



# 2018 ANNUAL REPORT



MOUNTAINS OF OPPORTUNITY  
**CRANBROOK**



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## DECLARATION AND IDENTIFICATION OF DISQUALIFIED COUNCIL MEMBERS

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* in the year 2018





# MAYOR and COUNCIL

Council up to October 2018 - Top: Mayor Lee Pratt, Councillor Norma Blissett, Councillor Danielle Eaton, Councillor Wesly Graham, Councillor Isaac Hockley, Councillor Mike Peabody, 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.



# MAYOR'S MESSAGE

On behalf of Council, the Corporation of the City of Cranbrook and its citizens, I am pleased to present our 2018 Annual Report.

2018 was a very busy year and kept our staff working diligently on many different projects:

- Idlewild Park was still under construction with the replacement of some older amenities and the addition of some new ones to enhance the pleasure and enjoyment for visitors of all ages.
- Work is continuing on the Joseph Creek Rehabilitation Project which will also include some flood control and storm water management throughout the city, starting at Elizabeth Lake with consideration given to Jim Smith Creek and Hospital Creek.
- Road work and replacement of water and sewer lines in various areas within the city.
- Major rebuild of part of Cobham Avenue, including infrastructure enhancement, was also completed this year.

One of the highlights of 2018 was the city's purchase of the former Tembec lands. This will provide 99 acres of industrial zoned land for lease or purchase to businesses, creating jobs and revenue for the city in perpetuity. Three leases have already been put in place creating approximately 40 good paying jobs and increased tax revenue.

We achieved unprecedented growth in our building permits this year for a total of \$44.2 million. This is a growth of 29% over our 2017 figures and 65% over the last two years combined.

We performed some changes and replacement of sidewalks and lighting to continue on with our vision of enhancing the downtown. Our second Fall Festival was a huge success bringing many people downtown. We are also planning a Winter Festival in February 2019.

Sam Steele Days was once again very successful in the central location of Balment Park. An added bonus this year was TSN televised the strongman competition and it was aired on national TV. Great exposure for our community and surrounding area.

The community was busy with a municipal election in the fall of 2018. Ten candidates, including 5 incumbents seeking re-election, put their names forward. I personally thank all of these individuals for offering their service to the citizens of Cranbrook. I believe the voters sent a strong message regarding the past performance of the Mayor and Council. The Mayor's position was uncontested, and all 5 incumbents were re-elected.

Going forward we remain committed to:

- Financial responsibility
- Infrastructure replacement and maintenance
- Economic growth for the City

We have a long-term vision for the city and will continue to work closely with our staff to bring that vision to fruition over the coming years. This vision will encompass many benefits for the citizens of Cranbrook for many years.

Mayor Lee Pratt



# CAO'S MESSAGE

2018 was an excellent year as we continued with the strategic direction we embarked upon a few years ago. The collaboration across departments has proven to be productive and has led to better decision-making and superior end products. With staff's desire to serve, they bring a great amount of energy, commitment, and expertise to their work on behalf of the community.

Our plans for 2018 were transformative and are already bearing fruit. A few highlights of many are:

- Our greatest success for 2018 was the strategic purchase of the former Tembec site, which provided us with 99 acres of serviceable industrial land which will enhance our economic growth over the coming years through investments for current and future industry needs. A consultant was acquired and provided the City with a comprehensive feasibility and market demand study that highlighted potential uses for the land. The vision is to attract new diverse industry businesses which will create more jobs for our citizens and tax-revenue.
- Improved Asset Management processes and project delivery structures that the City implemented have saved the city millions of dollars by understanding the exact conditions of our tangible assets, through sound asset management principles, innovation and due-diligence while working closely with local consultants and contractors, ie) WFP roof, stormwater flood management and the Tembec land purchase.
- A Master Development Agreement Framework has been created with the development community to provide a standard communication protocol through policies and best practices to help the City and developers negotiate mutually agreed upon expectations such as development agreements, engineering specs, construction financing agreements, low impact development, private/public partnerships, City growth, late comers and tier pricing. This Agreement is expected to be implemented in early 2019.
- Ongoing planning and implementation of enhancing and promoting cultural, social and economic vibrancy through initiatives such as improvements to the quality and functionality of public spaces and developing partnerships to enhance cultural and social activities and events. Examples of our Community Vibrancy initiative that we focused on are: improved cycling connectivity throughout the City, downtown street design and landscaping concepts, street/urban art program, co-hosting the BC 55+ games, expansion of our Fall Festival and implementation of the Winter Festival.
- The City has completed an unprecedented amount of core infrastructure renewal and upgrades over the past few years and 2018 was no exception. These investments have significantly improved the level of service, especially on our arterial and collector roadways that are the backbone of our transportation network.
- Behind the scenes water and sewer infrastructure is not as exciting, but it is equally important. Priority water and sewer infrastructure has been replaced and upgraded which improved our flow network and reduced maintenance, repairs and disruptions significantly.
- In January of 2018, the City of Cranbrook and CUPE Local 2090 ratified a 4 year collective agreement. This was accomplished through both parties working collaboratively, negotiating mutually beneficial terms to ensure quality services to our residents and businesses. Following the same principals, the City and the Union have also agreed upon a Joint Job Evaluation Plan.

As you can see, our focus on being a workplace culture of innovation, generating bold ideas, service excellence, and a collaborative approach to solving challenges, capitalizing on opportunities, creating morale and self-motivation of the staff is making a difference.

Strategic investments provide a solid foundation on which to proceed with our City initiatives in 2019 and beyond. We are expecting 2019 to be another year of positive and transformative change to grow our economy and enhance citizens quality of life, to achieve community goals.

David Kim,  
Chief Administrative Officer



# ADMINISTRATION CHARTER



City of Cranbrook

## Administration Charter

The City of Cranbrook Administration Charter represents the commitment of its strategically aligned employees to deliver great value to its citizens, visitors and the business community.

### Five Focus Areas:

1. Continuous improvement of services and infrastructure through innovation, teamwork and mindset shift to a learning culture;
2. Lead and promote Cranbrook's strategic growth and change;
3. Drive community livability and vibrancy by championing culture and recreation;
4. Mitigate the impacts of climate change and protect the environment to maintain our healthy ecosystems;
5. Foster partnerships with community members, provincial and municipal governments to reduce duplication of effort and lower costs.

### Charter Commitments:

- Wow our customers through excellence, flexibility and empathy;
- Value and practice integrity, hard work and ethical conduct;
- Maximize organizational capacity by expanding multi-disciplinary knowledge base and decision-making capabilities;
- Provide leadership and supervision that models and nurtures critical thinkers, accountability, character and sensible judgement;
- Deliver holistic and balanced solutions through risk management practice;
- Overcome fear and comfort; be open minded and commit to positive change.

*Signed on behalf of the City:*

Signed on this 9<sup>th</sup> day of June, 2017

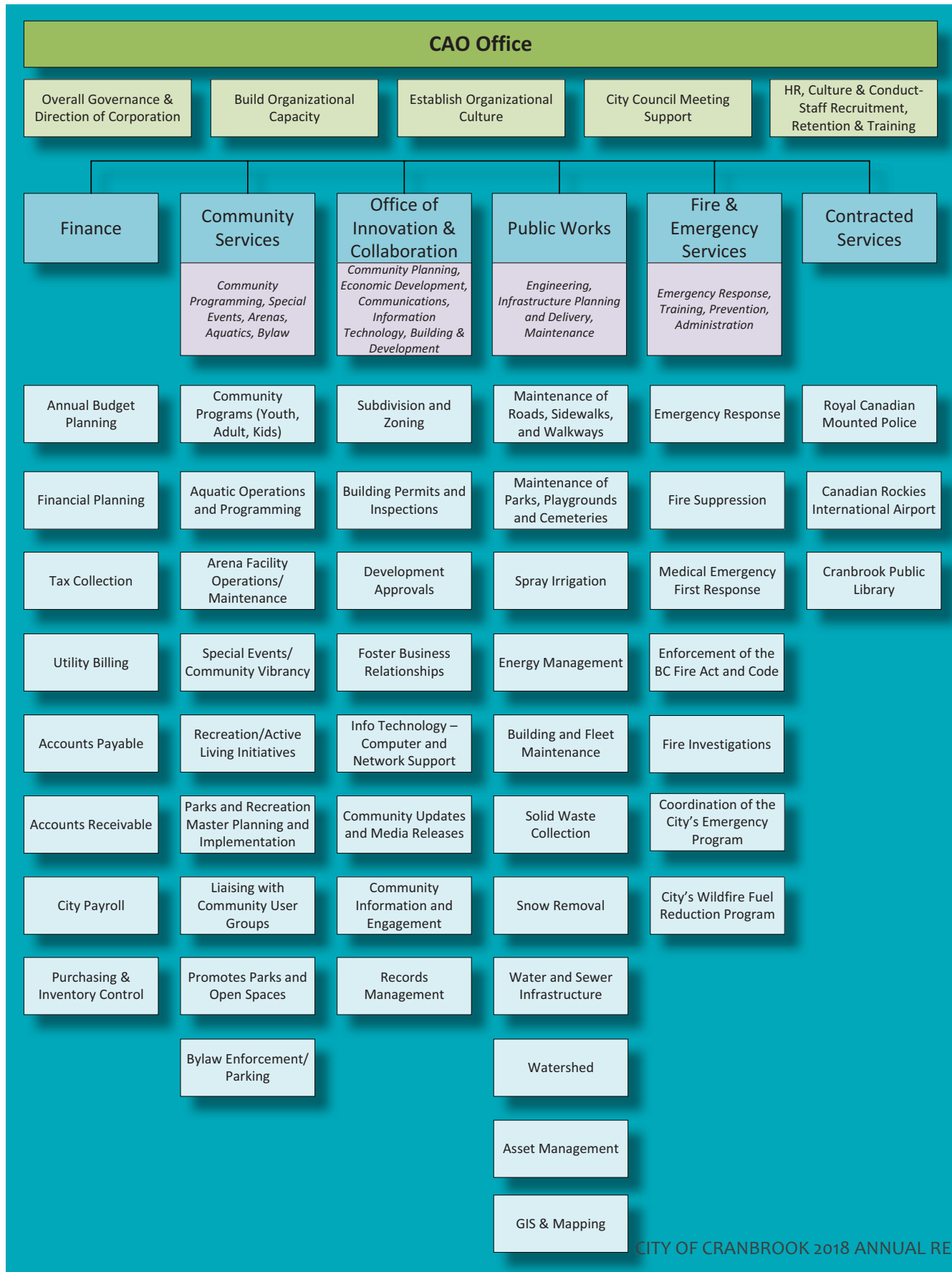
David Kim,  
Chief Administrative Officer



MOUNTAINS OF OPPORTUNITY  
**CRANBROOK**

WWW.CRANBROOK.CA

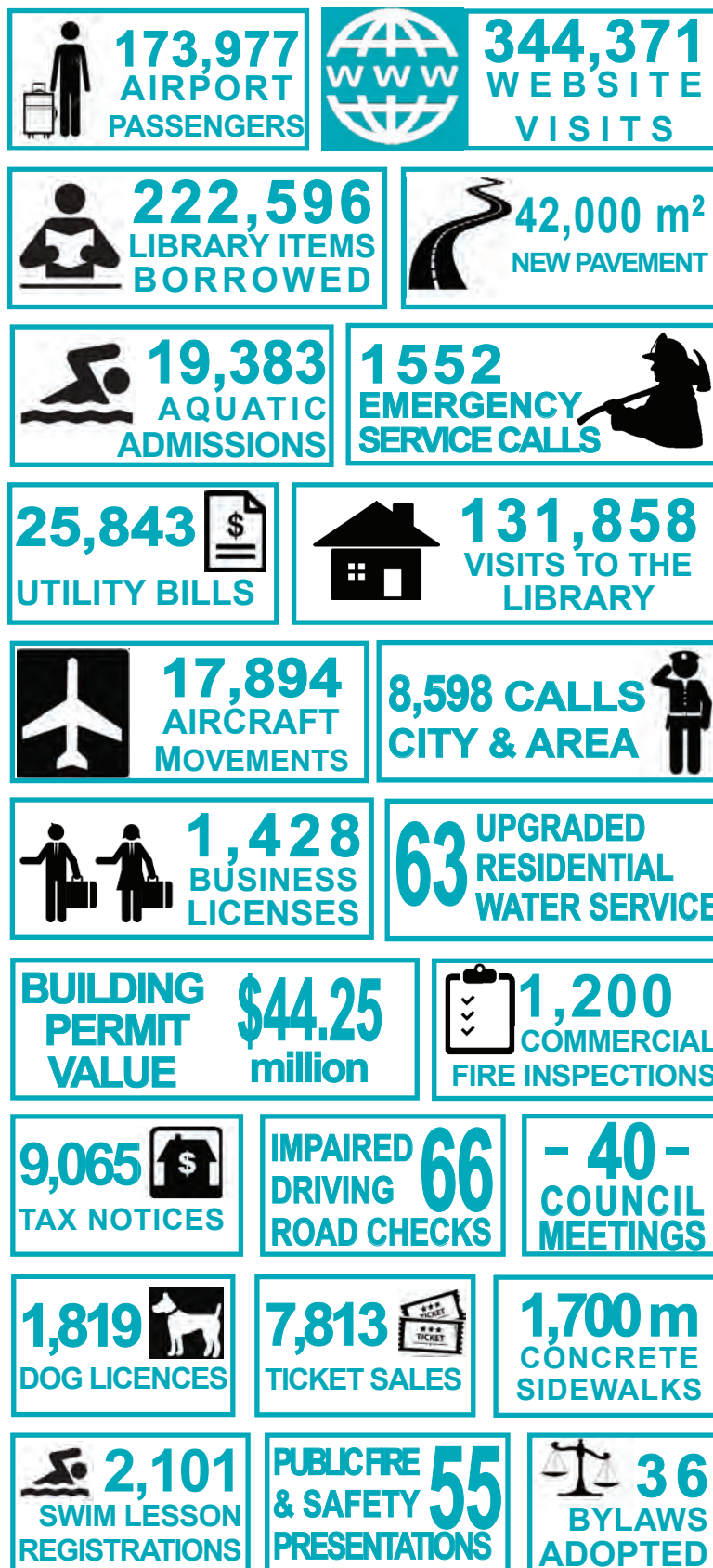
# CORPORATE STRUCTURE





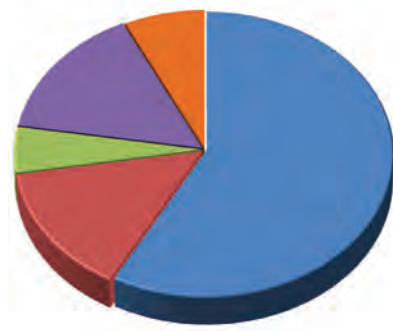
**Cranbrook**  
*"Inspiring", what more aptly describes it. With the majestic Rockies to our east and the stately Purcell Mountains to our west, Cranbrook is simply... Inspiring!*

- Regional population in excess of 80,000.
- General population of 20,047.
- Average of 315 days of sunshine.

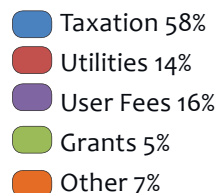




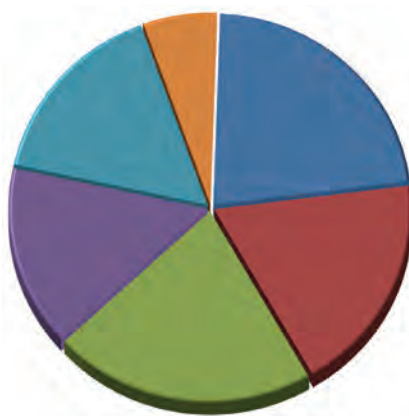
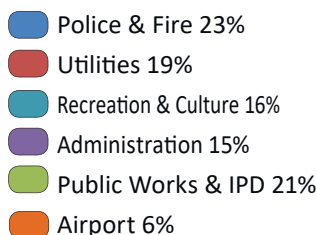
# STATISTICAL INFORMATION



2018 Revenue



2018 Expenses



2018 Taxes & Utilities



## 2018 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 2018, Municipal Grants were provided to the following organizations:

### Monetary Grants:

### Amount

1813 Cranbrook Army Cadet Parents Society.....	4,000.
1992 Sweetheart Society.....	13,200.
Big Brothers Big Sisters Cranbrook.....	4,000.
CAMAL Foundation.....	92,077.
Canada Day Celebrations.....	25,000.
Cranbrook & District Arts Council.....	22,000.
Cranbrook & District Restorative Justice Society.....	10,000.
Cranbrook & District Search & Rescue.....	23,053.
Cranbrook Boys & Girls Club.....	11,500.
Cranbrook Bugle Band.....	9,300.
Cranbrook Community Forest Society.....	1,750.
Cranbrook Community Theatre Society.....	5,100.
Cranbrook Curling Association.....	40,000.
Cranbrook Farmers Market.....	4,500.
Cranbrook Food Bank Society.....	500.
Cranbrook Public Library.....	612,785.
Cranbrook Society for Community Living.....	1,208.
Girl Guides of Canada - Mountain View.....	3,000.
JCI 2019 Regional Convention.....	1,000.
Key City Theatre Society.....	223,157.
Ktunaxa Nation Council - Street Angel.....	12,000.
Mount Baker Scholarship.....	3,500.
Sam Steele Society.....	7,065.
Scouts Canada - 4th Cranbrook Scouts.....	450.
Symphony of the Kootenays Association.....	7,500.

### In Kind Grants:

Battle of the Bats Tournament.....	276.
Children's Festival.....	218.
Cranbrook Multicultural Festival.....	340.
Ducks Unlimited.....	543.
Relay for Life.....	100.
Sam Steele Slopitch Tournament.....	717.
Summer Sounds.....	640.



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

<b>For the year ended December 31</b>				<b>2018</b>	<b>2017</b>
<i>Bylaw</i>	<i>Purpose</i>	<i>Maturity Date</i>	<i>Rate</i>		
<b>General Fund</b>					
<b>Mortgages</b>					
3348	Canada Life Assurance Company	2030	7.250	\$ 7,212,356	\$ 7,579,479
3698	Bank of Montreal	2020	4.480	6,646,807	7,078,049
	Tembec	2021	0.000	2,922,000	-
				<u>16,781,163</u>	<u>14,657,528</u>
<b>Debenture Debt</b>					
3515	Cranbrook Public Library Building	2026	1.750	1,486,221	1,641,314
3559	Ridgeview Street LAS	2032	2.250	192,910	203,051
3662	Fire Hall Upgrade	2025	3.350	1,526,343	1,717,051
3708	Fibre Optic Broadband Infrastructure	2031	4.200	551,071	582,940
3682	Memorial Arena Renovations	2027	3.400	1,198,118	1,306,977
3862	Capital Roads	2038	3.150	7,500,000	-
				<u>12,454,663</u>	<u>5,451,334</u>
<b>Short Term Debt (5 years)</b>					
	Fire Training Facility	2020	Variable	150,000	225,000
	Fire Water Truck	2021	Variable	233,204	309,825
	Fire Engine	2023	Variable	689,076	-
				<u>1,072,280</u>	<u>534,825</u>
<b>Water Fund</b>					
<b>Debenture Debt</b>					
3300	Panorama Heights	2022	2.250	35,764	43,667
3335	Easthill Water Trunk	2019	2.100	40,505	79,256
3450	Phillips Div/Pipeline/Wells	2023	2.400	1,307,645	1,533,027
3435	Patterson Street	2022	1.800	29,718	36,530
3465	North Hill Water Trunk	2025	1.800	1,064,330	1,196,517
3581	2007 Water Pressure Improvements	2029	4.130	600,778	643,611
3862	Capital Roads	2038	3.150	2,000,000	-
				<u>5,078,740</u>	<u>3,532,608</u>
<b>Sewer Fund</b>					
<b>Debenture Debt</b>					
3301	Panorama Heights	2022	2.250	43,344	52,921
3626	Spray Irrigation (Field F3/Aeration)	2030	4.500	498,378	530,270
3670	Waste Water Improvement Project	2022	1.750	1,180,900	1,518,300
3862	Capital Roads	2038	3.150	500,000	-
				<u>2,222,622</u>	<u>2,101,491</u>
<b>Airport Fund</b>					
<b>Debenture Debt</b>					
3532	Airport expansion / improvement	2018	1.500	-	204,908
3554	Airport expansion / improvement	2019	2.250	71,718	140,677
				<u>71,718</u>	<u>345,585</u>
<b>Total</b>				<b>\$ 37,681,185</b>	<b>\$ 26,623,370</b>

Financial Information Act Regulation Schedule 1, section 4

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**The Corporation of the City of Cranbrook  
Guarantee and Indemnity Agreements  
As at December 31, 2018**

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Guarantees and indemnities information for the Corporation of the City of Cranbrook is included in the notes to the 2018 Consolidated Financial Statements.

Financial Information Act Regulation Schedule 1, section 5

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The Corporation of the City of Cranbrook  
Council Remuneration, Expenses, and Contracts  
As at December 31, 2018

<u>Name</u>	<u>Position</u>	<u>Remuneration</u>	<u>Expenses</u>
Pratt, L.	Mayor	58,669	6,388
Blissett, N.	Councillor	21,512	719
Eaton, D.	Councillor	21,962	3,853
Graham, W.	Councillor	21,512	9,708
Hockley, I.	Councillor	18,215	244
Peabody, M.	Councillor	21,962	2,733
Popoff, R.	Councillor	21,962	5,503
Price, W.	Councillor	3,822	428
<b>Total Council Remuneration/Expenses</b>		<b>\$ 189,613</b>	<b>\$ 29,576</b>

**Employer share of Council benefits:**

Medical	5,475
Group dental, extended health	18,341
Receiver General	3,263
<b>Total employer share of Council benefits</b>	<b>\$ 27,079</b>

**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 2018.

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, 2018**

<u>Name</u>	<u>Position</u>	<u>Total Remuneration</u>	<u>Expenses</u>
Anderson, D.	Director, Public Works	\$ 118,549	\$ -
Ausman, E.	Infomatics Manager	91,989	752
Babuin, T.	Administrative Manager, CAOs Office	98,818	-
Bain, J.	Fire Fighter	103,342	350
Baldwin, S.	Fire Fighter	101,389	1,064
Bertrand, J.	Fire Fighter	102,239	700
Bettcher, J.	Fire Fighter	81,151	-
Brown, J.	Fire Fighter	112,835	449
Capuano, M.	Roads Foreman	80,314	-
Carson, M.	Fire Fighter	111,436	3,130
Cavener, B.	Fire Fighter	106,955	-
Churchill, C.	Fire Fighter	83,779	-
Courtney, C.	Deputy Director, Finance	104,723	2,158
Doris, P.	Fire Fighter	76,727	-
Driver, S.	Deputy Director, Fire and Emergency Services	123,375	2,862
Dueck, M.	City Clerk	99,580	663
Granville-Martin, J.	Fire Fighter	104,098	3,073
Greenan, C.	Fire Fighter	83,718	-
Hammer, T.	Operator 2	77,083	1,900
Henry, T.	Information Systems Manager	104,667	233
Hetu, A.	Deputy Director, Public Works	100,835	1,664
Heywood, P.	A/ Director, Community Services	96,511	29
Ivens, K.	Systems Administrator	92,329	300
Kennedy, D.	Fire Fighter	119,987	3,280
Kennelly, T.	Fire Fighter	125,992	-
Kim, D.	Chief Administrative Officer	276,032	9,195
King, S.	A/ Financial Services Manager	94,467	395
Liptak, S.	Facility Supervisor	80,514	100
Luce, T.	Building Inspector/Planning Supervisor	88,424	-
Mackinnon, D.	Fire Fighter	128,489	-
Matejka, M.	Manager, Infrastructure Planning & Delivery	96,870	2,576
Mummery, C.	Construction Compliance Technologist	81,921	1,235
Munro, B.	Fire Fighter	122,655	-
New, C.	Director, Community Services	77,075	-
Osborne, C.	Director, Finance	128,058	2,802
Paulsen, S.	Facility Operations Manager	99,319	635
Penson, C.	Manager, Engineering & Field Services	104,771	-
Perrault, J.	Public Works Manager	80,682	1,570
Pocha, K.	Human Resources Advisor	90,296	-
Pocock, M.	Parks Foreman	78,299	441
Price, R.	Community Planner	100,292	902
Price, W.	Director, Fire and Emergency Services	137,935	869
Quillam, S.	Electrician	78,404	131
Relkoff, P.	Fire Fighter	115,558	864
Robertson, M.	Fire Fighter	104,929	-
Semeniuk, E.	Electrician	81,049	110
Silvaggio, M.	Mechanic Foreman	97,016	110
Spence, C.	Office Manager	79,569	-

Spowart, F.	Fire Fighter	103,374	350
Swanson, C.	Fire Fighter	101,581	517
Thorsteinson, K.	Executive Assistant, CAO & Mayor	84,655	-
Veg, R.	Manager of Planning	111,423	1,030
Yee, G.	Fire Fighter	121,167	-
Zettel, C.	Corporate Communications Officer	99,605	-
<b>Employee Gross Earnings (over \$75,000)</b>		<b>5,546,849</b>	<b>59,890</b>
<b>Employee Gross Earnings (\$75,000 and less)</b>		<b>6,636,810</b>	<b>103,097</b>
		<b>\$ 12,183,659</b>	<b>\$ 162,988</b>

**Employer share of Employee benefits:**

Receiver General	573,056
Medical	102,600
Pension Corporation	1,151,668
Group insurance, dental, extended health	934,494
Workers' Compensation Board	183,174
<b>Total Employer share of Employee benefits</b>	<b>\$ 2,944,992</b>



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**The Corporation of the City of Cranbrook  
Severance Agreements  
As at December 31, 2018**

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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, 2018.

The agreement represents three (3) months of compensation.\*

\* Compensation is based on salary and benefits.

Financial Information Act Regulation, Schedule 1, section 6

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**The Corporation of the City of Cranbrook**  
**Payments Made for Provision of Goods or Services**  
**For the year ended December 31, 2018**

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

AARDVARK PAVEMENT MARKING SERVICES	100,406.78
ACCESS GAS SERVICES INC.	52,708.80
APEX INDUSTRIES INC.	35,356.65
B.E. CIVIL PROJECTS LTD	832,541.87
BA BLACKTOP(CBK)/DIV OF INTERROUTE CONST	4,717,569.64
BANK OF MONTREAL	854,698.21
BANK OF NOVA SCOTIA	32,000.00
BARRIE MACKAY CONTRACTING LTD.	1,808,299.93
BC ASSESSMENT	156,265.53
BC HYDRO	1,298,391.56
BC TRANSIT	1,018,755.77
BDO CANADA LLP	41,044.50
BLUE LAKE FOREST EDUCATION SOCIETY	59,325.00
BRITISH COLUMBIA SPCA	33,056.60
CALGARY SEWER SCOPE INC	25,062.45
CAMAL FOUNDATION	220,072.00
CANADA LIFE ASSURANCE COMPANY	896,650.56
CANADA POST	34,395.30
CANADA REVENUE AGENCY	3,241,838.44
CANADA WEST REFRIGERATION LTD.	138,451.95
CASELINE HOLDINGS LTD.	32,445.00
CDW CANADA INC.	79,781.98
CHARTER TELECOM INC	28,663.55
CHOI,PETER	29,045.76
CHRIS HAUPRICH CONTRACTING	60,255.90
CIMCO	75,232.10
CITY GLASS AND WINDSHIELD SHOP LTD.	35,240.82
CLEARTECH INDUSTRIES	79,455.39
CORIX CONTROL SOLUTIONS LP	37,738.40
CRANBROOK BUILDING CENTRE LTD	83,147.34
CRANBROOK CHAMBER OF COMMERCE	77,790.04
CRANBROOK DAILY TOWNSMAN	48,700.71
CRANBROOK PUBLIC LIBRARY	159,305.57
CUPE 2090	132,745.53
CYBERLINK SYSTEMS CORP	41,932.52
DAVIES TRANSPORTATION CONSULTING INC.	77,739.07
DELL FINANCIAL SERVICES	54,616.43
DUNLOP TRUCK CENTRES	26,952.71
E.B. HORSMAN & SON	119,485.88
EAGLE RIDGE LAND SALES CORP	43,447.44
EAST KOOTENAY REALTY IN TRUST	30,000.00
ECONOLITE CANADA INC.	59,838.45
EECOL ELECTRIC LTD.	61,090.68
ELEVATE AIRPORTS INC.	1,058,175.41
EMCO CORPORATION	63,079.03
ESRI CANADA LTD	172,949.90
EVERGREEN BUILDING MAINTENANCE INC	85,325.63
FAIRBANK ARCHITECTS LTD.	32,352.28
FALCON EQUIPMENT LTD.	28,815.35
FORTISBC ENERGY INC.	209,411.58
FR RENTALS LTD	53,943.44
FRASER VALLEY REFRIGERATION LTD	77,591.50
FREIGHTLINER OF CRANBROOK LTD	323,705.64

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**The Corporation of the City of Cranbrook**  
**Payments Made for Provision of Goods or Services**  
**For the year ended December 31, 2018**

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GREEN MOUNTAIN JANITORIAL SERVICES INC	162,129.51
GUILLEVIN INTERNATIONAL CO.	179,951.52
HOME DEPOT HOLDINGS INC	181,770.60
HUB FIRE ENGINES & EQUIPMENT	729,994.80
IAFF	50,863.85
ICBC	98,866.00
INDUSTRIAL MACHINE INC.	112,520.08
INSITUFORM TECHNOLOGIES LIMITED	73,682.26
INTERIOR SEED AND FERTILIZER LTD.	122,113.01
INVICTUS ENTERTAINMENT GROUP INC	184,462.28
ISL ENGINEERING AND LAND SERVICES LTD	78,896.84
J.D.S. CONTRACTING	105,793.15
JARVIS,WADE	36,697.50
JRJ FENCING	89,341.14
KIMBERLEY/CRANBROOK 55PLUS BC GAMES	30,000.00
KING ROCK PRODUCTS	26,866.25
KLEYSEN GROUP LP	124,946.97
KOOTENAY CONCERT CONNECTIONS LTD.	72,489.50
KOOTENAY COOLING & HEATING LTD.	29,723.85
KOOTENAY EAST REGIONAL HOSPITAL DISTRICT	517,197.60
KORTECH CALCIUM SERVICES LTD.	27,720.00
LIDSTONE & COMPANY	49,510.38
LOST CREEK ENTERPRISES LTD.	221,270.39
LOTIC ENVIRONMENTAL LTD.	66,337.33
M & K PLUMBING & HEATING CO. LTD.	54,862.36
M.B. LABORATORIES LTD.	92,360.19
MAGIC SPACE ENTERTAINMENT INC.	90,619.46
MARTECH ELECTRICAL SYSTEMS LTD	157,825.11
MAXXAM ANALYTICS INTERNATIONAL CORP	107,992.84
MCELHANNEY CONSULTING SERVICES LTD.	162,405.39
MCGOWAN, JOE	28,000.00
MEARL'S MACHINE WORKS LTD.	105,080.08
MEDICAL SERVICES PLAN OF B.C.	102,600.00
MIKE NIX HOLDING LTD.	31,098.39
MINISTER OF FINANCE - School Tax	1,849,419.12
MORROW BIOSCIENCE LTD.	72,840.03
MUNICIPAL INSURANCE ASSOCIATION OF BC	163,947.36
MUNICIPAL PENSION PLAN	2,130,309.86
NAPA AUTO PARTS	95,622.68
NEW DAWN DEVELOPMENT	166,699.34
NEW DAWN RESTORATIONS LTD	61,884.62
NORLOCK INDUSTRIES LTD	79,091.78
PEAK SECURITY SERVICES	79,640.87
POWER PAVING LTD.	214,217.07
POWERLAND COMPUTERS LTD	79,164.98
R.W.GRAY CONSULTING LTD	52,000.96
RECEIVER GENERAL FOR CANADA	4,223,521.63
REGIONAL DISTRICT OF EAST KOOTENAY	2,207,050.30
REGIONAL DISTRICT OF EAST KOOTENAY / MUNICIPAL FINANCE AUTHORITY	1,877,944.56
REMCAN PROJECTS LP	51,802.04
RMoffice SOLUTIONS LTD	39,266.31
ROCKY MOUNTAIN ENERGY LTD.	417,122.97
ROCKY MOUNTAIN PRINTERS LTD.	25,159.68
SALVADOR READY MIX CONCRETE LTD.	111,227.68
SANDOR CRANE SERVICE LTD.	31,622.23



**The Corporation of the City of Cranbrook**  
**Payments Made for Provision of Goods or Services**  
**For the year ended December 31, 2018**

SEALTEC INDUSTRIES LTD	76,040.27
SOUTHEAST DISPOSAL	56,527.87
SOUTHEAST MAINTENANCE LTD	26,880.00
STRATFORD MANAGERS CORPORATION	120,643.34
STRONG REFRIGERATION CONSULTANTS INC.	41,657.13
SUN LIFE ASSURANCE COMPANY OF CANADA	926,476.32
SUNLIFE ASSURANCE	82,144.90
SUTTLE RECREATION INC.	185,186.68
TEAM EAGLE INC.	42,184.80
TELUS COMMUNICATIONS (BC) INC	56,112.46
TELUS MOBILITY (BC)	28,854.09
THE SLIDE GUY LTD.	37,610.37
TIN CRAFT HEATING & AIR CONDITIONING LTD	65,682.96
TIPI MOUNTAIN ECO CULTURAL SERVICES LTD.	28,666.71
TRIQUEST ELECTRICAL SERVICES LTD.	51,213.91
TYEE LOG & TIMBER	65,046.71
URBAN SYSTEMS LTD	477,940.73
VENTURE MECHANICAL SYSTEMS LTD	30,317.92
VIMAR EQUIPMENT LTD	42,782.94
WESTBURNE ELECTRIC SUPPLY (ALBERTA)	58,640.73
WESTERN FINANCIAL GROUP	243,051.00
WOLSELEY MECHANICAL GROUP	53,695.87
WOODLAND EQUIPMENT INC.	232,559.04
WORKSAFE BC	183,173.78
WSP CANADA INC.	93,479.18
<b>Total aggregate payments exceeding \$25,000</b>	<b>40,819,007</b>
<b>Consolidated total paid to suppliers who received aggregate payments of \$25,000 or less</b>	<b>3,358,827</b>
<b>Payments to suppliers for grants and contributions exceeding \$25,000:</b>	
Cranbrook Curling Association	40,000
CAMAL Foundation	92,077
Cranbrook Public Library	612,785
Key City Theatre Society	223,157
<b>Total payments for grants and contributions exceeding \$25,000</b>	<b>968,019</b>
<b>Total Payments Made for the Provision of Good or Services</b>	<b>\$ 45,145,853</b>

Financial Information Act Regulation Schedule 1, section 7

**CORPORATION OF THE CITY OF CRANBROOK**  
**STATEMENTS OF FINANCIAL INFORMATION APPROVAL**  
**For the Year Ended December 31, 2018**

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 28 day of May, 2019.



Lee Pratt  
Mayor, on behalf of Council



Charlotte Osborne, CPA CGA  
Director of Finance



# EXECUTIVE SUMMARY

The Corporation of the City of Cranbrook continues to build on the strategic direction embarked upon starting in 2016. The collaboration across departments has proven productive and has led to better decision-making and superior end products. Staff continues to bring a great amount of energy, commitment, and expertise to their work on behalf of the community.

The greatest success in 2018 was the strategic purchase of the former Tembec site, which provided the community with 99 acres of serviceable industrial land to enhance our economic growth over the coming years. Three leases have already been put in place creating approximately 40 good paying jobs and increased tax revenue.

Improved asset management processes and delivery structures implemented have saved the city millions of dollars by understanding the exact conditions of tangible assets, through sound asset management principles, innovation, and due diligence.

In January of 2018, the City of Cranbrook and CUPE Local 2090 ratified a 4-year collective agreement. This was accomplished through both parties working collaboratively, negotiating mutually beneficial terms to ensure quality services to residents and businesses.

Cranbrook achieved unprecedented growth in building permits in 2018 for a total of \$44.2 million. This is a growth of 29% over our 2017 figures and 65% over the last two years combined.

A Master Development Agreement Framework has been created with the development community to provide a standard communication protocol through policies and best practices to help the City and developers negotiate mutually agreed upon expectations.

The City completed an unprecedented amount of core infrastructure renewal and upgrades over the past few years and 2018 was no exception. These investments have significantly improved the level of service, especially on arterial and collector roadways that are the backbone of our transportation network. Priority water and sewer infrastructure has been replaced and upgraded which improved our flow network and reduced maintenance, repairs and disruptions significantly.

Going forward your Council remains committed to:

- Financial responsibility.
- Infrastructure replacement and maintenance.
- Economic growth for the City.

Council has a long-term vision for the city and will continue to work closely with staff to bring that vision to fruition over the coming years. This vision will encompass many benefits for the citizens of Cranbrook for many years. The focus remains on being a workplace culture of innovation, generating bold ideas, service excellence, and a collaborative approach to solving challenges, capitalizing on opportunities, creating morale and self-motivation of the staff is making a difference.

Strategic investments provide a solid foundation on which to proceed with City initiatives in 2019 and beyond. It's expected 2019 will be another year of positive and transformative change to grow the economy and enhance citizens quality of life, to achieve community goals.



### Office of the CAO

Building upon a strong foundation of continuous improvement of services and infrastructure and strengthening teams and shifting to a learning culture was the focus of the department in 2018. The purchase of the former Tembec lands and the alignment of goals of individuals with those of the team goals were key accomplishments.

### Canadian Rockies International Airport

The focus of the airport continues with the expansion of air service to and from the region. WestJet began its regular service between Cranbrook and Calgary in June 2018. Overall, the airport realized significant growth in passenger numbers, totaling 173,997 passengers up 29% over 2017.

### Community Services

Continuing to upgrade facilities, host great community events and continue to grow community vibrancy were the focus of Community Services in 2018. Playing co-host to the 2018 55+ BC Senior Games, in partnership with the City of Kimberley was a key accomplishment, along with the replacement of the Memorial Arena chiller unit.

### Cranbrook Public Library

Providing exceptional library services to residents continues to be an important focus for the Public Library. Acquiring additional special collections material and increasing programs for all ages of library patrons were key accomplishments for the Library in 2018.

### Finance

Delivering exceptional service in the area of financial management was an important focus for the Finance department in 2018. Rolling out the operating module for the new budget software and reducing the frequency of utility billing were key accomplishments.

### Fire & Emergency Services

Efficient and effective emergency response delivery was the significant focus of Fire & Emergency Services in 2018. Staff was trained and is now delivering emergency medical response (EMR) to the community, along with improved collaboration to address ammonia concerns among departments and outside provincial agencies.

### Office of Innovation & Collaboration (OIC)

Promoting economic development and improving the quality of life for all residents continues to be a significant focus of the OIC department. Completion of the Master Development Agreement and the Intermodal Feasibility Study were two key accomplishments for the office in 2018.

### Public Works, Infrastructure Planning & Delivery

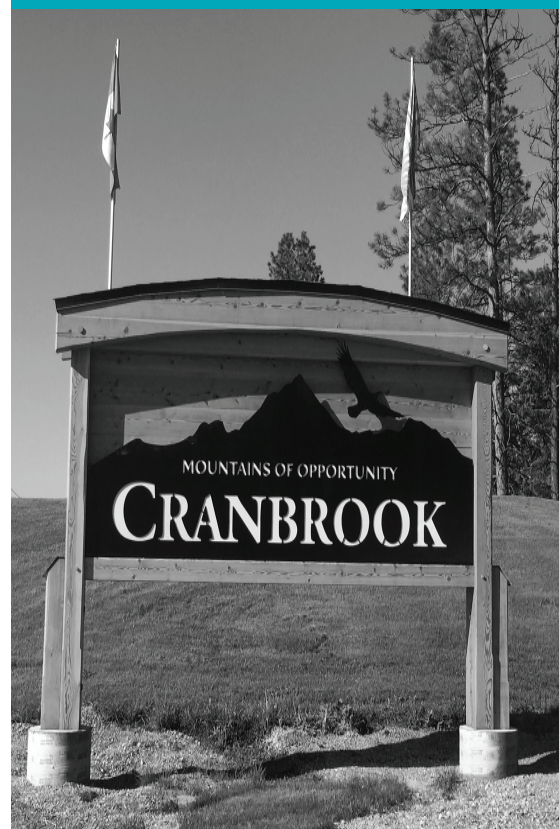
Safe and reliable infrastructure and asset management were the focus of Public Works and Infrastructure Planning and Delivery – two departments which amalgamated in 2018. Upgrades to Idlewild Park and a robust capital works and maintenance program were key accomplishments for the department.

### Royal Canadian Mounted Police

Traffic safety, community relations and overall crime reduction were the focus of the Royal Canadian Mounted Police detachment in 2018. Continued success with the mental health liaison program and crime reduction around drug trafficking were key accomplishments for the detachment.

### Overall Corporate Goals For 2019

- Expand seat capacity of existing air service at Canadian Rockies International Airport.
- Expand the reach and effectiveness of fire safety related public education programs.
- Implement a radio-frequency identification (RFID) system to accelerate the process of returning items faster improving customer service.
- Enhancing water and stormwater monitoring and analysis.
- Continued RCMP public visibility, community relations and mental health liaison support.
- Continually striving to improve customer service.
- Complete budget software roll out with implementation of the capital module.
- Replace and/or repair the roof of Western Financial Place.
- Attract new hockey team tenants for Western Financial Place.
- Provide economic growth and strategic investments for industry needs.



# OFFICE OF THE CAO

**KEY RESPONSIBILITIES:** The CAO Office is the primary communications link between City Council, staff and the community and administers management of our local government.

David Kim, our CAO was appointed by the Mayor and Council and provides professional advice to council based on best practices and emerging trends in municipal government and ensures the proper implementation of council decisions. He focuses on moving Cranbrook forward by making decisions that will benefit the community for both the short and long term. Delivering successful outcomes and achieving corporate visions through systematic execution of initiatives, David empowers others towards common goals and manages various expectations towards the vision. He also establishes the organizational culture by setting the tone for the organization by infusing professionalism, innovation and critical thinking.

**Administrative Manager** - Supports the CAO in fulfilling responsibilities by supporting strategic and corporate planning, and by coordinating special projects, change management processes and corporate process improvement initiatives.

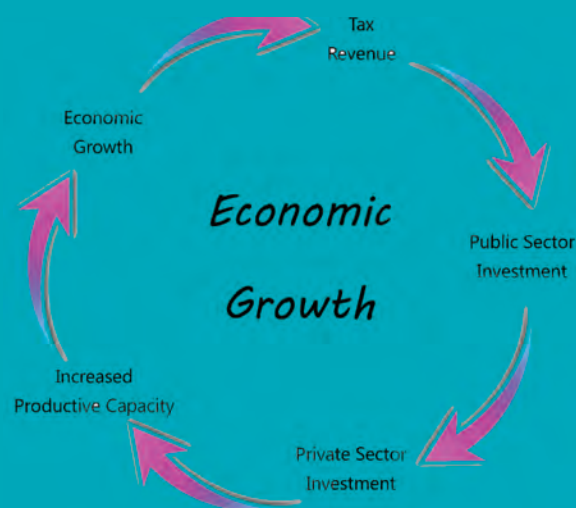
**City Clerk** - Responsible for legislative services including preparation of Council meetings, and agendas. Ensuring accurate minutes of the meetings of Council are taken and kept safe as well as maintaining custody of all City bylaws and policies. Coordinates Council directives to City staff; reviews bylaws and other City records. Handles City land sales, purchases, Land Titles Office document filing, maintains leases and agreements. Administers the *Freedom of Information and Protection of Privacy Act* and other processes requiring elector approval.

**Executive Assistant to the Mayor and CAO** - Provides an exceptionally high level of confidential administrative and executive support for the management and organization of all administrative matters on behalf of the CAO and Mayor. Follows up on delegated issues, and inquiries and ensures issues are followed up on and resolved. Drafts a variety of complex correspondence and coordinates schedules and meetings.

## CORE DEPARTMENT MANDATES:

The vision of the CAO Office represents the commitment of its strategically aligned employees to deliver great value to its citizens, visitors and the business community. The five focus areas are:

1. Continuous improvement of services and infrastructure through innovation, teamwork and mindset shift to a learning culture;
2. Lead and promote Cranbrook's strategic growth and change;
3. Drive community livability and vibrancy by championing culture and recreation;
4. Mitigate the impacts of climate change and protect the environment to maintain our healthy ecosystems;
5. Foster partnerships with community members, provincial and municipal governments to reduce duplication of effort and lower costs.



**KEY PROJECTS:** Our strategic investment of purchasing the Tembec Forestry Products land was completed and will set Cranbrook up for long term success, providing serviceable lands and healthy growth for current and future industry needs. In 2019 and 2020, engineering assessments and concept designs will be undertaken to determine the internal transportation network, identify rail accessibility, evaluate potential industrial usages and lot layout configurations. Shortly thereafter, the necessary approvals will be acquired, infrastructure improvements will be undertaken, and lots will be made available for lease or sale to industrial entrepreneurs. Doing this, allows all members of the community to welcome positive change and foster growth.

After several attempts to identify the cause of the Western Financial Place roof leak, the City's consultant's report that condensation and humidity buildup is behind most of the water issues. With the problems identified, we are looking at multiple options which will extend the longevity of the roof assemblies including the aquatic centre and the arena barrel roof. The City expects to alleviate the water issues at WFP at potential cost savings to taxpayers.

In 2018 the framework for 2 extensive staff training programs was developed and staff will attend the classes in 2019. They were designed to increase staff confidence and competency in order to increase problem solving capacity for the multi-faceted nature of the issues and operations we face on a daily basis. The vision of transitioning into a learning organization has begun.



*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.*

2018 Focus	Building upon a strong foundation of continuous improvement of services and infrastructure, strengthening teams and shifting to a learning culture.
2018 Key Accomplishment	Aligned goals of individuals with the team goals.
2018 Key Accomplishment	Purchased the former Tembec land which provides the City with 99 acres of serviceable industrial land.
2019 Goal	Provide economic growth and strategic investments for industry needs.



# CANADIAN ROCKIES INTERNATIONAL AIRPORT

## KEY PROJECT: ATB Interior Updates

This project began in 2017 with a light renovation of the departures lounge including the installation of a fireplace, new carpet and new furniture with ample power sources to better accommodate passengers. This project also included various art installations to create a local sense of place. The renovation continued in 2018 with the installation of two new glass walls/doors to allow for part of the departures lounge to be used as flex space.



## CORE DEPARTMENT MANDATES:

- expand seat capacity of existing air service.
- maximize revenue opportunities
- enhance customer service / satisfaction.
- execute enterprise risk management and sustainability plans.
- ensure planned growth aligns with anticipated air carrier needs.





**KEY RESPONSIBILITIES:** 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 fifteen tenants operating a wide variety of businesses employing approximating 80 full time equivalent positions and facilitating over 15,000 customers per month, 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.



*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.*

2018 Focus	Expand air service
2018 Key Accomplishment	New WestJet service to Calgary
2018 Key Accomplishment	Total passengers up 29% over 2017
2019 Goal	Expand seat capacity of existing air service



# COMMUNITY SERVICES

**KEY RESPONSIBILITIES:** Community Services is guided by the values of providing parks and recreation opportunities to everyone in our City, consistent with responsible use of financial resources, the lifestyle, and the natural setting of the community. The department also includes bylaw services, which is responsible for business licensing, animal control, parking and enforcing municipal bylaws.

Community Services oversees the operations and maintenance of four arenas and an Aquatic Centre, and works closely with Public Works on operational and planning aspects of fields, trails and parks. A variety of community programming is provided that ranges from aquatic swim lessons to numerous courses for all ages.

The department contributes to community vibrancy by identifying and delivering unique community projects and activities such as the Fall Festival and Winter Blitzville and organizes world class concerts and special events.

## CORE DEPARTMENT MANDATES:

- expand the trail system and accessibility.
- improve and upgrade park amenities.
- improve indoor recreation opportunities.
- be financially accountable.
- increase collaboration to deliver recreation opportunities and community vibrancy initiatives.



**KEY PROJECTS:** Work will continue on the exciting Idlewild Park recreational projects. In 2018 we completed additional trail paving, new feature pier, marsh development, playground installation, a second major pavilion and washroom construction. In 2019 activities include the development of a disc golf course, new zip lines, smaller picnic shelters, increased amenities and the Idlewild Ridge trail.

Major capital replacement of the roof at WFP will continue in 2019, along with the replacement of the brine chiller.

The City hosted a number of world class entertainment in 2018, including John Mellencamp, Our Lady Peace, Matthew Good, Riverdance and Let’s Make a Deal. In 2019, the first half of the year has seen Winter Blitzville, and Foreigner come to town.

Approximately 12 kilometers of new on-street cycling trails were added to the trail network in 2018. This first phase of trails will connect residential areas to business and recreation amenities, promoting active living, reducing greenhouse gas emissions, and contributing to the overall development of Cranbrook becoming a cycling destination. In 2019, extensive signage will be placed along routes, and a public information campaign will be released advising residents of what this signage means and how it applies to cyclists on the road.



*The Community Services Department promotes healthy lifestyles through the development of quality parks, facilities, recreation, and cultural opportunities. The Department upholds the bylaws of the municipality.*

*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.*

2018 Focus	Facility upgrades, event hosting and community vibrancy
2018 Key Accomplishment	Hosted the 2018 55+ BC Seniors Games
2018 Key Accomplishment	Replacement of the Memorial Arena chiller
2019 Goal	Replacement / repair of the WFP roof and attracting a new hockey team tenant





# CRANBROOK PUBLIC LIBRARY

**KEY RESPONSIBILITIES:** 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 where, as Lady Bird Johnson put it, “*the only entrance requirement is interest*”. 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 and 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.
- Meet with others, take exams, do homework, take a break from a busy day, or sit and read for a while.

## CORE DEPARTMENT MANDATES:

- Provide free and equitable access to information and creative works in a wide range of physical and digital formats.
- Offer literacy-based programs to inspire a love of reading, foster social engagement and support lifelong learning.
- Provide reference services to help people find and access accurate, relevant information.
- Create a safe, respectful, freely accessible community space where all people feel welcome.
- Foster the sharing of ideas and perspectives by providing a space where people can come together.





**KEY PROJECTS: Revitalizing and Expanding Collections** The library acquired more special-interest material to better meet the needs of specific groups of library users. The library acquired more current and popular titles in large print and audiobook formats to meet the changing reading needs of an aging population. Visually impaired individuals can borrow a new DAISY reader that plays both CDs and digital audiobooks. People who travel for work or leisure can now learn a different language at their own pace using Pronunciator, an online language learning resource, for free with their library membership. Finally, the library expanded its collection of material on First Nations & indigenous issues.

**Coding Workshops for Kids** The library wanted to give children an informal, fun way to learn more about the fields of science, technology, engineering and math by using their creativity and artistic abilities. Over the course of the year, staff held a number of coding workshops using both Dash and Dot robots and Ozobots that proved very popular. Children felt the hour-long programs went by too quickly, some homeschooling parents built the workshops into their children's education plans, and other parents used the visit as an opportunity for their kids to borrow items.

**Artists in the Library** The library offered art programs to encourage social interactions between artists, both professional and hobbyists, who would otherwise not have an opportunity to work together, to contribute to the development of our community's cultural vibrancy, and to promote cultural literacy. These programs included 'Connect to Art' workshops guided by local artists who work in various media, and 'Crop and Craft' weekends.

**Strategic Plan Refresh** The Library Board developed a 5-year strategy to ensure that the library's programs and services remain relevant to existing users, that the library actively engages with other community organizations, and that the library's activities support and strengthen the overall social well-being of our community.



*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.*

2018 Focus	To provide exceptional library service to residents
2018 Key Accomplishment	Increased programs for all ages
2018 Key Accomplishment	Acquired additional special collection material
2019 Goal	Install an RFID circulation system so staff can expand services to patrons

# FINANCE

**KEY RESPONSIBILITIES:** 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 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 inquiries at City Hall.



## CORE DEPARTMENT MANDATES:

- Financial planning and budgeting.
- Financial controls and full cycle accounting.
- Investing.
- Payroll.
- Procurement.



**KEY PROJECTS: Budget Software** - in 2018, Finance implemented phase I of the new budget software roll out - the operating budget - to the rest of the departments. The Finance team undertook a soft launch of the capital module. Rolling out the capital module - phase II - to the rest of the corporation, will be a primary focus of 2019. This new budgeting tool will ensure a more efficient budget process and provide flexibility to individual departments in the area of reporting and variance analysis.

**Reduce The City's Utility Billing Frequency** - Council approved a recommendation from Finance that reduces the City's utility billing frequency from 6 to 3 times per year starting in January 2019. The change will result in annual savings of approximately \$12,000 and frees up close to 18 days of staff time. Updates to the City's Water, Sewer and Solid Waste Bylaws were required as were modifications to the billing system. The City's Communication Officer was instrumental in making sure residents were informed well in advance to ensure a smooth transition.

**Industrial Land Acquisition** - Finance provided support in areas of contract development, insurance and property tax options.

**Rural Fire Protection Agreement** - Finance supported the Fire and Emergency Services Department in the negotiations with the Regional District on this very important agreement.



*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.*

2018 Focus	Deliver exceptional service in the area of financial management
2018 Key Accomplishment	Rollout new budget software- operating module
2018 Key Accomplishment	Reduce billing frequency
2019 Goal	Complete budget software roll-out capital module; integrate with updates to budget process





# FIRE & EMERGENCY SERVICES

**KEY RESPONSIBILITIES:** Cranbrook Fire & Emergency Services has been given a mandate to provide Fire and Rescue related services within our municipal boundary and to those paying customers identified in our service contract areas. We deliver a wide range of response related activities in addition to our legislated activities in commercial building inspection and fire investigation. In order to responsibly respond to the significant variety of hazards found within our jurisdiction, staff constantly endeavors to develop and maintain proficient skills and techniques so that they can safely and effectively respond when the public requires care. In addition, the department strongly believes in the significant life safety benefit of our fire prevention and public education programs and has committed significant energy in promoting and carrying out these programs within our community. The fire service in Cranbrook is very similar to that in most small cities in BC, it has been organized around the level and type of risk that we face, and it is focused on doing the very best we can with those resources we have available to us. At Cranbrook Fire & Emergency Services, we understand that public service is what we do.

## CORE DEPARTMENT MANDATES:

- Fire Rescue and Response.
- Emergency Medical Response.
- Hazardous Materials Response.
- Fire Prevention and Public Education.
- Fire Investigation.





**KEY PROJECTS: Emergency Medical Response** Emergency Medical Responder (EMR) training and delivery occurred in 2018, at the request of Council. Fire Department staff undertook significant skill and licensing updates from the First Responder program to which they previously delivered. In doing so, patients receive a more comprehensive and aligned pre-hospital care experience when ambulance staff are committed to additional calls and delayed in their response.

**Self-Contained Breathing Apparatus (SCBA)** Replacement of all SCBA to ensure firefighter safety through up-to-date respiratory protection equipment. The entire suite of respiratory protection equipment was at its end-of-life, and was due for significant upgrades and replacement. The new SCBA product aligns with industry standards for safety and protection of workers exposed to Immediately Dangerous to Life and Health environments and provides for an acceptable level of protection necessary to carry out firefighting duties.

**Fire Engine Retirement and Replacement** A 1995 reserve fire apparatus was retired from our fleet as it was at end of life, and a front line fire apparatus was purchased to make up for the vacancy. With a broad risk profile and occupancy related hazards in the community, Cranbrook Fire addresses these hazards with a combination of equipment, apparatus and trained staff. This combination of resources needs to remain robust and reliable in order to keep the confidence of the public and the support of the taxpayer. We have worked hard to stretch out the fleet replacement schedule to reduce the monetary load on our citizens and to keep stable fleet conditions from year to year.



*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.*

2018 Focus	Efficient and effective emergency response delivery
2018 Key Accomplishment	Staff trained and delivering Emergency Medical Response
2018 Key Accomplishment	Collaborating to address ammonia concerns
2019 Goal	Expand reach and effectiveness of public education programs



# OFFICE OF INNOVATION AND COLLABORATION

**KEY RESPONSIBILITIES:** The Office of Innovation and Collaboration (OIC) department oversees a number of functions, including planning and development, communications, building services, information technology, economic development and records management.

Our staff include planners, IT professionals, corporate communications, building inspectors, and administration. We work with developers to guide them through the processes involved in obtaining zoning changes, subdivision approvals, development permits, building permits, and prepare recommendations for Council.

We also provide social media updates, undertake planning studies, ensure corporate information systems are working properly, and work with residents and businesses to enhance growth in the community.

## CORE DEPARTMENT MANDATES:

- Promote innovation and collaboration both internally and externally.
- Support economic development and growth.
- Enhance quality of life through community vibrancy initiatives.



**KEY PROJECTS:** The Logistics Hub and Intermodal Feasibility study was completed for the City and the Airport; further work was completed on the Cranbrook Cycle Network Plan; bylaw changes were implemented to accommodate the legalization of cannabis; zoning changes were implemented to accommodate affordable housing; initial planning was undertaken for industrial development in the recently acquired Tembec lands.

Some of the larger permits approved included the Golden Life Management independent and supported living facility; Dycar Pharmaceuticals medical cannabis cultivation facility; Key City Theatre roof repair, and 3 industrial mini storage buildings.

The Master Development Agreement/Framework interim draft was completed and reviewed with developers. This document clarifies the development processes for the City of Cranbrook, and concurrent with this, the latecomer charge and oversize cost rebate administration bylaw is being developed. Also, the City was a finalist for the 2018 Open for Business Awards.

Internally, our department worked on enhancing records management processes, contributed to Worksafe Procedures Development, streamlined building permit procedures, and updated our IT network equipment and software.

# Destination CRANBROOK

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

2018 Focus	To promote economic development and quality of life
2018 Key Accomplishment	Completion of the Master Development Agreement
2018 Key Accomplishment	Intermodal Feasibility Study
2019 Goal	To continue to improve customer service





# PUBLIC WORKS & INFRASTRUCTURE, PLANNING AND DELIVERY

**KEY RESPONSIBILITIES:** 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 and Engineering & Field Services Divisions, long term asset and infrastructure planning activities are undertaken as well as providing engineering approvals and oversight of development activities and 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:

- Capital Works Program.
- Asset Management.
- Special Project Delivery.
- GIS and Mapping Solutions.
- Spray Irrigation Operations.





**KEY PROJECTS: Tembec Lands Development** City Cranbrook Public Works staff are working to create a complete plan for the Tembec site using councils vision as a template. Working on servicing feasibility, transportation network, future lot layouts, and finalized environmental approvals from the province to move forward with improving access to industrial lands in Cranbrook. A major component of the project is to create a transportation network for truck traffic, reducing pressure on exiting routes.

**Water Supply and Quality Plan** The City of Cranbrook Drinking Water Supply & Quality Strategy will combine four major strategic aspects of service: Surface Water Supply, Groundwater Supply, Treatment Objectives and Supply Security. Being stewards and managers of high value natural assets and associated infrastructure for both surface and ground water, we will be integrating several project and initiatives to create a comprehensive and holistic Drinking Water Quality and Supply Strategy. This strategy will provide both immediate and long-term analysis and recommendations for investments in water storage, supply, treatment and protection while incorporating growth, climate change, and evolving best practices.

**Stormwater Management** The City of Cranbrook Stormwater Management Strategy will be a delivered through a series of sequential and integrated projects that will fully apply the City's ever improving Asset Management Framework using detailed asset information, capacity and condition assessments, as well as level of service and risk criteria. This Asset Management Framework will be combined with the real time flow monitoring and climate information that will result from the Creek Flow Monitoring Project. Modeling and recording actual flows and flood events based on known and forecast weather events will put us at the forefront of evidence-based decision making in our ability to manage Stormwater and Flood Events.



*Public Works: 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.*

2018 Focus	Safe and reliable infrastructure and asset management
2018 Key Accomplishment	2018 Capital and Maintenance Program
2018 Key Accomplishment	Idlewild Park Upgrades
2019 Goal	Enhanced Water and Stormwater Monitoring and Analysis



# ROYAL CANADIAN MOUNTED POLICE

**KEY RESPONSIBILITIES:** The Cranbrook RCMP consists of 34 Municipal and Provincial funded police officers. The Detachment General Duty Patrol Unit provides 24/7 coverage for Cranbrook and surrounding rural communities as first responders and provide the visibility through their day to day activities. The Community Policing Unit is responsible for Community, School, Restorative Justice and Media Liaison, Mental Health Liaison, oversight of all police volunteers, and working closely with our Victim Services Unit on high risk domestic violence issues. The Forensic Identification Services Unit provide operational support to Cranbrook and surrounding areas in analysis and processing of crime scenes and evidence. The Police Dog Service provides operational support in apprehension of criminals, missing persons searches and avalanche rescue. The General Investigation/Crime Reduction Unit which is a plainclothes unit who investigates serious complex crimes, and investigates organized crime. The Digital Crime Assistance Unit provides technological support to all units and the First Nations Policing unit liaises with the Ktunaxa First Nations and provides support. There are 15 Municipal employees and a Public Service Employee who support the above efforts.

## CORE DEPARTMENT MANDATES:

- Enhanced Road Safety - General Traffic and Impaired Driving Enforcement and education.
- Build and maintain positive relations within the RCMP and with our partners.
- Reduce Property Crime.
- Build and maintain positive relations within the RCMP and our partners.
- Prevent and reduce the threat and Impact of serious and Organized Crime.





**KEY PROJECTS:** In 2018, the cell block retrofit planning was completed and construction was started with the City acting as the general contractor. The construction is being completed in phases to allow for the continued use of the cell block for police operations. Construction will continue into 2019 to completion.

The Mental Health Liaison officer pilot project continues and has shown excellent results with regard to building partnerships in the community and also reducing wait times for front line police officers in the emergency ward with mental health clients. There has been a combined reduction of 10% in mental health related calls for service in 2017/2018 as compared to 2016. Work will be undertaken to establish this as a permanent position at the detachment.

Establishment of a Municipal Traffic Pilot position in 2018 has shown excellent results in both written violation tickets and increased visibility in the City. The traffic member has also been involved in a number of joint projects with East Kootenay Traffic Services within the city limits. This pilot continues and work will be undertaken to establish this as a permanent position at the detachment.

A request to the City was presented to increase the Municipal Employee staff at the Detachment by adding two “watch clerks” to assist front line policing with daily administrative duties and reduce time spent on administration by police officers. This will allow police officers to increase pro-active policing in the City. The City approved one position on a pilot basis and we will be moving forward with that in the spring of 2019. In 2019, the Detachment will be proceeding with an analysis of the current municipal employee positions and their job descriptions to further modernize and align with advances in policing administration and finding further efficiencies.



*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.*

2018 Focus	Traffic Safety; Community Relations; Crime Reduction
2018 Key Accomplishment	Mental Health Liaison
2018 Key Accomplishment	Crime Reduction (Drug Trafficking)
2019 Goal	Increased Police Visibility, Community Relations, Mental Health Liaison

## SENIOR MANAGEMENT TEAM & CORPORATE PARTNERS

David Kim, P.Eng., M.Sc.  
Chief Administration Officer

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

Wayne Desjardins  
Director Fire and Emergency Services

Paul Heywood  
Acting Director Community Services

Chris New  
Director Corporate Wide Initiatives

Ron Fraser, P.Eng  
Director Office of Innovation and Collaboration

Derrick Anderson  
Director Public Works  
& Infrastructure, Planning & Delivery

Marnie Dueck  
City Clerk / Corporate Officer

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



*In memory of  
Joan MacKinnon and Clayton Murrell  
- February 2018 -*

## 2018 COUNCIL APPOINTMENTS & REPRESENTATION - COMMITTEES

Advisory Planning Commission (APC)  
Councillor Wes Graham, Councillor Mike Peabody

Cranbrook Public Library Board  
Councillor Norma Blissett

Urban Deer Management Committee  
Councillor Isaac Hockley, Councillor Wes Graham

Heritage Committee  
Councillor Danielle Eaton

Cranbrook History Centre  
Councillor Norma Blissett

Community Poverty Reduction Strategies Initiative  
Councillor Ron Popoff

Cranbrook & District Chamber of Commerce  
Councillor Ron Popoff

Cranbrook Tourism Society Board  
Councillor Mike Peabody

Ktunaxa Kinbasket Treaty Advisory Committee  
Councillor Danielle Eaton, Alternate Mayor Lee Pratt

Regional District of East Kootenay Board and  
Kootenay East Regional Hospital District Board  
Mayor Lee Pratt, Councillor Wes Graham

RDEK Board Alternate Councillor Danielle Eaton  
KERHDB Alternate Councillor Ron Popoff





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## Management's Responsibility for Financial Reporting

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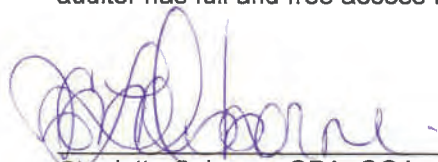
### To the Mayor and Members of Council:

In accordance with Section 167 of the Community Charter, we are pleased to submit the 2018 consolidated financial statements for the Corporation of the City of Cranbrook, together with the report of our auditors, BDO Canada LLP.

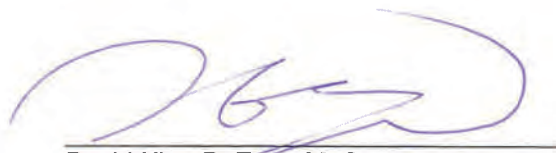
The preparation of the consolidated financial statements is the responsibility of the City's management. The statements have been prepared by City staff in accordance with Canadian generally accepted accounting principles for governments in the Province of British Columbia. These principles are based 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



David Kim, P. Eng., M. Sc.  
Chief Administrative Officer

May 13, 2019



Tel: 250-426-4285  
Fax: 250-426-8886  
Toll-Free: 800-993-9913  
www.bdo.ca

BDO Canada LLP  
35 10th Avenue South  
Cranbrook BC V1C 2M9 Canada

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## Independent Auditor's Report

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**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, 2018, 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, 2018 and its statement of operations, cash flows 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.

### **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.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

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## Independent Auditor's Report (Continued)

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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 13, 2019  
Cranbrook, BC

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

December 31	2018	2017
<b>Financial Assets</b>		
Cash and funds on deposit (Note 1)	\$ 54,805,168	\$ 42,973,229
Accounts receivable (Note 2)	3,736,314	3,966,582
Land held for resale	6,369	-
Property acquired for taxes subject to redemption (Note 3)	-	6,369
Deposit – Municipal Finance Authority (Note 4)	1,591,585	1,239,114
	<u>60,139,436</u>	<u>48,185,294</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 5)	7,740,792	7,383,566
Deferred revenue (Note 6)	3,810,154	3,991,752
Development cost charges (Note 7)	2,169,363	2,773,506
Reserve – Municipal Finance Authority (Note 4)	1,591,585	1,239,114
Debt (Note 8)	37,681,185	26,623,370
	<u>52,993,079</u>	<u>42,011,308</u>
<b>Net Financial Assets</b>	<u>7,146,357</u>	<u>6,173,986</u>
<b>Non-Financial Assets</b>		
Tangible capital assets (Note 9)	206,629,182	200,157,031
Inventories of supplies and prepaid expenses	362,800	379,713
	<u>206,991,982</u>	<u>200,536,744</u>
<b>Accumulated Surplus</b>	<u>\$ 214,138,339</u>	<u>\$ 206,710,730</u>

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

  
 David Kim, P. Eng., M. Sc.  
 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	2018	2018	2017
	<i>Budget</i>	<b>Actual</b>	<b>Actual</b>
<b>Revenue</b>			
Taxation for municipal purposes (Note 12)	\$ 28,937,090	\$ 28,992,543	\$ 27,919,167
Grants in lieu of taxes	340,000	336,193	361,481
Utility fees	7,274,487	7,284,213	7,271,020
Federal government grants	1,690,548	1,292,560	1,352,970
Provincial government grants	1,086,157	899,518	800,199
Regional and other local government grants	459,925	417,120	819,662
Sale of services and fees	6,591,415	7,714,682	7,394,935
Service, penalties, and interest charges	337,006	362,456	350,744
Contributions from developers and others	950,000	1,752,786	30,215
Contributed assets	-	-	16,050
Interest earned on investments	576,100	901,098	516,653
Other revenue	718,235	620,207	1,004,927
	<b>48,960,963</b>	<b>50,573,376</b>	<b>47,838,023</b>
<b>Expenses (Note 13)</b>			
General government services	7,978,885	6,588,489	6,496,224
Protective services	9,958,177	9,693,398	9,554,054
Infrastructure planning and development	2,560,131	2,730,705	2,382,749
Public work services	6,719,163	6,521,204	6,259,082
Western Financial Place	3,837,702	3,765,473	3,799,087
Community services	3,127,296	3,192,919	2,822,791
Water services	3,923,493	3,030,938	2,867,115
Sewer services	3,500,322	3,078,847	3,228,176
Solid waste services	2,012,588	1,936,900	1,922,861
Airport operations	2,482,327	2,606,894	2,423,054
	<b>46,100,084</b>	<b>43,145,767</b>	<b>41,755,193</b>
<b>Annual Surplus (Note 16)</b>	2,860,879	7,427,609	6,082,830
<b>Accumulated Surplus, beginning of year</b>	206,710,730	206,710,730	200,627,900
<b>Accumulated Surplus, end of year</b>	<b>\$ 209,571,609</b>	<b>\$ 214,138,339</b>	<b>\$ 206,710,730</b>

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	2018	2018	2017
	<i>Budget</i>	<i>Actual</i>	<i>Actual</i>
Annual Surplus	\$ 2,860,879	\$ 7,427,609	\$ 6,082,830
Acquisition of tangible capital assets	(22,031,952)	(14,529,089)	(15,249,298)
Amortization of tangible capital assets	7,000,000	7,887,078	7,495,386
Loss (Gain) on disposal of tangible capital assets	-	75,005	(95,238)
Proceeds on sale of tangible capital assets	-	94,855	222,710
Net consumption of supplies and prepaid expenses	-	16,913	21,440
	(15,031,952)	(6,455,238)	(7,605,000)
<b>Change in net financial assets for the year</b>	<b>(12,171,073)</b>	<b>972,371</b>	<b>(1,522,170)</b>
<b>Net financial assets, beginning of year</b>	<b>\$ 6,173,986</b>	<b>\$ 6,173,986</b>	<b>\$ 7,696,156</b>
<b>Net financial assets (debt), end of year</b>	<b>\$ (5,997,087)</b>	<b>\$ 7,146,357</b>	<b>\$ 6,173,986</b>

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	2018	2017
<b>Operating transactions</b>		
Annual Surplus	\$ 7,427,609	\$ 6,082,830
Items not involving cash		
Contribution from developers and others	(790,536)	-
Contributed assets	-	(16,050)
Actuarial adjustment	(385,615)	(390,060)
Amortization	7,887,078	7,495,386
Loss (Gain) on sale of tangible capital asset	75,005	(95,238)
Changes in non-cash operating balances		
Accounts receivable	230,268	728,683
Property acquired for taxes	6,369	36,467
Inventory and prepaid expenses	16,913	21,440
Accounts payable and accrued liabilities	357,224	189,382
Deferred revenue	(181,594)	355,714
Development cost charges	(604,143)	182,959
Land held for resale	(6,369)	-
	<u>14,032,209</u>	<u>14,591,513</u>
<b>Capital transactions</b>		
Acquisition of tangible capital assets	(10,768,553)	(15,233,248)
Proceeds on sale of tangible capital assets	94,855	222,710
	<u>(10,673,698)</u>	<u>(15,010,538)</u>
<b>Financing transactions</b>		
Repayment of debt	(2,215,648)	(2,183,016)
Proceeds from debt issues	10,689,076	-
	<u>8,473,428</u>	<u>(2,183,016)</u>
<b>Net change in cash and funds on deposit</b>	<b>11,831,939</b>	<b>(2,602,041)</b>
<b>Cash and funds on deposit, beginning of year</b>	<b>42,973,229</b>	<b>45,575,270</b>
<b>Cash and funds on deposit, end of year</b>	<b>\$ 54,805,168</b>	<b>\$ 42,973,229</b>
<b>Supplementary Information:</b>		
Purchase of Tangible Capital Assets (non-cash)	\$ 2,970,000	\$ -
Vendor Financing (non-cash)	\$ 2,970,000	\$ -
Interest Received	\$ 901,098	\$ 516,653
Interest Paid	\$ 1,547,485	\$ 1,448,108

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



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

**December 31, 2018**

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<b>Basis of Presentation</b>	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.
<b>Reporting Entity</b>	<p>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.</p> <p>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.</p>
<b>Funds on Deposit</b>	Funds on deposit include temporary investments recorded at the lower of cost or market value.
<b>Land Held for Resale</b>	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.
<b>Vacation and Sick Pay</b>	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.
<b>Development Cost Charges</b>	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."
<b>Inventories of Supplies and Prepaids</b>	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, 2018

### 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.

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

**December 31, 2018**

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### **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.



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

**December 31, 2018**

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### **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, 2018**

### 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 **\$23,380,722** (2017 - \$23,381,110).

### 2. Accounts Receivable

	2018	2017
Taxes - current	\$ 1,042,574	\$ 879,560
- arrears and delinquent	473,597	403,819
Federal government	327,317	598,417
Province of British Columbia	373,709	270,211
Regional and other local governments	-	510,898
Other receivables	1,519,117	1,303,677
	<b>\$ 3,736,314</b>	<b>\$ 3,966,582</b>

### 3. Property Acquired for Taxes Subject to Redemption

In 2018, there were no properties acquired by the City of Cranbrook through tax sale.

### 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:

	2018	2017
Demand notes	\$ 1,149,683	\$ 906,104
Cash deposits	441,902	333,010
	<b>\$ 1,591,585</b>	<b>\$ 1,239,114</b>

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

**December 31, 2018**

### 5. Accounts Payable and Accrued Liabilities

	2018	2017
Federal government	\$ 1,945,351	\$ 1,785,602
Province of British Columbia	224,419	195,623
Regional and other local governments	11,073	3,349
Vacation and accrued benefits payable	937,628	854,879
Other payables	4,622,321	4,544,113
	<b>\$ 7,740,792</b>	<b>\$ 7,383,566</b>

### 6. Deferred Revenue

	2018	2017
Property taxes	\$ 3,117,786	\$ 3,107,025
Utility user fees	99,115	75,003
Other	593,253	809,724
	<b>\$ 3,810,154</b>	<b>\$ 3,991,752</b>

### 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.

	2017	Receipts	Interest	Transfers Out	2018
Roads	\$ 713,586	\$ 81,814	\$ 13,139	\$ (500,000)	<b>\$ 308,539</b>
Storm Sewer	779,404	71,262	14,693	(450,000)	<b>415,359</b>
Water	809,828	78,131	15,206	-	<b>903,165</b>
Sanitary Sewer	470,688	62,915	8,697	-	<b>542,300</b>
Total Deferred DCC	<b>\$ 2,773,506</b>	<b>\$ 294,122</b>	<b>\$ 51,735</b>	<b>\$ (950,000)</b>	<b>\$ 2,169,363</b>



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

**December 31, 2018**

### 8. Debt

	2018	2017
<b>Mortgages</b>		
Mortgage debt is repayable to Canada Life Assurance Company, repayable monthly in the amount of \$74,721, including interest at 7.25%, maturing 2030.	\$ 7,212,356	\$ 7,579,479
Mortgage debt is repayable to Rayonier A.M. Canada Industries Inc., repayable in three annual payments ending in 2021. No interest applies.	2,922,000	-
<b>Demand Loan</b>		
Debt is repayable to the Bank of Montreal, repayable monthly in the amount of \$60,232 including interest at 4.48%, maturing 2020.	6,646,807	7,078,049
<b>Debenture Debt</b>		
Debenture debt is repayable to the British Columbia Municipal Finance Authority. Existing debentures mature in annual amounts to the year 2032 and interest is payable at rates ranging from 1.75% to 4.55% per annum.	19,827,742	11,431,017
<b>Demand Promissory Note</b>		
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.	1,072,280	534,825
	<b>\$ 37,681,185</b>	<b>\$ 26,623,370</b>

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

**December 31, 2018**

### 8. 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
2019	\$ 1,641,015	\$ 449,660	\$ 1,384,222	\$ 3,474,897
2020	1,560,026	467,048	1,413,321	3,440,395
2021	1,487,806	485,108	1,396,569	3,369,483
2022	1,250,455	503,867	488,122	2,242,444
2023	1,077,875	523,351	524,152	2,125,378
2024 and thereafter	13,882,844	4,217,774	4,927,970	23,028,588
	<u>\$ 20,900,021</u>	<u>\$ 6,646,808</u>	<u>\$ 10,134,356</u>	<u>\$ 37,681,185</u>

## December 31, 2018

## 2018

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## December 31, 2018

## 2017

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

**December 31, 2018**

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### **10. 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, 2018, the Municipality had drawn an amount of \$Nil (2017 - \$Nil) on this agreement.

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### **11. 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, 2018, the plan has about 197,000 active members and approximately 95,000 retired members. Active members include approximately 39,000 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, 2015, indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1,927 million was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The City of Cranbrook paid \$1,144,167 (2017 - \$1,123,935) for employer contributions to the plan in fiscal 2018.

The last valuation was at December 31, 2018, with results available in 2019.

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, 2018**

### 12. Taxation for Municipal Purposes

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

	2018	2017
Total levies and special assessments	<b>\$ 37,435,700</b>	\$ 36,460,659
Transfers to other governments:		
Regional District of East Kootenay	<b>634,197</b>	618,606
School District	<b>7,133,496</b>	7,242,043
Regional Hospital District	<b>517,437</b>	516,768
BC Assessment Authority	<b>158,026</b>	164,075
	<b>8,443,157</b>	8,541,492
General municipal purposes	<b>\$ 28,992,543</b>	\$ 27,919,167

### 13. Expenses by Object

	2018	2017
Administration	<b>\$ 2,588,526</b>	\$ 2,654,514
Amortization expense	<b>7,887,078</b>	7,495,386
Contract and professional services	<b>10,837,616</b>	10,534,881
Contributions to organizations	<b>601,311</b>	453,055
Debt servicing and financing charges	<b>1,552,767</b>	1,627,933
Materials, supplies, repairs, maintenance	<b>4,101,789</b>	3,901,966
Wages and benefits	<b>15,576,680</b>	15,087,458
	<b>\$ 43,145,767</b>	\$ 41,755,193



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

December 31, 2018

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### 14. 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, 2018 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:

	2019	2020	2021	2022	2023	Thereafter
<b>Revenue</b>	<b>\$ 3,545,638</b>	<b>\$ 2,642,181</b>	<b>\$ 2,441,175</b>	<b>\$ 2,343,118</b>	<b>\$ 2,134,408</b>	<b>\$ 4,616,157</b>

#### 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.

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

**December 31, 2018**

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### **15. Commitments and Contingencies**

a) Purchase and Service Contracts

The City has purchase and service contracts with estimated annual minimum payments of **\$7,357,820** (2017 - \$7,947,340).

b) Contingency for Pension Plan Contributions

The City is required to match employee contributions to the Municipal Pension Plan when an employee decides to purchase enrolment arrears for service periods prior to January 1, 1988. The future pension cost for this is unknown and these amounts, if any, will be expensed as payroll costs in future years when paid.

c) 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.

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

**December 31, 2018**

### 16. Budget

The Budget figures included in the financial statement were approved by Council through the adoption of an amended budget on June 28, 2018. The original budget was adopted on January 8, 2018. The budget amendment was done once amounts to be carried forward for projects not completed in 2017 and planning for the 2018 capital roads program were finalized. In addition, several unanticipated items arose which were not reflected in the original budget adopted in January.

Subsequent to the original adoption of the budget, plans for important City initiatives, such as the purchase of industrial land were also clarified. Therefore, the budget amendment included an increase to acquisition of tangible capital assets of \$2,000,869, from \$20,031,083 to \$22,031,952.

The budget amendment increased budgeted revenue by \$840,673, from \$48,120,290 to \$48,960,963 and increased budgeted expenses by \$384,656, from \$45,715,428 to \$46,100,084. This resulted in an increased budgeted annual surplus of \$456,017, from \$2,404,862 to \$2,860,879. The original and amended operations budgets showing the changed budget figures are presented below:

	<b>2018 Amended Budget</b>	<b>2018 Original Budget</b>
<b>Total Revenue:</b>	<b>\$ 48,960,963</b>	<b>\$ 48,120,290</b>
Revenue items affected by amendment:		
Sale of Services & Fees	<b>6,591,415</b>	6,653,767
Contributions from developers and others	<b>950,000</b>	-
Federal government grants	<b>1,690,548</b>	1,679,203
Provincial government grants	<b>1,086,157</b>	827,838
Regional and other local government grants	<b>459,925</b>	776,564
<b>Total Expenses:</b>	<b>\$ 46,100,084</b>	<b>\$ 45,715,428</b>
Expense items affected by amendment:		
General government services	<b>7,978,885</b>	7,749,849
Protective services	<b>9,958,177</b>	9,828,132
Infrastructure planning & delivery	<b>2,560,131</b>	2,582,983
Public work services	<b>6,719,163</b>	6,684,609
Utility services	<b>9,436,403</b>	9,342,905
Community services	<b>3,127,296</b>	3,200,271
Airport operations	<b>2,482,327</b>	2,488,977
<b>Annual Surplus</b>	<b>\$ 2,860,879</b>	<b>\$ 2,404,862</b>

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

**December 31, 2018**

### 16. Budget (continued)

The Budget adopted by Council on June 28, 2018 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 June 28, 2018 with adjustments as follows:

	2018 Amended Budget	2018 Original Budget
Budgeted surplus for the year	\$ -	\$ -
Add:		
Capital expenditures	22,031,952	20,031,083
Debt repayment	2,219,168	2,219,168
Transfers to surplus	335,134	335,134
Less:		
Net transfers to reserves	(3,660,457)	(3,154,451)
Proceeds from debt to fund capital expenditures	(2,331,618)	(4,998,137)
Transfers from accumulated surplus	(8,733,300)	(5,027,935)
Non-funded amortization	(7,000,000)	(7,000,000)
	<b>\$ 2,860,879</b>	<b>\$ 2,404,862</b>



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

**December 31, 2018**

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### 17. Trust Funds

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

	2018	2017
Westlawn Perpetual Care Fund	\$ 438,785	\$ 428,684

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

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### 18. 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

2018

	General	Utility	Airport	Library	Elimination	Total
<b>Revenue</b>						
Taxation for municipal purposes	\$ 26,487,828	\$ 2,504,715	\$ -	\$ -	\$ -	\$ 28,992,543
Grants in lieu of taxes	336,193	-	-	-	-	336,193
Utility fees	-	7,284,213	-	-	-	7,284,213
Federal government grants	1,175,820	-	116,740	-	-	1,292,560
Provincial government grants	799,198	-	-	100,320	-	899,518
Regional and other local government grants	175,174	90,000	-	151,946	-	417,120
Sale of services and fees	6,294,237	237,719	3,150,991	-	(1,968,265)	7,714,682
Service, penalties, and interest charges	326,341	36,115	-	-	-	362,456
Contributions from developers and others	1,539,434	213,352	-	-	-	1,752,786
Interest earned on investments	660,669	183,978	116,242	-	(59,791)	901,098
Other revenue	205,440	212,233	94,177	721,142	(612,785)	620,207
	38,000,334	10,762,325	3,478,150	973,408	(2,640,841)	50,573,376
<b>Expenses</b>						
General government services	7,268,485	-	-	-	(679,996)	6,588,489
Protective services	9,728,095	-	-	-	(34,697)	9,693,398
Public works & IPD	9,914,683	-	-	-	(662,774)	9,251,909
Western Financial Place	3,768,500	-	-	-	(3,027)	3,765,473
Community services	2,248,508	-	-	953,058	(8,647)	3,192,919
Water services	-	3,593,456	-	-	(562,518)	3,030,938
Sewer services	-	3,497,118	-	-	(418,271)	3,078,847
Solid waste services	-	2,147,812	-	-	(210,912)	1,936,900
Airport operations	-	-	2,666,894	-	(60,000)	2,606,894
	32,928,271	9,238,386	2,666,894	953,058	(2,640,841)	43,145,767
<b>Annual Surplus</b>	\$ 5,072,063	\$ 1,523,939	\$ 811,256	\$ 20,350	\$ -	\$ 7,427,609

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

For the year ended December 31

2017

	General	Utility	Airport	Library	Elimination	Total
<b>Revenue</b>						
Taxation for municipal purposes	\$ 25,599,261	\$ 2,319,906	\$ -	\$ -	\$ -	\$ 27,919,167
Grants in lieu of taxes	361,481	-	-	-	-	361,481
Utility fees	-	7,271,020	-	-	-	7,271,020
Federal government grants	1,229,752	-	123,218	-	-	1,352,970
Provincial government grants	644,531	-	55,556	100,112	-	800,199
Regional and other local government grants	670,695	-	-	148,967	-	819,662
Sale of services and fees	6,082,279	229,585	2,904,963	-	(1,821,892)	7,394,935
Service, penalties, and interest charges	310,508	40,236	-	-	-	350,744
Contributed assets	16,050	-	-	-	-	16,050
Interest earned on investments	370,340	118,991	61,990	-	(34,668)	516,653
Other revenue	591,821	257,817	83,643	667,513	(595,867)	1,004,927
Donations	-	-	-	30,215	-	30,215
	35,876,718	10,237,555	3,229,370	946,807	(2,452,427)	47,838,023
<b>Expenses</b>						
General government services	7,143,077	-	-	-	(646,853)	6,496,224
Protective services	9,584,855	-	-	-	(30,801)	9,554,054
Public works & IPD	9,183,966	-	-	-	(542,135)	8,641,831
Western Financial Place	3,801,774	-	-	-	(2,687)	3,799,087
Community services	1,986,785	-	-	843,682	(7,676)	2,822,791
Water services	-	3,407,681	-	-	(540,566)	2,867,115
Sewer services	-	3,656,487	-	-	(428,311)	3,228,176
Solid waste services	-	2,116,259	-	-	(193,398)	1,922,861
Airport operations	-	-	2,483,054	-	(60,000)	2,423,054
	31,700,457	9,180,427	2,483,054	843,682	(2,452,427)	41,755,193
<b>Annual Surplus</b>	\$ 4,176,261	\$ 1,057,128	\$ 746,316	\$ 103,125	\$ -	\$ 6,082,830

## STATEMENT OF 2018 PROPERTY TAX EXEMPTIONS

Following adoption of City of Cranbrook Annual Taxation Exemption Bylaw No. 3910, 2017, the following properties were provided a permissive property tax exemption by City Council for the year 2018, 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	\$ 1,532
283.000	202 - 13th Avenue South	Ktunaxa Nation Council	3,600
539.000	201 - 7th Avenue South	Ruthenian Greek Church	765
841.000	821 - 1st Street South	New Apostolic Church Canada	53
889.000	125 - 10th Avenue South (83%)	Summit Community Services Society	8,027
1040.000	38 - 13th Avenue South	Synod of the Diocese of Kootenay	2,116
1102.000	2 - 12th Avenue South	United Church of Canada	862
1118.000	39 - 13th Avenue South	Canadian Mental Health Association	7,899
1121.000	45 - 13th Avenue South	Canadian Mental Health Association	1,145
1190.000	1007 Baker Street	Ktunaxa/Kinbasket Child & Family	7,196
1197.000	11 - 11th Avenue South	Cranbrook Community Theatre Society	4,228
1259.000	43 - 10th Avenue South	Roman Catholic Bishop of Nelson	642
1309.000	42 - 7th Avenue South	Cranbrook & District Search & Rescue Society	472
1310.000	38 - 7th Avenue South	Cranbrook & District Search & Rescue Society	7,439
1312.050	36 - 7th Avenue South	Cranbrook & District Search & Rescue Society	472
1520.000	16 - 12th Avenue North (92%)	Community Connections Society of Southeast BC	10,476
1522.000	20 - 12th Avenue North	Community Connections Society of Southeast BC	7,442
1524.000	22 - 12th Avenue North	Community Connections Society of Southeast BC	4,536
1595.001	20 - 14th Avenue North	Key City Theatre Society	22,300
1822.000	328 - 14th Avenue South	First Baptist Church of Canada	2,063
1972.000	300 - 10th Avenue South	Foursquare Gospel Church of Canada	2,891
2120.000	300 - 6th Avenue South	Seventh-Day Adventist Church (BC Conference)	1,585
2842.000	922 - 11th Avenue South	East Kootenay Lutheran Parish	2,750
2967.000	501 - 11th Avenue South	Pentecostal Assemblies of Canada	1,537
3479.000	1100 - 11th Street South	Summit Community Services Society	2,499
4525.000	2100 - 3rd Street South	Knox Presbyterian Church	1,566
4558.020	2200 - 3rd Street South	Trustees Mt Baker Congregation of Jehovah's Witnesses	1,687
4673.500	19 - 15th Avenue South	Cranbrook Society for Community Living	32,468
4675.000	1500 - 1st Street South (50%)	Cranbrook Society for Community Living	2,200
4748.000	46 - 17th Avenue South	Ktunaxa Nation Council	5,033
4800.030	2324 - 2nd Street South	The Dwelling Place Church Ministries	3,216
5199.000	1601/1603 - 6th Street North	Rocky Mountain Housing Society	2,387
5829.000	533 Slater Road NW	Governing Council Salvation Army in Canada	1,648
5961.025	572 Industrial Road B	Cranbrook Food Bank Society	7,773
8809.000	2001 - 21st Avenue North	Trustees of the Cranbrook Fellowship Baptist Church	2,327
8829.010	2304 - 4th Street North	Cranbrook Society for Community Living	2,482
8850.000	Kootenay Street North	Cranbrook Alliance Church	3,190
8852.000	Kootenay Street North (42%)	Cranbrook Alliance Church	1,164
9510.000	1200 Kootenay Street North	Christian & Missionary Alliance, Canadian Pacific Div.	7,845
9890.000	2210 - 2nd Street North	Church of Jesus Christ of Latter-Day Saints	2,168
10189.000	629 - 6th Street NW	Cranbrook Christian School Society	2,027
13016.001	1100 - 14th Avenue South	Roman Catholic Bishop of Nelson	2,415
18008.000	57 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	1,857
18008.015	75 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	31,850
18010.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	1,313
18010.500	CP R/W Lease	Cranbrook Archives Museum & Landmark Foundation	480





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