,616	1,046
Fraser, Ron	Interim CAO, Director Engineering & Development Ser	169,928	4,216
Girvin, Chad	A/ Roads Foreman	78,283	1,008
Granville-martin, Jared	Fire Fighter	108,830	541
Green, Greg	Fire Fighter	121,265	-
Greenan, Chad	Fire Fighter	107,046	3,167
Henry, Tim	Information Systems Manager	118,722	14
Herman, Brad	Fire Fighter	90,620	-
Hetu, Antony	Deputy Director, Public Works	116,180	339
Heywood, Paul	Manager, Building & Bylaw Services	124,132	657
Ivens, Ken	Systems Administrator	79,806	-
Keiver, Kent	Waterworks Foreman	77,461	1,107
Kennedy, D'arcy	Fire Fighter	126,476	1,000
Kennelly, Thomas	Fire Fighter	138,614	-
Kim, David	Chief Administrative Officer	76,052	-
King, Susan	Financial Analyst	90,813	187
Korven, Jordan	Commercial Transport Vehicle Mechanic	76,780	141
Leclerc, Remi	Carpenter 2	81,342	989
Liptak, Sam	Facility Supervisor	86,436	-
Luce, Tony	Building Inspector/Planning Supervisor	99,341	3,984
Mackinnon, Daniel	Deputy Director, Fire & Emergency Services	121,301	1,817
Matejka, Michael	Manager, Infrastructure Planning & Delivery	108,885	1,656
Mckenzie, Carleen	Operator 2	77,149	2,386
Mummary, Carter	Flusher Operator	76,374	648
Mummary, Curtis	Construction Compliance Technologist	86,242	917
Munro, William	Fire Fighter	132,008	-

New, Michael Christopher	Director, Recreation & Culture	135,308	273
Osborne, Charlotte	Director, Finance	141,488	2,564
Pannell, Steven	Fire Fighter	89,519	3,167
Paulsen, Stacy	Facility Operations Manager	110,803	-
Penson, Curtis	Manager, Engineering & Field Services	115,388	2,490
Perrault, Jason	Public Works Manager	102,645	6,183
Pocha, Katelyn	Water/Wastewater Project Manager	95,805	329
Pocock, Mathew	Parks Foreman	82,911	1,554
Price, Robert	Community Planner	105,894	-
Quilliam, Scott	Electrician	95,493	100
Relkoff, Paul	Fire Fighter	135,787	-
Robertson, Murray	Fire Prevention Coordinator	113,281	-
Semeniuk, Everett	Electrician	86,079	425
Smith, Melissa	Financial Services Manager	114,443	2,051
Spence, Carmon	Office Manager	84,507	-
Spowart Andrew, Fergus	Fire Fighter	108,903	379
Swanson, Cody	Fire Fighter	107,815	420
Thorsteinson, Kelly Anne	Executive Assistant, CAO & Mayor	89,241	129
Toorenburgh, Jodine	Recreation Program & Staffing Coordinator	87,295	-
Veg, Rob	Manager of Planning	120,394	569
Videto, Kyle	Senior Utility Operator	80,516	1,905
Yee, Gordon	Fire Fighter	130,423	-
Young, Graeme	Lead Hand	93,154	2,023
Zettel, Christopher	Corporate Communications Officer	103,745	357
Employee Gross Earnings (over \$75,000)		7,397,899	77,991
Employee Gross Earnings (\$75,000 and less)		5,547,495	45,932
		\$ 12,945,394	\$ 123,923

Employer share of Employee benefits:

Receiver General	\$ 600,440
Medical/Employer Health Tax	247,287
Pension Corporation	1,258,868
Group insurance, dental, extended health	1,031,781
Workers' Compensation Board	244,023
Total Employer share of Employee benefits	\$ 3,382,398

* Total Remuneration includes Taxable Benefits

**The Corporation of the City of Cranbrook
Severance Agreements
As at December 31, 2020**

There was one (1) severance agreement made between the Corporation of the City of Cranbrook and its non-unionized employees during the fiscal year ended December 31, 2020.

The agreement represents twelve (12) months of compensation.*

* Compensation is based on salary and benefits.

Financial Information Act Regulation, Schedule 1, section 6

**The Corporation of the City of Cranbrook
Payments Made for Provision of Goods or Services
For the year ended December 31, 2020**

Suppliers who received aggregate payments exceeding \$25,000:

1203813 BC LTD.	\$	32,568
A-MAIS TECHNOLOGIES		59,096
AARDVARK PAVEMENT MARKING SERVICES		103,986.20
ACCESS INFORMATION MANAGEMENT OF CANADA		73,993.59
ALFRED HUMMEL CONTRACTOR LTD		38,405
ANKORS		42,262
AUSTIN ENGINEERING LTD		66,329
BANK OF MONTREAL		830,197
BARRIE MACKAY CONTRACTING LTD.		736,905
BC ASSESSMENT		173,585
BC HYDRO		1,124,115
BC TRANSIT		821,588
BDO CANADA LLP		39,392
BEE-CLEAN BUILDING MAINTENANCE INC.		81,548
BRITISH COLUMBIA SPCA		35,469
BUILDING CONSULTING SERVICES		51,731
BUREAU VERITAS CANADA (2019) INC.		120,452
CAMAL FOUNDATION		110,225.00
CANADA LIFE ASSURANCE COMPANY		896,651
CANADA POST		27,776
CANADA REVENUE AGENCY		3,550,981
CANADA WEST REFRIGERATION LTD.		342,227
CENTRIX CONTROL SOLUTIONS LP		161,030
CENTRIX CONTROL SOLUTIONS LP		62,099
CHRIS HAUPRICH CONTRACTING		59,571
CITY GLASS AND WINDSHIELD SHOP LTD.		64,462
CITY SPACES		47,345
CLEARTECH INDUSTRIES		71,650
COLUMBIA OUTDOOR SCHOOL		67,200
COMPASS GROUP CANADA LTD		58,109
COPCAN CIVIL LTD		153,709
CRABBY PRODUCTIONS		56,906
CRANBROOK BUILDING CENTRE LTD		25,299
CRANBROOK CHAMBER OF COMMERCE		71,127
CRANBROOK DAILY TOWNSMAN		29,480
CRANBROOK DODGE		35,765
CRANBROOK PUBLIC LIBRARY		165,261
CRANBROOK TOURISM		35,000
CUPE 2090		118,722
CYBERLINK SYSTEMS CORP		30,010
DB PERKS & ASSOCIATES LTD DBA COMMERCIAL		34,263
DCI TECHNOLOGIES INC.		27,774
DELL FINANCIAL SERVICES		59,981
DEMANIUK, RONNIE JAMES		30,000
DENHAM FORD (BC) LTD.		46,218
DISPLAY DEVELOPMENT GROUP		28,986
ESRI CANADA LTD		111,665
EVERGREEN BUILDING MAINTENANCE INC		66,817
FAB-RITE SERVICE LTD.		75,922

**The Corporation of the City of Cranbrook
Payments Made for Provision of Goods or Services
For the year ended December 31, 2020**

J.R. DRILLING	41,970
JACKSON'S HEATING & AIR CONDITIONING	29,118
JRJ FENCING	31,161
KALA GEOSCIENCES LTD.	54,964
KELOWNA SAFETY SURFACING	47,297
KLEYSEN GROUP LP	28,868
KOOTENAY EAST REGIONAL HOSPITAL DISTRICT	921,023
LIDSTONE & COMPANY	329,176
LORDCO AUTO PARTS LTD	45,806
LOST CREEK ENTERPRISES LTD.	234,295
LOTIC ENVIRONMENTAL LTD.	71,566
M & K PLUMBING & HEATING CO. LTD.	28,819
M.B. LABORATORIES LTD.	128,356
MARTECH MOTOR WINDING LTD.	48,244
MARWEST INDUSTRIES LTD	418,730
MATRIX VIDEO COMMUNICATIONS CORP.	72,646
MCELHANNEY CONSULTING SERVICES LTD.	207,054
MEARL'S MACHINE WORKS LTD.	65,632
MINISTER OF FINANCE - School Tax	686,857
MINISTER OF FINANCE - Employer Health Tax	247,287
MINISTRY OF TRANSPORTATION &	395,375
MORROW BIOSCIENCE LTD.	72,961
MPE ENGINEERING LTD	58,065
MUNICIPAL INSURANCE ASSOCIATION OF BC	189,430
MUNICIPAL PENSION PLAN	2,313,240
NEW DAWN CONSTRUCTION LTD	743,767
NSC MINERALS LTD	84,241
PEAK SECURITY SERVICES	39,785
POWER PAVING LTD.	135,942
POWERLAND COMPUTERS LTD	42,640
PRISM ENGINEERING LTD.	50,830
RAYONIER A.M. CANADA G.P.	1,032,000
RBBS TELECOM INC.	48,676
RECEIVER GENERAL FOR CANADA	4,716,096
REGIONAL DISTRICT OF EAST KOOTENAY	2,253,972
REGIONAL DISTRICT OF EAST KOOTENAY / MUNICIPAL FINANCE AUTHORITY	2,490,849
REMCAN PROJECTS LP	76,263
RMoffice SOLUTIONS LTD	59,763
ROCKY MOUNTAIN ENERGY LTD.	215,633
ROCKY MOUNTAIN PHOENIX	49,795
ROLLINS MACHINERY LIMITED	358,410
SALVADOR READY MIX CONCRETE LTD.	104,897
SANDOR RENTAL EQUIPMENT LTD.	35,165
SHAW CABLESYSTEMS (B.C.) LTD	26,718
SNC-LAVALIN INC.	314,964
SPECTRUM RESOURCE GROUP INC.	29,890
SUN LIFE ASSURANCE COMPANY OF CANADA	1,116,344
TELUS COMMUNICATIONS (BC) INC	36,028
TELUS MOBILITY (BC)	35,930
TERUS CONSTRUCTION LTD.	1,063,200
TRI-KON PRECAST PRODUCTS LTD.	74,384
TYBO CONTRACTING LTD.	722,456
URBAN SYSTEMS LTD	656,665
VIMAR EQUIPMENT LTD	27,260
WAVE POINT CONSULTING LTD.	69,801
WaVv	38,212
WELMAR RECREATIONAL PRODUCTS INC	378,472
WESTERN FINANCIAL GROUP	297,247
WESTERN NOISE CONTROL LTD.	77,175
WESTERN ROOFING MASTER ROOFERS LTD.	2,578,990
WESTERN WATER ASSOCIATES LTD	48,149
WOLSELEY MECHANICAL GROUP	64,306
WOODLAND EQUIPMENT INC.	355,457
WORKSAFE BC	244,023

Total aggregate payments exceeding \$25,000

40,313,726

**Consolidated total paid to suppliers who received aggregate payments
of \$25,000 or less**

3,342,672

**The Corporation of the City of Cranbrook
Payments Made for Provision of Goods or Services
For the year ended December 31, 2020**

Payments to suppliers for grants and contributions exceeding \$25,000:

Cranbrook Curling Association	50,000
Cranbrook Public Library	639,205
Key City Theatre Society	90,000

Total payments for grants and contributions exceeding \$25,000	<u>779,205</u>
-----------------------------------------------------------------------	-----------------------

Total Payments Made for the Provision of Good or Services	<u>\$ 44,435,603</u>
------------------------------------------------------------------	-----------------------------

Financial Information Act Regulation Schedule 1, section 7



CORPORATION OF THE CITY OF CRANBROOK
STATEMENT OF FINANCIAL INFORMATION APPROVAL

For the Year Ended December 31, 2020

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in the Statements of Financial Information, produced under the *Financial Information Act*.

Dated this 1st day of JUNE, 2021.

Lee Pratt
Mayor, on behalf of Council

Charlotte Osborne, CPA CGA
Director of Finance

Management's Responsibility for Financial Reporting

To the Mayor and Members of Council:

In accordance with Section 167 of the Community Charter, we are pleased to submit the 2020 consolidated financial statements for the Corporation of the City of Cranbrook, together with the report of our auditors, BDO Canada LLP.

The preparation of the consolidated financial statements is the responsibility of the City's management. The statements have been prepared by City staff in accordance with Canadian generally accepted accounting principles for governments in the Province of British Columbia. These principles are based upon recommendations of the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada.

Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly in all material respects.

The consolidated financial statements have been audited by BDO Canada LLP Chartered Professional Accountants in accordance with Canadian generally accepted auditing standards on behalf of the ratepayers. The auditor's report expresses their opinion on these consolidated financial statements. The auditor has full and free access to the accounting records.



Charlotte Osborne, CPA, CGA
Director, Finance
Chief Financial Officer



Mark Fercho
Chief Administrative Officer

May 10, 2021

Independent Auditor's Report

**To the Mayor and Members of Council
of The Corporation of the City of Cranbrook**

Opinion

We have audited the accompanying consolidated financial statements of The Corporation of the City of Cranbrook, which comprise the consolidated statement of financial position as at December 31, 2020, and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of The Corporation of the City of Cranbrook as at December 31, 2020 and its statement of operations, and changes in net financial assets and 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 Matter

We draw attention to the fact that the supplementary information in the Schedule - Provincial COVID-19 Restart Grant Utilization does not conform to part of the audited financial statements. We have not audited or reviewed this supplementary information and, accordingly, we do not express any opinion, review, conclusion or any form of assurance on this supplementary information.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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



Independent Auditor's Report (Continued)

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

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


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

Chartered Professional Accountants

May 10, 2021
Cranbrook, BC

The Corporation of the City of Cranbrook Consolidated Statement of Financial Position

December 31	2020	2019
Financial Assets		
Cash and funds on deposit (Note 1)	\$ 59,702,178	\$ 57,160,748
Accounts receivable (Note 2)	4,918,358	3,633,120
Mortgage receivable (Note 3)	5,165,000	-
Land held for resale	7,298	7,298
Deposit – Municipal Finance Authority (Note 4)	1,417,462	1,409,230
	71,210,296	62,210,396
Liabilities		
Accounts payable and accrued liabilities (Note 5)	9,102,245	9,794,008
Deferred revenue (Note 6)	4,443,192	3,984,423
Development cost charges (Note 7)	2,941,688	2,272,626
Reserve – Municipal Finance Authority (Note 4)	1,417,462	1,409,230
Capital lease obligation (Note 8)	17,866	26,091
Debt (Note 9)	28,879,273	33,728,007
	46,801,726	51,214,385
Net Financial Assets	24,408,570	10,996,011
Non-Financial Assets		
Tangible capital assets (Note 10)	208,562,786	209,222,976
Inventories of supplies and prepaid expenses	577,766	564,864
	209,140,552	209,787,840
Accumulated Surplus	\$ 233,549,122	\$ 220,783,851


Charlotte Osborne, CPA, CGA
Director, Finance
Chief Financial Officer


Mark Fercho
Chief Administrative Officer

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook Consolidated Statement of Operations

For the year ended December 31	<i>2020</i>	2020	2019
	<i>Budget</i>	Actual	<i>Actual</i>
Revenue			
Taxation for municipal purposes (Note 13)	\$ 31,348,100	\$ 31,218,465	\$ 30,181,289
Grants in lieu of taxes	340,000	337,846	334,682
Utility fees	7,305,130	7,320,750	7,292,089
Federal government grants	1,301,453	951,400	1,807,716
Provincial government grants	835,267	5,067,841	645,214
Regional and other local government grants	926,028	731,152	335,564
Sale of services and fees	7,332,265	5,301,556	8,006,547
Service, penalties, and interest charges	350,225	426,552	374,723
Contributions from developers and others	41,221	48,026	485,586
Contributed assets	-	195,826	121,645
Interest earned on investments	1,090,511	675,170	1,226,232
Gain on sale of tangible assets	-	2,497,243	5,562
Other revenue	134,740	2,401,626	796,269
	<u>51,004,940</u>	<u>57,173,453</u>	<u>51,613,118</u>
Expenses (Note 14)			
General government services	8,296,780	7,899,371	7,287,604
Protective services	10,738,268	10,467,521	10,138,997
Infrastructure planning and development	2,875,086	2,880,235	3,098,201
Public work services	7,395,593	6,121,322	6,277,875
Western Financial Place	3,936,980	2,989,391	3,872,866
Community services	3,221,441	3,080,365	3,302,766
Water services	4,008,014	3,678,486	3,197,740
Sewer services	4,745,687	3,308,191	3,153,679
Solid waste services	1,983,309	1,961,537	1,941,232
Airport operations	2,765,820	2,021,763	2,696,646
	<u>49,966,978</u>	<u>44,408,182</u>	<u>44,967,606</u>
Annual Surplus (Note 18)	1,037,962	12,765,271	6,645,512
Accumulated Surplus, beginning of year	220,783,851	220,783,851	214,138,339
Accumulated Surplus, end of year	<u>\$ 221,821,813</u>	<u>\$ 233,549,122</u>	<u>\$ 220,783,851</u>

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

**The Corporation of the City of Cranbrook
Consolidated Statement of Changes in
Net Financial Assets**

For the year ended December 31	<i>2020</i>	2020	<i>2019</i>
	<i>Budget</i>	Actual	<i>Actual</i>
Annual Surplus	\$ 1,309,962	\$ 12,765,271	\$ 6,645,512
Acquisition of tangible capital assets	(22,151,899)	(11,043,916)	(10,873,097)
Amortization of tangible capital assets	8,080,000	8,201,153	8,246,846
Gain on disposal of tangible capital assets	-	(2,497,243)	(5,562)
Proceeds on sale of tangible capital assets	-	6,000,196	38,019
Net replenishment of supplies and prepaid expenses	-	(12,902)	(202,064)
	<u>(14,071,899)</u>	<u>647,288</u>	<u>(2,795,858)</u>
Change in net financial assets for the year	(12,761,937)	13,412,559	3,849,654
Net financial assets, beginning of year	<u>10,996,011</u>	<u>10,996,011</u>	<u>7,146,357</u>
Net financial assets, end of year	<u>\$ (1,765,926)</u>	<u>\$ 24,408,570</u>	<u>\$ 10,996,011</u>

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook Consolidated Statement of Cash Flows

For the year ended December 31	2020	2019
Operating transactions		
Annual Surplus	\$ 12,765,271	\$ 6,645,512
Items not involving cash		
Contribution from developers and others	(48,600)	(416,479)
Contributed assets	(147,687)	(125,629)
Actuarial adjustment	(347,609)	(350,558)
Amortization	8,201,153	8,246,846
Gain on sale of tangible capital asset	(2,497,243)	(5,562)
Changes in non-cash operating balances		
Accounts receivable	(6,450,238)	103,194
Inventory and prepaid expenses	(12,902)	(202,064)
Accounts payable and accrued liabilities	(691,763)	2,053,217
Deferred revenue	458,769	174,268
Development cost charges	669,062	103,263
Land held for resale	-	(929)
	11,898,213	16,225,079
Capital transactions		
Acquisition of tangible capital assets	(10,847,629)	(10,300,827)
Proceeds on sale of tangible capital assets	6,000,196	38,019
	(4,847,433)	(10,262,808)
Financing transactions		
Repayment of debt	(4,501,125)	(3,602,620)
Repayment of lease	(8,225)	(4,071)
	(4,509,350)	(3,606,691)
Net change in cash and funds on deposit	2,541,430	2,355,580
Cash and funds on deposit, beginning of year	57,160,748	54,805,168
Cash and funds on deposit, end of year	\$ 59,702,178	\$ 57,160,748
Supplementary Information:		
Interest Received	\$ 675,170	\$ 1,226,232
Interest Paid	\$ 1,433,221	\$ 1,581,981

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook Summary of Significant Accounting Policies

December 31, 2020

Basis of Presentation

The consolidated financial statements of the City are the representations of management and are prepared in accordance with Canadian generally accepted accounting principles for governments using guidelines issued by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada.

Reporting Entity

The reporting entity is comprised of all organizations and enterprises accountable for the administration of their financial affairs and resources to City Council and which are owned or controlled by the City of Cranbrook.

These consolidated statements reflect the assets, liabilities, revenues, expenses, changes in net financial assets (debt), and cash flows of the reporting entity. In addition to the general City of Cranbrook departments, the reporting entity includes the Cranbrook Public Library.

Funds on Deposit

Funds on deposit include temporary investments recorded at the lower of cost or market value.

Land Held for Resale

Land held for resale is recorded at the lower of cost or net realizable value. Cost includes the original acquisition cost, plus any professional fees incurred in association with the acquisition. Net realizable value is defined as the estimated selling price less any estimated costs necessary to make the sale.

Vacation and Sick Pay

Vacation pay is charged to expense in the year it is earned. Sick leave is allocated on an annual basis and does not accrue beyond the fiscal year and therefore is charged to expense when taken.

Development Cost Charges

Development cost charge ("DCC") levies are restricted by by-law in their use for providing funds to assist the municipality in paying the capital cost of providing, constructing, altering or expanding sewage, water, drainage and highway facilities and the revenue is deferred until the expenses are incurred. When DCC expenses are made, a corresponding amount is recorded in revenue as "Development Cost Charges."

**Inventories of Supplies
and Prepays**

Inventories and prepaid expenses held for consumption are recorded at the lower of cost and replacement cost and are reported as non-financial assets.

The Corporation of the City of Cranbrook Summary of Significant Accounting Policies (continued)

December 31, 2020

Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. The cost and accumulated amortization of assets no longer in use are removed from the accounting records and the difference between net proceeds, if any, and the net book value is recorded as revenue or expense. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing in the year following acquisition as follows:

Land	Not amortized
Land improvements	15 to 25 years
Buildings	10 to 50 years
Technology – IT	5 to 10 years
Equipment	
Furniture and equipment	10 to 15 years
Equipment under capital lease	5 years
Infrastructure	
Roads and sidewalks	10 to 75 years
Storm sewers	25 to 40 years
Parking lots	15 to 50 years
Water infrastructure	25 to 60 years
Sewer infrastructure	20 to 50 years
Airport runway	20 to 40 years
Parks	10 to 50 years
Library book collection	3 to 10 years
Construction in progress	Not amortized

When there has been a change in circumstances and the service potential of a tangible capital asset has declined, the asset is written down based upon the relative loss of the service potential. If a tangible capital asset no longer contributes to the City's ability to provide services, its carrying amount is written down to its residual value.

The Corporation of the City of Cranbrook Summary of Significant Accounting Policies (continued)

December 31, 2020

Revenue Recognition

Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues and the amounts to be received can be reasonably estimated and collection is reasonably assured.

Taxation for municipal purposes is recorded as revenue in the period the taxes are levied.

User charges, fees, and other amounts collected for which the City has an obligation to perform or provide a future service are deferred until the service is provided.

Contributions or other funding received which has externally imposed restrictions are initially accounted for as deferred revenue and then recognized as revenue when used for the specific purpose.

Contributions received in-kind are recognized as revenue in the period received at the fair market value at the time of the contributions.

Government Transfers

Government transfers, which include legislative grants, are recognized in the period in which events giving rise to the transfers occur, provided that the transfers are authorized, any eligibility criteria have been met, and a reasonable estimate of the amount can be made unless the transfer agreement contains stipulations that create a liability in which case the transfers are recognized as revenue over the period that the liability is extinguished.

Budget Figures

The budget figures are from the Five Year Financial Plan Bylaw to be adopted each year. They have been reallocated and adjusted to conform to PSAB Financial Statement Presentation.

Use of Estimates

The consolidated financial statements of the City have been prepared in accordance with Canadian Public Sector accounting standards. The preparation of financial statements in conformity with these standards requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates. Significant areas requiring the use of management estimates include the determination of useful life and amortization of tangible capital assets.

**The Corporation of the City of Cranbrook
Summary of Significant Accounting Policies (continued)**

December 31, 2020

Contaminated Sites

Under PS3260 governments are required to accrue a liability for the costs to remediate a contaminated site. Liabilities are recognized when an environmental standard exists, contamination exceeds the standard, the government has responsibility for remediation, future economic benefits will be given up and a reasonable estimate can be made.

Management has assessed its potential liability under the standard including sites that are no longer in productive use and sites for which the City accepts responsibility. There were no such sites that had contamination in excess of an environmental standard which required remediation at this time, therefore no liability was recognized.

The Corporation of the City of Cranbrook Notes to Consolidated Financial Statements

December 31, 2020

1. Cash and Funds on Deposit

Amounts included in cash and funds on deposit which have been specifically designated and set aside for internally and externally restricted purposes total \$24,294,037 (2019 - \$22,975,285).

2. Accounts Receivable

	2020	2019
Taxes - Current	\$ 634,428	\$ 944,276
- Arrears & Delinquent	309,259	507,342
Federal Government	740,530	390,594
Province of British Columbia	159,637	138,493
Regional and other local governments	140,782	900
Other receivables	2,933,722	1,651,515
	\$ 4,918,358	\$ 3,633,120

3. Mortgage Receivable

	2020	2019
Mortgage receivable is for the industrial lands, payable to the City in five equal payments of \$1,033,000 plus interest of prime plus 1%, ending in 2025.	\$ 5,165,000	\$ -

The Corporation of the City of Cranbrook Notes to Consolidated Financial Statements

December 31, 2020

4. Deposit and Reserve - Municipal Finance Authority

The City issues its debt instruments through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds are withheld by the Municipal Finance Authority as a debt reserve fund. The City also executes demand notes in connection with each debenture whereby the City may be required to loan certain amounts to the Municipal Finance Authority. The details of the cash deposits and demand notes at year end are as follows:

	2020	2019
Demand notes	\$ 1,009,186	\$ 1,009,186
Cash deposits	408,276	400,044
	\$ 1,417,462	\$ 1,409,230

5. Accounts Payable and Accrued Liabilities

	2020	2019
Federal Government	\$ 3,364,678	\$ 3,249,458
Province of British Columbia	123,414	188,561
Regional and other local governments	9,093	11,452
Vacation and accrued benefits payable	1,084,292	941,071
Other payables	4,520,768	5,403,466
	\$ 9,102,245	\$ 9,794,008

6. Deferred Revenue

	2020	2019
Property Taxes	\$ 3,459,434	\$ 3,229,681
Utility User Fees	130,091	105,966
Other	853,667	648,776
	\$ 4,443,192	\$ 3,984,423

**The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements**

December 31, 2020

7. Development Cost Charges

The City collects development cost charges to pay for the proportionate share of infrastructure related to new growth. In accordance with the Local Government Act, these funds must be deposited into a separate reserve fund. Because these funds are externally restricted in nature they are shown as a liability.

	2019	Receipts	Interest	2020
Roads	\$ 276,921	\$ 135,394	\$ 3,718	\$ 416,033
Storm Sewer	435,086	109,085	6,402	550,573
Water	970,783	223,663	9,394	1,203,840
Sanitary Sewer	589,836	174,910	6,496	771,242
Total Deferred DCC	\$ 2,272,626	\$ 643,052	\$ 26,010	\$ 2,941,688

8. Capital Lease Obligation

The Library is committed to the following capital lease obligations:

	2020	2019
Computer equipment lease, minimum monthly payments of \$627, interest rate 7.99% expires June 2022	\$ 10,458	\$ 16,870
Computer server lease, minimum monthly payments of \$202, interest rate 7.29% expires June 2024	7,408	9,221
	\$ 17,866	\$ 26,091

**The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements**

December 31, 2020

8. Capital Lease Obligation (Continued)

Interest paid relating to the above obligations on capital leases and included in debt servicing and financing charges was \$1,729 (2019 – \$906). Future minimum payment requirements are as follows:

Year	Amount
2021	\$ 9,954
2022	6,022
2023	2,426
2024	1,126
	<hr/> 19,528
Imputed Interest	(1,662)
	<hr/> \$ 17,866 <hr/>

The Corporation of the City of Cranbrook Notes to Consolidated Financial Statements

December 31, 2020

9. Debt

Mortgages

Mortgage debt is repayable to Canada Life Assurance Company, repayable monthly in the amount of \$74,721, including interest at 7.25%, maturing 2030.

\$ 6,394,813 \$ 6,818,134

Mortgage debt repayable to Rayonier A.M. Canada Industries Inc. was repaid in 2020.

- 1,911,000

Demand Loan

Debt is repayable to the Bank of Montreal, repayable monthly in the amount of \$57,873 including interest at 3.80%, maturing 2028.

5,729,757 6,196,960

Debenture Debt

Debenture debt is repayable to the British Columbia Municipal Finance Authority. Existing debentures mature in annual amounts to the year 2038 and interest is payable at rates ranging from 1.28% to 4.20% per annum.

16,261,254 18,014,081

Demand Promissory Note

Notes are repayable to the British Columbia Municipal Finance Authority in accordance with S. 178 of the Community Charter. Interest, at variable daily rates, is paid monthly.

Principal must be repaid within 5 years.

493,449 787,832

\$ 28,879,273 \$ 33,728,007

**The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements**

December 31, 2020

9. Debt (continued)

Future minimum principal payments and actuarial adjustments required on debt for the next five years and thereafter, assuming loan is not demanded, are due as follows:

	MFA Debt	Demand Loan	Mortgages	Total
2021	\$ 1,499,885	\$ 485,108	\$ 454,569	\$ 2,439,562
2022	1,262,864	503,867	488,122	2,254,853
2023	1,089,840	523,351	524,152	2,137,343
2024	983,540	543,588	562,842	2,089,970
2025	991,325	564,608	604,388	2,160,321
2026 and thereafter	10,927,249	3,109,235	3,760,740	17,797,224
	<u>\$ 16,754,703</u>	<u>\$ 5,729,757</u>	<u>\$ 6,394,813</u>	<u>\$ 28,879,273</u>

**The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements**

December 31, 2020

10. Tangible Capital Assets

												2020
	Land	Land Improvements	Buildings	Technology - IT	Equipment	Equipment Under Capital Lease	Infrastructure	Construction in Progress	Library Book collection			
Cost, beginning of year	\$12,199,890	\$ 6,026,051	\$64,256,231	\$4,325,086	\$16,998,400	\$ 30,162	\$227,170,560	\$ 4,367,500	\$ 526,623	\$ 335,900,503		
Additions	341,702	191,202	4,778,429	54,879	1,587,242	-	3,758,281	294,784	37,397	11,043,916		
Disposals	(2,064,961)	-	(1,182,743)	(146,457)	(70,687)	-	-	(310,386)	(71,235)	(3,846,469)		
Reclassification of CIP	-	-	2,953,913	104,880	44,538	-	830,160	(3,933,491)	-	-		
Cost, end of year	10,476,631	6,217,253	70,805,830	4,338,388	18,559,493	30,162	231,759,001	418,407	492,785	343,097,950		
Accumulated amortization, beginning of year	-	2,217,423	25,184,962	1,976,066	8,851,970	6,032	88,133,976	-	307,098	126,677,527		
Amortization	-	199,788	1,606,518	317,637	910,821	6,032	5,111,636	-	48,721	8,201,153		
Disposals	-	-	(59,137)	(146,457)	(66,687)	-	-	-	(71,235)	(343,516)		
Accumulated amortization, end of year	-	2,417,211	26,732,343	2,147,246	9,696,104	12,064	93,245,612	-	284,584	134,535,164		
Net carrying amount, end of year	\$10,476,631	\$ 3,800,042	\$44,073,487	\$2,191,142	\$ 8,863,389	\$ 18,098	\$138,513,389	\$ 418,407	\$ 208,201	\$ 208,562,786		

The Corporation of the City of Cranbrook Notes to Consolidated Financial Statements

December 31, 2020

Tangible Capital Assets (continued)

													2019
	Land	Land Improvements	Buildings	Technology - IT	Equipment	Equipment Under Capital Lease	Infrastructure	Construction in Progress	Library Book collection				
Cost, beginning of year	\$12,173,990	\$ 5,865,081	\$64,213,136	\$4,612,934	\$16,461,228	\$ -	\$220,964,437	\$ 1,039,128	\$ 546,551	\$ 325,876,485			
Additions	25,900	160,970	59,083	21,234	935,375	30,162	5,937,958	3,652,972	49,443	10,873,097			
Disposals	-	-	(47,448)	(332,989)	(399,271)	-	-	-	(69,371)	(849,079)			
Reclassification of CIP	-	-	31,460	23,907	1,068	-	268,165	(324,600)	-	-			
Cost, end of year	12,199,890	6,026,051	64,256,231	4,325,086	16,998,400	30,162	227,170,560	4,367,500	526,623	335,900,503			
Accumulated amortization, beginning of year	-	2,024,075	23,601,834	1,961,165	8,306,935	-	83,028,929	-	324,365	119,247,303			
Amortization	-	193,348	1,630,577	347,891	911,847	6,032	5,105,047	-	52,104	8,246,846			
Disposals	-	-	(47,449)	(332,990)	(366,812)	-	-	-	(69,371)	(816,622)			
Accumulated amortization, end of year	-	2,217,423	25,184,962	1,976,066	8,851,970	6,032	88,133,976	-	307,098	126,677,527			
Net carrying amount, end of year	\$12,199,890	\$ 3,808,628	\$39,071,269	\$2,349,020	\$ 8,146,430	\$ 24,130	\$139,036,584	\$ 4,367,500	\$ 219,525	\$ 209,222,976			

The Corporation of the City of Cranbrook Notes to Consolidated Financial Statements

December 31, 2020

11. Credit Facility

The Municipality has a credit facility agreement with a financial institution which provides for a total commitment of \$6,000,000. At December 31, 2020, the Municipality had drawn an amount of nil (2019 - nil) on this agreement.

12. Pension Liability

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

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

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

The City of Cranbrook paid \$1,258,868 (2019 - \$1,173,806) for employer contributions to the plan in fiscal 2020.

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

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

The Corporation of the City of Cranbrook Notes to Consolidated Financial Statements

December 31, 2020

13. Taxation for Municipal Purposes

Taxation revenue for municipal purposes is comprised of the following amounts:

	2020	2019
Total levies and special assessments	\$ 39,138,494	\$ 38,625,120
Transfers to other governments:		
Regional District of East Kootenay	667,211	592,462
School District	6,159,243	7,166,805
Regional Hospital District	919,987	530,371
BC Assessment Authority	173,588	154,193
	7,920,029	8,443,831
General municipal purposes	\$ 31,218,465	\$ 30,181,289

14. Expenses by Object

	2020	2019
Administration	\$ 2,470,953	\$ 2,705,365
Amortization expense	8,201,153	8,246,846
Contract and professional services	11,435,593	11,800,975
Contributions to organizations	489,154	449,105
Debt servicing and financing charges	1,466,423	1,746,408
Materials, supplies, repairs, maintenance	3,603,904	4,027,635
Wages and benefits	16,741,002	15,991,272
	\$ 44,408,182	\$ 44,967,606

The Corporation of the City of Cranbrook Notes to Consolidated Financial Statements

December 31, 2020

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 significant contractual rights that existed at December 31, 2020 are as follows:

a) Contracts and Agreements

The City has entered into several agreements that are anticipated to provide the City with future revenues. These agreements are with other Local Governments, the Province, Crown, and private sector entities for terms that vary from 1 to 10 years. Some of these agreements are fixed receipt amounts while others are tied to third-party revenue amounts. The following table summarizes the contractual rights of the City for future assets:

	2021	2022	2023	2024	2025	Thereafter
Revenue	\$ 3,205,438	\$ 2,948,572	\$ 2,700,490	\$ 1,759,995	\$ 1,775,831	\$ 2,505,034

b) Developer Contributions

The City has entered into a number of public works development agreements which require the developers to contribute various infrastructure assets to the City, including roads and underground utilities. The timing and extent of these future contributions vary depending on development activity and fair value of the assets received at time of contribution, which cannot be determined with certainty at this time.

The Corporation of the City of Cranbrook

Notes to Consolidated Financial Statements

December 31, 2020

16. Commitments and Contingencies

a) Purchase and Service Contracts

The City has purchase and service contracts with estimated annual minimum payments of \$8,552,352 (2019 - \$7,765,857).

b) Other Contingencies

There are potential lawsuits pending in which the City is involved. It is considered that the potential claims against the City resulting from such litigation and not covered by insurance would not materially affect the consolidated financial statements of the City. These amounts, if any, will be expensed in future years when the claims are settled.

17. Global Uncertainty

The impact of COVID-19 in Canada and on the global economy continues to exist. There is uncertainty as to the full impact on the City, its citizens, employees, suppliers and other third party business associates that could impact the timing and amounts realized on the City's assets and future ability to deliver services and projects.

Although the disruption from the virus is expected to be temporary, given the dynamic nature of these circumstances, the duration of disruption and the related financial impact cannot be reasonably estimated at this time. The City's ability to continue delivering non-essential services and employ staff will depend on the legislative mandates from the various levels of government. The City will continue to focus on collecting receivables, managing expenditures, and leveraging existing reserves and available credit facilities to ensure it is able to continue providing essential services to its citizens.

The Corporation of the City of Cranbrook Notes to Consolidated Financial Statements

December 31, 2020

18. Budget

The budget adopted by Council on January 27, 2020 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards require a full accrual basis. The budget figures anticipated use of surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues to \$nil. In addition, the budget recognized a revenue item equal to the budgeted amortization expense. As a result, the budget figures presented in the statements of operations and net financial assets represent the budget adopted by Council on January 27, 2020 with adjustments as follows:

	2020 Budget	2019 Budget
Budgeted surplus for the year	\$ -	\$ -
Add:		
Capital expenditures	22,151,899	17,268,726
Debt repayment	3,623,720	3,618,229
Transfers to surplus	798,523	614,858
Less:		
Net transfers from reserves	(9,596,433)	(4,367,901)
Proceeds from debt to fund capital expenditures	(1,400,000)	(1,426,091)
Transfers from accumulated surplus	(6,459,747)	(6,750,944)
Non-funded amortization	(8,080,000)	(7,080,000)
	\$ 1,037,962	\$ 1,876,877

The Corporation of the City of Cranbrook Notes to Consolidated Financial Statements

December 31, 2020

19. Trust Funds

The City holds funds in trust for specific uses comprised of the following amounts:

	2020		2019
Westlawn Perpetual Care Fund	\$ 451,419	\$	443,688

The assets and offsetting liabilities are not reflected in the City's consolidated financial statements.

20. Segment Disclosure

The City of Cranbrook has identified the General, Utility and Airport funds as distinguishable activities of the municipality, and the Cranbrook Public Library as a distinguishable organization for which it is appropriate to separately report financial information.

The nature and activities of these identified segments are as follows:

- The General fund provides administration, protection (fire and police), public works, engineering, and recreation services and is funded through property taxation, grants, and service/user fees.
- The Utility fund provides water, sewer and solid waste services and is self-supporting, primarily funded by user fees and parcel taxes.
- The Airport fund encompasses the activities of the Canadian Rockies International Airport, a commercial operation.
- The Cranbrook Public Library is a municipal public library established under Bylaw No. 3418 to provide library services to the municipality.

The financial activities of these segments are reported in the following Schedule - Segment Reporting of Revenue and Expenses.

**The Corporation of the City of Cranbrook
Schedule - Segment Reporting of Revenue and Expenses**

For the year ended December 31	2020					
	General	Utility	Airport	Library	Elimination	Total
Revenue						
Taxation for municipal purposes	\$ 28,708,436	\$ 2,510,029	\$ -	\$ -	\$ -	\$ 31,218,465
Grants in lieu of taxes	337,846	-	-	-	-	337,846
Utility fees	-	7,320,750	-	-	-	7,320,750
Federal government grants	915,873	35,527	-	-	-	951,400
Provincial government grants	4,643,606	28,422	295,620	100,193	-	5,067,841
Regional and other local government grants	571,351	-	-	159,801	-	731,152
Sale of services and fees	5,530,722	233,013	1,301,261	-	(1,763,440)	5,301,556
Service, penalties, and interest charges	395,833	30,719	-	-	-	426,552
Contributions from developers and others	212,826	-	-	31,026	-	243,852
Interest earned on investments	456,846	160,472	89,821	-	(31,969)	675,170
Other revenue	4,580,179	230,564	-	727,331	(639,205)	4,898,869
	<u>46,353,518</u>	<u>10,549,496</u>	<u>1,686,702</u>	<u>1,018,351</u>	<u>(2,434,614)</u>	<u>57,173,453</u>
Expenses						
General government services	8,575,938	-	-	-	(676,567)	7,899,371
Protective services	10,497,708	-	-	-	(30,187)	10,467,521
Public works & IPD	9,558,993	-	-	-	(557,436)	9,001,557
Western Financial Place	2,992,024	-	-	-	(2,633)	2,989,391
Recreation & Culture	2,167,538	-	-	920,350	(7,523)	3,080,365
Water services	-	4,207,087	-	-	(528,601)	3,678,486
Sewer services	-	3,688,921	-	-	(380,730)	3,308,191
Solid waste services	-	2,152,474	-	-	(190,937)	1,961,537
Airport operations	-	-	2,081,763	-	(60,000)	2,021,763
	<u>33,792,201</u>	<u>10,048,482</u>	<u>2,081,763</u>	<u>920,350</u>	<u>(2,434,614)</u>	<u>44,408,182</u>
Annual Surplus (Deficit)	<u>\$ 12,561,317</u>	<u>\$ 501,014</u>	<u>\$ (395,061)</u>	<u>\$ 98,001</u>	<u>\$ -</u>	<u>\$ 12,765,271</u>

The Corporation of the City of Cranbrook Schedule - Segment Reporting of Revenue and Expenses

For the year ended December 31

2019

	General	Utility	Airport	Library	Elimination	Total
Revenue						
Taxation for municipal purposes	\$ 27,668,885	\$ 2,512,404	\$ -	\$ -	\$ -	\$ 30,181,289
Grants in lieu of taxes	334,682	-	-	-	-	334,682
Utility fees	-	7,292,089	-	-	-	7,292,089
Federal government grants	1,807,716	-	-	-	-	1,807,716
Provincial government grants	545,021	-	-	100,193	-	645,214
Regional and other local government grants	178,896	-	-	156,668	-	335,564
Sale of services and fees	6,343,042	281,759	3,256,092	-	(1,874,346)	8,006,547
Service, penalties, and interest charges	346,966	27,757	-	-	-	374,723
Contributions from developers and others	589,081	18,150	-	-	-	607,231
Interest earned on investments	874,789	253,021	161,615	-	(63,193)	1,226,232
Other revenue	439,451	227,985	25,131	735,936	(626,672)	801,831
	39,128,529	10,613,165	3,442,838	992,797	(2,564,211)	51,613,118
Expenses						
General government services	7,970,158	-	-	-	(682,554)	7,287,604
Protective services	10,204,568	-	-	-	(65,571)	10,138,997
Public works & IPD	9,980,396	-	-	-	(604,320)	9,376,076
Western Financial Place	3,875,685	-	-	-	(2,819)	3,872,866
Community services	2,312,966	-	-	997,856	(8,056)	3,302,766
Water services	-	3,749,751	-	-	(552,011)	3,197,740
Sewer services	-	3,543,054	-	-	(389,375)	3,153,679
Solid waste services	-	2,140,737	-	-	(199,505)	1,941,232
Airport operations	-	-	2,756,646	-	(60,000)	2,696,646
	34,343,773	9,433,542	2,756,646	997,856	(2,564,211)	44,967,606
Annual Surplus (Deficit)	\$ 4,784,756	\$ 1,179,623	\$ 686,192	\$ (5,059)	\$ -	\$ 6,645,512

The Corporation of the City of Cranbrook
Schedule - Provincial COVID-19 Restart Grant Utilization
(Unaudited)

For the year ended December 31

2020

COVID-19 Safe Restart Grant Revenue		\$ 3,765,000
Eligible costs incurred:		
Revenue shortfalls		828,643
Computer and technology costs to improve connectivity and virtual communications		79,131
General government services		65,888
Protective services		158,459
Public works		49,953
Recreation and culture		87,454
		1,269,527
Total eligible costs incurred		1,269,527
Balance, December 31, 2020		\$ 2,495,473

2020 Grants to Non-Profit Organizations

Each year, City Council provides financial assistance to non-profit organizations that provide services and improve the quality of life to the residents of Cranbrook. In 2020, Municipal Grants were provided to the following organizations:

<u>Monetary Grants:</u>	<u>Amount</u>
1813 Cranbrook Army Cadet Parents Society	4,000
1992 Sweetheart Society	13,560
CAMAL Foundation	4,043
Coldest Night Rest Stop Sponsorship	1,000
Cranbrook & District Arts Council	22,000
Cranbrook & District Restorative Justice Society	10,000
Cranbrook & District Search & Rescue	13,370
Cranbrook Age Friendly Advisory Committee	10,000
Cranbrook Boys & Girls Club	3,500
Cranbrook Community Theatre Society	6,000
Cranbrook Curling Association	50,000
Cranbrook Food Bank Society	2,000
Cranbrook Kimberley Hospice Society	1,500
Cranbrook Public Library	639,205
Cranbrook Senior Citizens Association - Br. #11	10,000
East Kootenay Performing Arts Festival Society	10,000
Fisher Peak Performing Artists Society	1,325
Girl Guides of Canada - Mountain View	3,500
Key City Theatre Society	90,000
Ktunaxa Nation Council - Street Angel	12,000
Mount Baker Scholarship	3,500
Royal Canadian Legion #24	2,000
Sam Steele Society	7,905
Scouts Canada - 4th Cranbrook Scouts	450
Summit Community Services Society (Victim Services)	1,500
Symphony of the Kootenays	5,000

STATEMENT OF 2020 PROPERTY TAX EXEMPTIONS

Following adoption of City of Cranbrook Annual Taxation Exemption Bylaw No. 3984, 2019, the following properties were provided a permissive property tax exemption by City Council for the year 2020, as per sections 224(2)(a) and 224(2)(g) of the *Community Charter*.

<u>Folio</u>	<u>Address</u>	<u>Property Tax Exemption Recipient</u>	<u>Municipal Property Taxes Exempted</u>
259.000	219 - 15th Avenue South	Fred Scott Rotary Villa	\$ 790
283.000	202 - 13th Avenue South	Ktunaxa Nation Council	3,203
539.000	201 - 7th Avenue South	Ruthenian Greek Church	718
838.000	104 - 8th Avenue South	Cranbrook Food Bank Society	1,109
841.000	821 - 1st Street South	New Apostolic Church Canada	47
889.000	125 - 10th Avenue South (83%)	Summit Community Services Society	7,056
1020.000	1305 - 1st Street South	1813 Cranbrook Parents Society	1,573
1040.000	38 - 13th Avenue South	Synod of the Diocese of Kootenay	1,814
1102.000	2 - 12th Avenue South	United Church of Canada	740
1118.000	39 - 13th Avenue South	Canadian Mental Health Association	10,041
1121.000	45 - 13th Avenue South	Canadian Mental Health Association	970
1190.000	1007 Baker Street	Ktunaxa/Kinbasket Child & Family	6,501
1197.000	11 - 11th Avenue South	Cranbrook Community Theatre Society	3,628
1259.000	43 - 10th Avenue South	Roman Catholic Bishop of Nelson	557
1309.000	42 - 7th Avenue South	Cranbrook & District Search & Rescue Society	398
1310.000	38 - 7th Avenue South	Cranbrook & District Search & Rescue Society	6,984
1312.050	36 - 7th Avenue South	Cranbrook & District Search & Rescue Society	398
1520.000	16 - 12th Avenue North (92%)	Community Connections Society of Southeast BC	9,452
1522.000	20 - 12th Avenue North	Community Connections Society of Southeast BC	6,517
1524.000	22 - 12th Avenue North	Community Connections Society of Southeast BC	3,972
1595.001	20 - 14th Avenue North	Key City Theatre Society	46,201
1822.000	328 - 14th Avenue South	First Baptist Church of Canada	1,958
1972.000	300 - 10th Avenue South	Foursquare Gospel Church of Canada	1,755
2120.000	300 - 6th Avenue South	Seventh-Day Adventist Church (BC Conference)	1,498
2842.000	922 - 11th Avenue South	East Kootenay Lutheran Parish	2,533
2967.000	501 - 11th Avenue South	Pentecostal Assemblies of Canada	1,414
3479.000	1100 - 11th Street South	Summit Community Services Society	2,182
4525.000	2100 - 3rd Street South	Knox Presbyterian Church	1,502
4558.020	2200 - 3rd Street South	Trustees Mt Baker Congregation of Jehovah's Witnesses	1,629
4673.500	19 - 15th Avenue South	Cranbrook Society for Community Living	27,283
4675.000	1500 - 1st Street South (50%)	Cranbrook Society for Community Living	1,966
4748.000	46 - 17th Avenue South	Ktunaxa Nation Council	4,512
4800.030	2324 - 2nd Street South	The Dwelling Place Church Ministries	3,031
5142.000	1401 - 5th Street North	Cranbrook & District Arts Council Society	6,295
5199.000	1601/1603 - 6th Street North	Rocky Mountain Housing Society	2,055
5829.000	533 Slater Road NW	Governing Council Salvation Army in Canada	1,426
5961.025	572 Industrial Road B	Cranbrook Food Bank Society	7,318
8204.002	2279 Cranbrook Street N.	Cranbrook Chamber of Commerce	7,405
8809.000	2001 - 21st Avenue North	Trustees of the Cranbrook Fellowship Baptist Church	2,012
8829.010	2304 - 4th Street North	Cranbrook Society for Community Living	2,257
8850.000	Kootenay Street North	Christian & Missionary Alliance, Canadian Pacific Div.	2,910
8852.000	Kootenay Street North (42%)	Christian & Missionary Alliance, Canadian Pacific Div.	1,126
9510.000	1200 Kootenay Street North	Christian & Missionary Alliance, Canadian Pacific Div.	1,904
9890.000	2210 - 2nd Street North	Church of Jesus Christ of Latter-Day Saints	2,084
13016.001	1100 - 14th Avenue South	Roman Catholic Bishop of Nelson	2,317
18008.000	57 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	1,626
18008.015	75 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	37,900
18010.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	1,150
18010.500	CP R/W Lease	Cranbrook Archives Museum & Landmark Foundation	431



MOUNTAINS OF OPPORTUNITY

CRANBROOK

