



Notice of Meeting and Meeting Agenda Finance Committee

Wednesday, May 4, 2022

9:30 AM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

S. Brice (Chair), K. Williams (Vice Chair), D. Blackwell, D. Howe, J. Loveday, G. Orr,
D. Screech, N. Taylor, R. Windsor, G. Young, C. Plant (Board Chair, ex officio)

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes

3.1. [22-269](#) Minutes of the March 2, 2022 Finance Committee Meeting

Recommendation: That the minutes of the Finance Committee meeting of March 2, 2022 be adopted as circulated.

Attachments: [Minutes - March 2, 2022](#)

4. Chair's Remarks

5. Presentations/Delegations

The public are welcome to attend CRD Board meetings in-person.

Delegations will have the option to participate electronically. Please complete the online application for "Addressing the Board" on our website and staff will respond with details.

Alternatively, you may email your comments on an agenda item to the CRD Board at crdboard@crd.bc.ca.

5.1. [22-294](#) Capital Regional District 2021 Audit Findings Presentation, Lenora Lee, Lead Audit Engagement Partner, KPMG

6. Committee Business

- 6.1. [22-085](#) Capital Regional District 2021 Audit Findings Report & Statement of Financial Information
- Recommendation:** The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2021 Statement of Financial Information be approved.
- Attachments:** [Staff Report: CRD 2021 Audit Report and SOFI](#)
[Presentation: 2021 Statement of Financial Information](#)
[Appendix A: CRD 2021 Statement of Financial Information](#)
[Appendix B: CRD 2021 Unaudited Financial Statements](#)
[Appendix C: 2021 Other Financial Statement Analysis](#)
[Appendix D: DBRS Rating Methodology](#)
[Appendix E: 2021 Additional Financial Analysis](#)
[Appendix F: Audit Findings Report](#)
[Appendix G: KPMG Management Letter](#)
- 6.2. [22-159](#) 2023 Service and Financial Planning Guidelines
- Recommendation:** The Finance Committee recommends to the Capital Regional District Board:
That the financial planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.
- Attachments:** [Staff Report: 2023 Service and Financial Planning Guidelines](#)
[Appendix A: Corporate Planning Framework](#)
[Appendix B: 2023 Financial Planning Timetable](#)
- 6.3. [22-217](#) Capital Regional District External Grants Update
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: CRD External Grants Update](#)
[Appendix A: CRD Grants Dashboard](#)
- 6.4. [22-193](#) Capital Regional District External Grants 2021 Annual Report
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: CRD External Grants 2021 Annual Report](#)
[Appendix A: CRD External Grants Activity 2021](#)
[Appendix B: Alignment with Community Needs](#)
- 6.5. [22-267](#) 2021 Safe Restart Program Update
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: 2021 Safe Restart Program Update](#)
[Appendix A: Regional and Local Services Projects](#)

6.6. [22-161](#) Bylaw No. 4490: Financial Plan Amendment No. 1, 2022

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4490, "2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 1, 2022" be introduced and read a first, second, and third time; and
2. That Bylaw No. 4490 be adopted.

Attachments: [Staff Report: Bylaw 4490 Financial Plan Amend No.1, 2022](#)
 [Appendix A: Bylaw 4490 Financial Plan Amend No.1 w/Schedule B](#)

6.7. [22-268](#) 2022 Federal Budget Highlights

Recommendation: There is no recommendation. This report is for information only.

Attachments: [Staff Report: 2022 Federal Budget Highlights](#)
 [Appendix A: 2022 Federal Budget Highlights](#)

7. Notice(s) of Motion**8. New Business****9. Adjournment**

The next meeting is July 6, 2022.

To ensure quorum, please advise Jessica Dorman (jdorman@crd.bc.ca) if you or your alternate cannot attend.

Meeting Minutes

Finance Committee

Wednesday, March 2, 2022

9:30 AM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT

Directors: K. Williams (Vice Chair), D. Blackwell (EP), P. Brent (for D. Howe), J. Loveday, G. Orr (EP), D. Screech, N. Taylor (EP), R. Windsor, G. Young, C. Plant (Board Chair, ex officio) (EP)

Staff: K. Lorette, Acting Chief Administrative Officer; N. Chan, Chief Financial Officer; R. Lachance, Senior Manager, Financial Services; A. Hoge, Manager, Corporate Finance and Treasury; M. Lagoa, Deputy Corporate Officer; J. Dorman, Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors S. Brice, D. Howe

The meeting was called to order at 9:31 am.

1. Territorial Acknowledgement

Acting Chair Williams provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Windsor, **SECONDED** by Director Loveday,
That the agenda for the March 2, 2022 Finance Committee meeting be approved.
CARRIED

3. Adoption of Minutes

3.1. [22-064](#) Minutes of the January 5, 2022 Finance Committee Meeting

MOVED by Director Loveday, **SECONDED** by Director Screech,
That the minutes of the Finance Committee meeting of January 5, 2022 be
adopted as circulated.
CARRIED

4. Chair's Remarks

Acting Chair Williams stated that Chair Brice sends her regrets for being unable to attend.

5. Presentations/Delegations

There were no presentations.

- 5.1. [22-162](#) Delegation - Gord Horth; Representing CREST: Re: Agenda Item 6.1.:
Capital Region Emergency Service Telecommunications Inc. (CREST)
Service Agreement Renewal
- G. Horth spoke to Item 6.1.

6. Committee Business

- 6.1. [22-106](#) Capital Region Emergency Service Telecommunications Inc. (CREST)
Service Agreement Renewal
- N. Chan spoke to Item 6.1.

Discussion ensued on the following:

- inflation forecasting and mitigation strategies
- annual presentations on benefits and services
- financial disclosures pursuant to CRD Policies and Processes
- call answer levy on mobile devices
- impact on leases, consumer price index and amortization
- financial commitment cap and dispute resolution process

MOVED by Director Windsor, **SECONDED** by Director Screech,
The Finance Committee recommends to the Capital Regional District Board:
That the Chief Administrative Officer be authorized to enter into a service
agreement as attached to provide general emergency radio communications
services.

MOVED by Director Young, **SECONDED** by Director Windsor
That the motion be amended to add the words "and that the inflation cap
provision be further discussed with CREST".

DEFEATED

OPPOSED: Blackwell, Brent, Loveday, Orr, Plant, Screech, Taylor, Williams

The question was called on the main motion.

The Finance Committee recommends to the Capital Regional District Board:
That the Chief Administrative Officer be authorized to enter into a service
agreement as attached to provide general emergency radio communications
services.

CARRIED

OPPOSED: Young

6.2. [22-066](#) Capital Regional District External Grants Update

N. Chan spoke to Item 6.2.

**MOVED by Director Windsor, SECONDED by Director Screech,
The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District External Grants Update be received for
information.**

CARRIED

**6.3. [22-067](#) Capital Regional District Investment Portfolio Holdings and Annual
Performance Update**

N. Chan spoke to Item 6.3.

**MOVED by Director Windsor, SECONDED by Director Screech,
The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District Investment Portfolio Holdings and Annual
Performance Update be received for information.**

CARRIED

6.4. [22-069](#) Socially and Environmentally Responsible Investing

N. Chan spoke to Item 6.4.

Discussion ensued on the following:

- investment policy in conjunction with Municipal Finance Authority
- impacts on other municipalities
- social responsibility and climate-change complexity

**MOVED by Director Windsor, SECONDED by Alternate Director Brent,
The Finance Committee recommends to the Capital Regional District Board:
1. That the amended CRD Investment Policy be adopted; and
2. That this staff report and the adopted CRD Investment Policy be forwarded to
member municipalities for consideration.**

CARRIED

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

There was no new business.

9. Adjournment

**MOVED by Director Windsor, SECONDED by Director Loveday,
That the March 2, 2022 Finance Committee meeting be adjourned at 10:20 am.
CARRIED**

CHAIR

RECORDER

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 04, 2022**

SUBJECT **CRD 2021 Audit Findings Report and Statement of Financial Information**

ISSUE SUMMARY

To approve the Capital Regional District (CRD) 2021 Statement of Financial Information (SOFI) and receive the 2021 Audit Findings Report for information.

BACKGROUND

The *Local Government Act* and the *Community Charter* require local governments to prepare financial statements each calendar year in accordance with Generally Accepted Accounting Principles and Canadian Public Sector Accounting Board (PSAB) standards. In addition, the statements must be independently qualified by an auditor.

The financial statements, along with the annual filing of the Local Government Data Entry (LGDE) form, must be submitted to the Inspector of Municipalities and available for public viewing by May 15. The Statement of Financial Information and the annual report must be completed by June 30 annually.

With the annual audit complete, and in alignment with PSAB regulations, management has prepared the required five statements with explanatory notes:

1. Statement of Financial Position
2. Statement of Operations
3. Statement of Change in Net Debt
4. Statement of Remeasurement Gains and Losses
5. Statement of Cash Flows

In addition, the 2021 Consolidated Statements of Financial Information (Appendix A) include:

1. Schedule of Remuneration and Expenses – Employees
2. Schedule of Remuneration and Expenses – Directors & Alternate Directors
3. Schedule of Remuneration and Expenses – Committee & Commission Members
4. Schedule of Remuneration and Expenses – Project Board Members
5. Statement of Severance Agreements
6. Schedule of Payments to Suppliers for Goods and Services
7. Schedule of Guarantee and Indemnity Agreements

To complete the financial package the following appendices are also included:

- B. Unaudited statements that present long term debt, reserve and financial statements for each service
- C. Analysis of the Statement of Change in Net Debt, Statement of Remeasurement Gains and Losses, and Statement of Cash Flows
- D. Canadian Municipal Governments Credit Rating Methodology used to measure the CRD

- E. Financial indicator analysis on the 2021 CRD results
- F. The 2021 Audit Findings Report from KPMG

The Audit Findings Report summarizes responsibilities of the auditor, scope of work, and audit results. The report also confirms there were no significant changes in the audit approach from the Audit Planning Report presented to the Board on January 5, 2022, and the audit findings confirm the financial statements present fairly, in all material respects, the financial position of CRD as at December 31, 2021.

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2021 Statement of Financial Information be approved.

Alternative 2

That the Capital Regional District 2021 Statement of Financial Information be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

Audit Findings Report

The Auditor's opinion is included as part of the Independent Auditors' Report within the financial statements (Appendix A).

The Audit Findings report (Appendix F) provides the results of their audit, and further discusses areas of focus identified in the Audit Planning Report presented to Board on January 5, 2022. Also included in the report is a summary of uncorrected adjustments on pages 11 and 22. Adjustments made during the course of audit field work are a result of both findings by management and KPMG through various reconciliation and testing activities.

Adjustments may remain uncorrected when an element of uncertainty exists and/or the adjustment has a material impact on accounting activities in a defined period but not considered to have an impact on decision making. All uncorrected adjustments are below the materiality threshold determined by the auditor. KPMG concurs with management's assessment of year-end adjustments.

Financial Statements

The Consolidated Statement of Financial Position and the Consolidated Statement of Operations form the basis of the audited financial statements and are similar to the Balance Sheet and Income Statement in private organizations.

The Capital Region Housing Corporation (CRHC) financials are consolidated in the CRD financial statements, as required by PSAB Standards.

HIGHLIGHTS

1. Consolidated Statement of Financial Position

The Statement of Financial Position highlights the following four key elements that together describe the financial status of the organization:

- a. Financial Assets and Liabilities (cash resources and obligations)
- b. Net Debt position (calculated as the difference between financial assets and liabilities)
- c. Non-financial assets that are held for service provision (such as tangible capital assets), and
- d. The accumulated surplus (referred to as equity in private organizations).

Financial Assets

Financial assets are non-physical assets whose value is derived from a contractual claim. The financial assets as of year-end consist of cash, investments, accounts receivable and debt recoverable from member municipalities. Total financial assets were \$603.0 million as of year-end, an increase of \$54.5 million or 10% from prior year. Table 1 summarizes financial assets as of December 31 with comparative changes year over year:

Table 1 – Change in Financial Assets Year over Year (\$ millions)

Description	2021	2020	\$ Change	% Change
Cash and Cash Equivalents	144.1	176.9	(32.8)	(19%)
Investments	213.5	185.7	27.8	15%
Accounts Receivable	55.8	35.0	20.8	59%
Member & Third Party Debt	185.5	146.9	38.7	26%
MFA Debt Reserve Fund	4.1	4.0	0.1	2%
Total Assets	\$603.0	\$548.5	\$54.5	10%

Cash and cash equivalents include cash on hand, bank deposits and cashable investments. The balance decreased in 2021 by (\$32.8) million (\$176.9 million to \$144.1 million). Further detail on changes in cash are discussed in Appendix C: Other Financial Statement Analysis, under Consolidated Statement of Cash Flows.

Investments include short (\$149.9 million) and long term holdings (\$63.6 million). Investments increased compared to 2020 by \$27.8 million consistent with savings targets set within each service. The year-end investment balance will vary depending on timing of operational cash needs.

Accounts receivables are due through the normal course of business. The balance at year-end will vary as a result of the timing of invoicing and payments. The increase of \$20.8 million, or 59% from prior year, was due to a federal grant receivable outstanding at year-end of \$36.2 million relating to the Residuals Treatment Facility offset by a prior year Wastewater Treatment Plant (WTP) federal grant receivable of \$17.0M that was collected during the year.

In the financial statements, debt recoverable from member municipalities and other third parties represents the amounts due from other organizations for their MFA financing obligations. New for 2021 is debt obligations from the Vancouver Island Regional Library (VIRL) related to a new

building. As the CRD flows payments through to the MFA, a liability equal to the receivable is also recorded, resulting in no impact on CRD's net debt position. Of the total \$185.5 million due, \$179.5 million from member municipalities and \$6 million from the VIRL. Member municipality debt increased by \$32.7 million or 22%, consisting of \$45.4 million in additional borrowing offset by (\$12.7) million of repayments, resulting in a year-end balance of \$179.5 million.

The debt reserve fund is the amount held by the MFA as security for debt obligations issued to the District. These amounts are refundable, with interest upon debenture maturity. Cash deposits of \$4.1 million (excluding member municipalities) are presented as a receivable on the financial statements. This balance changes in alignment with debt issues and maturities.

Liabilities

Liabilities are obligations or debt that will be settled through financial assets. These obligations represent the costs for goods and services consumed and owed by the CRD. Liabilities are used to finance operations and capital construction or acquisitions. As of December 31, 2021, liabilities totaled \$702.0 million, an increase of \$73.2 million or 12% from prior year. Table 2 provides balances and year over year changes:

Table 2 – Change in Liabilities Year over Year (\$ millions)

Description	2021	2020	\$ Change	% Change
Accounts Payable and Other Liabilities	31.0	117.1	(86.1)	(74%)
Deferred Revenue	49.0	32.7	16.3	50%
Short-Term Debt	25.7	61.3	(35.6)	(58%)
Long-Term Debt	582.9	405.0	177.9	44%
Landfill Closure and Post-Closure Liability	11.9	11.3	0.6	5%
Other Liabilities	1.5	1.5	0.0	0%
Total Liabilities	\$702.0	\$628.9	\$73.1	12%

Accounts payable decreased by (\$86.1) million or (74%) compared to 2020. The completion of the WTP resulted in a decrease in invoices payable of (\$14.2) million and release of construction holdback payables of (\$67.1) million.

The increase in deferred revenue of \$16.3 million or 50% is due to an increase of \$3.6 million in development cost charges in the Juan de Fuca Water Distribution service and an increase of \$12.1 million received through the Reaching Home and Rapid Housing grant program for housing projects that were unspent at year end.

Short-term debt details are disclosed in Note 3 to the financial statements. The balance decreased by \$35.6 million primarily due to \$61.3 million in short term debt converted into mortgages by CRHC for the Spencer and West Park properties. This is offset by new short-term borrowing of \$14.5 million for WTP, \$6 million in municipal debt for VIRL, and \$3 million for various electoral area capital projects.

Long-term debt includes balances for CRD, CRHC, and member municipalities where details are disclosed in Note 4 of the financial statements. Of the \$582.9 million in long-term debt, the CRD and CRHC portion is \$403.4 million, an increase of \$145.2 million or 56%. The increase is primarily driven by \$62 million for the capital financing portion of the Public Private Partnership

(P3) agreement for the Residuals Treatment Facility and by \$85.4 million for new mortgages for the Spencer, West Park and Hockley House affordable housing projects. The remaining portion of the \$582.9 million total long-term debt is \$179.5 million owed on behalf of member municipalities, which increased by \$32.7 million or 22%.

Landfill closure and post-closure liability increased by \$0.6 million, representing an additional year of capacity usage. This change year over year is not considered significant and aligns with expectations.

Non-Financial Assets

Non-financial assets are resources held for service delivery over one or more future periods. Examples include tangible capital assets, inventories of supplies, and prepaid portions of land leases. Table 3 lists balances of non-financial assets and changes from the previous year:

Table 3 – Change in Non-Financial Assets Year over Year (\$ millions)

Description	2021	2020	\$ Change	% Change
Tangible Capital Assets	1,949.4	1,760.5	188.9	11%
Other Non-Financial Assets	3.4	2.6	0.8	31%
Total Non-Financial Assets	\$1,952.8	\$1,763.1	\$189.7	11%

Non-financial assets increased by \$189.7 million to \$1.95 billion in 2021. This was mainly driven by an increase in tangible capital assets of \$188.9 million where acquisition or contributions were valued at \$248.1 million offset by \$58.5 million in amortization.

Significant asset acquisition or contributions include:

- \$166.7 million for WTP including the Residuals Treatment Facility
- \$30.6 million for the Hockley House property acquisition
- \$50.8 million in other capital projects including such as the Spencer Road housing project and Regional Parks land acquisitions.

Accumulated Surplus

The accumulated surplus or net book value of equity for the CRD is \$1.85 billion, where the organization has assets (Financial and Non-Financial) of greater value than what it owes (Liabilities). Table 4 summarizes accumulated surplus by category.

Table 4 – Accumulated Surplus Categories (\$ millions)

Description	2021	2020
Equity Invested in Tangible Capital Assets	1,526.4	1,441.1
Capital and Operating Reserves	170.3	141.4
Net Operating Funds	158.2	99.7
2021 Accumulated Surplus	\$1,854.9	\$1,682.2

2021 CRD net operating funds of \$158.2 million represents 8.5% of accumulated surplus. The remaining 91.5% of accumulated surplus resides in tangible capital assets (\$1,526.4 million) and capital and operating reserves (\$170.3 million).

Operating Reserve Funds enable each service area to set aside funds to mitigate fluctuations in revenue driven by cyclical expenditures, unforeseen expenses and special one-time operating projects. Capital Reserve Funds accumulate resources for future capital expenditures. Periodically, services transfer either budgeted or operating surplus funds to their respective capital reserve. The practice of building reserves for funding ongoing infrastructure renewal is essential to ensure long-term sustainability of asset-dependent CRD services.

2. Consolidated Statement of Operations

The Statement of Operations identifies results of financial activities for the fiscal year by presenting revenues less expenses on an accrual basis. Under accrual accounting and the matching principle, the CRD records economic events regardless of when cash is actually received or used, with the objective of matching period revenues with incurred costs.

As required by PSAB reporting standards, the budget authorized by bylaw is included on the Statement of Operations and has been adjusted to exclude reserve transfers and principal repayment to better align budget to actual revenue and expense.

Other differences from budget, that are not adjusted, remain where amounts are recorded for alignment to public sector accounting standards due to adjustments to actuals for elimination and classification purposes. These differences include labour allocations, inter-service recoveries, grant revenue, deferred revenue, donations and amortization expense.

Revenue

2021 Revenue was \$407.4 million, a decrease of (\$25.8) million or (6%). Revenue totals by type and changes from the previous year are summarized in Table 5:

Table 5 – Change in Revenue Year over Year (\$ millions)

Description	2021	2020	\$ Change	% Change
Government Transfers	258.4	302.1	(43.7)	(14%)
Sale of Services	87.8	77.7	10.1	13%
Other Revenue	21.6	16.3	5.3	33%
Interest Earnings	4.5	5.6	(1.1)	(20%)
Developer Contributions	4.1	5.7	(1.6)	(28%)
Affordable Housing – Rental Income	21.8	17.0	4.8	28%
Grants in Lieu of Taxes	3.6	3.6	0.0	0%
Actuarial Adjustment of Long-Term Debt	5.6	5.2	0.4	8%
Total Revenue	\$407.4	\$433.2	\$(25.8)	(6%)

Primary drivers for changes in revenue are:

- (\$43.7) million decrease in government transfers due to a (\$62.0) million decrease in provincial grants relating to the WTP, offset by a \$15.0 million increase in other provincial grants and a \$3.3 million increase in federal grants.

- \$10.1 million increase in sale of services due to \$6.1 million increase in water revenue and a \$3.2 million increase in Hartland landfill revenue.
- \$5.3 million increase in other revenues driven by an increase in land donations of \$2.0 million for 2782 Spencer Rd, \$2.3 million donation for 4692 Mountain Rd, and \$0.3 million for the Sun River Reservoir.
- (\$1.1) million decrease in interest earnings due to a decline in interest rates.
- (\$1.6) million decrease in developer contributions relating to water infrastructure assets and household water connections in the Juan de Fuca Water Distribution service.
- \$4.8 million increase in affordable housing revenue driven by rental units increasing from 1,773 to 1,893 in 2021, and a full year of rent for Spencer and West Park projects completed in 2020.
- \$0.4 million increase in actuarial adjustment of long-term debt. The actuarial adjustment of long-term debt is the estimated return on the invested balance of MFA principal repayments.

Expenses

Expenses in 2021 increased by \$51.8 million or 28% to \$234.6 million. As shown in the segmented reporting, note 19 in the financial statements, the change by expense type over the previous year is summarized in Table 6:

Table 6 – Change in Expenses Year over Year (\$ millions)

Description	2021	2020	\$ Change	% Change
Salaries, Wages and Benefits	74.5	68.9	5.6	8%
Contract for Services and Consultants	25.8	22.1	3.7	17%
Amortization of Tangible Capital Assets	58.5	33.8	24.7	73%
Interest on Debt	21.7	17.1	4.6	27%
Other Expenses	54.1	40.9	13.2	32%
Total Expenses	\$234.6	\$182.8	\$51.8	28%

Expense changes were driven by:

- \$5.6 million increase in salaries, wages and benefits relating to contractual agreements and increased staff resources.
- \$3.7 million increase in contract for services and consultants due to \$3.2 million of new costs for operations of the Residuals Treatments Facility.
- \$24.7 million increase in amortization on tangible capital assets due to WTP assets going into use and full year of amortization for the West Park, Spencer and Hockley House projects.
- \$4.6 million increase in interest due the completion of the Residuals Treatment Facility and mortgages for the Spencer, West Park and Hockley House properties.
- Other expenses increased by \$13.2 million driven largely by other expenses for WTP now in full operation. This resulted in a \$2.8M increase in supplies expense, \$2.2M increase in utilities expenses, and \$7.8M increase in costs allocations.

2021 Annual Surplus

The net difference between revenues and expenses for 2021 is an annual surplus of \$172.7 million. Summarized in Table 7 below are the change in accumulated surplus as a result.

Table 7 – Surplus Reconciliation (\$ millions)

Description	2021	2020
Increase in Capital Equity	85.3	197.6
Increase in Capital and Operating Reserves	28.9	3.6
Increase in Operating Funds	58.5	49.2
2021 Annual Surplus	\$172.7	\$250.3

The surplus of \$172.7 million is lower than the 2020 surplus of \$250.3 million, by (\$77.6) million or (31%). The change is primarily attributable to lower grant revenue and higher operating expenses with the completion of WTP and a number of Regional Housing First Program projects.

The increase in equity, reserves and operating funds represent the intended use of surplus to fund future capital, reserves and annual operating costs.

3. Other Financial Statement Analysis

Summaries and analysis of the remaining three statements can be found in Appendix C:

3. Statement of Changes in Net Debt;
4. Statement of Remeasurement Gains and Losses; and
5. Statement of Cash Flows

Financial Indicators

As in prior years, the consolidated financial health of the organization is monitored and reported through financial indicators (Appendix E). These measures demonstrate a consistent, healthy financial position based on operational needs, market conditions and debt servicing costs.

COVID-19 Impacts

An assessment was made by management regarding organizational impacts due to COVID-19. Overall, there was no significant financial impact in the 2021 fiscal year. Provincial health orders in place throughout 2021 impacted service levels at recreation centers but to a lesser degree than 2020. The impact on revenues were balanced through mitigation on costs balancing the service results in 2021.

In September 2020, the Province announced joint Provincial and Federal funding to support local government operations as part of BC's Economic Recovery Plan. The CRD received \$1.4 million in grants from this initiative in November 2020 and an additional \$0.6 million was received in March 2021. At the end of 2021 there remains \$0.3 million in unspent funds. The Unaudited schedules now include a schedule summarizing the funds received, services that received that funding and the ending balance.

Emerging Accounting Issues

Asset Retirement Obligations

As identified in Appendix 4 and page 12 of the Audit Findings Report (Appendix F), the upcoming asset retirement obligation change is a significant accounting standard that will be effective for the year ending December 31, 2023. The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of tangible capital assets. It will require the CRD to record a liability in the financial statements related to future costs of any legal obligations to be incurred upon retirement of controlled tangible capital assets.

It is expected the introduction of the new accounting standards for asset retirement obligations will result in a significant revaluation of the landfill liability and recognition of all closure and post-closure costs. The standard will require the entire post-closure liability to be recorded upfront rather than over time as is currently done. The change in standard does not address or direct how the liability will be funded.

As staff begin preparing to implement the standard across all services, scope, timing and financial implications will be reported to the Board through Committee.

Public Private Partnerships

As identified in Appendix 4 of the Audit Findings Report (Appendix F), PSAB has developed a new accounting standard that provides requirements for recognizing, measuring and classifying infrastructure procured through a public private partnership (P3). The standard will be effective for the year ending December 31, 2024, with an option to early adopt.

This standard will apply to the Residuals Treatment Facility P3 agreement. Staff have taken steps to ensure that the recognition, measurement and disclosures relating to the agreement addresses many of the requirements under the incoming standard. Other work to be completed before adoption includes a scan of all infrastructure agreements to identify any other P3 arrangements which would be incorporated into reporting and disclosure upon adoption of the new standard.

CONCLUSION

Board approval of the CRD 2021 Statement of Financial Information is required under the *Local Government Act*, *Community Charter*, and *Financial Information Act*. As noted in the Audit Findings Report, it is the auditors' opinion that these financial statements present fairly the consolidated financial position of the CRD as of December 31, 2021, and the results of financial activities for the year then ended in accordance with Canadian Public Sector Accounting Standards.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2021 Statement of Financial Information be approved.

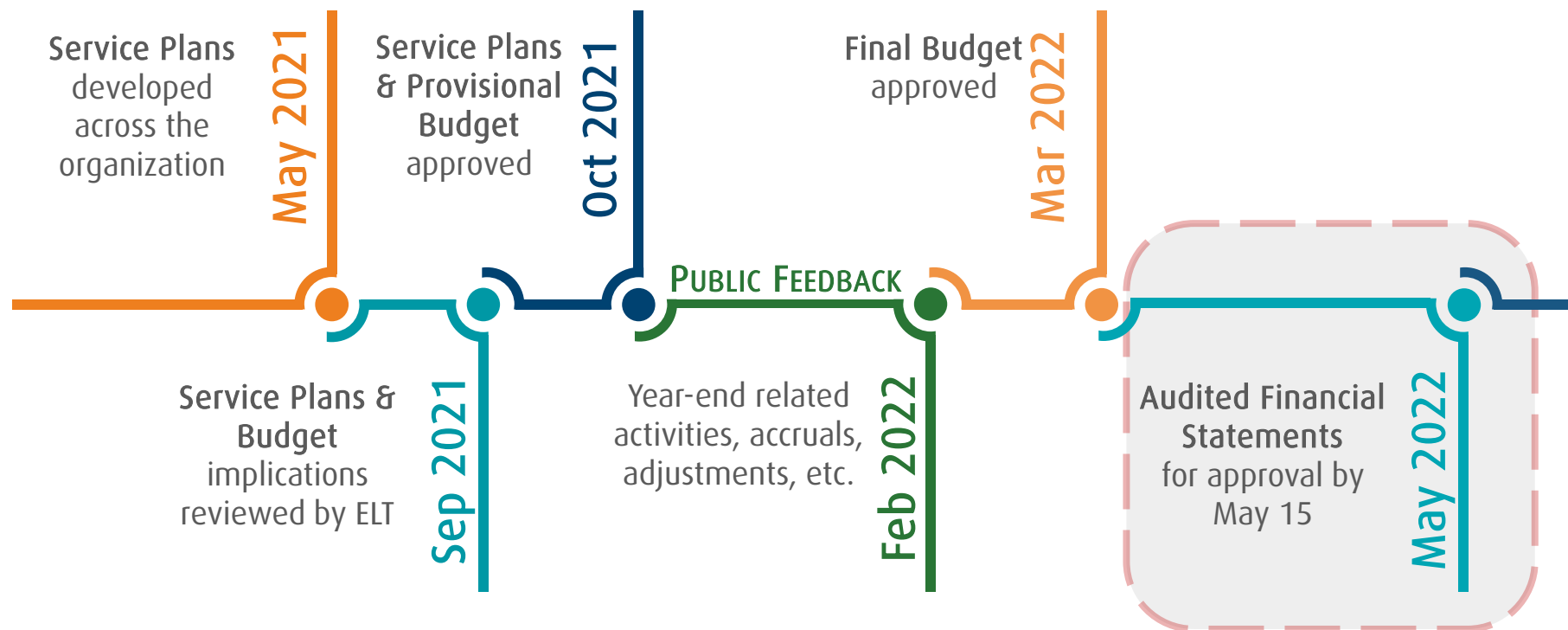
Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

- Appendix A: 2021 Statement of Financial Information
- Appendix B: 2021 Unaudited Statements
- Appendix C: 2021 Other Financial Statement Analysis
- Appendix D: DBRS Rating Methodology
- Appendix E: 2021 Additional Financial Analysis
- Appendix F: 2021 Audit Findings Report
- Appendix G: 2021 KPMG Management Letter



Capital Regional District > 2021 Statement of Financial Information
Presentation to the Finance Committee
Wednesday May 4, 2022

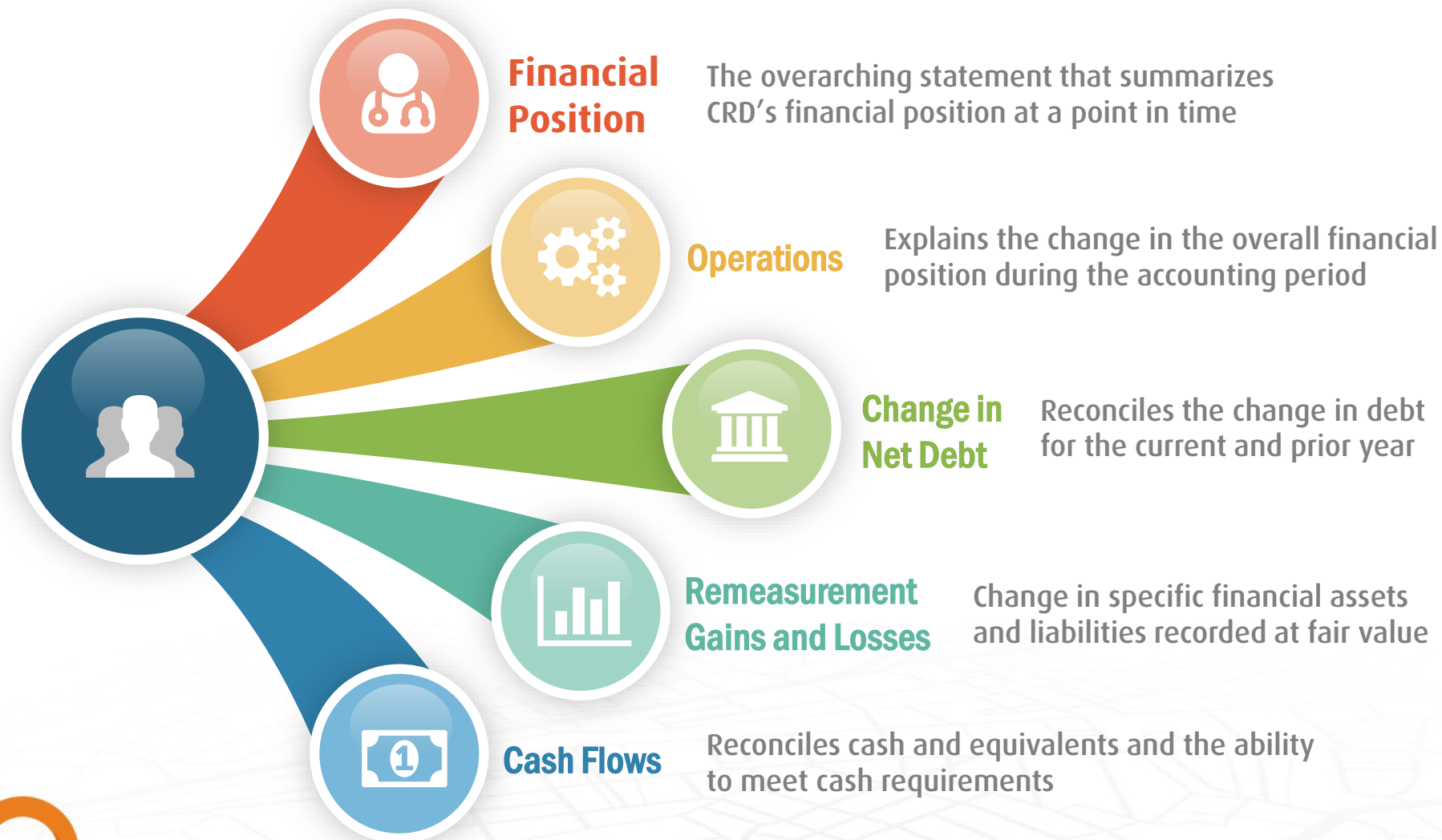


CRD Audited Financial Statements

- Legislation requires statements be approved and submitted to the Ministry of Municipal Affairs and Housing by May 15
- Financial Statements are prepared on an accrual basis (as required by PSAB)
- Consolidated statements include all CRD services and CRHC

What are the 5 Required Financial Statements?

3



How do the 5 Required Financial Statements relate?

4

Statement of Financial Position	2021	2020
Financial Assets		
Cash & Cash Equivalents	XXX	XXX
Other Assets	XXX	XXX
	XXX	XXX
Financial Liabilities		
Accounts Payable	XXX	XXX
Other Liabilities	XXX	XXX
	XXX	XXX
Net Financial Assets (Debt)	XXX	XXX
Non-Financial Assets		
Tangible Capital Assets	XXX	XXX
Other Non-Financial Assets	XXX	XXX
	XXX	XXX
Accumulated Surplus is comprised of;		
Accumulated Operating Surplus	XXX	XXX
Accumulated Remeasurement Gains/Losses	XXX	XXX

Explaining Changes in Financial Position

Statement of Cash Flow	2021	2020
Operating Transactions	X	X
Capital Transactions	X	X
Investing Transactions	X	X
Financing Transactions	X	X
	X	X
Cash & Equivalents at Beginning of Year	X	X
Cash & Equivalents at End of Year	X	X

Statement of Net Debt	2021	2020
Annual Surplus	X	X
Acquisition of Tangible Capital Assets	X	X
	X	X
Net Debt at Beginning of Year	X	X
Net Debt at End of Year	X	X

Statement of Operations	2021	2020
Revenue	X	X
Expenses	X	X
	X	X
Accumulated Surplus Beginning of Year	X	X
Accumulated Surplus End of Year	X	X

Statement of Remeasurement Gains	2021	2020
Accumulated Remeasurement Opening	X	X
Net Remeasurement Gains (Losses)	X	X
Accumulated Remeasurement Close	X	X



1 Delivering Services

In 2021, the Capital Regional District continued focus on supporting Regional Priorities identified in the Corporate and Strategic Plan



2 Investments for the Future

Capital investments were 4x the rate of depreciation

The CRD manages nearly \$2B in assets in support of service delivery



3 Managing Cost of Debt

10% of total revenue was used to service long-term debt

The generally accepted upper benchmark from lending authorities is 25%



4 Diversified Revenue

33% of total revenue was acquired through sale of services, where 30% was through government grants, and less than 20% through requisition



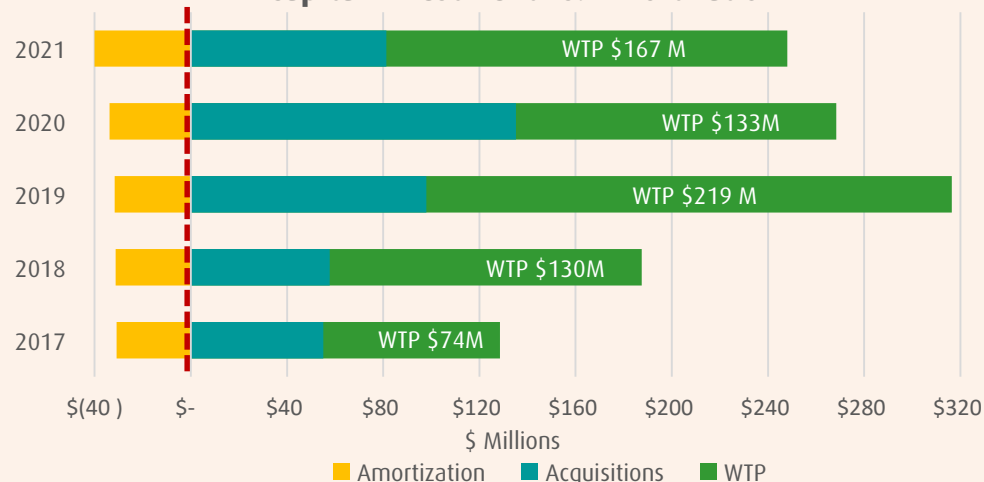
Investments made for the Future

2021 capital investment was 4.2x the rate of depreciation

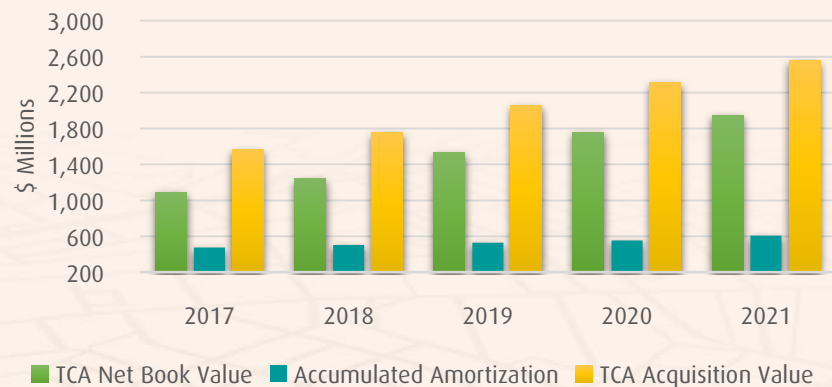
2021 net book value of tangible capital assets is \$2.0 billion

The 2022-2026 5 year financial plan includes TCA additions of \$700 million

Capital Investment vs. Amortization



Tangible Capital Asset

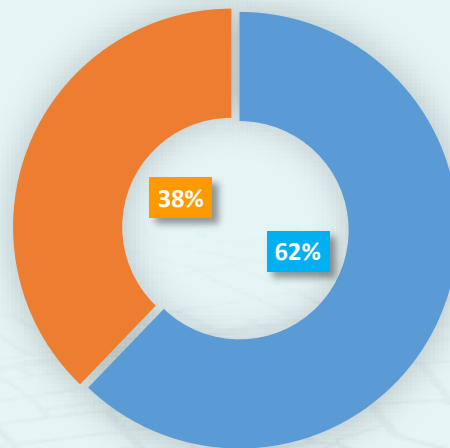




Managing the Cost of Debt

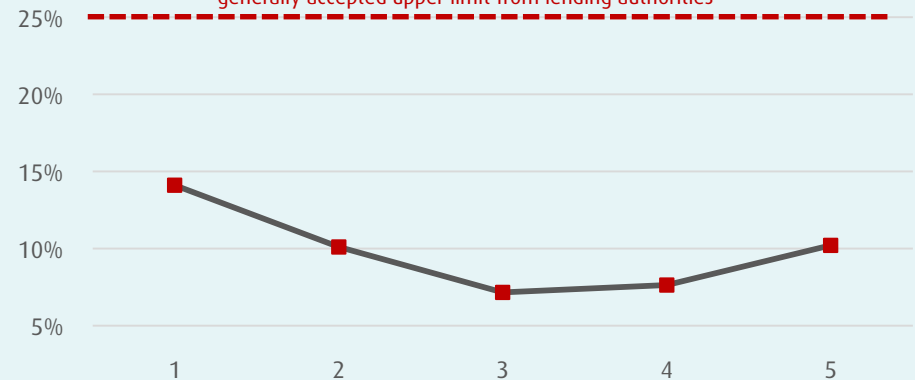
10.2% of total revenue was spent on long-term debt payments

In 2021, CRD debt on average has matured to where principal payments are 62% of debt servicing costs, while interest payments are 38%



Debt Service Costs to Total Revenue

generally accepted upper limit from lending authorities



Debt Servicing Costs

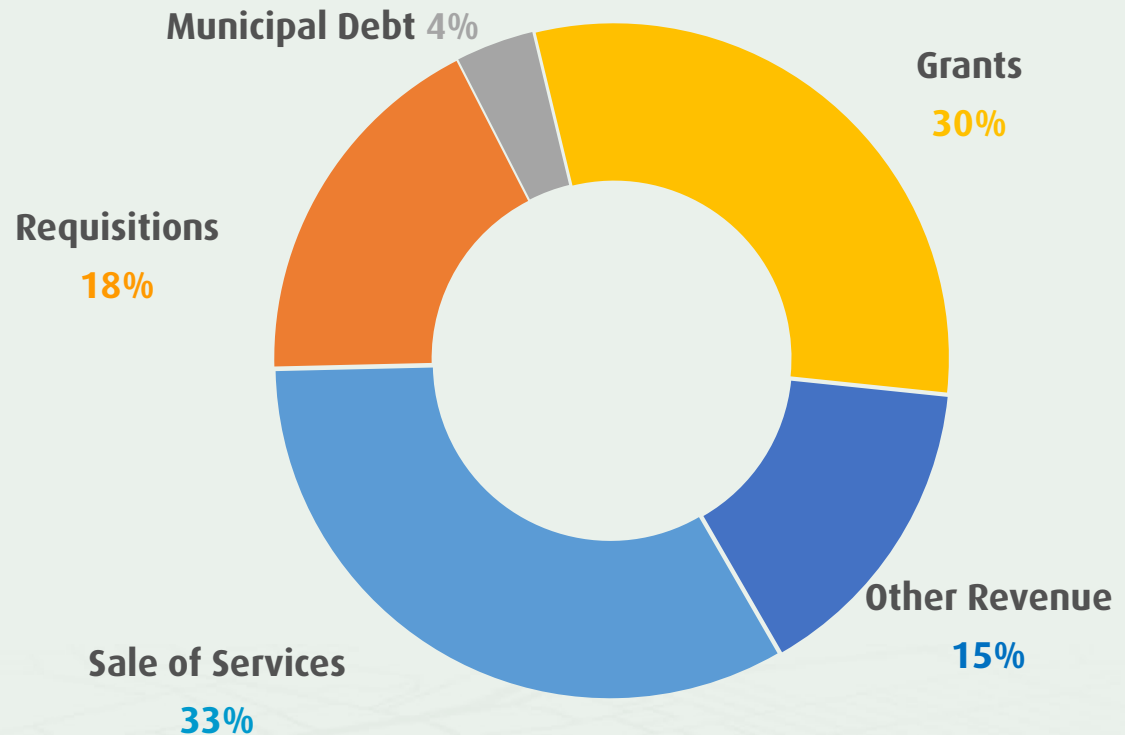
Principal Portion of Payment
Interest Portion of Payment



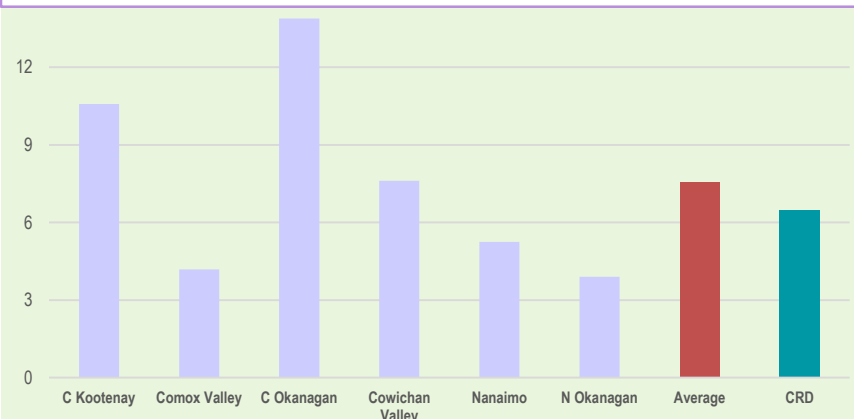
Diversifying Revenue Streams

Less than 20% of revenue raised was funded from requisition

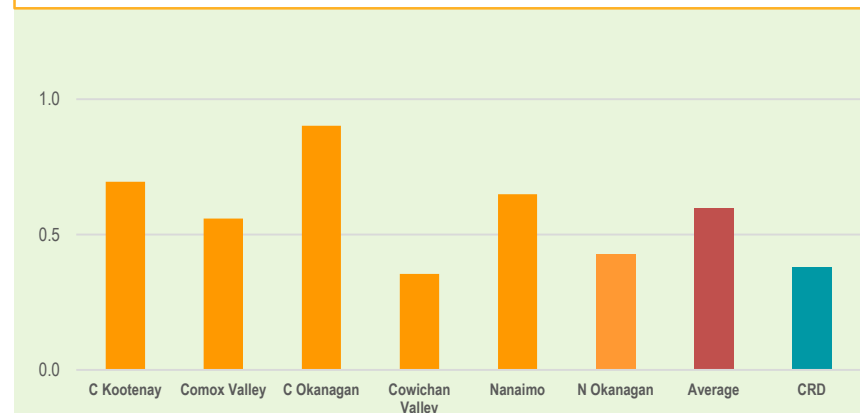
One third of revenue was raised through the sale of services, while 30% came through various external granting programs



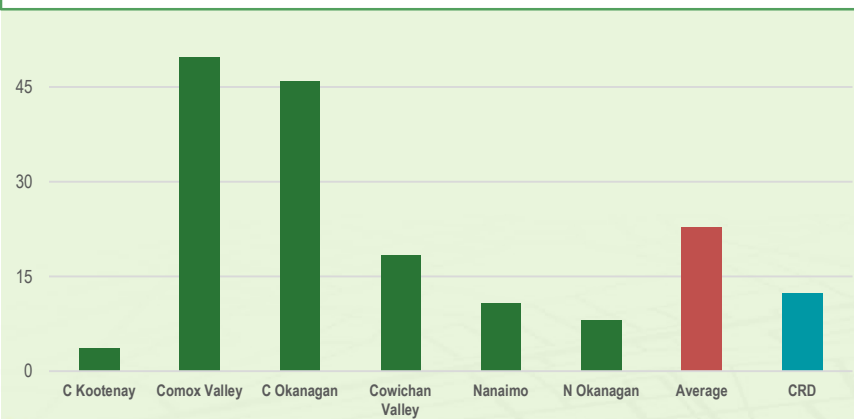
Quick Ratio: Measure of short-term liquidity or the ability to pay immediate financial obligations (greater than 1 is ideal)



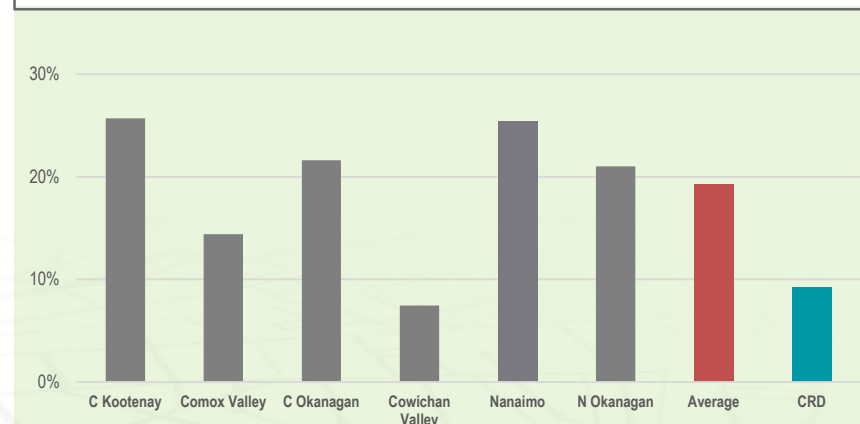
Debt-to-Equity Ratio: Measure of financial leverage, or using debt to increase value (essential public service utilities average 1.2)



Interest Coverage Ratio: Measures how easily a company can pay interest on outstanding debt (greater than 2 is ideal)



Capital Reserve Health: Measure of ability to finance long-term investment projects, also acts as buffer during financial hardship

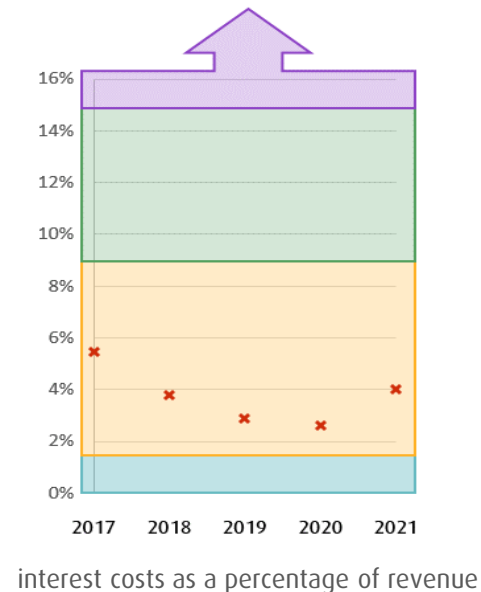
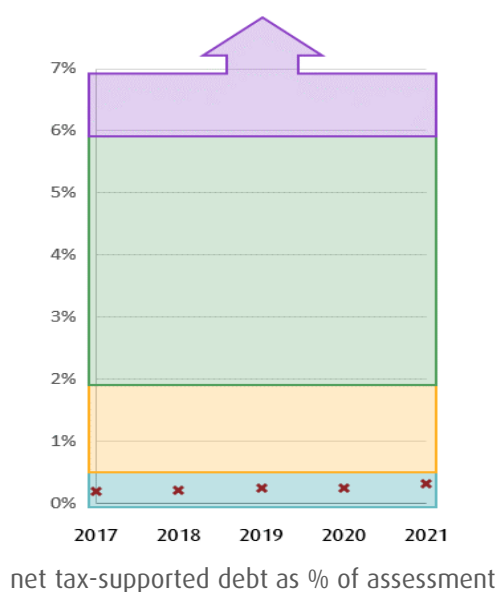
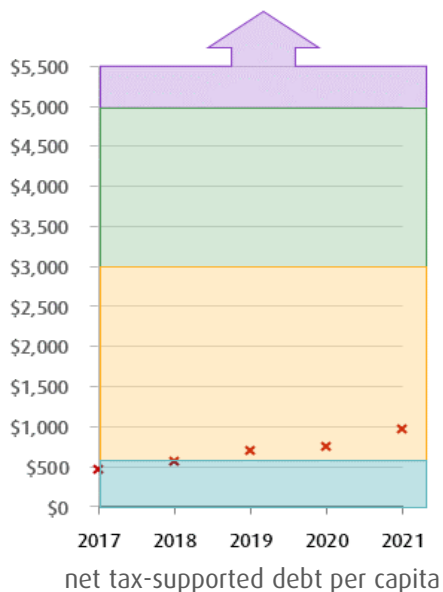


CRD from 2021 Audited Financial Statement, Source for Rest: Local Government Statistics 2020, by Ministry of Municipal Affairs and Housing, <https://www2.gov.bc.ca/gov/content/governments/local-governments/facts-framework/statistics/regional-district-general-financial-statistics>, May 2022. Excluded from comparison due to size of region (less than \$10M or greater than \$300M in costs); Central Coast, Metro Vancouver, Mount Waddington, North Coast, Peace River.





DBRS is the largest rating agency in Canada and fourth largest in the world. Using the rating methodology for municipal government, CRD results are shown below.


AAA

The capacity for the payment of financial obligations is exceptionally high and unlikely to be adversely affected by future events.

AA

The capacity for the payment of financial obligations is considered high. Differs from AAA only to a small degree. Unlikely to be significantly vulnerable to future events.

A

The capacity for the payment of financial obligations is substantial. May be vulnerable to future events, but considered manageable.

BBB

Adequate credit quality. The capacity for the payment of financial obligations is considered acceptable. May be vulnerable to future events.

Rating Canadian Municipal Governments: Canadian Municipal Government Financial Risk Metrics, by DBRS (Dominion Bond Rating Service), May 2021

Capital Regional District 2021 Statement of Financial Information

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**Capital Regional District
Capital Region Housing Corporation**

STATEMENT OF FINANCIAL INFORMATION APPROVAL

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

Nelson Chan, MBA, FCPA, FCMA
Chief Financial Officer
May 11, 2022

Colin Plant
Chair, CRD Board
On behalf of the Board of Directors
May 11, 2022

*Prepared pursuant to the Financial Information Regulation, Schedule 1, section 9



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INDEPENDENT AUDITORS' REPORT

To the Chair and Directors of the Capital Regional District

Opinion

We have audited the consolidated financial statements of the Capital Regional District (the District), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations for the year then ended
- the consolidated statement of change in net debt for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the District as at December 31, 2021, and its consolidated results of operations, its consolidated change in net debt, its consolidated remeasurement gains and losses, and its consolidated 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 "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the District 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.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.



Other Information

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditors' report thereon, included in the Annual Report.

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

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report thereon, included in the Annual Report as at the date of this auditors' report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

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

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

In preparing the financial statements, management is responsible for assessing the District'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 District or to cease operations, or has no realistic alternative but to do so.

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

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 the financial statements.

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

We also:

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.



- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants

Victoria, Canada

May 11, 2022



Making a difference...together

Capital Regional District Capital Region Housing Corporation

MANAGEMENT REPORT

The Financial Statements contained in this Statement of Financial Information under the Financial Information Act have been prepared by management in accordance with Canadian public sector accounting standards. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors are responsible for approving the financial statements and for ensuring that management fulfills its responsibilities for financial reporting and internal control.

The external auditors, KPMG LLP, conduct an independent examination, in accordance with Canadian public sector accounting standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the *Financial Information Act*. Their examination includes a review and evaluation of the District's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to staff and management. The Independent Auditors' Report outlines the scope of the audit for the year ended December 31, 2021.

On behalf of Capital Regional District and Capital Region Housing Corporation,

Nelson Chan, MBA, FCPA, FCMA Chief Financial
Officer
May 11, 2022

* For municipalities, the officer assigned responsibility for financial administration signs

* Prepared pursuant to Financial Information Regulation, Schedule 1, Section 9

Consolidated Statement of Financial Position

As at December 31, 2021, with comparative information for 2020

	2021	2020
Financial Assets		
Cash and cash equivalents (Note 2)	\$ 144,126,555	\$ 176,926,054
Investments (Note 2)	213,517,810	185,743,761
Accounts receivable	55,719,978	35,027,089
Debt recoverable: member municipalities and other (Note 4)	185,542,697	146,869,657
Restricted cash: MFA Debt Reserve Fund (Note 5)	4,130,157	3,934,313
	603,037,197	548,500,874
Liabilities		
Accounts payable and accrued liabilities	30,960,239	117,084,129
Deferred revenue (Note 6)	48,963,240	32,729,481
Short term debt (Note 3)	25,661,025	61,277,457
Long term debt (Note 4)	582,907,668	405,036,586
Landfill closure and post-closure liability (Note 7)	11,936,637	11,281,091
Other liabilities (Note 8)	1,571,396	1,442,447
	702,000,205	628,851,191
Net Debt	(98,963,008)	(80,350,317)
Non-financial Assets		
Tangible capital assets (Note 9)	1,949,398,153	1,760,528,771
Inventory of supplies	1,062,177	1,018,898
Prepaid expenses	2,331,038	1,565,151
	1,952,791,368	1,763,112,820
Accumulated Surplus	1,853,828,360	1,682,762,503
Accumulated Surplus consists of:		
Accumulated surplus (Note 10)	1,854,880,497	1,682,155,134
Net Remeasurement Gains (Losses)	(1,052,137)	607,369
Accumulated Surplus	\$ 1,853,828,360	\$ 1,682,762,503

Contractual obligations (Note 11)

Contractual rights (Note 12)

Contingencies (Note 13)

The accompanying notes are an integral part of the consolidated financial statements.

Nelson Chan, MBA, FCPA, FCMA
Chief Financial Officer

Consolidated Statement of Operations

For the year ended December 31, 2021, with comparative information for 2020

	Budget (Note 14)	2021	2020
Revenue			
Government transfers (Note 15)	\$ 136,460,379	\$ 258,402,172	\$ 302,097,673
Sale of services	88,570,748	87,772,749	77,715,222
Affordable housing - rental income	23,371,674	21,786,171	17,037,803
Other revenue	14,308,500	21,628,217	16,262,891
Actuarial adjustment of long-term debt	-	5,546,660	5,196,598
Interest earnings	568,704	4,498,405	5,617,032
Developer contributions	-	4,135,620	5,706,166
Grants in lieu of taxes	3,593,088	3,600,276	3,544,279
Total Revenue	266,873,093	407,370,270	433,177,664
Expenses			
Sewer, water, and garbage services	101,594,580	125,249,907	84,483,160
Recreation and cultural services	25,690,694	29,190,339	26,894,131
General government services	23,665,527	23,420,515	22,052,295
Affordable housing - rental expense	16,684,674	20,779,261	17,750,227
Debt payments: member municipalities and other (Note 4)	15,032,079	15,393,133	15,403,869
Protective services	10,740,826	11,069,164	10,922,093
Other	5,490,552	5,323,025	1,227,393
Planning and development services	3,347,075	2,852,825	2,514,090
Transportation services	724,084	901,586	634,300
Grants in aid	1,715,914	465,152	946,404
Total Expenses	204,686,005	234,644,907	182,827,962
Annual Surplus	62,187,088	172,725,363	250,349,702
Accumulated Surplus, beginning of year	1,682,155,134	1,682,155,134	1,431,805,432
Accumulated Surplus, end of year (Note 10)	\$ 1,744,342,222	\$ 1,854,880,497	\$ 1,682,155,134

The accompanying notes are an integral part of the consolidated financial statements.

Consolidated Statement of Change in Net Debt

For the year ended December 31, 2021, with comparative information for 2020

	Budget (Note 14)	2021	2020
Annual surplus	\$ 62,187,088	\$ 172,725,363	\$ 250,349,702
Acquisition of tangible capital assets	(338,991,339)	(240,292,747)	(260,472,915)
Contributed tangible capital assets	-	(7,777,166)	(7,930,283)
Amortization of tangible capital assets	-	58,510,683	33,777,833
Loss on disposal of tangible capital assets	-	534,117	3,600,944
Proceeds on sale of tangible capital assets	-	155,731	61,708
Other tangible capital asset transfers	-	-	6,265
	(276,804,251)	(16,144,019)	19,393,254
Acquisition of inventory of supplies	-	(1,991,623)	(1,746,489)
Acquisition of prepaid expenses	-	(3,301,777)	(1,560,160)
Consumption of inventory of supplies	-	1,948,344	1,785,262
Use of prepaid expenses	-	2,535,890	688,770
	-	(809,166)	(832,617)
Net Remeasurement Gains (Losses)	-	(1,659,506)	1,523,091
Change in Net Debt	(276,804,251)	(18,612,691)	20,083,728
Net Debt, beginning of year	(80,350,317)	(80,350,317)	(100,434,045)
Net Debt, end of year	\$ (357,154,568)	\$ (98,963,008)	\$ (80,350,317)

The accompanying notes are an integral part of the consolidated financial statements.

Consolidated Statement of Remeasurement Gains and Losses

For the Year Ended December 31, 2021, with comparative information for 2020

	2021	2020
Accumulated remeasurement loss, beginning of year	\$ 607,369	\$ (915,722)
Unrealized gains (losses) attributable to:		
Foreign exchange	(267)	13,899
Portfolio investments / equity investments	(1,605,384)	1,509,192
Amounts reclassified to the statement of operations		
Portfolio investments / equity investments	(53,855)	-
Net remeasurement gains and losses for the year	(1,659,506)	1,523,091
Accumulated remeasurement gain (loss), end of year	\$ (1,052,137)	\$ 607,369

The accompanying notes are an integral part of the consolidated financial statements.

Consolidated Statement of Cash Flows

For the year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 172,725,363	\$ 250,349,702
Items not involving cash:		
Amortization	58,510,683	33,777,833
Contributed tangible capital assets	(7,777,166)	(7,930,283)
(Gain) on sale of assets held for sale	-	(2,772,225)
Loss on disposal of tangible capital assets	534,117	3,600,944
Actuarial adjustment of long-term debt	(5,546,660)	(5,196,598)
Decrease (increase) in non-cash assets:		
Accounts receivable	(20,692,889)	(11,848,464)
Prepaid expenses	(765,887)	(871,390)
Inventory of supplies	(43,279)	38,772
Increase (decrease) in non-cash liabilities:		
Accounts payable and accrued liabilities	(86,123,890)	5,786,208
Deferred revenue	16,233,759	16,744,523
Landfill closure and post-closure provision	655,546	622,980
Other liabilities	128,949	(886,732)
Net change in cash from operating activities	127,838,646	281,415,270
Capital activities:		
Proceeds on sale of assets held for sale	-	11,100,000
Proceeds on sale of tangible capital assets	155,731	61,708
Cash used to acquire tangible capital assets	(176,901,353)	(260,472,915)
Net change in cash from capital activities	(176,745,622)	(249,311,207)
Investing activities:		
Net change in investments	(29,433,555)	(70,029,811)
Net change in cash from investing activities	(29,433,555)	(70,029,811)
Financing activities:		
Restricted cash - MFA debt reserve fund	(195,844)	103,430
Additions to short-term debt	116,661,025	61,277,457
Additions to long-term debt	112,198,068	14,355,128
Repayment of short-term debt	(158,277,457)	-
Repayment of long-term debt	(24,844,760)	(45,369,873)
Net change in cash from financing activities	45,541,032	30,366,142
Net decrease in cash and cash equivalents	(32,799,499)	(7,559,606)
Cash and cash equivalents, beginning of year	176,926,054	184,485,660
Cash and cash equivalents, end of year	\$ 144,126,555	\$ 176,926,054
Cash paid for interest	\$ 21,728,983	\$ 17,290,361
Cash received for interest	3,162,745	4,393,856

The accompanying notes are an integral part of the consolidated financial statements.

Capital Regional District

Notes to the Consolidated Financial Statements

For the year ended December 31, 2021

The Capital Regional District was incorporated by Letters Patent under the provisions of the British Columbia Local Government Act.

1. SIGNIFICANT ACCOUNTING POLICIES

a) BRITISH COLUMBIA REGIONAL DISTRICTS

The consolidated financial statements of the Capital Regional District (the District) are prepared by management in accordance with Canadian public sector accounting standards for local governments and regional districts as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. The resources and operation of the District are segregated into various funds for accounting and financial reporting purposes, each being treated as a separate entity with responsibility for the stewardship of the assets allocated to it. Transactions between funds are eliminated on consolidation.

b) BASIS OF CONSOLIDATION

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of the District and Capital Region Housing Corporation (CRHC). The CRHC is controlled by the District. All transactions and balances between these entities have been eliminated on consolidation.

c) BASIS OF ACCOUNTING

The District follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

d) TAXATION

Each Municipality and Electoral Area within the District is requisitioned for their portion of each service in which they participate. These funds are then levied by the Municipalities and the Province (for Electoral Areas) to individual taxpayers and turned over to the District by August 1 of each year.

e) INTEREST

The District follows the practice of investing individually significant unspent funds within individual funds. Interest earned is allocated on the basis of actual earnings from the specific instruments. Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

Excess funds or temporary borrowings of all functions are pooled and interest income or expense is allocated to the individual functions on a monthly basis.

1. SIGNIFICANT ACCOUNTING POLICIES continued

f) GOVERNMENT TRANSFERS

Government transfers without stipulations restricting their use are recognized in the financial statements as revenues in the period in which the transfers are authorized, any eligibility criteria are met, and reasonable estimates of the amounts can be made. Government transfers with stipulations restricting their use are recognized in the financial statements as revenues in the period in which the eligible expenditures are incurred, providing they are authorized and eligibility criteria are met.

g) DEFERRED REVENUE

Deferred revenue includes amounts received from third parties which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets are acquired, thereby extinguishing the related liability.

h) CASH AND CASH EQUIVALENTS

Cash and cash equivalents include short-term highly liquid investments with a term to maturity of less than 90 days at acquisition.

i) FINANCIAL INSTRUMENTS

Financial instruments are classified into two categories fair value or cost.

- i. Fair value category: portfolio investments quoted in an active market are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date.

Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of Operations and related balances reversed from the Statement of Remeasurement Gains and Losses.

1. SIGNIFICANT ACCOUNTING POLICIES continued

i) FINANCIAL INSTRUMENTS continued

- ii. Cost category: portfolio investment not quoted in an active market, financial assets and liabilities are recorded at cost or amortized cost. Gains and losses are recognized in the Statement of Operations when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date.

Transaction costs related to the acquisition of financial assets are included in the cost of the related instrument.

Financial assets are assessed for impairment on an annual basis. If there is an indicator of impairment, the District determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the District expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

j) LONG-TERM DEBT

Long-term debt is recorded net of repayments and actuarial adjustments.

k) EMPLOYEE FUTURE BENEFITS

- i. The District and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.
- ii. Sick leave and other benefits are also available to the District's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

l) LANDFILL LIABILITY

The liability for closure costs of operational sites and post-closure care has been recognized based on the present value of estimated future expenses, estimated inflation and the cumulative usage of the site's capacity. The change in this liability during the year is recorded as a charge to operations. These estimates are reviewed and adjusted annually.

1. SIGNIFICANT ACCOUNTING POLICIES continued**m) NON-FINANCIAL ASSETS**

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

i. Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land and the landfill site, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Engineering Structures	10 to 100 Years
Buildings	20 to 75 Years
Machinery and Equipment	5 to 20 Years
Vehicles	8 to 15 Years
Other Assets	5 to 25 Years

The capacity of the landfill site is evaluated using the units of production method based upon capacity used during the year.

Amortization is charged annually, including in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the District's ability to provide goods and services or when the value of the future economic benefits associated with the asset is less than the book value of the asset.

The District is fortunate to have many natural assets that reduce the need for engineered infrastructure that would otherwise be required. This includes watersheds, creeks, ditches and wetlands (rain water management). Canadian public sector accounting standards do not allow for the valuation and recording of such assets into the financial statements of the District. As such, these natural assets are not reported in these consolidated financial statements.

Assets acquired by right, such as forests, water and mineral resources, are not recorded in the consolidated financial statements.

ii. Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

1. SIGNIFICANT ACCOUNTING POLICIES continued

m) NON-FINANCIAL ASSETS continued

iii. Works of Art and Cultural and Historic Assets

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

iv. Interest Capitalization

The District does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

v. Leased Tangible Capital Assets

Leases which transfer substantially all of the benefits and risks incidental to the District are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

vi. Inventories of Supplies

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

n) CONTAMINATED SITES

Contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

- i. an environmental standard exists
- ii. contamination exceeds the environmental standard
- iii. the District is directly responsible or accepts responsibility for the liability
- iv. future economic benefits will be given up, and
- v. a reasonable estimate of the liability can be made.

1. SIGNIFICANT ACCOUNTING POLICIES continued**o) USE OF ESTIMATES**

The preparation of financial statements in conforming with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accrued liabilities, landfill liability, useful lives of tangible capital assets and in performing actuarial valuations of employee future benefits. Actual results could differ from these estimates.

p) SEGMENTED INFORMATION

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objectives of the standard. The District has provided definitions of the District's segments as well as presented consolidated financial information in segmented format in Note 19.

2. CASH AND CASH EQUIVALENTS AND INVESTMENTS**a) CASH AND CASH EQUIVALENTS**

	2021	2020
CRD	\$ 129,353,814	\$ 164,029,736
CRHC	14,772,741	12,896,318
	\$ 144,126,555	\$ 176,926,054

b) INVESTMENTS

	2021	2020
CRD		
MFA pooled funds	\$ 63,584,852	\$ 44,062,699
Term deposits - short term	149,932,958	141,681,062
	\$ 213,517,810	\$ 185,743,761

MFA pooled fund investments are quoted in an active market and therefore recorded at fair market value. The carrying cost of MFA pooled funds for CRD is \$64,582,944 (2020 - \$43,392,987). Included in term deposits - short term are \$149,932,958 (2020 - \$141,432,957) of term deposits recorded at cost.

3. SHORT-TERM DEBT

The District's short-term debt of \$17,510,000 (2020 - nil) and Vancouver Island Regional Library (VIRL) short-term debt of \$6,000,000 is borrowed through MFA.

CRHC's short-term debt of \$2,151,025 (2020 - \$61,277,457) is borrowed through BCHMC. In 2021, \$61,277,457 of short-term financing was converted to a 35-year mortgage.

The interest rate on short-term debt is variable, and total expense for the year is \$631,545 (2020 - nil).

	2021			
	Outstanding Dec 31/20	Additions	Debt Retirement	Outstanding Dec 31/21
General Capital	\$ -	\$ 3,010,000	\$ -	\$ 3,010,000
Sewer Capital	-	111,500,000	(97,000,000)	14,500,000
	-	114,510,000	(97,000,000)	17,510,000
VIRL	-	6,000,000	-	6,000,000
CRD Total	-	120,510,000	(97,000,000)	23,510,000
CRHC Total	61,277,457	2,151,025	(61,277,457)	2,151,025
Consolidated Total	\$ 61,277,457	\$ 122,661,025	\$(158,277,457)	\$ 25,661,025

4. LONG-TERM DEBT

a) DEBT

The District borrows debenture debt through MFA. The principal portion of long-term debenture repayment is added to the MFA sinking fund, which is secured against the debt and invested over the term of the loan. The balance of this fund is used to retire the debt at or before maturity of the loan depending on the actual return on investments in the sinking fund. The MFA provides the CRD with an estimated actuarial valuation, which is the estimated return on the invested balance of the sinking fund. Debt principal is reported net of repayments and actuarial adjustments. Interest expense is calculated and paid net of actuarial adjustments.

The District has also incurred long-term debt on behalf of its member municipalities through agreements with the MFA. All monies borrowed are upon the District's credit at large and, in the event of any default, would constitute an indebtedness for which its members are jointly and severally liable.

The District reports the total principal and interest payments collected from member municipalities as expenses in Debt payments for member municipalities and others and revenue in Government transfers. Total principal payments received from member municipalities in the year was \$9,362,108 (2020 - \$9,210,128).

The District has entered into a Public Private Partnership (P3) agreement for the Residuals Treatment Facility (RTF). The RTF contract has a 20-year term to December 31, 2040 with monthly capital cost and financing payments of \$460,812 including interest of 6.29%. Total interest paid this year was \$3,201,666 (2020 - nil).

Interest expense on long-term debt, including interest on the P3 agreement, is as follows:

	2021	2020
Interest expense on long-term debt	\$21,060,629	\$17,073,209
Interest received from member municipalities for debt issued on their behalf	5,974,446	6,129,375
Net interest expense related to long-term debt	\$15,086,183	\$10,943,834

In addition, \$56,577 (2020 - \$64,366) collected from member municipalities relating to payments into the Debt Reserve Fund (Note 5) and short-term debt (Note 3) are included as expenses in debt payments for member municipalities. Debt incurred on behalf of member municipalities and other is also presented as a receivable from member municipalities and other on the statement of financial position in the amount of \$185,542,697 (2020 - \$146,869,657), including \$6,000,000 in short-term debt for VIRL (Note 3).

4. LONG-TERM DEBT continued**a) DEBT continued**

Debt is comprised of the following and includes varying maturities, with interest rates ranging from 0.91% to 6.29% and an average rate of 2.53%. The District's debt that is held with the MFA consists of debenture debt of \$183,674,201 (2020 - \$179,540,272) and non-debenture debt of \$62,670,369 (2020 - \$1,683,324). Included in non-debenture debt is \$62,044,400 (2020 - nil) for the RTF P3 agreement. Principal repayment on the P3 debt was \$1,346,995 (2020 - nil). The CRHC debt consists of mortgages with BC Housing Management Commission (BCHMC) and commercial banks.

	2021					
	Outstanding December 31, 2020	Additions	Principal	Sinking Fund	Total Debt Retirement	Outstanding December 31, 2021
General Capital	\$ 31,271,305	\$ 1,585,000	\$ (4,318,241)	\$ (629,346)	\$ (4,947,587)	\$ 27,908,718
Sewer Capital	94,153,286	87,151,395	(7,095,357)	(1,412,331)	(8,507,688)	172,796,993
Water Capital	55,799,005	-	(6,957,418)	(3,202,728)	(10,160,146)	45,638,859
	181,223,596	88,736,395	(18,371,016)	(5,244,405)	(23,615,421)	246,344,570
Accrued actuarial valuation - CRD Debt	(2,920,075)	-	-	(302,255)	(302,255)	(3,222,330)
CRD Debt	178,303,521	88,736,395	(18,371,016)	(5,546,660)	(23,917,676)	243,122,240
Member Municipalities	146,869,657	45,400,000	(9,362,108)	(3,364,852)	(12,726,960)	179,542,697
CRD Total	325,173,178	134,136,395	(27,733,124)	(8,911,512)	(36,644,636)	422,664,937
CRHC	79,863,408	86,853,067	(6,473,744)	-	(6,473,744)	160,242,731
	\$ 405,036,586	\$ 220,989,462	\$ (34,206,868)	\$ (8,911,512)	\$ (43,118,380)	\$ 582,907,668

b) DEMAND NOTES - CONTINGENT LIABILITY

The MFA holds demand notes related to the District's debenture debt in the amount of \$17,963,858 (2020 - \$16,526,207) of which \$7,300,480 (2020 - \$6,669,896) is held by the District for the member municipalities (Note 5). The demand notes are not recorded in the financial statements as they will only be called upon if the MFA does not have sufficient funds to meet its payment obligations.

4. LONG-TERM DEBT continued

c) LONG-TERM DEBT PAYABLE/MATURING

The following principal and actuarial amounts included in long-term debt are payable/maturing over the next five years and thereafter, including P3 debt.

	2022	2023	2024	2025	2026	Thereafter
CRD						
General	\$ 2,788,034	\$ 2,788,034	\$ 2,582,720	\$ 2,336,666	\$ 2,025,973	\$ 8,723,236
Water	8,296,148	7,876,691	7,407,701	7,500,563	6,940,819	103,566,904
Sewer	6,940,856	6,914,427	3,138,027	2,603,258	2,203,169	9,074,798
Total CRD	18,025,038	17,579,152	13,128,448	12,440,487	11,169,961	121,364,938
Member Municipalities	10,580,950	10,060,380	9,752,354	8,892,897	8,179,949	70,316,618
	28,605,988	27,639,532	22,880,802	21,333,384	19,349,910	191,681,556
CRHC	6,164,536	6,236,514	6,076,120	5,635,896	5,418,041	130,711,624
	34,770,524	33,876,046	28,956,922	26,969,280	24,767,951	322,393,180
Estimated sinking fund income	6,003,367	9,434,531	6,357,031	6,034,223	5,404,241	77,940,372
Total	\$ 40,773,891	\$ 43,310,577	\$ 35,313,953	\$ 33,003,503	\$ 30,172,192	\$400,333,552

5. MFA DEBT RESERVE FUND

The MFA provides capital financing for regional districts and their member municipalities. The MFA is required to establish a Debt Reserve Fund into which each regional district and member municipality, who shares in the proceeds of a debt issue through the District, is required to pay certain amounts set out in the debt agreements. Interest earned on these funds (less administrative expenses) becomes an obligation of the MFA to the regional district. If at any time insufficient funds are provided by the regional district or their member municipalities or any other MFA borrower, the MFA may then use these funds to meet payments on its obligations. Should this occur, the regional district and member municipalities may be called upon to restore the fund. The MFA has not required the debt reserve fund to meet obligations in its history. The cash deposits of the member municipalities \$3,602,570 (2020 - \$3,174,151) are not recorded in these financial statements. The District's restricted cash on its direct debt is \$4,130,157 (2020 - \$3,934,313).

	2021	2020
Cash Deposits		
Restricted cash - MFA Debt Reserve Fund	\$ 4,130,157	\$ 3,934,313
Cash deposits - Member Municipalities	3,602,570	3,174,151
Demand Notes		
Demand notes - Capital Regional District	10,663,378	9,856,311
Demand notes - Member Municipalities	7,300,480	6,669,896
	\$ 25,696,585	\$ 23,634,671

6. DEFERRED REVENUE

Continuity of deferred revenue is as follows:

	2021	2020
Balance, beginning of year	\$ 32,729,481	\$ 15,984,958
Externally restricted contributions received:		
Federal housing grants	15,563,280	15,549,600
Development cost charges	3,684,642	2,577,980
Developer advances for construction	4,524,693	6,444,527
Total contributions received	23,772,615	24,572,107
Contributions used and recognized in revenue	(8,454,247)	(7,256,556)
Net change in externally restricted contributions	15,318,368	17,315,551
Change in deposits and other deferred revenues	915,391	(571,028)
Balance, end of year	\$ 48,963,240	\$ 32,729,481

The deferred revenue reported on the consolidated statement of financial position consists of the following:

	2021	2020
Deferred revenue - general	\$ 33,447,378	\$ 20,721,050
Deferred revenue - water	1,109,504	1,146,172
Development cost charges	13,189,292	9,621,482
Developer advances for construction	515,316	536,769
Deferred revenue - CRHC	701,750	704,008
Balance, end of year	\$ 48,963,240	\$ 32,729,481

7. LANDFILL CLOSURE AND POST-CLOSURE LIABILITY

A post closure liability of \$11,936,637 (2020 - \$11,281,091) is recorded for the estimated capacity of the landfill used and estimated total landfill closure and post-closure costs of \$31,329,000. The estimated liability for these costs is recognized as the landfill site's capacity is used. The liability represents the portion of total costs recognized as at December 31, 2021, based on used versus remaining capacity. Total cost represents the sum of discounted future cash flows for closure and post-closure care activities using a long-term borrowing rate of 2.66%.

Estimates are based on assumptions that may change. A change in borrowing rate can have a material impact on the post-closure liability estimate due to the long useful life and post-closure activity timelines. Remaining useful life is based on estimated remaining capacity and the expected cover to waste ratio of materials going into the landfill. Other factors impacting useful life are waste generated, changes in technology, and waste diversion. Costs are estimated based on CRD actual costs incurred for similar activities or based on similar external projects when internal costing is not available.

The estimate incorporates assumptions contained in the current Solid Waste Management Plan. The District has applied to the Province for an expansion to the existing landfill site. If approved, the expansion would result in significant additional capacity and extend the useful life of the landfill.

Based on the approved Solid Waste Management Plan, the estimated remaining capacity of the landfill site is 58% with a remaining life of 27 years. The plan also includes an additional 30 years of post-closure activities.

As at December 31, 2021, the District has \$11,936,637 in reserve funding for the post-closure liabilities. Management monitors the estimate annually and budgets appropriate transfers to meet the future liability.

8. OTHER LIABILITIES

	2021	2020
Sick leave benefits	\$ 532,200	\$ 532,200
Contaminated sites	999,491	856,882
Other benefits payable	39,705	53,365
	\$ 1,571,396	\$ 1,442,447

a) SICK LEAVE BENEFITS

The District provides sick leave benefits to its employees. The accrued benefit obligation is included in other liabilities on the consolidated statement of financial position and has been estimated by an actuarial valuation completed at December 31, 2021. The District's accrued benefit obligation is \$532,200 (2020 - \$532,200).

The significant actuarial assumptions adopted in measuring the District's accrued benefit obligation are as follows:

	2021	2020
Discount rates	2.50%	2.10%
Expected future inflation rates	2.50%	2.50%
Expected wage and salary increases	2.50%	2.50%

b) CONTAMINATED SITES

The District estimated a liability of \$999,491 as at December 31, 2021 (2020 - \$856,882) for remediation of a total of five known contaminated sites, including the Millstream Meadows site identified in previous years. This estimate has been discounted to present value using current Municipal Finance Authority lending rates. The nature of the contamination includes heavy metals, chlorinated solvents, hydrocarbons, and other organic and inorganic compounds. The source of the contamination includes unregulated shooting activities, disposal of excess soil from utility projects, underground storage tanks, fuel bulk storage facilities, and disposal of septage and other trucked liquid and solid waste.

9. TANGIBLE CAPITAL ASSETS

	Cost				Accumulated Amortization					Net Book Value December 31, 2021
	Balance at December 31, 2020	Additions	Disposals	Transfers	Balance at December 31, 2021	Balance at December 31, 2020	Disposals	Amortization Expense	Balance at December 31, 2021	
Work in Progress										
CRD	\$ 80,048,259	\$ 18,425,071	\$ -	\$ (62,443,411)	\$ 36,029,919	\$ -	\$ -	\$ -	\$ -	\$ 36,029,919
Engineering Structures										
CRD	1,377,247,397	169,974,270	-	96,216,354	1,643,438,021	315,475,328	-	37,435,247	352,910,575	1,290,527,446
Buildings										
CRD	293,129,076	27,594,562	(272,335)	(29,473,297)	290,978,006	50,843,905	(56,313)	7,253,989	58,041,581	232,936,425
CRHC	122,362,585	7,198,755	(2,732,008)	-	126,829,332	81,568,411	(2,441,453)	3,053,466	82,180,424	44,648,908
	415,491,661	34,793,317	(3,004,343)	(29,473,297)	417,807,338	132,412,316	(2,497,766)	10,307,455	140,222,005	277,585,333
Machinery & Equipment										
CRD	71,894,601	4,378,298	(1,654,012)	(232,973)	74,385,914	46,565,471	(1,654,009)	3,891,195	48,802,657	25,583,257
CRHC	38,956,747	2,172,315	(1,451,860)	-	39,677,202	30,427,494	(1,304,977)	1,927,274	31,049,791	8,627,411
	110,851,348	6,550,613	(3,105,872)	(232,973)	114,063,116	76,992,965	(2,958,986)	5,818,469	79,852,448	34,210,668
Vehicles										
CRD	23,766,854	2,305,845	(653,315)	-	25,419,384	14,991,694	(616,930)	1,756,099	16,130,863	9,288,521
Land										
CRD	264,552,692	13,934,065	-	(4,657,200)	273,829,557	-	-	-	-	273,829,557
CRHC	9,496,053	-	-	-	9,496,053	-	-	-	-	9,496,053
	274,048,745	13,934,065	-	(4,657,200)	283,325,610	-	-	-	-	283,325,610
Land Depletion										
CRD	648,301	-	-	-	648,301	202,209	-	18,523	220,732	427,569
Land Under Prepaid Lease										
CRHC	9,658,643	1,644,953	-	-	11,303,596	2,068,631	-	189,390	2,258,021	9,045,575
Other Assets										
CRD	22,464,704	441,779	-	590,527	23,497,010	11,553,998	-	2,985,500	14,539,498	8,957,512
	\$ 2,314,225,912	\$ 248,069,913	\$ (6,763,530)	\$ -	\$ 2,555,532,295	\$ 553,697,141	\$ (6,073,682)	\$ 58,510,683	\$ 606,134,142	\$ 1,949,398,153
Totals										
CRD	2,133,751,884	237,053,890	(2,579,662)	-	2,368,226,112	439,632,605	(2,327,252)	53,340,553	490,645,906	1,877,580,206
CRHC	180,474,028	11,016,023	(4,183,868)	-	187,306,183	114,064,536	(3,746,430)	5,170,130	115,488,236	71,817,947
	\$ 2,314,225,912	\$ 248,069,913	\$ (6,763,530)	\$ -	\$ 2,555,532,295	\$ 553,697,141	\$ (6,073,682)	\$ 58,510,683	\$ 606,134,142	\$ 1,949,398,153

During 2021, \$4,291,723 (2020 - \$7,412,283) in water distribution infrastructure and \$3,718,443 (2020 - \$518,000) in land and other assets were contributed to the District.

Transfers out of buildings, machinery & equipment, and land were a result of asset classification revisions made to improve alignment with intended use in service delivery based on asset management guidelines.

9. TANGIBLE CAPITAL ASSETS continued

	Cost				Accumulated Amortization					Net Book Value December 31, 2020
	Balance at December 31, 2019	Additions	Disposals	Transfers	Balance at December 31, 2020	Balance at December 31, 2019	Disposals	Amortization Expense	Balance at December 31, 2020	
Work in Progress										
CRD	\$ 487,147,798	\$ 42,157,857	\$ -	\$ (449,257,396)	\$ 80,048,259	\$ -	\$ -	\$ -	\$ -	\$ 80,048,259
Engineering Structures										
CRD	864,181,001	117,434,856	(9,541,700)	405,173,240	1,377,247,397	303,712,810	(5,995,531)	17,758,049	315,475,328	1,061,772,069
Buildings										
CRD	180,674,158	76,748,965	(81,966)	35,787,919	293,129,076	46,647,043	(53,467)	4,250,329	50,843,905	242,285,171
CRHC	118,109,960	4,252,625	-	-	122,362,585	78,387,702	-	3,180,709	81,568,411	40,794,174
	298,784,118	81,001,590	(81,966)	35,787,919	415,491,661	125,034,745	(53,467)	7,431,038	132,412,316	283,079,345
Machinery & Equipment										
CRD	68,944,170	4,378,169	(2,369,341)	941,603	71,894,601	45,350,477	(2,283,712)	3,498,706	46,565,471	25,329,130
CRHC	37,299,219	1,657,528	-	-	38,956,747	28,281,071	-	2,146,423	30,427,494	8,529,253
	106,243,389	6,035,697	(2,369,341)	941,603	110,851,348	73,631,548	(2,283,712)	5,645,129	76,992,965	33,858,383
Vehicles										
CRD	22,658,220	1,092,814	(278,538)	294,358	23,766,854	13,648,230	(278,538)	1,622,002	14,991,694	8,775,160
Land										
CRD	245,140,203	15,789,915	(2,356)	3,624,930	264,552,692	-	-	-	-	264,552,692
CRHC	9,496,053	-	-	-	9,496,053	-	-	-	-	9,496,053
	254,636,256	15,789,915	(2,356)	3,624,930	274,048,745	-	-	-	-	274,048,745
Land Depletion										
CRD	648,301	-	-	-	648,301	183,686	-	18,523	202,209	446,092
Land Under Prepaid Lease										
CRHC	6,040,093	3,618,550	-	-	9,658,643	1,901,243	-	167,388	2,068,631	7,590,012
Other Assets										
CRD	17,763,704	1,271,919	-	3,429,081	22,464,704	10,418,294	-	1,135,704	11,553,998	10,910,706
	\$ 2,058,102,880	\$ 268,403,198	\$ (12,273,901)	\$ (6,265)	\$ 2,314,225,912	\$ 528,530,556	\$ (8,611,248)	\$ 33,777,833	\$ 553,697,141	\$ 1,760,528,771
Totals										
CRD	1,887,157,555	258,874,495	(12,273,901)	(6,265)	2,133,751,884	419,960,540	(8,611,248)	28,283,313	439,632,605	1,694,119,279
CRHC	170,945,325	9,528,703	-	-	180,474,028	108,570,016	-	5,494,520	114,064,536	66,409,492
	\$ 2,058,102,880	\$ 268,403,198	\$ (12,273,901)	\$ (6,265)	\$ 2,314,225,912	\$ 528,530,556	\$ (8,611,248)	\$ 33,777,833	\$ 553,697,141	\$ 1,760,528,771

Notes to the Consolidated Financial Statements continued

10. ACCUMULATED SURPLUS

	2021	2020
Surplus:		
Invested in tangible capital assets	\$ 1,526,372,142	\$ 1,441,084,439
Operating Funds:		
CRD	156,134,162	97,615,680
CRHC	2,039,855	2,041,596
Total surplus	1,684,546,159	1,540,741,715

Reserve funds set aside for specific purposes:

	2021	2020
Regional		
Equipment Replacement Fund	29,544,673	25,707,292
Feasibility Study Reserve Fund	150,241	29,737
Office Facilities & Equipment Reserve Fund	6,368,658	7,576,315
Regional Parks Capital Reserve Fund	12,915,923	10,511,571
Solid Waste Capital Reserve Fund	8,730,881	3,468,437
Regional Parks Land Capital Reserve Fund	1,103,934	1,087,386
Regional Parks Legacy Operating Reserve Fund	15,885	15,150
Regional Parks Operating Reserve Fund	94,704	93,285
Regional Planning Services Operating Reserve Fund	2,298,461	2,026,801
Regional Growth Strategy Operating Reserve Fund	1,569,948	1,420,679
Climate Action & Adapt Operating Reserve Fund	85,456	53,001
Regional Source Control Operating Reserve Fund	515,778	483,375
Land Bank & Housing Operating Reserve Fund	206,353	99,447
HAZMAT Incident Response Operating Reserve Fund	106,444	34,589
Emergency Response 911 Communications Project Operating Reserve Fund	172,903	236,840
Solid Waste Operating Reserve Fund	39,976,688	38,784,614
GIS Data Maintenance Operating Reserve Fund	367	(1,231)
IW ES Ops Operating Reserve Fund	979,879	965,190
ES Water Quality Operating Reserve Fund	398,285	347,455
ES HQ Admin Operating Reserve Fund	44,741	44,071
ES Engineering Operating Reserve Fund	447,017	440,316
ES Protection Operating Reserve Fund	785,349	773,577
Leg&Gen Operating Reserve	2,227,560	1,152,089
Regional Emergency Program Operating Reserve Fund	91,024	93,130
Facility Management Operating Reserve Fund	106,277	91,684
HQ Facility Operating Reserve Fund	56,600	55,752
Sub-Regional		
Royal Theatre Capital Reserve Fund	867,191	1,042,318
S.P.W.W.S. Sewer Debt Reserve Fund	1,812,916	1,936,757

10. ACCUMULATED SURPLUS continued

	2021	2020
Saanich Peninsula Ice Arena Facility Capital Reserve Fund	3,908,349	3,468,534
Sooke and Electoral Area Recreation & Facilities Capital Reserve Fund	1,324,496	601,006
Trunk Sewers and Sewage Disposal Facilities Capital Reserve Fund	1,258,955	4,253,797
Northeast Trunk Sewer Capital Reserve Fund	-	29,583
Sidney Treatment Plant Capital Reserve Fund	982,118	967,396
Saanich Peninsula Water Supply Capital Reserve Fund	6,221,195	7,688,717
McPherson Theatre Capital Reserve Fund	2,210,452	1,857,580
Core Area Wastewater Service Capital Reserve Fund	3,913,637	2,776
Core Area Wastewater Debt Reserve Fund	6,389,959	-
Seaparc Legacy Operating Reserve Fund	1,960	1,931
North West Trunk Sewer Operating Reserve Fund	-	1,121,229
North East Trunk Sewer Operating Reserve Fund	-	1,348,852
North East Trunk #2 Operating Reserve Fund	-	453,529
East Coast Interceptor Operating Reserve Fund	-	148,720
S.P.W.W.S. Sewer Operating Reserve Fund	580,413	517,714
Arts and Culture Grants Operating Reserve Fund	305,205	269,535
Sooke & EA Rec Facilities Operating Reserve Fund	26,899	21,570
Panorama Recreation Operating Reserve Fund	312,705	63,059
JDF Community Planning Operating Reserve Fund	315,239	255,059
Stormwater Quality Sooke Operating Reserve Fund	43,550	70,847
Stormwater Quality Core Operating Reserve Fund	191,512	78,302
Stormwater Quality Sannich Pen Operating Reserve Fund	25,101	27,632
Saanich Peninsula Source Control Operating Reserve Fund	45,322	50,680
LWMP Onsite Operating Reserve Fund	329,009	111,502
LWMP Peninsula Operating Reserve Fund	54,632	40,947
LWMP Core & WS Operating Reserve Fund	986,281	819,541
Core Area Wastewater Operating Reserve Fund	7,698,621	-
Building Inspection Operating Reserve Fund	292,078	189,592
Emergency Planning Operating Reserve Fund	61,439	36,311
Local		
Shirley Fire Reserve Fund	105,985	77,974
Southern Gulf Islands Emergency Capital Fund	261,825	248,354
Sooke Community Park Capital Fund	597,479	586,733
Pender Island Park Land Reserve Fund	36,714	36,164
Salt Spring Island Park Land Acquisition Reserve Fund	912,498	860,826
Salt Spring Island Parks & Recreation Capital Reserve Fund	410,214	339,794
Southern Gulf Islands Small Craft Harbour Capital Reserve Fund	186,129	490,495
Galiano Island Parks & Recreation Capital Reserve Fund	64,905	73,807
Saturna Island Park Land Reserve Fund	3,244	3,196
Mayne Island Park Land Reserve Fund	110,463	93,976
North Pender Island Fire Capital Reserve Fund	349,445	404,184
Pender Island Parks & Recreation Commission Fund	367,005	321,175
Saturna Island Parks & Recreation Commission Fund	74,693	64,010

10. ACCUMULATED SURPLUS continued

	2021	2020
Willis Point Fire & Recreation Capital Reserve	149,091	161,449
Port Renfrew Solid Waste Capital Reserve Fund	55,260	73,400
Magic Lake Sewerage System Capital Reserve Fund	306,661	278,391
Maliview Estates Sewer Capital Reserve Fund	26,389	45,570
Ganges Sewer LSA Capital Reserve Fund	864,625	859,285
Cedars of Tuam Water Capital Reserve Fund	12,164	16,367
Port Renfrew Sewer System Capital Reserve Fund	7,612	21,548
Magic Lake Estates Water System Capital Reserve Fund	1,151,915	816,280
Port Renfrew Sewer & Water System Capital Reserve Fund	52,500	76,878
Lyall Harbour/Boot Cove Water Service Area Capital Reserve Fund	23,956	23,490
Surfside Park Estates Water Capital Reserve Fund	65,217	49,087
Skana Water Service Capital Reserve Fund	39,384	82,024
Sticks Allison Water Capital Reserve Fund	4,250	10,542
Wilderness Mountain Water Capital Reserve Fund	47,351	50,130
Cedar Lane Water Capital Reserve Fund	42,387	74,434
Beddis Water Capital Reserve Fund	23,782	14,544
Fulford Water Capital Reserve Fund	85,499	73,402
Salt Spring Island Park Service Area Capital Reserve Fund	-	1,380
Salt Spring Island Park Capital Reserve Fund	77,459	176,119
Salt Spring Island Pool Facility Capital Reserve Fund	97,461	228,346
Salt Spring Island Emergency Capital Reserve Fund	42,572	41,934
East Sooke Fire Capital Reserve Fund	42,999	24,485
Salt Spring Island Harbours Capital Reserve Fund	192,539	168,345
Family Court Building Capital Reserve Fund	322,457	222,801
Galiano Community Use Building Capital Reserve Fund	79,756	72,083
SSI Library Building Capital Reserve Fund	64,670	63,136
North Galiano Fire Capital Reserve Fund	72,554	66,404
Salt Spring Island Transport Capital Reserve Fund	103,392	53,350
Salt Spring Island Septage Capital Reserve Fund	171,856	143,416
Highland/Fernwood Water SSI Capital Reserve Fund	52,129	25,744
Port Renfrew Fire Capital Reserve Fund	47,399	46,689
Otter Point Fire Capital Reserve Fund	25,802	19,366
Salt Spring Island Transit Capital Reserve Fund	43,324	52,495
Animal Care Legacy Operating Reserve Fund	517,235	101
Highland/Fernwood Water Operating Reserve Fund	22,784	2,818
Beddis Water Operating Reserve Fund	9,752	15,284
Fulford Water Operating Reserve Fund	13,576	18,256
Cedar Lane Water Operating Reserve Fund	3,027	26,328
SSI Septage Composting Operating Reserve Fund	12,475	14,850
Ganges Sewer Operating Reserve Fund	73,603	38,495
Maliview Sewer Operating Reserve Fund	29,082	6,848
Magic Lake Estates Water Operating Reserve Fund	59,516	118,424
Lyall Harbour Boot Cove Operating Reserve Fund	815	7,592
Skana Water Operating Reserve Fund	1,041	9,820
Sticks Allison Water Operating Reserve Fund	1,426	2,326

10. ACCUMULATED SURPLUS continued

	2021	2020
Surfside Park Water Operating Reserve Fund	24,374	27,842
Magic Lake Sewer Operating Reserve Fund	33,825	44,740
Cedar Tuam Water Operating Reserve Fund	11,461	11,838
Durrance Road Fire Operating Reserve Fund	2,517	2,211
SGI Emergency Program Operating Reserve Fund	175,223	111,361
SSI Emergency Program Operating Reserve Fund	62,611	31,628
Nuisance & Unsightly Premises Operating Reserve Fund	11,693	2,234
Electoral Area Fire Services Operating Reserve Fund	336,571	316,689
Electoral Area Soil Deposits & Removal Operating Reserve Fund	70,228	67,073
Noise Control Operating Reserve Fund	15,454	8,977
Animal Care Services Operating Reserve Fund	75,699	3,285
SSI Transit Operating Reserve Fund	302,186	244,072
Electoral Area Elections Operating Reserve Fund	103,359	76,873
Stormwater Quality SSI Operating Reserve Fund	57,225	53,385
Stormwater Quality SGI Operating Reserve Fund	13,535	6,693
SSI Economic Development Operating Reserve Fund	8,680	30,181
SSI Transportation Operating Reserve Fund	13,600	10,144
Port Renfrew Sewer Operating Reserve Fund	349	21
Wilderness Mountain Water Operating Reserve Fund	11,613	1,657
Port Renfrew Water Operating Reserve Fund	4,071	2,021
SGI Electoral Area Admin Operating Reserve Fund	97,705	47,981
SGI Economic Development Operating Reserve Fund	6,493	1,516
SSI Community Recreation Operating Reserve Fund	8,222	-
SSI Pool and Park Land Operating Reserve Fund	35,689	40,000
Capital Region Housing Corporation	11,079,349	9,210,685
Total reserves	170,334,338	141,413,419
<hr/>		
Accumulated Surplus	\$ 1,854,880,497	\$ 1,682,155,134

11. CONTRACTUAL OBLIGATIONS**a) CAPITAL PROJECTS AND OPERATING CONTRACTS**

At December 31, 2021, the District has outstanding commitments to capital projects and operating contracts totaling \$173,063,065 (2020 - \$69,132,520). The Wastewater Treatment Project accounts for \$4,747,376 (2020 - \$18,250,210) of the outstanding commitments, and the P3 agreement accounts for \$112,120,999 (2020 - \$nil).

b) LONG TERM LEASES

The District rents facilities and leases machinery and equipment under long-term operating leases. Future minimum lease payments are as follows:

	2021	2020
2022	\$ 1,005,501	\$ 2,810,964
2023	742,550	325,406
2024	695,186	318,308
2025	226,445	264,638
2026	184,691	261,441
Total future minimum lease payments	\$ 2,854,373	\$ 3,980,757

c) PUBLIC PRIVATE PARTNERSHIP

The District has entered into a multiple-year contract with a third party to design, build, finance, operate and maintain a Residuals Treatment Facility. The future obligations under the contract are as follows:

	Capital Cost & Financing	OM&L Costs	Total Payments
2022	\$ 5,529,745	\$ 4,691,608	\$ 10,221,353
2023	5,529,745	4,798,690	10,328,435
2024	5,529,745	4,908,111	10,437,856
2025	5,529,745	5,028,605	10,558,350
2026	5,529,745	5,727,310	11,257,055
Thereafter	77,416,428	86,966,675	164,383,103
Total	\$ 105,065,153	\$ 112,120,999	\$ 217,186,152

OM&L costs to be paid to the private partner are contingent on specified performance criteria and will include an estimation of inflation. The asset values are recorded as tangible capital assets and corresponding liabilities are recorded as debt and disclosed in Note 4.

12. CONTRACTUAL RIGHTS**a) THIRD PARTIES AGREEMENTS**

At December 31, 2021, the District has entered into a number of multi-year contracts with third parties totaling \$15,846,560 (2020 - \$23,619,027)

b) LONG TERM LEASES

The District has entered into various contracts for rental revenue. The estimated contractual rights under these contracts are as follows:

	2021	2020
2022	\$ 1,687,319	\$ 1,616,097
2023	1,552,334	1,436,455
2024	516,373	1,395,412
2025	176,018	365,950
2026	146,018	26,596
	\$ 4,078,062	\$ 4,840,510

13. CONTINGENCIES**a) LAWSUITS**

In the normal course of operations, the District is faced with lawsuits for damages of a diverse nature. At year-end, the District's estimated exposure to each such liability is either not determinable or is not considered to be significant. Claims paid by the District as a result of litigation are reported as expenses. Liabilities are recorded upon a determination that a loss is likely and a determination can be made of the estimated amounts.

b) BUILDING ENVELOPE REMEDIATION (BER) - (CRHC)

A number of low income housing buildings are operated by the Capital Region Housing Corporation (CRHC) under agreements with BCHMC. Prior to the signing of the new Umbrella Agreement in 2012, BCHMC provided funding for building envelope failure remediation for BCMHC and Homes BC buildings. In the event CRHC is unable to comply with agreement terms, BCHMC may require repayment of certain BER subsidies.

Funding for future BER for all buildings except for buildings with no operating agreements is subject to future negotiations with BCHMC.

14. BUDGET DATA

The budget data presented in these consolidated financial statements is based on the 2021-2025 Financial Plan Bylaw 4409 as approved by the Board on March 24, 2021. Interfund transfers and debt principal payments are removed from the budget, and the CRHC budget is added for presentation in the financial statements. Amortization is not contemplated in development of the budget and, as such, is not included. The table below reconciles the budget surplus reported in the statement of operations to the budget surplus approved by the Board.

The approved budget includes operating expenditures of \$296,249,250 for CRD, and \$26,143,057 for CRHC.

	Total
Budget annual surplus (deficit)	\$ 62,187,088
Deduct outflows for:	
Transfers to reserve funds	(23,479,779)
Transfers to capital funds	(21,439,752)
Transfers to equipment replacement fund	(2,978,732)
Debt principal payments	(15,539,333)
CRHC transfers to reserve funds	(2,984,639)
CRHC debt principal payments	(6,473,744)
Add inflows for:	
Transfers from reserve funds	2,381,783
Prior year net surplus	8,701,011
CRHC transfers from reserve funds	65,000
Annual surplus approved by the Board	\$ 438,903

15. GOVERNMENT TRANSFERS

The following government transfers have been included in revenues:

	2021	2020
Federal	\$ 46,185,285	\$ 42,855,140
Provincial	95,418,970	142,109,163
Local	116,797,917	117,133,370
	\$ 258,402,172	\$ 302,097,673

Federal Government transfers include \$35,750,000 (2020 - \$36,174,635) relating to the Core Area Wastewater Treatment Project and \$5,800,000 (2020 - \$4,200,000) relating to the Regional Housing First Program (RHFP). Provincial Government transfers include \$62,000,000 (2020 - \$124,000,000) relating to the Core Area Wastewater Treatment Project. Local Government transfers include tax levies collected by the Province and municipalities on behalf of the District.

16. PENSION PLAN

The District 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, 2020, the plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from local governments.

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

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

The District paid \$5,219,059 (2020 - \$5,168,746) for employer contributions to the plan in fiscal 2021, while employees contributed \$4,613,723 (2020 - \$4,607,461) to the plan in fiscal 2021.

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

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

17. RELATED PARTY TRANSACTIONS

The Capital Regional Hospital District (CRHD) is a related party to the CRD. The Board of Directors for each entity is comprised of the same individuals. As legislated by the Hospital District Act, the officers and employees of the CRD are the corresponding officers and employees of the CRHD. The CRD and CRHD are separate legal entities as defined by separate Letters Patent and authorized by separate legislation. During the year the CRHD purchased, at cost, \$763,651 (2020 - \$727,404) of administrative support and project management services from the CRD, of which \$nil (2020 - \$16,622) of project management services was capitalized.

The Regional Housing First Program (RHFP) is a partnership between the CRD, the Provincial government, and the Federal government to provide capital funding to affordable housing projects in the region. The CRD, CRHC and CRHD will invest a combined \$40 million towards projects. In 2018, a RHFP project management office was created to support the delivery of the program. During the year, the CRHD contributed \$143,978 (2020 - \$141,154) and the CRHC contributed \$64,790 (2020 - \$63,520) to the CRD, to cost share in administrative support and project management services.

On March 22, 2021, as part of the RHFP, the CRD purchased Hockley House and entered into a 60-year prepaid lease in the amount of \$23,807,370 and a 35-year operator agreement with the CRHC. The CRHC secured 35-year mortgage financing to fund the prepaid lease.

18. GVLRA - CUPE LONG-TERM DISABILITY TRUST

The Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association (GVLRA) representing a number of employers and the Canadian Union of Public Employees (CUPE) representing a number of CUPE locals. The Trust's sole purpose is to provide a long-term disability income benefit plan. The employers and employees each contribute equal amounts into the Trust. The District paid \$418,978 (2020 - \$379,157) for employer contributions and District employees paid \$418,978 (2020 - \$379,157) for employee contributions to the plan in fiscal 2021. Based upon most recent information, at December 31, 2020, the total plan provision for approved and unreported claims was \$21,661,600 with a net surplus of \$4,450,361.

19. SEGMENTED REPORTING

The District is a diversified regional government that provides a wide range of services to its stakeholders. For management reporting purposes, the District's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

District services are provided by departments and their activities are reported within these funds. Certain functions have been separately disclosed as segmented information, along with accounting for the services they provide as follows:

Water Services:

Water Services operations include responsibility for the supply of wholesale water to the core municipalities, distribution to the Saanich Peninsula, the Westshore Communities, and Sooke. This segment also includes accountability for a number of local water service areas in Port Renfrew, Saltspring Island, and the Southern Gulf Islands.

Sewer Services:

Sewer Services operations include responsibility for the design, build, and operation of sewage collection, treatment, and disposal systems in the District. This includes the accountability for liquid waste in the core area and a number of local sewer service areas in Port Renfrew, Saltspring Island, and the Southern Gulf Islands.

Environmental Health Services:

Environmental Health Services operations are responsible for solid waste management and related environmental assessment and regulatory programs. The department provides municipal solid waste disposal and recycling services.

Recreation and Cultural Services:

Recreation and Cultural Services operations provide a wide variety of facilities and programs to residents of the capital region. Regional Parks is responsible for establishing and protecting a network of regional parks. Three recreation centers are operated in Sooke, Sidney, and Ganges. There are a number of parks and recreation programs located throughout the Southern Gulf Islands.

19. SEGMENTED REPORTING continued

General Government Services:

General Government Services operations are responsible for providing the functions of Corporate Services (Financial Services, GIS & Information Technology, Business Development, Risk Management, Payroll, Arts Development, and Facilities Management), Administration (Human Resources and Corporate Communications), and Planning and Protective Services.

Capital Region Housing Corporation:

The CRHC is a wholly-owned subsidiary of the Capital Regional District. It was incorporated under the laws of British Columbia Company in 1982 and its principal activity is the provision of rental accommodation for citizens of the District. The CRHC operates properties with 1,893 housing units.

The following page provides additional Segmented Information. The accounting policies used in these segments are consistent with those followed in preparation of the financial statements as disclosed in Note 1.

19. SEGMENTED REPORTING continued

Year ended December 31, 2021

	Water Services	Sewer Services	Environmental Health Services	Recreation and cultural services	General government services	Capital Region Housing Corporation	2021
Revenue							
Government transfers	\$ 1,970,095	\$156,328,016	\$ 925,799	\$ 35,079,241	\$ 55,275,963	\$ 8,823,058	\$ 258,402,172
Sale of services	57,516,795	2,069,125	23,963,993	3,041,915	1,180,921	-	87,772,749
Other revenue	6,508,934	2,272,301	7,954,149	6,245,808	10,881,326	-	33,862,518
Affordable housing - rental income	-	-	-	-	-	21,786,171	21,786,171
Actuarial adjustment of long-term debt	3,437,081	1,425,213	(110,123)	(977,038)	1,771,527	-	5,546,660
	69,432,905	162,094,655	32,733,818	43,389,926	69,109,737	30,609,229	407,370,270
Expenses							
Salaries, wages and benefits	15,114,556	4,086	2,821,078	13,879,511	39,089,753	3,570,342	74,479,326
Contract for services and consultants	2,258,642	5,048,299	9,253,087	558,260	5,139,548	3,513,283	25,771,119
Repairs and maintenance	136,832	366,047	2,000,473	590,576	731,960	1,231,145	5,057,033
Supplies	1,439,862	3,106,714	114,357	987,488	1,904,669	118,992	7,672,082
Utilities	1,231,790	2,584,665	87,172	812,667	536,130	1,886,353	7,138,777
Amortization of tangible capital assets	13,470,525	25,683,277	2,429,223	4,326,434	7,431,094	5,170,130	58,510,683
Interest on debt	3,606,693	7,574,155	47,890	558,482	6,622,247	3,282,707	21,692,174
Other expenses	3,501,531	17,301,191	6,067,762	7,476,921	(2,030,001)	2,006,309	34,323,713
	40,760,431	61,668,434	22,821,042	29,190,339	59,425,400	20,779,261	234,644,907
Annual Surplus	\$ 28,672,474	\$100,426,221	\$ 9,912,776	\$ 14,199,587	\$ 9,684,337	\$ 9,829,968	\$ 172,725,363

Notes to the Consolidated Financial Statements continued

19. SEGMENTED REPORTING continued**Year ended December 31, 2020**

	Water Services	Sewer Services	Environmental Health Services	Recreation and cultural services	General government services	Capital Region Housing Corporation	2020
Revenue							
Government transfers	\$ 3,737,922	\$213,889,255	\$ 913,120	\$ 32,504,597	\$ 47,574,036	\$ 3,478,743	\$ 302,097,673
Sale of services	51,428,174	2,081,443	20,792,646	2,187,141	1,225,818	-	77,715,222
Other revenue	7,028,032	4,167,173	7,610,159	3,938,605	8,386,399	-	31,130,368
Affordable housing - rental income	-	-	-	-	-	17,037,803	17,037,803
Actuarial adjustment of long-term debt	3,143,110	1,434,028	(1,269,736)	(1,157,042)	3,046,238	-	5,196,598
	65,337,238	221,571,899	28,046,189	37,473,301	60,232,491	20,516,546	433,177,664
Expenses							
Salaries, wages and benefits	14,481,694	-	2,652,149	12,936,801	35,812,437	2,992,564	68,875,645
Contract for services and consultants	2,350,596	2,442,092	8,611,890	484,106	4,820,329	3,364,299	22,073,312
Repairs and maintenance	87,477	202,976	2,286,475	574,273	631,927	949,822	4,732,950
Supplies	1,220,187	597,492	151,983	837,320	1,920,021	138,677	4,865,680
Utilities	1,082,054	973,807	95,590	771,326	512,387	1,451,945	4,887,109
Amortization of tangible capital assets	12,448,939	5,181,516	2,330,904	3,815,771	4,506,182	5,494,521	33,777,833
Interest on debt	3,781,544	3,757,920	122,760	503,409	6,779,646	2,127,930	17,073,209
Other expenses	1,364,937	12,609,153	5,649,025	6,971,125	(1,282,485)	1,230,469	26,542,224
	36,817,428	25,764,956	21,900,776	26,894,131	53,700,444	17,750,227	182,827,962
Annual Surplus	\$ 28,519,810	\$195,806,943	\$ 6,145,413	\$ 10,579,170	\$ 6,532,047	\$ 2,766,319	\$ 250,349,702

20. FINANCIAL RISKS AND CONCENTRATION OF RISK

The District is potentially exposed to credit risk, market and interest rate risk, liquidity risk, and foreign exchange risk from the District's financial instruments. Qualitative and quantitative analysis of the significant risks from the District's financial instruments is provided below by type of risk.

a) CREDIT RISK

Credit risk primarily arises from the District's cash and cash equivalents, accounts receivable and portfolio investments. The risk exposure is limited to their carrying amounts at the date of the statement of financial position.

Accounts receivable primarily consist of amounts receivable from government organizations, residents and financial institutions. To reduce the risk, the District regularly reviews the collectability of its accounts receivable and if needed, will establish an allowance based on its best estimate of potentially uncollectible amounts. As at December 31, 2021, the amount of allowance for doubtful debts was nil (2020 - nil). The District historically has not had difficulty collecting receivables, nor have counterparties defaulted on any payments.

b) MARKET AND INTEREST RATE RISK

Market risk is the risk that changes in market prices and inputs, such as interest rates, will affect the District's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

The District manages market risk by holding cash balances with top rated Canadian Schedule I financial institutions. The portfolio investments are managed following the investment policy which is approved by the District's Board of Directors. The District periodically reviews its investments and is satisfied that the portfolio investments are being managed in accordance with the investment policy.

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The District's investments are disclosed in Note 2 and changes in the fair value of investments have parallel changes in unrealized gains or losses until realized on disposal. The District's exposure to interest rate risk in relation to debt instruments is limited to long-term debt and short-term financing. The risk applies only to long-term debt when amortization periods exceed the initial locked-in term. Short-term financing is subject to daily float rates, which can result in variability over the course of short-term financing. Interest rate risk related to debt instruments is managed through budget and cash forecasts. Interest rate risk relating to mortgages is mitigated by the subsidy assistance received from BCHMC and CMHC which is based on mortgage principal and interest payments.

There has been no change to the interest rate risk exposure from 2020.

c) LIQUIDITY RISK

Liquidity risk is the risk that the District will not be able to meet its financial obligations as they become due. The District manages liquidity risk by continually monitoring actual and forecasted cash flows from operations, anticipated investing, and financial activities to ensure that its financial obligations are met.

20. FINANCIAL RISKS AND CONCENTRATION OF RISK continued

d) FOREIGN EXCHANGE RISK

The District has not entered into any agreements or purchased any foreign currency hedging arrangements to hedge possible currency risks, as management believes that the foreign exchange risk derived from currency conversions is not significant. The foreign currency financial instruments are short-term in nature and do not give rise to significant foreign currency risk.

21. COMPARATIVE INFORMATION

Certain 2020 comparative information has been reclassified to conform with the financial statement presentation adopted for the current year.

Capital Regional District

Schedule of Remuneration & Expenses: Employees

For the year ended December 31, 2021

Name	Position	Salary	Expenses	Total
ACHUFF, MICHAEL	Environmental Science Officer 2	\$ 79,720	\$ -	\$ 79,720
ACOSTA, GUILLERMO	Technical Services Technician 2	80,256	288	80,544
ADAMS, DOUGLAS	Environmental Science Officer 2	80,162	-	80,162
ALSDORF, MELANIE L	Manager, Program Services, PRC	120,204	380	120,584
AMES, CAROLINE	Financial Analyst 2	73,783	5,087	78,870
ANDERSON, REGAN	Financial Analyst 4	80,753	1,814	82,567
ANDERSON, SAM	Utility Operator 3	91,027	854	91,881
ANDRIE, STUART	Property Manager 3	75,918	640	76,559
ARNET, JESSICA	Property Systems Officer	85,336	738	86,074
ARTHUR, DEREK R	Sr Technical Services Technician	93,905	-	93,905
BADER, MATHEW	Financial Analyst 2	84,581	998	85,579
BANDRINGA, NATALIE	Research Planner	93,207	-	93,207
BARCLAY, JEFF	Utility Operator 2	95,637	811	96,448
BARNARD, KEVIN	Environmental Science Officer 2	80,151	-	80,151
BARNES, DEVON	Sr Supv., Wildfire Sec. & Emerg Resp.	77,124	554	77,677
BARNES, MICHAEL	Sr. Mgr, Capital Health&Png Strategies	138,288	94	138,382
BAYNES, CARISSA	Manager Housing Facilities & Maintenance	90,820	531	91,351
BENJAMIN, TOM H	Business Systems Analyst	103,893	-	103,893
BENNETT, SCOTT	Manager, Technical Services	130,637	2,708	133,345
BETANZO, ADRIAN	Technical Services Technician 2	81,564	353	81,916
BEWLEY, GRAHAM	Waterworks/Wastewater Supervisor	134,708	1,736	136,444
BEZEAU, JEAN-PAUL	GIS Technologist 2	85,336	-	85,336
BIGGS, RYAN	Watershed Technician 2	102,839	623	103,462
BINKS, ROB	Field Supervisor, Water Operations	119,149	408	119,557
BIRD, ARON	Business Systems Analyst	91,670	-	91,670
BISSENDEN, LEIGH	Utility Operator 4	98,479	726	99,205
BLACKWELL, WARREN	Utility Operator Team Lead	126,587	1,683	128,270
BLANEY, JENNIFER	Manager Water Quality Laboratory	120,204	664	120,868
BLUNDELL, GREG	Treatment Plant Operator 2	90,064	408	90,472
BOOTH, MONIQUE	Manager, Communication Services	119,753	-	119,753
BOYNE, NATHAN	Fire Warden Protection Assistant	108,930	176	109,106
BRADLEY, JAMES	Utility Operator 2	98,129	2,379	100,508
BRADLEY, JULIE	GVLRA Executive Director	145,700	-	145,700
BRENAY, JAMES	Utility Operator 4	95,786	1,148	96,935
BREWSTER, LORRAINE E	Senior Manager, Panorama Recreation	142,019	366	142,385
BRIDGES, GEORGE	Utility Operator 4	99,984	347	100,331

Schedule of Remuneration & Expenses: Employees continued

Name	Position	Salary	Expenses	Total
BRIDGES, GORDIE	Utility Operator 4	110,364	356	110,720
BRIDGEWOOD, DAVID-JOHN	Senior Financial Officer	90,859	998	91,856
BROOKS, SKYLAR	Utility Operator 3	93,350	889	94,240
BROWN, ROGER	Utility Operator 4	85,074	109	85,183
BUCKLAND, NIGEL	Watershed Technician 2	109,648	1,644	111,291
BURR, RICHARD	Local Utility Operator 2	95,976	1,865	97,841
BURRELL, MICHAEL G	GIS Technologist 2	85,409	2	85,410
BURROWS, NIGEL	Mgr, Wildfire, Security & Emergency Resp	120,204	630	120,834
BURTON, THOMAS	Engineer 5	108,611	644	109,255
BUTTS, JOHN	Utility Operator 4	114,176	1,276	115,452
BYRCH, SHARON	Manager Information Services	120,204	812	121,016
CAIN, CAMERON	Electrical & Instrumentation Team Lead	140,376	1,131	141,507
CAIRD, DAVID	Manager, HR Operations & Empl Benefits	110,939	1,141	112,080
CAMERON, ROSS	Manager, Risk and Insurance	130,637	-	130,637
CAMPBELL, KARLA	Sr Manager SSI Administration	142,011	958	142,969
CAMPBELL, SARAH	Manager Human Resources & Org Devel	84,071	-	84,071
CANNEN, ROMULO	Systems Officer	98,120	-	98,120
CARBY, SHAWN	Senior Manager, Protective Services	142,019	768	142,788
CAREY, STEVEN	Manager Legal Services	130,637	4,261	134,898
CARLSON, RICHARD	Senior Heavy Duty Mechanic	108,407	-	108,407
CARMICHAEL, DOUG	GIS Technologist	75,207	1,158	76,364
CHAN, NELSON	Chief Financial Officer	247,528	2,184	249,713
CHAPMAN, JONATHAN	Electronics Technologist	83,612	-	83,612
CHOKKALINGAM, SENTHIL	Manager SAP Technical Services	138,296	413	138,709
CHRISTENSEN, MAXWELL	Systems Analyst	82,491	-	82,491
CHYTILOVA, VANDA	Manager Enterprise Resource Planning	142,019	783	142,802
CLANCY, DAVE	Program Director, CAWTP	454,694	5,788	460,482
CONSTABEL, ANNETTE	Senior Manager, Watershed Protection	160,520	1,289	161,809
COWLEY, MALCOLM	Manager, Wastewater Eng & Planning	138,296	1,510	139,807
CRANWELL, MARK	Building Plumbing Inspector	88,925	3,758	92,683
CULLEN, CLAYTON	Field Supervisor Water Operations	113,258	1,467	114,725
CURNOW, STEVEN	Manager Watershed Protection Operations	120,213	623	120,836
CURTIS, MATTHEW	Manager Facilities & Operations	114,202	646	114,848
DALES, JASON A	Manager Water Transmission Operations	118,036	1,407	119,443
DEANE, VICTOR	Manager Water Treatment & Operations	120,204	1,660	121,864
DEELSTRA, CHRISTY	Maintenance Management Coordinator	80,808	-	80,808
DELGADILLO LOPEZ, FRANCISCA	Manager, Strategic Planning	116,841	355	117,196
DESPINS, MARC	Financial Analyst 4	76,990	1,020	78,010
DOBOS, TONY	Assistant Bylaw Enforcement Officer	86,413	-	86,413

Schedule of Remuneration & Expenses: Employees continued

Name	Position	Salary	Expenses	Total
DOUILLARD, JAY	Research Planner	82,800	30	82,830
DREW, BRAD	Park Facility Coordinator	85,447	603	86,050
DUNN, WENDY	Environmental Science Officer 2	80,308	1,829	82,137
DUPUIS, JESSICA	Environmental Science Officer 2	80,269	448	80,717
DURKIN, CHRISTOPHER	Industrial Mechanic	109,546	509	110,055
DUTHIE, TANYA	Manager IWS Administration	78,515	243	78,757
EAM, SAMBO	Manager Financial Reporting	116,291	2,670	118,961
EARLE, HAYDEN A	Field Supervisor Water Operations	144,553	997	145,550
EAST, ERICA	Maintenance Planner and Scheduler	94,606	8	94,614
EDWARDS, KELLY	GIS Technologist 2	88,243	-	88,243
ELLIOTT, DONALD	Sr Manager Regional Housing	141,394	2,452	143,846
ELLIOTT, NICOLE	Environmental Science Officer 4	95,501	-	95,501
FAFARD, DREW	Supervisor Technical Services	127,999	1,472	129,471
FALCONER, KEVIN	Utility Operator 4	86,320	356	86,676
FERNANDEZ, CARLOS	Electronics Technologist	151,663	798	152,461
FERRIS, ELIZABETH	Environmental Science Officer 4	96,746	1,499	98,245
FORBES, SARAH	GIS Technologist 2	88,243	-	88,243
FOWLER, DEANNA	Administrative Officer 1	75,425	-	75,425
FOWLES, ROBERT	Manager Construction & Capital Projects	116,280	165	116,445
FRANK, BEATRICE	Research Planner	91,027	431	91,457
FRANKLIN, PHILLIP R	Mechanic 4	89,287	90	89,377
FRASER, ANGELA	Financial Advisor	78,230	1,156	79,385
FREDERICK, JOSHUA	Manager, Project Engineering	131,777	778	132,554
FUDGE, CRYSTAL	Environmental Technician 2	83,076	491	83,567
GANN, MARK A	Forestry Crew 4	89,450	-	89,450
GARDNER, DAVID	Senior Operator 3 Team Lead	105,980	702	106,682
GARDNER, JAMES (TOBI)	Engineer 4	99,598	1,027	100,625
GEORGE, JUSTIN	Mechanic 4	85,959	33	85,992
GILLET, MOLLY	Utility Operator 1	73,515	2,008	75,524
GIRARD, ROB	Industrial Mechanic	111,355	528	111,883
GIRARDET, JEFFERY A.	Water Maint. Op 4/Heavy Duty Equip. Op.	99,317	356	99,673
GORMAN, ROB J	Network Analyst	121,783	94	121,877
GOSPER, DAMON	Engineer 5	119,255	1,354	120,609
GOVAN, JAMES	Facility Maintenance Supervisor	98,116	230	98,346
GRAY, ZOE	Mgr, Website & Multimedia Development	120,213	25	120,238
GREEN, DALE M	Senior Environmental Science Officer	102,641	917	103,558
GREENO, MATTHEW	Environmental Analyst	81,805	-	81,805
GRIGG, SHARON	Manager of Operations	128,265	366	128,632
GULLEKSON, GEOFF	Electronics Technologist	108,461	2,275	110,736

Schedule of Remuneration & Expenses: Employees continued

Name	Position	Salary	Expenses	Total
HAAS, TIM	Field Supvr Electrical & Instrumentation	151,821	2,551	154,372
HALL, FRASER	Technical Services Technician 4	91,330	1,129	92,458
HANCOCK, ADAM	Parks Operations Team Lead	106,908	519	107,426
HARDIMAN, LAURA	Manager Asset Management	87,355	927	88,282
HARRIS, DAVID	Mechanic 4	87,914	121	88,035
HARRIS, GLENN	Sr Manager Environmental Protection	162,624	975	163,599
HARRIS, WILLIAM (KIRK)	Senior Parks Maintenance Worker	91,647	2,998	94,645
HAWTHORNE, SCOTT M	Field Supervisor Waterworks/Wastewater	132,958	2,425	135,383
HAYNES, LEROY THOMAS	Utility Operator 3	76,545	562	77,107
HEIDARYKHAGEPOOR, PARISA	Manager Project Controls	319,547	16	319,564
HEMUS, BURN M	Operations Chargehand	95,236	-	95,236
HENDERSON, CORAL-LEE	Administrative Coordinator 2	84,245	142	84,387
HENDERSON, STEPHEN	Manager Real Estate Services	138,288	2,996	141,283
HENNIGAN, DAVID	Sr Mgr, Information Technology & GIS	160,415	1,915	162,330
HICKS, JOHN	Transportation Planner	108,647	674	109,321
HLIVA, ADAM	Field Supervisor Waterworks/Wastewater	131,655	739	132,394
HOGARTH, JARROD	Utility Operator 3	84,438	305	84,743
HOGUE, ANDREW	Manager, Corporate Finance & Treasury	129,873	1,406	131,279
HOGLUND, COLLEEN	Manager Program Services SEAPARC	106,434	1,381	107,816
HOLMES, JENNIFER	Business System Support Technician	82,814	143	82,957
HOWARD, KEITH	Treatment Plant Operator	102,721	557	103,278
HOZACK, JOHN	Supervisor Hartland Maintenance & Ops	127,507	771	128,278
HUTCHESON, LARISA	GM, Parks & Environmental Services	217,548	2,693	220,241
ILUK, DAVID	Utility Operator 3	97,071	222	97,294
INGRAHAM, ROBERT N	Manager, Occupational Health and Safety	130,629	4,909	135,537
IRG, SHAYNE	Sr Manager Water Infrastructure Ops	139,504	1,012	140,516
IRWIN, MARIE	Environmental Science Officer 3	91,229	156	91,385
JASINSKY, DENIS	Field Supervisor Wastewater	136,678	283	136,960
JEFFERIES, ANDREW	Treatment Plant Operator 2	103,796	776	104,571
JENKINSON, CAROLYN	Manager, Executive Admin/Exec.Assist.	87,229	645	87,873
JESNEY, IAN	Sr Manager, Infrastructure Engineering	160,528	1,297	161,825
JO, KYU-CHANG	Senior Financial Advisor	91,527	1,113	92,640
JOBSIS, MARK	Business Systems Analyst	93,470	-	93,470
JOHANSSON, KENNETH	Manager Business Systems	125,228	1,080	126,308
JONES, BETHANY	Manager Financial Systems & Reporting	130,645	2,931	133,576
JONES, WAYNE M	Utility Operator 4	91,570	752	92,322
KELLY, JARED	Engineer 5	127,004	512	127,516
KEMLE, KRISTIN	Property Manager 3	83,446	921	84,367
KHAN, USAMA	Network Analyst	101,690	-	101,690

Schedule of Remuneration & Expenses: Employees continued

Name	Position	Salary	Expenses	Total
KICKHAM, PETER	Manager Environmental Regulations	120,213	1,026	121,239
KILVERT, TODD	Technical Services Technician 2	80,210	411	80,621
KIM, KEVIN (SANG HYUN)	Manager Privacy and FOI	115,510	663	116,172
KING, MARTINE	Recreation Program Coordinator 3	77,014	92	77,106
KING, SUSAN	Senior Project Coordinator	94,971	494	95,465
KNOESTER, ERIC	Recreation Program Coordinator 3	75,109	2	75,111
KOLIC, JOE	Electrician 2	139,924	497	140,421
KORNELSON, JAMES	Electrician 2	97,452	222	97,674
KOZAK, CRAIG	Treatment Plant Operator 2	103,635	313	103,948
KROENING, JAMES R.	Senior Operator 3 Team Lead	115,615	420	116,034
KRUGER, ALLAN	Senior Operator 2	135,009	2,391	137,400
KUZMAN, MICHAEL	Utility Operator 3	113,421	3,272	116,693
LACHANCE, RIANNA	Senior Manager Financial Services	161,944	2,664	164,608
LAGOA, MARLENE	Deputy Corporate Officer	107,405	299	107,704
LAMBERT, KATHARINE (KATE)	Senior Property Manager	79,182	18	79,200
LAPHAM, ROBERT *	Chief Administrative Officer	430,695	3,785	434,480
LATHIGEE, JONATHAN	Senior GIS Administrator	122,426	-	122,426
LAVIGUEUR, ERIC	Maintenance Management Coordinator	80,720	-	80,720
LAWRENCE, IAIN	Manager, Local Area Planning	132,077	2,055	134,132
LAZARO, DIANNE	Systems Officer	99,354	5,696	105,050
LEAHY, JEFFREY	Senior Manager, Regional Parks	160,528	398	160,926
LEE, PATRICIA	Senior Financial Officer	91,192	1,112	92,304
LEE, WENDY J	Laboratory Coordinator	80,264	49	80,313
LEMMON, KIMBERLY	Manager Planning and Development	109,068	2,305	111,373
LESPERANCE, BRUCE	Facility Maintenance Coordinator	79,044	-	79,044
LICK, STACEY	Senior CAD/GIS Technologist	90,176	400	90,576
LINDSAY, CHRISTOPHER	Wildfire Security & Emerg Response Asst	81,399	475	81,874
LITTLEJOHN, WARREN	Senior Supervisor, Roads	123,216	728	123,944
LIU, ANDY	Manager, Environmental Engineering	138,272	1,454	139,727
LOCKE, HENRY	Draftsperson 3	80,098	-	80,098
LORETTE, KEVIN	GM, Planning & Protective Services	215,660	1,753	217,413
LOWE, CHRIS	Environmental Science Officer 4	96,898	1,065	97,963
LUNDRIE, ZACHARY	Recreation Program Coordinator 2	73,634	2,900	76,534
LYNK, TYLER	Utility Operator 3	93,093	278	93,371
LYON, GORDON	Utility Operator 3	88,318	718	89,036
LYONS, SHIRLEY	Environmental Science Officer 2	80,226	302	80,527

*To recognize the additional responsibility of being appointed as the Project Board Director on the Core Waste Water Treatment Project, the CRD Board approved a base salary adjustment for years 2016 to 2021, which was payable at the end of the project in 2021.

Schedule of Remuneration & Expenses: Employees continued

Name	Position	Salary	Expenses	Total
MACDONALD, MIEKO	Systems Officer	98,195	-	98,195
MACINTYRE, MICHAEL	Manager Park Operations	120,213	111	120,323
MADILL, KEN	Project Manager, CAWTP Plant	273,103	-	273,103
MAHER, KELLY	Utility Operator 4	96,244	2,582	98,826
MALONEY, JEFFREY	Senior Operator 3 Team Lead	112,733	1,479	114,212
MANN, MATT	Maintenance Management Coordinator	80,747	-	80,747
MANNING, ANTHONY	Electrician 2	98,635	3,446	102,081
MARR, JOSEPH	Manager Water Distrib Eng & Planning	138,288	644	138,932
MARTIN, DARREN W	Database Administrator	154,305	32	154,337
MASON, SCOTT	Manager, Water Engineering & Planning	138,296	1,256	139,552
MAY, STEPHEN	Sr Manager, Facilities Mgmt & Eng Serv	160,528	2,363	162,891
MCALOON, JAMES A	Engineer Technician 2	80,198	-	80,198
MCCOUBREY, PATRICK	Security Chargehand	106,208	167	106,374
MCCRANK, MATTHEW	Sr Manager Wastewater Infrastructure Ops	160,519	1,890	162,410
MCDONOUGH, JEFF	Electrician 2	91,889	630	92,520
MCINTYRE, SHAWN	Maintenance Planner and Scheduler	94,714	41	94,755
MCLORG, MICHAEL F	GIS Technologist 2	85,373	-	85,373
MCNEILL, JAMES	Landfill Technician	79,963	209	80,172
MCPHERSON, SCOTT	Treatment Plant Operator 2	101,928	403	102,331
MCQUARRIE, CHRISTINE	Manager, Human Resources	130,628	549	131,177
MEDLAND, JOHN (MICHAEL)	Senior Financial Advisor	103,163	1,593	104,756
MEDLER, DEREK	Utility Operator 3	75,623	326	75,949
MENZIES, CURTIS	Utility Operator 3	79,070	848	79,918
MIDDLETON, DAVID	Utility Operator Team Lead	94,657	663	95,321
MILLER, JACEY	Industrial Mechanic	112,618	529	113,147
MINARD, KAREN (CLAIRE)	Financial Analyst 4	85,204	-	85,204
MITTAL, MADHU	Engineer 5	92,030	625	92,656
MOCH, CHRISTOPH	Manager, Drinking Water Quality	130,637	933	131,570
MODAK, LISA	Information Technician 5	85,263	-	85,263
MOONEY, JOHN	Parks Operations Supervisor	113,461	106	113,567
MOORE, ALLAN W	Systems Officer	96,642	-	96,642
MOORE, CHRISTOPHER	Environmental Analyst	80,663	-	80,663
MORBEY, NATHANIEL	Senior Financial Advisor	97,042	998	98,040
MORLEY, KRISTEN	GM Corporate Services	200,667	2,493	203,160
MOSS, TRACEY	Manager Visitor Experience & Stewardship	112,505	154	112,658
MULLETT, DAVID	Water Maint. Op 4/Heavy Duty Equip. Op.	101,736	1,560	103,296
MUNRO, BRAD	Engineering Technician 5	96,709	774	97,484
NAKATA, TONY	Engineer 3	103,338	1,483	104,821
NAVARRETE, MAURICIO	Building Services Coordinator	115,560	355	115,915

Schedule of Remuneration & Expenses: Employees continued

Name	Position	Salary	Expenses	Total
NEILSON, CHRISTOPHER	Senior Manager Human Resources & Org Dev	177,913	1,453	179,366
NELSON, DOUGLAS	Watershed Operator/Equipment Operator	126,219	90	126,309
NESTOR, CAMERON	Utility Operator 4	89,752	1,334	91,086
NGUYEN, HUY	Aquatic Ecology Technician 3	82,770	251	83,022
NORMAN, TAYLOR	Senior Financial Advisor	94,452	1,094	95,546
NOVY, LUKAS	Environmental Science Officer 4	99,284	738	100,022
O'DWYER, LANI	Technical Services Technician 3	92,605	1,688	94,293
OLSEN, KELLY	Manager, Safety	105,517	-	105,517
ONG'ANDA, JONAH	Utility Operator 2	73,721	1,422	75,143
ORR, ANDY	Senior Manager, Corporate Communications	142,011	458	142,469
OVINGTON, DAN	Manager, SSI Parks & Recreation	120,204	230	120,434
PACHECO, JOE H	Supervisor Weigh Scale	95,453	1,107	96,560
PAGE, RYAN	Utility Operator 4	109,049	1,091	110,140
PARCHEM, JEFF	Facility Maintenance Worker 4	75,075	109	75,184
PARKER, DAVID	Manager, Systems Maintenance	120,213	1,100	121,312
PARKER, ROBERT	Utility Operator Team Lead	145,543	6,236	151,779
PATADE, RAKESH	Systems Officer	95,917	-	95,917
PEACH, RICK	Treatment Plant Operator 2	86,345	104	86,449
PIVA, DANIEL	Laboratory Coordinator	79,743	732	80,475
POWERS, SCENI	Senior Financial Officer	95,178	4,225	99,403
PRENGER, NATHAN	Sr Supvr Wildfire Security & Emerg Resp	103,973	909	104,882
PUSKAS, DALE	Manager, Capital Projects	138,288	835	139,122
QUAN, CARSON	Network Analyst	114,530	-	114,530
QUAYLE, KRISTIN	Information Technician 3	75,243	423	75,666
RANNS, JOHN T.	PRV/CV Mechanic	83,350	-	83,350
REES, PAT	Treatment Plant Operator 2	107,690	1,363	109,053
REIMER, JONATHAN	Manager Electoral Area Fire & Emerg Prgs	119,417	1,699	121,115
RICHARDS, COLIN	Watershed Operator/Equipment Operator	94,090	-	94,090
RILKOFF, JEREMIAH (JEREMY)	Senior Financial Advisor	95,300	1,469	96,769
ROBBINS, TED	GM, Integrated Water Services	215,869	1,305	217,174
ROBERTS, ALISON	Information Technician 5	85,263	311	85,574
ROBERTSON, MARIE	Senior Supervisor, Watershed Operations	123,733	1,593	125,326
ROBSON, DAN	Manager, Saanich Pen. & Gulf Islands Ops	120,204	835	121,039
ROUANZOIN, MARIANNE	Administrative Coordinator 1	77,423	-	77,423
ROY, ROBERT	Manager Safety	117,587	1,137	118,724
ROY, STEPHEN	PRV/CV Mechanic	92,633	1,742	94,374
RUDOLPH, BARRI-LYNN	Environmental Science Officer 2	80,162	467	80,629
RULJANCICH, SHANE A	Chief Draftsperson	90,918	470	91,388
RYAN, BARRY	Technical Services Technician 3	85,766	550	86,316

Schedule of Remuneration & Expenses: Employees continued

Name	Position	Salary	Expenses	Total
SANDHAR, AMRIT	Engineering Technician 5	97,288	738	98,027
SAPRUNOFF, DAN	Environmental Science Officer 2	80,188	-	80,188
SAY, KIMBERLY	Recreation Program Coordinator 3	75,277	535	75,812
SCABER, TODD	Manager Water Distribution Operations	120,213	1,489	121,702
SCHARBACH, DAVID	Engineer 5	113,062	120	113,182
SCHEUER, DARREN	Electronics Technologist	111,962	1,190	113,152
SCHUBERT, DAN	Maintenance Worker Depot	80,774	257	81,031
SCHULTZ, GLENN (BRANDIN)	Manager Planning Resource Mgt & Dev	77,487	-	77,487
SCOTT, ELIZABETH	Deputy Project Director, CAWTP	313,140	3,078	316,219
SCOTT, SHARON	Engineer 4	102,605	858	103,463
SEMMENS, BENJAMIN	Manager Financial Planning & Performance	127,547	2,951	130,498
SEYMOUR, WILLIAM (BILL)	Information Technician 3	75,710	-	75,710
SHANNON, TODD	Parks Operations Supervisor	113,182	2	113,184
SHARP, ALLISON	Manager, Administrative Services	102,334	1,360	103,694
SHAW, RYAN	Systems Officer	109,782	-	109,782
SHEPPARD, RODNEY K	Utility Operator 4	122,476	2,409	124,886
SHOEMAKER, ROBERT D	Environmental Science Officer 1	75,279	-	75,279
SHUCK, ROBERT	Environmental Science Officer 3	92,486	1,174	93,660
SINCLAIR, EMILY	Sr Manager Regional & Strategic Planning	146,118	763	146,880
SLADEN, TREVOR	Utility Operator 4	98,269	755	99,025
SMART, JAMES O.S.	Treatment Plant Operator 2	110,823	403	111,226
SMITH, RUSS	Senior Manager, Env. Resource Management	161,816	904	162,719
SMITH, VINCE	Industrial Mechanic	103,263	638	103,902
SMITHSON, MICHAEL	Electrician 2	94,248	2,117	96,365
SNEEK, JEFF	Welder	92,486	538	93,024
SOLOMON, MARC	Parks Operations Supervisor	111,647	5,169	116,816
STARKE, JUSTINE	Manager Service Delivery SGI	114,019	1,762	115,781
STEWART, CAROLYN	Planner	91,201	517	91,718
STEWART, NATHAN	Administrative Officer 2	83,731	778	84,509
STOCK, MARY	Manager, Human Resources	121,138	1,272	122,410
STOKES, CHASE	Environmental Science Officer 2	80,098	3,472	83,570
STORIE, ROB	Building Services Coordinator	130,567	1,892	132,459
STOTT, BRAD	Utility Operator 4	86,059	303	86,362
STOTT, TARA	Administrative Officer 1	75,335	525	75,860
STURDY, LUKE	Local Utility Operator Team Leader	135,310	773	136,083
SUNSHINE, MICHAEL	Manager Corporate Fleet	118,687	1,296	119,983
SWAN, RYAN	Utility Operator Team Lead	108,251	405	108,655
TAGGART, COLETTE	Environmental Science Officer 2	80,126	576	80,701
TARONGA, MICHAEL	Gatekeeper/First Aid Attendant Level III	79,488	-	79,488

Schedule of Remuneration & Expenses: Employees continued

Name	Position	Salary	Expenses	Total
TATES, RON	Field Supervisor, Mechanical	117,715	222	117,937
TAYLOR, EMMA	Planner	77,866	1,742	79,608
TAYLOR, MICHAEL	Manager Building Inspection	123,076	2,067	125,143
TAYLOR, TERESA M	Coordinator IT & GIS Services	77,776	-	77,776
TESCHKE, KYLE	Engineer 5	93,422	1,930	95,352
TIWANA, NAVJEET	Deputy Conveyance Manager	171,299	6,464	177,763
TOGNELA, LAUREN	Information Technician 5	80,587	291	80,878
TOKGOZ, GENEVIEVE	Engineer 3	83,338	2,502	85,840
TOKGOZ, NATALIE	Engineer 5	85,901	856	86,757
TRADEWELL, KELLY	Environmental Contaminants Officer	85,173	674	85,847
TROMP, MELANIE	Information Technician 5	87,299	-	87,299
TYLER, JENNIFER	Environmental Science Officer 3	84,409	289	84,698
URBANOSKI, MICHAEL MAX	Electrician 2	98,109	837	98,946
URQUHART, TRACY	Information Technician 3	75,444	114	75,558
USSERY, JOEL	Manager Resource Planning	130,637	-	130,637
VAN BUSKIRK, AMANDA	Human Resources Advisor	78,506	1,620	80,126
VAN NIEKERK, JAN D	Sr Manager Customer & Technical Services	145,468	667	146,135
VERNON, LEONA (CAITLYN)	Manager First Nations Relations	99,477	1,595	101,072
WALSH, STUART	Park Technician	101,058	64	101,122
WANG, ROBIN	Electronics Technologist	125,786	902	126,688
WARD, KAREN	Policy Analyst	75,252	1,255	76,507
WATKINS, TOM	Manager, ERM Policy and Planning	120,213	173	120,385
WATSON, CHRISTOPHER	Building Inspector 2	80,162	1,743	81,905
WATSON, JODY L	Environmental Science Officer 4	96,855	229	97,084
WATTS, CATHERINE	Recreation Program Coordinator 3	77,006	6,353	83,359
WEAVER, MIKE	Field Supervisor Water Treatment Ops	156,745	1,780	158,525
WEIHING, DOUG	Engineering Technician 3	86,481	457	86,938
WERFL, BRYAN	Equipment Operator 3	76,041	-	76,041
WEST, ADAM	Facility Maintenance Worker 4	89,011	694	89,705
WESTON, JACQUELINE	Manager Core Area Wastewater Operations	250,467	926	251,393
WHIPP, CHAZ	Manager, Facilities	120,204	2,665	122,869
WHIPPS, STEVEN	Utility Operator Team Lead	122,127	1,165	123,292
WIEBENGA, HARRY (IAN)	Manager Solid Waste Operations	120,167	2,574	122,741
WILLIAMS, JANICE	Manager Safety	108,958	2,197	111,154
WILSON, KRISTI D	Demand Management Coordinator	85,372	1,447	86,819
WILSON, LYNN	Planner	92,700	1,020	93,720
WOOD, SOPHIE	Information Technician 3	78,606	284	78,891
WOODSEND, CAMERON	Equipment Operator 3	76,103	105	76,208
WREDE, DOREEN	Watershed Operator 3	84,737	-	84,737

Schedule of Remuneration & Expenses: Employees continued

Name	Position	Salary	Expenses	Total
WU, PEI (EMMA)	Financial Advisor	94,481	1,156	95,637
WYATT, TREVOR	Water Maint Op 4/Heavy Duty Equip Op	93,529	776	94,305
XU, LIAOXIN	Manager Financial Services	119,041	1,476	120,517
ZAYONC, ALEXANDRIA	Purchaser	91,530	1,599	93,129
ZHANG, YONG (GARRETT)	Electronics Technologist	105,696	817	106,513
ZOU, BING	Financial Analyst 2	74,896	1,702	76,598
Total of Employees with remuneration of \$75,000 or more		\$ 38,507,796	\$ 340,063	\$ 38,847,859
Total of Employees with remuneration of \$75,000 or less		\$ 24,988,756	\$ 206,901	\$ 25,195,657
Total Employee Remuneration		\$ 63,496,552	\$ 546,965	\$ 64,043,516

Capital Regional District

Schedule of Remuneration & Expenses: Directors & Alternate Directors

For the year ended December 31, 2021

Name	Position	Salary	Allowances	Expenses	Total
ALTO BOND, MARIANNE	Alternate Director	\$ 293	\$ 147	\$ -	\$ 440
BATEMAN, JEFF	Alternate Director	660	330	-	990
BLACKWELL, DENISE	CRHD Chair	23,793	11,897	-	35,690
BRAITHWAITE, HAZEL	CRHD Chair	367	183	-	550
BRENT, PAUL	Alternate Director	3,373	1,687	-	5,060
BRICE, SUSAN	Board Director, Saanich	19,760	9,881	-	29,641
BROWNOFF, JUDITH	Alternate Director	1,320	660	-	1,980
DESJARDINS, BARBARA	Board Director, Esquimalt	21,788	10,894	-	32,682
FALLOT, BARBARA	Alternate Director	73	37	-	110
HAYNES, FREDERICK	Board Director, Saanich	18,551	9,276	-	27,826
HELPS, LISA	Board Director, Victoria	19,760	9,881	-	29,641
HICKS, MIKE	Electoral Area Director - JDF	47,437	23,719	1,208	72,364
HOLMAN, GARY	Board Director, SSI EA	44,174	22,087	1,631	67,893
HOWE, DAVID	Electoral Area Director - SGI	44,174	22,087	414	66,676
ISITT, BENJAMIN	Board Director, Victoria	18,329	9,160	-	27,489
KOBAYASHI, DOUGLAS	Alternate Director	660	330	-	990
LOVEDAY, JEREMY	Board Director, Victoria	20,200	10,101	-	30,301
MARTIN, ROBERT	Board Director, Colwood	17,817	8,909	-	26,726
MCNEIL SMITH, CLIFF	Board Director, Sidney	19,771	9,886	-	29,657
MERSEREAU, REBECCA	CRD Board Vice Chair	24,390	12,195	42	36,627
MURDOCH, KEVIN	Board Director, Oak Bay	19,771	9,886	-	29,657
ORR, GEOFF	Board Director, North Saanich	17,891	8,946	-	26,836
PALTIEL, NIALL	Alternate Director	73	37	-	110
PLANT, COLIN	CRD Board Chair	33,876	16,938	666	51,480
RANNS, JOHN	Board Director, Metchosin	17,744	8,872	767	27,383
RICHARDSON, MARY (ELIZABETH)	Alternate Director	147	73	-	220
SCREECH, DAVID	Board Director, View Royal	19,771	9,886	-	29,657
SEATON, LANNY	Board Director, Langford	17,744	8,872	-	26,616
STOCK, CELIA	Alternate Director	587	293	-	880
TAIT, MAJA	Board Director, Sooke	19,760	9,881	114	29,755
TAYLOR, EDWARD (NED)	Board Director, Saanich	18,331	9,166	-	27,496
WILLIAMS, KENNETH	Board Director, Highlands	17,817	8,909	-	26,726
WINDSOR, RYAN	Board Director, Central Saanich	17,816	8,904	-	26,719
YOUNG, GEOFFREY	Board Director, Victoria	18,257	9,129	-	27,386
Totals:		\$ 566,276	\$ 283,136	\$ 4,843	\$ 854,254

Capital Regional District

Schedule of Remuneration & Expenses: Committee & Commission Members

For the year ended December 31, 2021

Name	Position	Salary	Allowances	Expenses	Total
BAIRD, GORDON	Water Commission	\$ 587	\$ 293	\$ -	\$ 880
BROME, MEAGAN	Water Commission	293	147	-	440
CHAMBERS, NATALIE	Water Commission	513	257	-	770
DE VRIES, ZAC	Water Commission	660	330	-	990
DUBOW, SHARMARKE	Water Commission	440	220	-	660
DUNCAN, SARA	Water Commission	587	293	-	880
GARTSHORE, HEATHER	Water Commission	293	147	-	440
GRAHAM, CHRISTOPHER	Water Commission	513	257	-	770
HARPER, KAREN	Water Commission	1,173	587	-	1,760
JENSEN, STANLEY	Land Use Committee	733	367	-	1,100
KAHAKAUWILA, KYARA	Water Commission	1,027	513	-	1,540
LOGAN, GORDIE	Water Commission	587	293	-	880
MCCONNELL, VERNON	Land Use Committee	733	367	-	1,100
MCINTYRE, ROY	Land Use Committee	660	330	-	990
MORRISON, TIMOTHY	Water Commission	587	293	-	880
PATERSON, ESTHER	Water Commission	367	183	-	550
RAMSAY, RONALD	Land Use Committee	587	293	-	880
RISVOLD, DALE	Land Use Committee	660	330	-	990
ROGERS, JOHN	Water Commission	513	257	-	770
SINCLAIR, GEORGE (SANDY)	Land Use Committee	733	367	-	1,100
ST PIERRE, MARCEL (TONY)	Water Commission	367	183	-	550
SZPAK, LILLIAN	Water Commission	733	367	-	1,100
WADE, ROGER	Water Commission	440	220	-	660
ZHELKA, ERIC	Water Commission	220	110	-	330
Total		\$ 14,006	\$ 7,004	\$ -	\$ 21,010

Capital Regional District

Schedule of Remuneration & Expenses: Project Board Members

For the year ended December 31, 2021

Name	Position	Salary	Allowances	Expenses	Total
EATON, BRENDA	Project Board	\$ 12,115	\$ -	\$ -	\$ 12,115
FAIRBAIRN, DON	Project Board	19,039	-	1,080	20,119
HAYDEN, DANA	Project Board	12,115	-	-	12,115
HOWE, DAVID	Project Board	12,115	-	-	12,115
SMITH, COLIN	Project Board	12,115	-	-	12,115
STANLEY, JOHN (TIM)	Project Board	12,115	-	549	12,664
Total		\$ 79,616	\$ -	\$ 1,629	\$ 81,244

Capital Regional District

Severance Agreements

For the year ended December 31, 2021

\$15,000.00

There was one severance agreement under which payment commenced between the Capital Regional District and its unionized employees during fiscal year 2021.

Capital Regional District

Schedule of Payments to Suppliers for Goods and Services

For the year ended December 31, 2021

Vendor	Total
0848631 BC LTD.	\$ 666,799
0950119 BC LTD	43,165
1190110BC LTD	39,126
1190966 BC LTD	25,999
1212711 BC LTD	32,053
6362222 CANADA INC.	70,732
661314 B.C. LTD.	109,239
ABSOLUTE ENERGY INC.	68,436
ACCENT REFRIGERATION SYSTEMS	77,756
ACKLANDS - GRAINGER INCORPORATED	164,530
ACME SUPPLIES LIMITED	129,691
AECOM CANADA LTD.	240,457
AEROQUEST MAPCON INC	236,664
AIR BURNERS INC.	83,976
ALLEGRO PERFORMING ARTS CENTRE	36,219
ALPHA ROOFING & CLADDING INC	195,747
ALPINE TRANSMISSION & AUTO REPAIR	28,814
ALS CANADA LTD	156,817
AMAZON	130,716
AMETEK BROOKFIELD	26,256
ANDREW SHERET LIMITED	543,058
AON REED STENHOUSE INC.	1,489,910
APEX STEEL & GAS LIMITED	32,749
APPLE	36,535
AQUA IRRIGATION	27,961
ARAL CONSTRUCTION (2014) LTD.	283,105
ARCHIPELAGO MARINE RESEARCH LTD	150,845
ARCTIC DECORATING INC.	183,677
ASCENT DRYWALL AND COATINGS LTD.	61,956
ASSOCIATED ENGINEERING (BC) LTD	214,111
A-TECH DOORS INC.	35,861
ATLANTIC INDUSTRIES LIMITED	42,742
AURA CABINET WORKS LIMITED	266,181

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
AUTOMATED AQUATICS CANADA LTD.	39,314
AXIS COMMUNICATIONS INC.	30,226
BARTLETT TREE EXPERTS	190,675
BASIC ROCK PRODUCTS LIMITED	38,740
BC HOUSING MANAGEMENT COMMISSION	3,214,986
BC HYDRO	5,650,131
BC LIFE (PACIFIC BLUE CROSS) #43746	285,229
BC SUSTAINABLE ENERGY ASSOCIATION	31,697
BC TRANSIT	224,208
BEACON CARMANAH DEVELOPMENTS L	35,700
BEECHER BAY FIRST NATION	209,151
BEE-CLEAN BUILDING MAINTENANCE INC	482,321
BELL MACHINERY LIMITED	37,071
BEN PATTERSON	96,700
BEN SYMONS	38,985
BERKS INTERTRUCK LIMITED	27,658
BEST BUY	28,931
BIOLOGICA ENVIRONMENTAL SERVICES	40,552
BLACK PRESS LTD	139,261
BLACK TIE PROPERTY SERVICES	32,492
BORDEN LADNER GERVAIS, LLP IN	53,000
BRENNTAG CANADA INCORPORATED	1,403,124
BRENT JANSEN PLUMBING &	61,398
BRIGITTE PROCHASKA	71,536
BRITCO BOXX LTD PARTNERSHIP	186,604
BRITISH COLUMBIA FERRY SERVICES	53,564
BRY SAND ICE ARENA LTD.	222,131
BULLFROGCONTROL.COM INC	74,558
BUNZL CLEANING & HYGIENE	56,068
BUREAU VERITAS CANADA (2019) INC	433,330
BUTLER BROTHERS SUPPLIES LTD	46,808
C3 MAINLINE INSPECTIONS INC.	73,504
CAIRD MECHANICAL CONTRACTORS	166,496
CALIAN LTD.	26,302
CANADIAN LINEN SUPPLY	66,683

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
CANADIAN SPRINGS	63,876
CANADIAN TIRE	49,821
CANADIAN WATER NETWORK INC.	40,000
CANREAL MANAGEMENT CORPORATION ITF	54,981
CANSEL SURVEY EQUIPMENT INC.	40,555
CAPITAL CITY PAVING LIMITED	466,429
CASCADIA WEST CONTRACTING LTD.	122,126
CASLYS CONSULTING LTD.	72,092
CBS ELECTRICAL CONTRACTORS LTD.	119,327
CDW CANADA	284,566
CEANGAL PROFESSIONAL CONSULTING, IN	171,271
CENTRALSQUARE CANADA SOFTWARE INC.	76,544
CENTRIX CONTROL SOLUTIONS LIMITED	115,010
CHARLATTE AMERICA	60,838
CHARTER TELECOM INC.	168,179
CHARTERED PROFESSIONAL ACCOUNTANTS	25,618
CHRIS VRABEL	39,285
CITIZENS BANK OF CANADA	372,586
CITY GREEN SOLUTIONS	37,485
CITY OF LANGFORD	859,813
CITY OF VICTORIA	451,972
CITYWIDE CONCRETE COMPANY	31,721
CIVIC LEGAL LLP	39,771
CLEARTECH INDUSTRIES INCORPORATED	27,796
COAST CAPITAL SAVINGS FEDERAL CREDI	1,601,193
COAST WHOLESALE APPLIANCES LTD	44,551
COASTAL GREEN & CLEAN	42,590
COLQUITZ ENGINEERING LTD	165,521
COLUMBIA FIRE & SAFETY LIMITED	44,726
COLUMBIA FUELS	51,202
COLUMBIA PROMOTIONS	105,479
COMMUNITY CARPET CLEANING	41,754
COMMUNITY SOCIAL PLANNING COUNCIL	691,567
COMPUGEN INC	63,728
COPCAN CIVIL LP	2,809,040

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
CORPORATION OF THE CITY OF VICTORIA	676,441
CORROSION SERVICE COMPANY LIMITED	52,087
COTTAM ENTERPRISES LTD.	51,160
COWICHAN VALLEY REGIONAL DISTRICT	61,172
COX TAYLOR	26,104
CREST INC	2,167,639
CRYSTAL BLUE POOL SERVICES	77,683
CUPE LOCAL 1978	767,277
CURRENT ELECTRIC LTD.	27,397
D B BIRCH LTD.	125,163
DA SILVA GARDEN & LANDSCAPING	42,205
DACAN PLUMBING	64,511
DARKTRACE HOLDINGS LIMITED	34,654
DAVEY TREE EXPERT CO	28,102
DAVID BABBAGE	34,094
DELOITTE LLP	25,065
DEPEND-A-DOR REPAIRS & INSTALLATION	57,438
DHKARCHITECTS INC.	451,225
DIGITAL BOUNDARY GROUP	53,760
DISTRICT OF CENTRAL SAANICH	1,792,223
DISTRICT OF NORTH SAANICH	367,689
DISTRICT OF SAANICH	14,426,998
DL'S BINS LTD	2,447,126
DON MANN EXCAVATING LIMITED	1,690,743
DOWNES CONSTRUCTION LIMITED	82,295
DRAYCOR CONSTRUCTION LIMITED	84,517
DRIFTWOOD PUBLISHING LIMITED	25,792
DUNSKY ENERGY CONSULTING	75,109
DURWEST CONSTRUCTION LIMITED	143,530
DYNAMIC SPECIALTY VEHICLES	132,888
E B HORSMAN & SON	80,107
E.H. EMERY ELECTRIC LTD.	529,833
E2 ENGINEERING INC.	34,473
ECKLUNDSON CONSTRUCTION LTD.	39,902
E-COMM, EMERGENCY COMMUNICATIONS	319,263

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
EECOL ELECTRIC CORP.	30,521
ELLICE RECYCLE LIMITED	45,631
EMA CANADA INC.	132,603
EMCO CORPORATION	678,911
EMTERRA ENVIRONMENTAL	5,832,211
ENGINEERS AND GEOSCIENTIS	25,279
ENVIROSYSTEMS INC.	199,731
ERNST & YOUNG LLP	68,279
ESRI CANADA LIMITED	103,757
EVOQUA WATER TECHNOLOGIES LLC.	30,163
EVOQUA WATER TECHNOLOGIES LTD	177,350
EXCALABOR GLASS & ALUMINUM	34,772
EXCEL CONTRACTING LIMITED	64,971
FALCON EQUIPMENT LIMITED	31,414
FINISHING TOUCH PAINTING LTD	82,304
FINNING (CANADA)	254,421
FIRST NATIONAL FINANCIAL LP	231,000
FISHER SCIENTIFIC CO.	72,448
FITNESS TOWN COMMERCIAL	67,287
FIVE STAR PAVING COMPANY	262,665
FIX AUTO COLLISION WESTSHORE	27,272
FOOTPRINTS SECURITY PATROL LTD	99,224
FOREST TECHNOLOGY SYSTEMS	48,612
FORTIS BC-NATURAL GAS	445,673
FOUNTAIN TIRE	32,343
FOUR STAR WATERWORKS LIMITED	63,224
FOURNIER INDUSTRIES INC	379,600
FRED SURRIDGE LIMITED	44,326
FUTURA PROPERTIES LTD	26,539
G&E CONTRACTING L.P.	74,846
GALAXY MOTORS	38,847
GALIANO EXCAVATING LTD.	35,889
GARDEN CITY TREE AND LANDSCAPE	354,013
GEOADVICE ENGINEERING INC.	44,124
GEO-TECH INDUSTRIES INC	138,995

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
GESCAN - DIVISION OF SONEPAR	32,710
GFL ENVIRONMENTAL INC	1,303,872
GHD LIMITED	188,346
GLASS-SMITH & COMPANY LIMITED	25,066
GORD BROHMAN	90,810
GRAND & TOY	45,207
GRANICUS INC.	49,228
GRAPHIC OFFICE INTERIORS LIMITED	186,038
GREAT WEST LIFE ASSURANCE	227,708
GREATER VICTORIA HARBOUR AUTHORITY	591,975
GREATER VICTORIA LABOUR RELATIONS	102,641
GREEN LINE HOSE & FITTINGS LTD	30,085
GREENLIGHT VENTURES LTD	35,098
GREGG DISTRIBUTORS LP	138,218
GRIFF'S LAWN & GARDEN CARE	39,747
GUILLEVIN INTERNATIONAL CO.	35,249
GULF ISLANDS SEPTIC LIMITED	80,612
GULF PACIFIC ITF - CREEKSIDE MALL	40,032
GVLRA/CUPE LONG TERM DISABILTIY	831,382
H.Y. ENGINEERING LTD.	43,523
HABITAT SYSTEMS INC	80,455
HACH SALES & SERVICE CANADA LTD	50,810
HANDY HITCH	35,874
HARBOUR RESOURCE PARTNERS LP	78,577,307
HARDAL MANAGEMENT INC	45,420
HARTLAND RESOURCE MANAGEMENT GENERAL	73,584,750
HATCH LTD	345,586
HAZMASTERS INC.	205,138
HDR CORPORATION	127,479
HEAVY METAL MARINE	761,508
HEIGHTSAFE FALL PROTECTION SYSTEMS	41,772
HOEL CONTRACTING LTD.	3,149,089
HOME DEPOT CREDIT SERVICES	32,831
HOSKIN SCIENTIFIC LIMITED	73,588
HOULE ELECTRIC LIMITED	129,569

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
HUB FIRE ENGINES & EQUIPMENT LTD	280,705
HUGHES PAINTING	158,788
HUNTERSTON HOMES LIMITED	43,678
ICBC	25,962
ICONIX WATERWORKS LP	568,344
INA AUTO SERVICE CENTRE LTD	84,964
INDUSTRA CONSTRUCTION CORP	319,966
INDUSTRIAL SCAFFOLD SERVICES L.P.	43,366
INFOSAT COMMUNICATIONS LP	56,863
INFO-TECH RESEARCH GROUP INC.	49,701
INNOV8 DIGITAL SOLUTIONS INC	122,143
INNOVYZE INC.	25,658
INSURANCE CORPORATION OF BC (ICBC)	283,058
INTEGRAL GROUP CONSULTING (BC) LLP	67,253
INTEGRATED OPERATIONS GROUP	73,748
ISL ENGINEERING AND LAND SERVICES	69,932
ISLAND ASPHALT COMPANY	98,419
ISLAND FLOOR CENTRE LTD	234,480
ISLAND KEY COMPUTER LIMITED	912,329
ISLAND TEMPERATURE CONTROLS LTD	170,550
ISLAND WINDOW COVERINGS LIMITED	74,670
ISLANDEARTH LANDSCAPE SERVICES LTD.	446,406
ISLANDERS WORKING AGAINST VIOLENCE	264,000
ITEL NETWORKS INC	26,610
IWA - FI PENSION & LTD PLANS	213,238
J E ANDERSON & ASSOCIATES	36,442
J J PLUMBING & HEATING	70,236
JACOB BROS. CONSTRUCTION INC.	4,841,685
JANOX FLUID POWER LTD	241,225
JAWL & BUNDON IN TRUST	468,168
JAWL & BUNDON LLP	51,368
JENNER CHEVROLET BUICK GMC	84,769
JIM DENT CONSTRUCTION LTD	1,136,051
JLB SERVICES LIMITED	32,759
JOHN MCCREA	79,618

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
JUMELLE CONSULTING INC.	150,019
KAL TIRE	49,262
KEN MACKAY AND SON	31,580
KENAI DAN CONTRACTING LTD	8,523,156
K'ENES TRANSPORTATION LLP	453,979
KERR WOOD LEIDAL ASSOCIATES LTD	1,186,457
KEY-2 AUTO PARTS & ENGINE REBUILDER	30,626
KING BROS LTD	30,802
KINGSVIEW CONSTRUCTION LTD	78,030
KLOHN CRIPPEN BERGER LTD.	70,495
KMS TOOLS & EQUIPMENT LTD.	35,596
KNAPPETT PROJECTS INC.	3,732,348
KONE INC	31,193
KPMG LLP T4348	152,078
KTI LIMITED	524,696
L & I ENTERPRISES	33,600
LAWSON LUNDELL LLP	41,738
LORDCO AUTO PARTS LTD	30,672
LOW HAMMOND ROWE ARCHITECTS	179,174
LUXTON CONSTRUCTION INC	535,008
M & L PAINTING LTD	38,420
M3 MECHANICAL CONSULTANTS INC	113,190
MADRONE ENVIRONMENTAL SERVICES LTD	30,274
MAMMOTH LANDSCAPING & MASONRY LTD	28,265
MANULIFE FINANCIAL GROUP BENEFITS	28,256
MARSH CANADA LIMITED	1,399,166
MATULLIA HOLDINGS LTD PARTNERSHIP	112,072
MAYNE ISLAND RECYCLING SOCIETY	76,140
MCAP FINANCIAL CORPORATION	3,350,363
MCELHANNEY ASSOCIATES LAND	53,574
MCELHANNEY LTD	45,879
MCRAE'S ENVIRONMENTAL SERVICES	569,016
MEADOWS DEVELOPMENT LP	46,051
MELODY PENDER	41,347
MENARD CANADA INC.	533,957

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
METRO MOTORS LTD	414,093
MGM MECHANICAL LTD.	174,628
MICHAEL CARROTHERS	56,690
MICHAEL VERNON	84,541
MICROBIAL INSIGHTS	30,476
MICROSOFT LICENSING, GP	415,972
MILESTONE EQUIPMENT CONTRACTING INC	146,039
MILLENNIA RESEARCH LIMITED	95,169
MILNER ELECTRIC & MECHANICAL	185,973
MILNER GROUP VENTURES INC.	51,370
MINISTER OF FINANCE	585,904
MOBIA TECHNOLOGY INNOVATIONS	26,040
MOFFATT & NICHOL	52,370
MOLLY BLACK	33,089
MONK OFFICE	131,363
MORRISON HERSHFIELD LIMITED	48,552
MR. PLOW SNOW REMOVAL SERVICES	153,582
N & N COURIER	53,347
NAC CONSTRUCTORS LTD	4,825,590
NAMASTE JANITORIAL SERVICE INC.	39,680
NASH & ASSOCIATES	44,211
NATIONAL CAR AND TRUCK RENTALS	185,258
NAUTILUS ENVIRONMENTAL	46,904
NCS FLUID HANDLING SYSTEMS INC	31,273
NEDCO	43,716
NETZSCH CANADA INC.	60,794
NORDIC INDUSTRIES LTD	25,861
NORTH SALT SPRING WATERWORKS	250,314
NORTH WEST ENVIRONMENTAL GROUP LTD	71,269
NORTHWEST HYDRAULIC CONSULTANTS	168,941
NORTON ROSE FULBRIGHT CANADA LLP	95,062
NUMBER TEN ARCHITECTURAL GROUP	86,867
OAKCREEK GOLF & TURF LP	60,978
OLIO TECHNOLOGY SOLUTIONS	59,665
ON-LINE VENTURES INC	149,547

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
ONYX ENVIRONMENTAL LTD.	421,050
OPTRICS INC	38,554
ORCA HEALTH & SAFETY CONSULTING INC	29,724
ORKIN CANADA CORPORATION	64,245
OSBORNE ELECTRO-MECHANICS LTD	64,439
PACIFIC ARCHERY ACADEMY	42,329
PACIFIC AUDIO WORKS LTD.	43,168
PACIFIC BLUE CROSS	1,738,714
PACIFIC COAST FIRE EQUIPMENT	160,978
PACIFIC FLOW CONTROL LTD	64,864
PACIFIC INDUSTRIAL & MARINE LTD.	417,572
PACIFIC LINK BUSINESS COMMUNICATION	37,469
PACIFIC NORTHWEST RAPTORS LTD	173,894
PARADIGM SOFTWARE LLC	52,792
PARSONS INC.	2,140,422
PAUQUACHIN FIRST NATION	40,132
PBX ENGINEERING LTD	53,160
PEDRE CONTRACTORS LIMITED	788,477
PENDER ISLAND RECREATION AND	27,000
PENDER ISLANDS FIRE PROTECTION	110,803
PENDER ISLANDS RECREATION &	50,075
PENINSULA APPLIANCE SERVICE	40,797
PENINSULA CONSUMER SERVICES CO-OP	44,991
PEOPLES TRUST COMPANY	491,319
PERFECTMIND INC.	56,756
PINNA SUSTAINABILITY	67,764
PLAN CONTRACTING LTD	30,811
POLARIS LAND SURVEYING INC.	25,122
POLARIS PLUMBING LTD	34,039
PRICE'S ALARM SYSTEMS LTD.	85,620
PRICES LOCK & SAFE	82,609
PRISM ENGINEERING LTD.	42,179
PSM SAFETY LTD.	177,870
PULVER CRAWFORD MUNROE LLP	39,900
PUMA UTILITY MONITORING INC	31,878

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
QCA SYSTEMS LTD.	40,562
QED ENVIRONMENTAL SYSTEMS, INC	39,130
QIT CANADA INC.	71,680
QUADIENT CANADA LTD.	179,413
R & L CONCRETE CORING LIMITED	35,796
RADIO WORKS	34,437
RALMAX CONTRACTING LTD	2,850,030
RAMIDA ENTERPRISES LTD.	56,416
RAMTECH ENVIRONMENTAL PRODUCTS	107,471
RBR LTD.	27,195
RC STRATEGIES INC.	43,720
RE ANDERSON CONTRACTING LTD.	66,836
READ JONES CHRISTOFFERSEN LTD	99,291
RECEIVER GENERAL FOR CANADA	17,906,330
RECOLLECT SYSTEMS INC.	27,497
RED CEDAR CAFE ASSOCIATION	253,016
RESHAPE INFRASTRUCTURE STRATEGIES	83,556
REVOLUTION ENVIRONMENTAL SOLUTIONS	27,217
RIVAL ROOTER	33,331
ROBBINS PARKING	35,538
ROBBINS PARKING SERVICE LTD	38,144
ROCKY MOUNTAIN PHOENIX	780,287
ROGERS	251,170
ROGERS WIRELESS	37,693
ROLL.FOCUS. PRODUCTIONS INC.	61,252
ROLLING TIDES CONSTRUCTION INC.	41,784
RURAL ISLANDS ECONOMIC PARTNERSHIP	68,375
RYZUK GEOTECHNICAL	146,160
SALT SPRING ABBATOIR SOCIETY	40,000
SALT SPRING AND SOUTHERN GULF	38,614
SALT SPRING ARTS COUNCIL	34,770
SALT SPRING ISLAND PUBLIC LIBRARY	51,294
SAP CANADA INC	646,330
SASCO CONTRACTORS LTD	173,178
SATURNA COMMUNITY CLUB RECYCLING	52,912

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
SATURNA ISLAND MEDICAL CLINIC	32,245
SAVE-ON-SEPTIC SERVICES INC	133,461
SCG PROCESS	210,498
SCHOOL DISTRICT #62 (SOOKE)	93,945
SCHOOL DISTRICT #63 (SAANICH)	45,163
SCHO'S LINE PAINTING LTD.	25,614
SECURIGUARD SERVICES LTD.	150,239
SEISMIC 2000 CONSTRUCTION LTD	45,814
SFC ENERGY LTD.	140,435
SGI COMMUNITY RESOURCE CENTRE	96,075
SGS AXYS ANALYTICAL SERVICES LTD	165,870
SHADES TANKERS (1976) LTD	30,658
SHAW CABLESYSTEMS GP	120,174
SIDELINES PROMOTIONAL PRODUCTS INC.	47,520
SIMCIC & UHRICH ARCHITECTS	27,141
SIMPSON CONTROLS LTD	43,402
SKYLARK MANAGEMENT CORP.	115,174
SLEGG BUILDING MATERIALS	105,108
SNC LAVALIN INC.	44,810
SNC-LAVALIN INC.	143,791
SOFTCHOICE LP	230,858
SOLID SOIL SOLUTIONS LTD.	46,383
SOOKE SLINGER SERVICE LTD	344,375
SORENSEN TRILOGY STRUCTURAL	69,022
SOUTH COAST SURVEYING AND	31,001
SOUTH GALIANO VOLUNTEER FIRE	156,321
SOUTH ISLAND MECHANICAL LTD.	32,020
SOUTH ISLAND WATER LTD	32,851
SOUTHERN GULF ISLANDS TOURISM	42,000
SOUTHERN RAILWAY OF VANCOUVER	210,811
SPERLING HANSEN ASSOCIATES	52,642
SPR TRAFFIC SERVICES LP	354,353
SPRUNG INSTANT STRUCTURES LIMITED	50,000
STANTEC CONSULTING LIMITED	4,619,670
STAPLES	36,813

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
STEWART MCDANNOLD STUART	246,820
STEWART MCDANNOLD STUART IN TRUST	5,850,883
STREAMLINE FENCING LTD.	149,388
SUBURBAN MOTORS	592,517
SUEZ TREATMENT SOLUTIONS, INC.	159,181
SUEZ WATER TECHNOLOGIES &	348,187
SUMMIT VALVE AND CONTROLS INC.	94,424
SUMO IT SOLUTIONS INC.	27,636
SUNBELT RENTALS, INC	42,203
SUNCOR ENERGY PRODUCTS	236,302
SWIFT MASONRY	33,272
TALCORE WALLS & CEILINGS	79,168
TANEX ENGINEERING CORPORATION	31,264
TECHNICAL SAFETY BC	26,597
TELUS	765,259
THE APPIAN WAY TRAFFIC DATA SERVICE	40,950
THE HOME DEPOT	47,451
THE MANUFACTURERS LIFE INSURANCE CO	282,324
THE SALVATION ARMY NRO THRIFT STORE	53,390
THE SIGNPAD	57,427
THURBER ENGINEERING LTD.	133,114
TOP LINE ROOFING LTD	777,828
TOTAL PREPARE INC.	25,870
TOWER FITNESS EQUIPMENT	30,072
TOWNSHIP OF ESQUIMALT	34,765,744
TRAIL APPLIANCES LTD.	35,805
TRAN SIGN 2019 LTD.	28,618
TRANE CANADA ULC	203,315
TRIAHN ENTERPRISES (2018) LTD.	1,962,089
TRIMBLE EUROPE B.V.	59,495
TRIWAY SENIORS HOUSING LTD.	4,210,396
TRI-X EXCAVATING LTD.	801,501
TRUSTEES OF THE USW-COASTAL FOREST	34,494
T'SOU-KE NATION	49,746
ULINE CANADA CORPORATION	85,097

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
UNI-SELECT CANADA INC.	30,691
UNITECH CONSTRUCTION MANAGEMENT LTD	48,961
UNITED STEELWORKERS, LOCAL 1-1937	26,273
UNIVERSAL APPRAISAL CO. LTD	115,745
UNIVERSITY OF VICTORIA	62,549
UNIVERSITY OF WATERLOO	25,000
URBAN SIGNS INC.	40,967
URBAN SYSTEMS LIMITED	63,569
VAN ISLE WATER	39,585
VAN ISLE WATER SERVICES LIMITED	45,791
VANCOUVER ISLAND HEALTH AUTHORITY	176,750
VANCOUVER ISLAND MODERN MAINTENANCE	28,901
VERITY CONSTRUCTION LTD.	39,281
VI RENTALS LTD.	38,167
VICTORIA FLYING CLUB	48,552
VICTORIA MOBILE RADIO LIMITED	387,438
VICTORIA PEST CONTROL LTD.	36,303
VICTORIA WATERJET LTD.	26,460
VIMAR EQUIPMENT LTD	26,339
VIZIO CONSULTING INC.	168,368
VWR INTERNATIONAL CO	51,651
WALCO INDUSTRIES LTD.	27,817
WASTE CONNECTIONS OF CANADA INC	50,083
WASTE MANAGEMENT	334,831
WATERHOUSE ENVIRONMENTAL SERVICES	164,825
WATT CONSULTING GROUP	80,832
WAYNE'S TRACTOR SERVICES	106,376
WE CONSULTANTS & BENEFITS	55,969
WESCO DISTRIBUTION CANADA LP	165,690
WEST BAY MECHANICAL LIMITED	56,243
WEST COAST CIRCUITS LIMITED	37,018
WEST COAST ELEVATOR SERVICES LTD.	49,309
WEST COAST PRE FAB	83,833
WEST SHORE ENVIRONMENTAL SERVICES	116,095
WEST SHORE MECHANICAL	30,518

Schedule of Payments to Suppliers for Goods & Services continued

Vendor	Total
WESTBROOK CONSULTING LTD	27,651
WESTBURNE WEST	71,367
WESTCOAST APPLIANCE GALLERY	49,465
WESTCOAST ROOF INSPECTION SERVICES	30,596
WESTERN EQUIPMENT LTD	28,127
WESTERN GRATER CONTRACTING LTD	30,026
WESTERN PACIFIC ENTERPRISES	40,869
WESTERN TANK & LINING LTD	40,253
WEX CANADA LTD.	383,409
WHOLESALE FIRE & RESCUE LIMITED	33,161
WILLIAMS ENGINEERING	53,074
WINDLEY CONTRACTING LTD	254,881
WORK TRUCK WEST	45,273
WSANEC LEADERSHIP COUNCIL SOCIETY	196,484
WSP CANADA INC	109,619
XEROX CANADA LIMITED	70,192
YOKOGAWA FLUID IMAGING	118,827
YOUR ANSWERING SERVICE	30,210
Total of aggregate payments exceeding \$25,000	\$ 368,382,705
Consolidated total of payments of \$25,000 or less	\$ 10,625,367
Consolidated total of grants exceeding \$25,000	4,526,895
Consolidated total of contributions exceeding \$25,000	10,897,716
Consolidated total of grants and contributions exceeding \$25,000	\$ 15,424,611
Total Payments	\$ 394,432,683

Capital Regional District

Schedule of Guarantee & Indemnity Agreements

For the year ended December 31, 2021

NIL

The Capital Regional District has not given any guarantees or indemnities under the Guarantees and Indemnities Regulation.



Capital Regional District

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Victoria, BC V8W 2S6
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Capital Regional District 2021 Unaudited Financial Statements

British Columbia, Canada
Fiscal year ended December 31, 2021



Making a difference...together

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Consolidated Debt Charges (Unaudited)

For the year ended December 31, 2021

	Principal Payments on Mortgages and Debenture Debt	Principal Payments on Long-Term Non-Debenture Debt	Principal Payments on Short-Term Non-Debenture Debt
GENERAL REVENUE FUND			
Issued by Municipal Finance Authority			
Member municipalities and other	\$ 9,362,108	\$ -	\$ -
Capital Regional District	2,715,886	-	-
Non-debenture-Capital Regional District	-	1,602,355	-
	12,077,994	1,602,355	-
SEWER REVENUE FUND			
Issued by Municipal Finance Authority	5,748,362	-	
Non-debenture-Capital Regional District	-	1,346,995	97,000,000
	5,748,362	1,346,995	97,000,000
WATER REVENUE FUND			
Issued by Municipal Finance Authority	6,957,418	-	
Non-debenture-Capital Regional District	-	-	-
	6,957,418	-	-
HOUSING GENERAL REVENUE FUND			
Mortgages Payable	6,473,744	-	
Short Term Capital Financing			61,277,457
	\$ 31,257,518	\$ 2,949,350	\$ 158,277,457

Interest on Mortgages and Long-Term Debt			Interest on Temporary Borrowings			Accrued Debt Charges			2021	2020
\$	5,974,446		\$	29,468		\$	-		\$	15,366,022
	1,219,679			-			(19,620)			15,339,502
	4,145			20,501			-			5,217,234
										69,688
	7,198,270			49,969			(19,620)			20,908,968
										20,626,424
	3,621,912			-			(15,219)			9,355,055
	3,201,667			581,576			-			8,642,597
										102,130,237
	6,823,578			581,576			(15,219)			111,485,292
										33,210,600
	3,792,883			-			(1,969)			10,748,332
	-			-			-			10,596,465
										-
	3,792,883			-			(1,969)			10,748,332
										10,596,465
	3,282,707						-			9,756,451
										7,219,936
										61,277,457
										7,219,936
\$	21,097,438		\$	631,545		\$	(36,808)		\$	214,176,499
										71,653,426

Capital Regional District

Summary of Long-Term Debt (Unaudited)

For the year ended December 31, 2021

SUMMARY OF LONG-TERM DEBT (Unaudited)

		Outstanding Dec 31/20
General Capital - Debenture	(Schedule B)	\$ 29,587,981
Non-Debenture	(Schedule B)	1,683,324
Sewer Capital - Debenture	(Schedule C)	94,153,286
Non-Debenture	(Schedule C)	-
Water Capital - Debenture	(Schedule D)	55,799,005
Non-Debenture	(Schedule D)	-
		181,223,596
Accrued actuarial valuation - CRD Debt		(2,920,075)
		178,303,521
Member Municipalities	(Schedule B)	146,869,657
CRD Total		325,173,178
CRHC Total		79,863,408
Consolidated Total		\$ 405,036,586

2021					Outstanding Dec 31/21
Additions	Principal	Actuarial	Total Debt Retirement		
\$ 1,040,000	\$ (2,715,886)	\$ (629,346)	\$ (3,345,232)	\$ 27,282,749	
545,000	(1,602,355)	-	(1,602,355)	625,969	
23,760,000	(5,748,362)	(1,412,331)	(7,160,693)	110,752,593	
63,391,395	(1,346,995)	-	(1,346,995)	62,044,400	
-	(6,957,418)	(3,202,728)	(10,160,146)	45,638,859	
-	-	-	-	-	
88,736,395	(18,371,016)	(5,244,405)	(23,615,421)	246,344,570	
		(302,255)	(302,255)	(3,222,330)	
88,736,395	(18,371,016)	(5,546,661)	(23,917,677)	243,122,239	
45,400,000	(9,362,108)	(3,364,852)	(12,726,960)	179,542,697	
134,136,395	(27,733,124)	(8,911,512)	(36,644,636)	422,664,937	
86,853,067	(6,473,744)	-	(6,473,744)	160,242,731	
\$ 220,989,462	\$ (34,206,868)	\$ (8,911,512)	\$ (43,118,380)	\$ 582,907,668	

TOTAL OUTSTANDING DEBT

General Capital (CRD and municipalities)	\$ 207,451,415
Sewer Capital	172,796,993
Water Capital	45,638,859
Less accrued actuarial valuation	<u>3,222,330</u>
CRD	422,664,937
CRHC	<u>160,242,731</u>
Total	<u><u>\$ 582,907,668</u></u>

Long-Term Debt: General Capital Fund (Unaudited)

For the year ended December 31, 2021

Long-Term Debt – General Capital Fund (Unaudited)

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Regional Parks												
2017	4142	4198	142	2032	560,000	3.150%	466,936	-	30,109	2,792	32,901	434,035
2018	4142	4222	145	2033	4,000,000	3.150%	3,563,416	-	215,066	13,098	228,164	3,335,252
2021	4142	4399	153	2031	1,040,000	2.410%	-	1,040,000	-	-	-	1,040,000
Total Regional Parks					5,600,000		4,030,352	1,040,000	245,176	15,889	261,065	4,809,287
Port Renfrew Fire												
2009	3456	3634	106	2024	40,000	2.250%	13,058	-	1,998	1,078	3,075	9,983
Total Port Renfrew Fire					40,000		13,058	-	1,998	1,078	3,075	9,983
Seaparc Golf Course												
2017	4052	4175	141	2032	660,000	2.800%	550,316	-	35,486	3,291	38,776	511,540
Total Seaparc Golf Course					660,000		550,316	-	35,486	3,291	38,776	511,540
Peninsula Recreation - Swimming Pool												
2008	3388	3514	103	2023	5,200,000	2.650%	1,297,892	-	259,694	156,084	415,778	882,114
2008	3388	3547	104	2023	1,600,000	2.900%	399,351	-	79,906	48,026	127,932	271,419
2009	3388	3594	105	2024	2,198,000	2.250%	717,596	-	109,771	59,216	168,987	548,609
Total Peninsula Recreation - Swimming Pool					8,998,000		2,414,839	-	449,370	263,326	712,696	1,702,143
Peninsula Recreation - Community Recreation												
2017	4116	4175	141	2032	1,080,000	2.800%	900,518	-	58,068	5,384	63,452	837,065
Total Peninsula Recreation - Community Rec.					1,080,000		900,518	-	58,068	5,384	63,452	837,065
Solid Waste - Refuse Disposal												
2011	3518	3769	116	2026	2,200,000	1.470%	1,037,264	-	109,870	46,509	156,380	880,884
Total Solid Waste - Refuse Disposal					2,200,000		1,037,264	-	109,870	46,509	156,380	880,884
Saltspring Island - Library												
2006	3308	3364	99	2021	350,000	1.750%	30,271	-	17,482	12,789	30,271	-
2011	3613	3800	117	2026	2,000,000	1.470%	942,967	-	99,882	42,281	142,164	800,803
2013	3613	3910	126	2028	100,000	3.850%	60,554	-	4,994	1,578	6,572	53,982
Total Saltspring Island - Library					2,450,000		1,033,791	-	122,358	56,648	179,006	854,786
Saltspring Island - Indoor Pool												
2006	3207	3364	99	2021	400,000	1.750%	34,595	-	19,978	14,616	34,595	-
Total Saltspring Island - Indoor Pool					400,000		34,595	-	19,978	14,616	34,595	-
Gossip Island - Electrification												
2012	3579	3850	121	2027	715,000	2.900%	385,979	-	35,708	13,161	48,869	337,110
Total Gossip Island - Electrification					715,000		385,979	-	35,708	13,161	48,869	337,110

Long-Term Debt – General Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Galiano Island Public Building												
2013	3793	3910	126	2028	310,000	3.850%	187,720	-	15,482	4,891	20,373	167,347
Total Galiano Island Public Building					310,000		187,720	-	15,482	4,891	20,373	167,347
Galiano Island Fire												
2013	3793	3910	126	2028	290,000	3.850%	175,608	-	14,483	4,576	19,059	156,549
Total Galiano Island Fire					290,000		175,608	-	14,483	4,576	19,059	156,549
North Galiano Fire												
2014	3844	3936	127	2029	280,000	3.300%	187,247	-	13,984	3,710	17,694	169,553
Total North Galiano Fire					280,000		187,247	-	13,984	3,710	17,694	169,553
East Sooke Fire												
2014	3863	3966	130	2029	1,800,000	3.000%	1,203,736	-	89,894	23,851	113,745	1,089,991
2016	3863	4114	139	2031	150,000	2.100%	116,259	-	8,065	1,012	9,077	107,182
Total East Sooke Fire					1,950,000		1,319,995	-	97,959	24,863	122,822	1,197,173
Land Banking and Housing												
2015	3715	4009	131	2030	9,413,000	2.200%	5,110,288	-	802,377	150,595	952,972	4,157,316
Total Land Banking and Housing					9,413,000		5,110,288	-	802,377	150,595	952,972	4,157,316
911 Call Answer												
2019	4119	4198	147	2034	7,000,000	2.660%	6,623,634	-	376,366	11,291	387,657	6,235,977
2019	4119	4318	149	2034	5,900,000	2.240%	5,582,778	-	317,223	9,517	326,740	5,256,039
Total 911 Call Answer					12,900,000		12,206,412	-	693,589	20,808	714,397	11,492,015
Total General - Debenture Debt					47,286,000		29,587,981	1,040,000	2,715,886	629,346	3,345,232	27,282,749
Non-Debenture Debt												
South Galiano Island Fire Hall					1,500,000		1,500,000	800,000	-	-	-	2,300,000
Southern Gulf Island Small Craft Harbour					710,000		-	710,000	-	-	-	710,000
Equipment Financing Loan - SEAPARC					227,000		183,324	-	49,039	-	49,039	134,285
Equipment Financing Loan - Pender Firetruck					545,000		-	545,000	53,316	-	53,316	491,684
Total General - Non-Debenture Debt					2,982,000		1,683,324	2,055,000	102,355	-	102,355	3,635,969
Total Debt - General					\$ 50,268,000		\$ 31,271,305	\$ 3,095,000	\$ 2,818,241	\$ 629,346	\$ 3,447,587	\$ 30,918,718

Long-Term Debt – General Capital Fund (Unaudited) continued

8 | *Long-Term Debt – General Capital Fund (Unaudited) continued*

Schedules

Issue Date	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
MUNICIPALITIES											
Victoria											
2003	3026	79	2033	10,000,000	2.250%	6,110,656	-	150,514	194,467	344,982	5,765,674
2003	3026	80	2033	10,000,000	2.850%	6,110,656	-	150,514	194,467	344,982	5,765,674
2004	3026	81	2034	10,000,000	2.850%	6,439,209	-	150,514	178,040	328,554	6,110,656
2007	3467	102	2022	4,509,000	2.250%	764,893	-	225,184	149,764	374,949	389,945
2008	3515	103	2023	1,800,000	2.650%	449,270	-	89,894	54,029	143,923	305,347
2009	3515	105	2024	1,800,000	2.250%	587,657	-	89,894	48,494	138,388	449,269
2009	3595	105	2024	3,440,015	2.250%	1,123,086	-	171,798	92,677	264,475	858,610
2010	3515	110	2025	5,200,000	1.280%	2,082,089	-	279,144	109,127	388,271	1,693,818
2011	3770	115	2031	10,200,000	3.890%	6,549,950	-	488,449	-	488,449	6,061,501
2014	3770	130	2034	23,200,000	3.000%	18,032,270	-	779,097	206,709	985,806	17,046,464
2016	3770	139	2036	5,500,000	2.100%	4,643,670	-	204,686	25,690	230,376	4,413,293
2017	3770	142	2037	9,600,000	3.150%	8,495,711	-	357,271	33,129	390,399	8,105,312
Total Victoria				95,249,015		61,389,118	-	3,136,960	1,286,593	4,423,553	56,965,565
Central Saanich											
2010	3674	110	2025	1,000,000	1.280%	400,402	-	53,682	20,986	74,667	325,735
2011	3772	116	2026	1,333,333	1.470%	628,645	-	66,588	28,188	94,776	533,869
2015	4032	133	2040	8,523,540	2.750%	7,350,051	-	218,834	41,072	259,906	7,090,146
Total Central Saanich				10,856,873		8,379,098	-	339,103	90,246	429,349	7,949,749
Esquimalt											
2002	2999	78	2022	4,000,000	2.250%	596,819	-	120,970	170,159	291,130	305,689
2003	3092	80	2023	2,800,000	2.850%	611,859	-	84,679	109,407	194,086	417,772
2004	3198	85	2024	1,256,000	2.250%	357,376	-	37,985	44,931	82,916	274,460
2005	3293	95	2025	2,012,000	0.910%	651,903	-	81,986	40,803	122,789	529,114
2006	3369	99	2026	1,129,000	1.530%	435,483	-	37,914	27,741	65,654	369,828
2007	3464	102	2027	2,353,000	2.250%	1,039,181	-	79,018	52,553	131,571	907,610
2014	3969	130	2024	1,200,000	3.000%	537,041	-	99,949	26,518	126,468	410,573
2021	4439	156	2051	35,000,000	2.580%	-	35,000,000	-	-	-	35,000,000
Total Esquimalt				49,750,000		4,229,660	35,000,000	542,501	472,112	1,014,613	38,215,047

Long-Term Debt – General Capital Fund (Unaudited) continued

Issue Date	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
MUNICIPALITIES											
Saanich											
2003	3051	79	2028	1,500,000	2.250%	687,869	-	31,429	40,606	72,035	615,834
2006	3363	99	2021	4,505,000	1.750%	389,593	-	224,977	164,616	389,593	-
2007	3466	102	2022	2,306,300	2.250%	391,234	-	115,179	76,603	191,782	199,453
2010	3726	111	2025	1,797,000	3.350%	699,937	-	130,917	-	130,917	569,020
2010	3726	112	2025	1,150,000	1.280%	460,465	-	61,734	24,134	85,868	374,597
2011	3771	114	2026	8,400,000	3.650%	3,908,570	-	594,470	-	594,470	3,314,101
2012	3853	121	2027	750,000	2.900%	404,873	-	37,456	13,805	51,261	353,612
2014	3968	130	2024	2,400,000	3.000%	1,072,638	-	199,898	53,036.81	252,935	819,703
2014	3968	130	2029	4,725,000	3.000%	3,161,248	-	235,972	62,608	298,579	2,862,669
2016	4061	137	2031	8,064,600	2.600%	6,302,971	-	417,948	61,657	479,605	5,823,366
2017	4163	141	2032	2,800,000	2.800%	2,334,677	-	150,546	13,960	164,506	2,170,171
2017	4199	142	2032	3,695,800	3.150%	3,081,605	-	198,711	18,426	217,136	2,864,469
2018	4163	144	2028	836,630	3.410%	627,472	-	83,663	-	83,663	543,809
2019	4283	147	2034	4,605,000	2.660%	4,357,405	-	247,595	7,428	255,023	4,102,382
2019	4319	149	2024	655,000	1.970%	531,628	-	123,372	3,701	127,073	404,554
2019	4319	149	2034	5,910,000	2.240%	5,592,240	-	317,761	9,533	327,293	5,264,946
2020	4361	152	2025	695,000	0.910%	695,000	-	134,219	-	134,219	560,781
2020	4361	152	2035	2,585,000	0.910%	2,585,000	-	152,198	-	152,198	2,432,802
2021	4400	153	2036	7,200,000	2.410%	-	7,200,000	-	-	-	7,200,000
2021	4438	156	2036	3,200,000	1.980%	-	3,200,000	-	-	-	3,200,000
Total Saanich				67,780,330		37,284,424	10,400,000	3,458,045	550,113	4,008,158	43,676,267
Oak Bay											
2003	3095	80	2023	4,715,000	2.850%	1,030,324	-	142,594	184,234	326,828	703,496
Total Oak Bay				4,715,000		1,030,324	-	142,594	184,234	326,828	703,496
North Saanich											
2007	3465	102	2032	7,722,907	2.250%	4,639,589	-	185,443	123,333	308,776	4,330,813
2014	3938	127	2029	1,680,000	3.300%	1,123,488	-	83,900	22,261	106,161	1,017,327
Total North Saanich				9,402,907		5,763,077	-	269,343	145,593	414,937	5,348,140

Long-Term Debt – General Capital Fund (Unaudited) continued

Long-Term Debt – General Capital Fund (Unaudited) continued

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
MUNICIPALITIES											
Sidney											
2006	3359	99	2021	770,000	1.750%	66,590	-	38,454	28,136	66,590	-
2007	3414	101	2022	80,000	2.250%	13,571	-	3,995	2,657	6,652	6,919
2010	3676	110	2035	1,448,000	1.280%	1,030,556	-	38,798	14,611	53,409	977,147
2011	3801	117	2036	1,073,000	1.470%	800,336	-	25,765	10,907	36,671	763,665
2012	1958	118	2037	479,000	3.400%	373,019	-	11,502	4,239	15,741	357,278
2017	4200	142	2047	3,000,000	3.150%	2,805,094	-	63,058	5,847	68,905	2,736,189
2019	4284	147	2049	2,500,000	2.660%	2,447,452	-	52,548	1,576	54,125	2,393,327
2020	4346	150	2050	3,000,000	1.990%	3,000,000	-	73,950	-	73,950	2,926,050
Total Sidney				12,350,000		10,536,618	-	308,069	67,973	376,043	10,160,575
View Royal											
2011	3802	117	2026	2,445,000	1.470%	1,152,777	-	122,106	51,689	173,795	978,982
2014	3937	127	2034	5,490,000	3.300%	4,267,119	-	184,364	48,915	233,279	4,033,840
Total View Royal				7,935,000		5,419,896	-	306,470	100,604	407,074	5,012,822
Highlands											
2004	3153	81	2024	571,021	2.850%	162,477		17,269	20,427	37,696	124,780
2016	4115	139	2026	500,000	2.100%	317,531		43,615	5,474	49,089	268,442
Total Highlands				1,071,021		480,008	-	60,884	25,901	86,786	393,222
				1,696,000							
Colwood											
2009	3596	105	2022	1,696,000	2.080%	320,345	-	102,004	55,026	157,030	163,315
2009	3596	105	2023	720,000	2.200%	189,154	-	39,362	21,234	60,595	128,558
2009	3596	105	2024	3,396,000	2.250%	1,108,715	-	169,600	91,491	261,091	847,623
2012	3852	121	2038	3,710,323	2.900%	2,938,797	-	83,732	30,861	114,593	2,824,204
2016	4060	137	2046	4,501,000	2.600%	4,133,498	-	87,190	12,863	100,053	4,033,446
Total Colwood				14,023,323		8,690,509	-	481,888	211,475	693,363	7,997,146

Long-Term Debt – General Capital Fund (Unaudited) continued

Issue Date	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
MUNICIPALITIES											
Sooke											
2006	3360	99	2026	8,800,000	1.530%	3,394,384	-	295,519	216,225	511,744	2,882,641
2007	3413	101	2027	617,101	2.250%	272,540	-	20,723	13,783	34,506	238,034
Total Sooke				9,417,101		3,666,925	-	316,243	230,007	546,250	3,120,675
Total Municipal Debenture				282,550,570		146,869,657	45,400,000	9,362,108	3,364,852	12,726,960	179,542,697
Total General Debenture				47,286,000	-	29,587,981	1,040,000	2,715,886	629,346	3,345,232	27,282,749
Total Debenture Debt				329,836,570		176,457,639	46,440,000	12,077,994	3,994,198	16,072,192	206,825,446
Non-Debenture Debt											
Vancouver Island Regional Library - Sooke				6,000,000		-	6,000,000	-	-	-	6,000,000
Total Municipal and Other Non-Debenture				6,000,000		-	6,000,000	-	-	-	6,000,000
Total General Non-Debenture				2,982,000	-	1,683,324	2,055,000	102,355	-	102,355	3,635,969
Total Non-Debenture Debt				8,982,000	-	1,683,324	8,055,000	102,355	-	102,355	9,635,969
Grand Total				\$ 338,818,570		\$ 178,140,962	\$ 54,495,000	\$ 12,180,349	\$ 3,994,198	\$ 16,174,547	\$ 216,461,415

Long-Term Debt: Sewer Capital Fund (Unaudited)

For the year ended December 31, 2021

Long-Term Debt – Sewer Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Millstream Site Remediation												
2010	3513	3725	112	2025	288,234	1.280%	115,409	-	15,473	6,049	21,522	93,887
2012	3513	3817	118	2027	200,000	3.400%	107,967	-	9,988	3,681	13,670	94,298
2013	3513	3882	124	2028	600,000	3.150%	363,328	-	29,965	9,467	39,431	323,897
2013	3513	3910	126	2028	611,766	3.850%	370,456	-	30,552	9,652	40,205	330,251
Total Millstream Site Remediation					1,700,000		957,160	-	85,978	28,849	114,827	842,332
Septage/Composting - Saltspring Island												
2009	3564	3594	105	2024	280,000	2.250%	91,412	-	13,984	7,543	21,527	69,885
2009	3564	3634	106	2024	400,000	2.250%	130,593	-	19,976	10,776	30,753	99,840
2010	3564	3677	110	2025	650,000	1.280%	260,260	-	34,893	13,641	48,534	211,726
2013	3564	3910	126	2028	770,000	3.850%	466,273	-	38,455	12,149	50,604	415,669
Total Septage/Composting - SSI					2,100,000		948,537	-	107,308	44,110	151,417	797,120
Debt - NWT - Vortex / Siphon Upgrade												
2011	3532	3769	116	2021	60,350	4.200%	7,153	-	5,025	2,128	7,153	-
Total NWT - Vortex / Siphon Upgrade					60,350		7,153	-	5,025	2,128	7,153	-
Debt - NWT - Macaulay Point/Genset												
2007	3339	3412	101	2022	196,790	2.250%	33,382	-	9,828	6,536	16,364	17,018
Total NWT - Macaulay Point/Genset					196,790		33,382	-	9,828	6,536	16,364	17,018
Debt - LWMP Core - NET / ECI Sewer Upgrade												
2006	3205	3325	97	2021	2,000,000	1.750%	172,965	-	99,883	73,081	172,965	-
2006	3205	3364	99	2021	4,000,000	1.750%	345,928	-	199,765	146,163	345,928	-
Total LWMP Core - NET / ECI Sewer Upg					6,000,000		518,892	-	299,648	219,244	518,892	-
Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice)												
2007	3205	3412	101	2022	7,000,000	2.250%	1,187,460	-	349,588	232,502	582,089	605,371
2007	3205	3457	102	2022	3,000,000	2.250%	508,913	-	149,823	99,644	249,467	259,446
2008	3205	3514	103	2023	1,000,000	2.650%	249,595	-	49,941	30,016	79,957	169,638
2008	3205	3547	104	2023	700,000	2.900%	174,716	-	34,959	21,011	55,970	118,745
Total LWMP Core-NET/ECI Sewer Upg					11,700,000		2,120,683	-	584,311	383,173	967,483	1,153,200
Debt - Craigflower PS Upgrade												
2006	3244	3364	99	2021	400,000	1.750%	34,596	-	19,979	14,616	34,596	-
2008	3244	3514	103	2023	80,000	2.650%	19,967	-	3,995	2,401	6,397	13,571
Total Craigflower PS Upgrade					480,000		54,563	-	23,975	17,018	40,992	13,571
Debt- LWMP Core Treatment Facilities												
2008	3461	3547	104	2023	10,000,000	2.900%	2,495,949	-	499,411	300,162	799,573	1,696,376
Total LWMP Core Treatment Facilities					10,000,000		2,495,949	-	499,411	300,162	799,573	1,696,376

Long-Term Debt – Sewer Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Debt - Core Sewage Integrated Treatment Facilities												
2010	3615	3677	110	2025	12,000,000	1.280%	4,804,822	-	644,178	251,831	896,010	3,908,812
Total Core Sewage Integrated Trtmnt. Facs.					12,000,000		4,804,822	-	644,178	251,831	896,010	3,908,812
Debt - Core Area WasteWater Treatment Program												
2013	3887	3910	126	2038	6,100,000	3.850%	4,943,113	-	146,473	46,275	192,748	4,750,365
2018	3887	4253	146	2043	15,000,000	3.200%	14,164,821	-	411,418	25,055	436,473	13,728,348
2019	4204	4282	147	2044	60,000,000	2.660%	58,354,328		1,645,672	49,370	1,695,042	56,659,285
2021	4204	4347	155	2031	20,000,000	3.030%	-	20,000,000	1,000,000	-	1,000,000	19,000,000
Total Core Area WasteWater Trtmnt Pgrm.					101,100,000		77,462,262	20,000,000	3,203,563	120,701	3,324,264	94,137,998
Debt - Oak Bay - Humber/Rutland												
2007	3332	3412	101	2022	450,000	2.250%	76,335	-	22,474	14,947	37,420	38,915
Total Oak Bay - Humber/Rutland					450,000		76,335	-	22,474	14,947	37,420	38,915
Debt - Ganges Sewer (S.S.I.)												
2016	4007	4114	139	2036	350,000	2.100%	295,505	-	13,026	1,635	14,660	280,844
2017	4007	4198	142	2042	1,500,000	3.150%	1,372,835	-	41,142	3,815	44,957	1,327,878
2018	4007	4253	146	2038	1,800,000	3.200%	1,664,014	-	66,988	4,080	71,068	1,592,946
2019	4007	4318	149	2044	250,000	2.240%	243,143		6,857	206	7,063	236,080
Total Debt - Ganges Sewer (S.S.I.)					3,900,000		3,575,496	-	128,013	9,735	137,748	3,437,749
Debt - Maliview Sewer (S.S.I.)												
2006	2991	3364	99	2021	24,000	1.750%	2,073	-	1,196	877	2,073	-
Total Maliview Sewer (S.S.I.)					24,000		2,073	-	1,196	877	2,073	-
Debt - Magic Lake Estates (P.I.)												
2016	4048	4114	139	2026	745,000	2.100%	473,119	-	64,987	8,156	73,143	399,976
2017	4048	4198	142	2027	250,000	3.150%	182,594	-	21,808	2,022	23,830	158,765
2018	4048	4253	146	2028	535,000	3.200%	440,264	-	46,668	2,842	49,510	390,753
2021	4320	4399	153	2051	2,500,000	2.410%	-	2,500,000	-	-	-	2,500,000
2021	4320	4437	156	2051	1,260,000	1.980%	-	1,260,000	-	-	-	1,260,000
Total Debt - Magic Lake Estates (P.I.)					5,290,000		1,095,977	3,760,000	133,463	13,021	146,483	4,709,494
Total Sewer - Debenture Debt					155,101,140		94,153,286	23,760,000	5,748,362	1,412,331	7,160,693	110,752,593
MFA Non Debenture Debt												
2018	3887	3888			32,000,000	Variable	-		-			-
2019	4204	4252			64,000,000	Variable	-					-
2021	4204	4252			110,000,000	Variable	-	110,000,000	97,000,000		97,000,000	13,000,000
2021	4424	4374			500,000	Variable	-	500,000	-	-	-	500,000
2021	4425	4375			1,000,000	Variable	-	1,000,000	-	-	-	1,000,000
Total Sewer - MFA Non Debenture Debt					207,500,000	-	-	111,500,000	97,000,000	-	97,000,000	14,500,000
P3 Agreement Non Debenture Debt												
2021				2040	63,391,394	6.293%	-	63,391,394	1,346,995	-	1,346,995	62,044,400
Total Sewer - P3 Agreement Non Debenture					63,391,394		-	63,391,394	1,346,995	-	1,346,995	62,044,400
Total Sewer - Non Debenture Debt					270,891,394	-	-	174,891,394	98,346,995	-	98,346,995	76,544,400
Total Debt - Sewer					\$ 425,992,534	-	\$ 94,153,286	\$ 198,651,394	\$ 104,095,356	\$ 1,412,331	\$ 105,507,688	\$ 187,296,993

Long-Term Debt – Sewer Capital Fund (Unaudited) continued

Long-Term Debt – Water Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Millstream Site Remediation												
2010	3513	3725	112	2025	288,234	1.280%	115,409	-	15,473	6,049	21,522	93,887
2012	3513	3817	118	2027	200,000	3.400%	107,967	-	9,988	3,681	13,670	94,298
2013	3513	3882	124	2028	600,000	3.150%	363,328	-	29,965	9,467	39,431	323,897
2013	3513	3910	126	2028	611,766	3.850%	370,456	-	30,552	9,652	40,205	330,251
Total Millstream Site Remediation					1,700,000		957,160	-	85,978	28,849	114,827	842,332
Septage/Composting - Saltspring Island												
2009	3564	3594	105	2024	280,000	2.250%	91,412	-	13,984	7,543	21,527	69,885
2009	3564	3634	106	2024	400,000	2.250%	130,593	-	19,976	10,776	30,753	99,840
2010	3564	3677	110	2025	650,000	1.280%	260,260	-	34,893	13,641	48,534	211,726
2013	3564	3910	126	2028	770,000	3.850%	466,273	-	38,455	12,149	50,604	415,669
Total Septage/Composting - SSI					2,100,000		948,537	-	107,308	44,110	151,417	797,120
Debt - NWT - Vortex / Siphon Upgrade												
2011	3532	3769	116	2021	60,350	4.200%	7,153	-	5,025	2,128	7,153	-
Total NWT - Vortex / Siphon Upgrade					60,350		7,153	-	5,025	2,128	7,153	-
Debt - NWT - Macaulay Point/Genset												
2007	3339	3412	101	2022	196,790	2.250%	33,382	-	9,828	6,536	16,364	17,018
Total NWT - Macaulay Point/Genset					196,790		33,382	-	9,828	6,536	16,364	17,018
Debt - LWMP Core - NET / ECI Sewer Upgrade												
2006	3205	3325	97	2021	2,000,000	1.750%	172,965	-	99,883	73,081	172,965	-
2006	3205	3364	99	2021	4,000,000	1.750%	345,928	-	199,765	146,163	345,928	-
Total LWMP Core - NET / ECI Sewer Upg					6,000,000		518,892	-	299,648	219,244	518,892	-
Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice)												
2007	3205	3412	101	2022	7,000,000	2.250%	1,187,460	-	349,588	232,502	582,089	605,371
2007	3205	3457	102	2022	3,000,000	2.250%	508,913	-	149,823	99,644	249,467	259,446
2008	3205	3514	103	2023	1,000,000	2.650%	249,595	-	49,941	30,016	79,957	169,638
2008	3205	3547	104	2023	700,000	2.900%	174,716	-	34,959	21,011	55,970	118,745
Total LWMP Core-NET/ECI Sewer Upg					11,700,000		2,120,683	-	584,311	383,173	967,483	1,153,200
Debt - Craigflower PS Upgrade												
2006	3244	3364	99	2021	400,000	1.750%	34,596	-	19,979	14,616	34,596	-
2008	3244	3514	103	2023	80,000	2.650%	19,967	-	3,995	2,401	6,397	13,571
Total Craigflower PS Upgrade					480,000		54,563	-	23,975	17,018	40,992	13,571

Long-Term Debt – Water Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Debt - Core Sewage Integrated Treatment Facilities												
2010	3615	3677	110	2025	12,000,000	1.280%	4,804,822	-	644,178	251,831	896,010	3,908,812
Total Core Sewage Integrated Trtmnt. Facs.					12,000,000		4,804,822	-	644,178	251,831	896,010	3,908,812
Debt - Core Area WasteWater Treatment Program												
2013	3887	3910	126	2038	6,100,000	3.850%	4,943,113	-	146,473	46,275	192,748	4,750,365
2018	3887	4253	146	2043	15,000,000	3.200%	14,164,821	-	411,418	25,055	436,473	13,728,348
2019	4204	4282	147	2044	60,000,000	2.660%	58,354,328	-	1,645,672	49,370	1,695,042	56,659,285
2021	4204	4347	155	2031	20,000,000	3.030%	-	20,000,000	1,000,000	-	1,000,000	19,000,000
Total Core Area WasteWater Trtmnt Pgrm.					101,100,000		77,462,262	20,000,000	3,203,563	120,701	3,324,264	94,137,998
Debt - Oak Bay - Humber/Rutland												
2007	3332	3412	101	2022	450,000	2.250%	76,335	-	22,474	14,947	37,420	38,915
Total Oak Bay - Humber/Rutland					450,000		76,335	-	22,474	14,947	37,420	38,915
Debt - Ganges Sewer (S.S.I.)												
2016	4007	4114	139	2036	350,000	2.100%	295,505	-	13,026	1,635	14,660	280,844
2017	4007	4198	142	2042	1,500,000	3.150%	1,372,835	-	41,142	3,815	44,957	1,327,878
2018	4007	4253	146	2038	1,800,000	3.200%	1,664,014	-	66,988	4,080	71,068	1,592,946
2019	4007	4318	149	2044	250,000	2.240%	243,143	-	6,857	206	7,063	236,080
Total Debt - Ganges Sewer (S.S.I.)					3,900,000		3,575,496	-	128,013	9,735	137,748	3,437,749
Debt - Maliview Sewer (S.S.I.)												
2006	2991	3364	99	2021	24,000	1.750%	2,073	-	1,196	877	2,073	-
Total Maliview Sewer (S.S.I.)					24,000		2,073	-	1,196	877	2,073	-
Debt - Magic Lake Estates (P.I.)												
2016	4048	4114	139	2026	745,000	2.100%	473,119	-	64,987	8,156	73,143	399,976
2017	4048	4198	142	2027	250,000	3.150%	182,594	-	21,808	2,022	23,830	158,765
2018	4048	4253	146	2028	535,000	3.200%	440,264	-	46,668	2,842	49,510	390,753
2021	4320	4399	153	2051	2,500,000	2.410%	-	2,500,000	-	-	-	2,500,000
2021	4320	4437	156	2051	1,260,000	1.980%	-	1,260,000	-	-	-	1,260,000
Total Debt - Magic Lake Estates (P.I.)					5,290,000		1,095,977	3,760,000	133,463	13,021	146,483	4,709,494
Total Sewer - Debenture Debt					155,101,140		94,153,286	23,760,000	5,748,362	1,412,331	7,160,693	110,752,593
MFA Non Debenture Debt												
2018	3887	3888			32,000,000	Variable	-			-		-
2019	4204	4252			64,000,000	Variable	-			-		-
2021	4204	4252			110,000,000	Variable	-	110,000,000	97,000,000		97,000,000	13,000,000
2021	4424	4374			500,000	Variable		500,000	-	-	-	500,000
2021	4425	4375			1,000,000	Variable		1,000,000	-	-	-	1,000,000
Total Sewer - MFA Non Debenture Debt					207,500,000	-	-	111,500,000	97,000,000	-	97,000,000	14,500,000
P3 Agreement Non Debenture Debt												
2021				2040	63,391,394	6.293%	-	63,391,394	1,346,995	-	1,346,995	62,044,400
Total Sewer - P3 Agreement Non Debenture					63,391,394			63,391,394	1,346,995	-	1,346,995	62,044,400
Total Sewer - Non Debenture Debt					270,891,394	-	-	174,891,394	98,346,995	-	98,346,995	76,544,400
Total Debt - Sewer					\$ 425,992,534	-	\$ 94,153,286	\$ 198,651,394	\$ 104,095,356	\$ 1,412,331	\$ 105,507,688	\$ 187,296,993

Revenue Funds Statement of Financial Position (Unaudited)

For the year ended December 31, 2021

	2021	2020
Financial Assets		
Cash and cash equivalents	\$ 113,790,838	\$ 151,859,416
Term deposits - short term	183,667,352	146,358,804
Accounts receivable:		
AR - federal government	22,946	2,054,747
AR - provincial government	73,102	127,979
AR - local government	2,582,711	2,664,266
AR - trade/other	14,226,917	12,257,770
Due to/from own funds	(245,621,020)	(254,717,017)
Due to/from CRHC	80,748	104,454
Other assets:		
Prepaid - CRD	769,546	386,136
Municipal Finance Authority Debt Reserve Fund:		
Capital Regional District	14,793,532	13,790,624
Member Municipalities	10,903,047	9,844,047
	95,289,719	84,731,226
Financial Liabilities		
Accounts payable:		
AP and accrued liabilities - CRD	45,707,743	36,038,086
Due to/from CRHD	130,801	701,170
Other liabilities:		
Sick leave bank	3,146,688	2,553,371
Deferred revenue - CRD	10,700,979	10,213,544
Long-term debt:		
Municipal Finance Authority Debt Reserve Fund:		
Capital Regional District		
Cash deposits - Capital Regional District	4,130,153	3,934,316
Demand notes - Capital Regional District	10,663,377	9,856,312
Member municipalities:		
Cash deposits - Member Municipalities	3,602,567	3,174,153
Demand notes - Member Municipalities	7,300,480	6,669,896
Insurance reserves	2,772,663	2,819,338
	88,155,451	75,960,186
Net Financial Assets	7,134,268	8,771,040
Accumulated remeasurement (losses) / gains	579,083	(98,933)
Accumulated Surplus	\$ 7,713,351	\$ 8,672,107

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the year ended December 31, 2021

	Stmt #	2021	2020
General Revenue			
Legislative & General	8	\$ 1,226,180	\$ 468,328
Environmental Services	8	170,000	259,994
EA Elections	8	-	-
EA Health	8	126	183
EA UBCM	8	1,147	5,169
EA Admin	8	23,620	78,218
Saturna Health	8	-	-
Southern Gulf Islands Grants in Aid	9	2,714	(252)
Salt Spring Island Grants in Aid	9	56,669	6,402
Juan de Fuca Grants in Aid	9	54,135	36,942
CRD Grants in Aid	9	1,457,356	1,435,511
Animal Care	10	3,175	-
Building Inspection	10	-	-
Bylaw Enforcement	10	-	-
Noise Control	10	-	-
Soil Deposits	10	-	-
Nuisances & Unsightly Premises	10	-	-
Traffic Safety	10	42,359	63,067
CREST	10	1,220	(836)
Southern Gulf Islands Emergency Program	11	-	28,000
Juan de Fuca Emergency Program	11	-	6,000
Salt Spring Island Emergency Program	11	-	6,000
EA Emergency Program Coordinator	11	-	14,486
Regional Emergency Support	11	-	-
Juan de Fuca Search and Rescue	11	-	(4,466)
SSI Search and Rescue	11	7,728	4,871
Emergency Response Telephone Service	11	(63,910)	(26,343)
Hazardous Materials	12	-	-
Family Court Committee	12	157	32
Victim Assistance Program	12	(602)	(76)
Family Court Building	12	-	-
Salt Spring Island Street Lighting	12	(504)	3,428
Port Renfrew Street Lighting	12	1,520	2,148
Juan de Fuca House Numbering	12	157	73
Salt Spring Island House Numbering	12	(19)	(30)
Southern Gulf Islands House Numbering	12	43	34

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the year ended December 31, 2021

	Stmt #	2021	2020
North Galiano Island Fire Protection	13	22,486	12,270
Otter Point Fire Protection	13	-	-
Port Renfrew Fire Protection	13	-	-
Shirley Fire Protection	13	-	-
Willis Point Fire Protection	13	9,919	14,582
East Sooke Fire Protection	13	27,238	21,059
Durrance Rd Fire Protection	14	-	-
Malahat Fire Protection	14	4	5
Pender Island Fire Protection	14	-	-
South Galiano Island Fire Protection	14	-	-
Saturna Island Fire Protection	14	(260)	(23)
Electoral Area Fire Protection	14	-	-
Port Renfrew Disposal	15	-	-
Refuse Disposal	15	-	1,008,245
Storm Water Quality Management Core	15	-	-
Storm Water Quality Management Southern Gulf Islands	15	-	-
Storm Water Quality Management Sooke	15	-	-
Storm Water Quality Management Salt Spring Island	15	-	-
Storm Water Quality Management Saanich Peninsula	15	-	-
Economic Development Commission Salt Spring Island	16	-	-
Economic Development Commission SGI	16	2,772	1,700
Electoral Area Community Planning	16	-	-
Growth Management Strategy	16	-	45,001
Regional Planning	16	-	197,639
Geo Spatial Referencing	16	-	-
GIS Information Systems	16	-	-
Climate Change Development	16	-	45,082
Regional Parks	17	-	-
Panorama Administration	18	6,028,507	5,152,364
Panorama Ice Arena	18	(2,259,755)	(1,178,788)
Panorama Swimming Pool	18	(1,563,176)	(1,558,688)
Panorama Community Recreation Programs	18	(1,522,551)	(1,472,442)
Panorama Second Pool Service	18	(683,025)	(683,025)
Juan de Fuca Parks	19	25	25
Juan de Fuca Curling Rink	19	(76)	(76)
Juan de Fuca Public Building/Tech Wing	19	873	873
SEAPARC	20	-	-
Juan de Fuca Electoral Area Community Parks	21	2,455	-

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the year ended December 31, 2021

	Stmt #	2021	2020
Juan de Fuca Electoral Area Community Recreation	21	-	-
Salt Spring Island Community Recreation	22	-	(1,334)
Salt Spring Island Community Parks	22	-	(55,938)
Salt Spring Island Community Pool	22	-	-
Salt Spring Island Park Land and Community Recreation	22	-	-
Galiano Island Community Parks	23	-	-
Galiano Island Community Recreation	23	678	4,454
Mayne Island Community Recreation	23	13,734	8,174
Mayne Island Community Parks	23	16,041	16,510
Pender Island Community Recreation	23	-	-
North & South Pender Island Parks	23	2,972	(615)
Saturna Island Community Parks	23	-	-
Saturna Island Community Recreation	23	10,390	6,361
Vancouver Island Regional Library	24	141	(46)
Royal Theatre	24	-	-
McPherson Theatre	24	-	-
Sooke Regional Museum	24	200	44
Greater Victoria Library	24	524	9
Salt Spring Island Library	24	-	-
Southern Gulf Island Library	24	1,335	1,735
Galiano Island Library	24	-	-
Arts Development	24	-	-
Salt Spring Island Arts	24	(1,552)	(125)
Local Debt Services	25	-	-
Gossip Island Electricity	25	142	79
Land Bank and Housing	26	4,365,244	3,487,934
Southern Gulf Islands Small Craft Harbours	27	-	-
Salt Spring Island Small Craft Harbours	27	-	-
Salt Spring Island Transit and Transport	27	-	-
Sewer Revenue Funds			
Septage Disposal Facilities	28	-	102,986
Salt Spring Island Septage Disposal	28	-	-
Trunk Sewers and Sewage Disposal Operations and Maintenance	28	64,441	120,627
Trunk Sewers and Sewage Disposal Debt	28	69,682	1,151,001
Ganges Sewer System	28	-	-
Malaview Estates Sewer System	28	-	(27,727)
Magic Lake Estates Sewer System	28	(7,772)	-

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the year ended December 31, 2021

	Stmt #	2021	2020
Port Renfrew Sewer System	28	-	(2,202)
Harbours Environmental Action	28	-	-
Core Area Wastewater Operations	28	197,345	-
Water Revenue Funds			
Fernwood Water Supply	29	14	1,201
Magic Lake Estates Water Supply	29	-	-
Port Renfrew Water Supply	29	-	-
Saanich Peninsula Water Supply	29	-	-
Highland Water Supply	29	29	32
Lyall Harbour/Boot Cove Water Supply	29	(4,737)	(22,103)
Sticks Allison Galiano Island Water Supply	29	(9,984)	-
Highland/Fernwood Water Supply	29	(44,133)	(100,918)
Skana Water Supply	30	-	-
Surfside Water Supply	30	-	-
Beddis Water Supply	30	-	(13,650)
Fulford Water Supply	30	-	-
Cedars of Tuam Supply	30	-	-
Cedar Lane Water Supply	30	(10,090)	-
Wilderness Mountain Water	30	-	2,932
Regional Water Supply	30	-	-
Regional Water Distribution	30	-	-
		\$ 7,713,351	\$ 8,672,107

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

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General Revenue Fund Statement of Operations (Unaudited)

General Government Services

For the year ended December 31, 2021

	Legislative & General	Environmental Services	EA Elections	EA Health
Revenue				
Government transfers	\$ 11,201,083	\$ -	\$ 25,004	\$ 129,029
Sale of services:				
Recreation revenue	68,551	-	-	-
Other sales	-	-	-	-
Other revenue from own sources:				
Interest earnings	178,089	-	-	25
Other revenue	2,321,693	54,091	-	-
Grants in lieu of taxes	455,009	-	66	46
Total Revenue	14,224,425	54,091	25,070	129,100
Expenses				
General administration	(12,288,863)	1,450,837	7	2,370
Grants in aid	-	-	-	-
Other operating expenses	6,858,389	(15,976,382)	29	126,787
Salaries and wages	16,655,535	16,227,641	-	-
Recoveries	(3,245,009)	(3,467,494)	-	-
Total Expenses	7,980,052	(1,765,398)	36	129,157
Net Revenue (Expenses)	6,244,373	1,819,489	25,034	(57)
Transfers to own funds:				
Transfers to capital	1,630,051	513,485	-	-
Transfers to reserve	3,708,080	546,304	25,034	-
Transfers to ERF	289,990	1,410,092	-	-
Transfers from revenue	-	(452,398)	-	-
Transfers from reserve	(141,600)	(108,000)	-	-
Debt charges:				
Interest on short term debt	-	-	-	-
Annual Surplus (Deficit)	757,852	(89,994)	-	(57)
Accumulated surplus (deficit), beginning of year	468,328	259,994	-	183
Accumulated Surplus, end of year	\$ 1,226,180	\$ 170,000	\$ -	\$ 126

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

General Government Services

For the year ended December 31, 2021

EA UBCM	EA Admin	Saturna Health	2021 Budget	2021 Actual	2020 Actual
\$ 7,627	\$ 927,622	\$ 32,180	\$ 11,937,252	\$ 12,322,545	\$ 11,031,701
-	-	-	84,000	68,551	112,217
-	-	-	-	-	30
(8)	195	-	209,043	178,301	172,571
-	13,918	-	2,246,518	2,389,702	2,154,380
47	4,033	373	458,872	459,574	385,346
7,666	945,768	32,553	14,935,685	15,418,673	13,856,245
833	93,979	308	(9,171,838)	(10,740,529)	(8,685,809)
-	-	-	368,190	-	-
10,855	105,228	32,245	15,086,953	(8,842,849)	(6,518,090)
-	883,954	-	38,050,138	33,767,130	30,438,848
-	(199,482)	-	(29,443,708)	(6,911,985)	(6,297,810)
11,688	883,679	32,553	14,889,735	7,271,767	8,937,139
(4,022)	62,089	-	45,950	8,146,906	4,919,106
-	-	-	665,140	2,143,536	1,547,701
-	63,429	-	791,801	4,342,847	3,143,501
-	67,693	-	567,419	1,767,775	785,971
-	-	-	-	(452,398)	(418,915)
-	(14,435)	-	(1,190,100)	(264,035)	(309,000)
-	-	-	23,581	-	-
(4,022)	(54,598)	-	(811,891)	609,181	169,848
5,169	78,218	-	811,891	811,891	642,043
\$ 1,147	\$ 23,620	\$ -	\$ -	\$ 1,421,072	\$ 811,891

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Grants-In-Aid

For the year ended December 31, 2021

	Southern Gulf Islands Grants in Aid	Salt Spring Island Grants in Aid	Juan de Fuca Grants in Aid
Revenue			
Government transfers	\$ 339,052	\$ 134,552	\$ 67,078
Sale of services:			
Other revenue from own sources:			
Interest earnings	(180)	422	783
Grants in lieu of taxes	651	35	14
Total Revenue	339,523	135,009	67,875
Expenses			
General administration	2,679	2,287	1,858
Grants in aid	210,807	32,951	42,822
Other operating expenses	123,071	49,504	6,002
Total Expenses	336,557	84,742	50,682
Net Revenue (Expenses)	2,966	50,267	17,193
Transfers to capital	-	-	-
Debt charges:			
Interest on short term debt	-	-	-
Annual Surplus (Deficit)	2,966	50,267	17,193
Accumulated surplus (deficit), beginning of year	(252)	6,402	36,942
Accumulated Surplus (Deficit), end of year	\$ 2,714	\$ 56,669	\$ 54,135

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Grants-In-Aid

For the year ended December 31, 2021

	CRD Grants in Aid	2021 Budget	2021 Actual	2020 Actual
	\$ -	\$ 220,861	\$ 540,682	\$ 619,696
	21,845	22,578	22,870	26,930
	-	700	700	805
	21,845	244,139	564,252	647,431
	-	6,824	6,824	7,009
	-	1,715,118	286,580	99,749
	-	-	178,577	846,649
	-	1,721,942	471,981	953,407
	21,845	(1,477,803)	92,271	(305,976)
	-	-	-	(345,000)
	-	800	-	-
	21,845	(1,478,603)	92,271	39,024
	1,435,511	1,478,603	1,478,603	1,439,579
	\$ 1,457,356	\$ -	\$ 1,570,874	\$ 1,478,603

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General A

For the year ended December 31, 2021

	Animal Care	Building Inspection	Bylaw Enforcement	Noise Control
Revenue				
Government transfers	\$ 430,417	\$ 437,472	\$ -	\$ 38,885
Sale of services:				
Recreation revenue	13,316	35,236	-	-
Other sales	472,700	45	30,661	-
Other revenue from own sources:				
Interest earnings	(2,156)	10,570	10,505	(23)
Other revenue	798,848	1,130,121	40	-
Grants in lieu of taxes	13,043	1,656	-	155
Total Revenue	1,726,168	1,615,100	41,206	39,017
Expenses				
General administration	73,252	140,509	32,531	1,676
Other operating expenses	323,452	703,728	(440,287)	31,001
Salaries and wages	708,898	986,596	385,406	-
Recoveries	-	(474,795)	-	-
Total Expenses	1,105,602	1,356,038	(22,350)	32,677
Net Revenue (Expenses)	620,566	259,062	63,556	6,340
Transfers to own funds:				
Transfers to capital	17,895	524	-	-
Transfers to reserve	589,496	122,900	-	6,340
Transfers to ERF	10,000	135,638	63,556	-
Transfers from own funds:				
Transfers from reserve	-	-	-	-
Debt charges:				
Interest on short term debt	-	-	-	-
Annual Surplus (Deficit)	3,175	-	-	-
Accumulated surplus (deficit), beginning of year	-	-	-	-
Accumulated Surplus (Deficit), end of year	\$ 3,175	\$ -	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General A

For the year ended December 31, 2021

Soil Deposits	Nuisances & Unsightly Premises	Traffic Safety	CREST	2021 Budget	2021 Actual	2020 Actual
\$ 5,621	\$ 51,684	\$ 71,112	\$ 2,062,046	\$ 3,097,029	\$ 3,097,237	\$ 2,943,236
-	-	-	-	52,011	48,552	51,011
-	-	-	-	498,190	503,406	501,727
3	(69)	801	(4,061)	9,272	15,570	6,267
-	-	-	-	1,263,941	1,929,009	1,534,175
-	206	3,273	100,417	118,641	118,750	116,409
5,624	51,821	75,186	2,158,402	5,039,084	5,712,524	5,152,825
605	2,197	5,135	7,122	263,027	263,027	235,512
2,885	40,199	90,759	2,149,224	3,508,194	2,900,961	2,337,538
-	-	-	-	2,229,489	2,080,900	2,246,860
-	-	-	-	(873,635)	(474,795)	(29,362)
3,490	42,396	95,894	2,156,346	5,127,075	4,770,093	4,790,548
2,134	9,425	(20,708)	2,056	(87,991)	942,431	362,277
-	-	-	-	6,240	18,419	1,318
2,134	9,425	-	-	23,300	730,295	276,497
-	-	-	-	56,960	209,194	187,645
-	-	-	-	(126,400)	-	(127,568)
-	-	-	-	14,140	-	-
-	-	(20,708)	2,056	(62,231)	(15,477)	24,385
-	-	63,067	(836)	62,231	62,231	37,846
\$ -	\$ -	\$ 42,359	\$ 1,220	\$ -	\$ 46,754	\$ 62,231

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General B

For the year ended December 31, 2021

	Southern Gulf Islands Emergency Program	Juan de Fuca Emergency Program	Salt Spring Island Emergency Program	EA Emergency Program Coordinator
Revenue				
Government transfers	\$ 251,347	\$ 102,179	\$ 152,341	\$ 148,922
Sale of services:				
Other sales	-	-	-	-
Other revenue from own sources:				
Interest earnings	524	94	136	128
Other revenue	-	-	500	-
Grants in lieu of taxes	2,519	122	87	578
Total Revenue	254,390	102,395	153,064	149,628
Expenses				
General administration	9,561	3,016	4,821	43,742
Other operating expenses	170,534	66,775	123,741	57,473
Salaries and wages	30,590	6,259	-	460,671
MFA reserve	-	-	-	-
Recoveries	-	-	-	(459,671)
Total Expenses	210,685	76,050	128,562	102,215
Net Revenue (Expenses)	43,705	26,345	24,502	47,413
Transfers to own funds:				
Transfers to reserve	71,705	11,880	30,502	24,575
Transfers to ERF	-	20,465	-	37,324
Transfers from own funds:				
Transfers from reserve	-	-	-	-
Debt charges:				
Interest on short term debt	-	-	-	-
Interest on long term debt	-	-	-	-
Principal	-	-	-	-
Annual Surplus (Deficit)	(28,000)	(6,000)	(6,000)	(14,486)
Accumulated surplus (deficit), beginning of year	28,000	6,000	6,000	14,486
Accumulated Surplus (Deficit), end of year	\$ -	\$ -	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General B

For the year ended December 31, 2021

Regional Emergency Support	Juan de Fuca Search and Rescue	SSI Search and Rescue	Emergency Response Telephone Service	2021 Budget	2021 Actual	2020 Actual
\$ 129,248	\$ 68,663	\$ 23,336	\$ 197,077	\$ 1,020,370	\$ 1,073,113	\$ 817,277
-	-	-	124,960	141,320	124,960	152,671
(252)	(213)	44	1,574	3,830	2,035	3,011
(1)	9,855	-	2,134,039	2,242,918	2,144,393	2,355,410
7,235	91	17	(35,630)	(24,926)	(24,981)	(20,533)
136,230	78,396	23,397	2,422,020	3,383,512	3,319,520	3,307,836
11,573	3,689	1,323	120,784	198,509	198,509	205,996
23,572	63,838	19,217	1,979,035	2,693,432	2,504,185	2,560,855
104,608	-	-	-	680,668	602,128	571,438
-	-	-	2,264	1,440	2,264	2,684
-	-	-	(688,005)	(1,211,531)	(1,147,676)	(1,196,616)
139,753	67,527	20,540	1,414,078	2,362,518	2,159,410	2,144,357
(3,523)	10,869	2,857	1,007,942	1,020,994	1,160,110	1,163,479
-	-	-	-	27,980	138,662	107,707
-	6,403	-	100,403	110,444	164,595	144,844
(3,523)	-	-	66,843	(104,603)	(70,366)	(30,722)
-	-	-	-	3,772	-	82
-	-	-	318,360	318,360	318,360	318,360
-	-	-	693,589	693,589	693,589	693,589
-	4,466	2,857	(37,567)	(28,548)	(84,730)	(70,381)
-	(4,466)	4,871	(26,343)	28,548	28,548	98,929
\$ -	\$ -	\$ 7,728	\$ (63,910)	\$ -	\$ (56,182)	\$ 28,548

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General C

For the year ended December 31, 2021

	Hazardous Materials	Family Court Committee	Victim Assistance Program	Family Court Building	Salt Spring Island Street Lighting
Revenue					
Government transfers	\$ 316,828	\$ 15,000	\$ 277,830	\$ -	\$ 22,527
Sale of services:					
Other sales	-	-	-	-	-
Other revenue from own sources:					
Interest earnings	242	155	(794)	(116)	(30)
Other revenue	-	-	-	149,360	-
Grants in lieu of taxes	17,573	873	14,640	-	20
Total Revenue	334,643	16,028	291,676	149,244	22,517
Expenses					
General administration	13,435	268	5,401	6,066	1,347
Other operating expenses	219,992	15,635	286,801	47,936	25,102
Salaries and wages	20,328	-	-	-	-
Total Expenses	253,755	15,903	292,202	54,002	26,449
Net Revenue (Expenses)	80,888	125	(526)	95,242	(3,932)
Transfers to own funds:					
Transfers to reserve	71,328	-	-	95,242	-
Transfers to ERF	9,560	-	-	-	-
Transfers from reserve	-	-	-	-	-
Debt charges:					
Interest on short term debt	-	-	-	-	-
Annual Surplus (Deficit)	-	125	(526)	-	(3,932)
Accumulated surplus (deficit), beginning of year	-	32	(76)	-	3,428
Accumulated Surplus (Deficit), end of year	\$ -	\$ 157	\$ (602)	\$ -	\$ (504)

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General C

For the year ended December 31, 2021

Port Renfrew Street Lighting	Juan de Fuca House Numbering	Salt Spring Island House Numbering	Southern Gulf Islands House Numbering	2021 Budget	2021 Actual	2020 Actual
\$ 3,321	\$ 12,789	\$ 9,458	\$ 9,203	\$ 666,956	\$ 666,956	\$ 659,026
3,071	-	-	-	3,070	3,071	3,017
19	(23)	(19)	(16)	510	(582)	961
195	-	-	-	149,600	149,555	101,139
86	18	-	94	33,268	33,304	28,446
6,692	12,784	9,439	9,281	853,404	852,304	792,589
425	673	514	497	28,626	28,626	24,970
6,895	12,027	8,914	8,775	723,469	632,077	631,284
-	-	-	-	11,470	20,328	9,923
7,320	12,700	9,428	9,272	763,565	681,031	666,177
(628)	84	11	9	89,839	171,273	126,412
-	-	-	-	94,354	166,570	25,258
-	-	-	-	9,560	9,560	100,408
-	-	-	-	(10,000)	-	-
-	-	-	-	1,535	-	-
(628)	84	11	9	(5,610)	(4,857)	746
2,148	73	(30)	34	5,610	5,609	4,863
\$ 1,520	\$ 157	\$ (19)	\$ 43	\$ -	\$ 752	\$ 5,609

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - Fire A

For the year ended December 31, 2021

	N. Galiano Island Fire Protection	Otter Point Fire Protection	Port Renfrew Fire Protection	Shirley Fire Protection
Revenue				
Government transfers	\$ 197,314	\$ 505,214	\$ 96,977	\$ 161,153
Sale of services:				
Recreation revenue	-	-	-	-
Other sales	-	-	59,231	-
Other revenue from own sources:				
Interest earnings	60	(988)	168	(153)
Other revenue	-	-	-	-
Grants in lieu of taxes	314	-	934	-
Total Revenue	197,688	504,226	157,310	161,000
Expenses				
General administration	6,716	13,715	5,401	3,973
Other operating expenses	53,305	313,620	62,076	57,623
Salaries and wages	63,715	4,780	37,776	11,652
MFA reserve	115	-	9	-
Total Expenses	123,851	332,115	105,262	73,248
Net Revenue (Expenses)	73,837	172,111	52,048	87,752
Transfers to own funds:				
Transfers to capital	1,916	5,558	-	11,120
Transfers to reserve	5,090	48,321	-	25,060
Transfers to ERF	7,744	118,232	49,150	51,572
Transfers from own funds:				
Debt charges:				
Interest on short term debt	-	-	-	-
Interest on long term debt	20,405	-	900	-
Principal	28,466	-	1,998	-
Annual Surplus (Deficit)	10,216	-	-	-
Accumulated surplus (deficit), beginning of year	12,270	-	-	-
Accumulated Surplus, end of year	\$ 22,486	\$ -	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - Fire A

For the year ended December 31, 2021

Willis Point Fire Protection	East Sooke Fire Protection	2021 Budget	2021 Actual	2020 Actual
\$ 136,162	\$ 417,082	\$ 1,474,791	\$ 1,513,902	\$ 1,471,335
-	46,827	56,010	46,827	47,451
-	-	59,230	59,231	57,990
271	649	2,910	7	827
59,082	26,499	53,555	85,581	54,602
-	-	1,248	1,248	1,139
195,515	491,057	1,647,744	1,706,796	1,633,344
6,487	9,603	45,895	45,895	37,055
91,961	138,227	844,661	716,812	670,261
16,377	14,922	151,330	149,222	128,446
-	382	660	506	600
114,825	163,134	1,042,546	912,435	836,362
80,690	327,923	605,198	794,361	796,982
-	-	27,660	18,594	15,528
9,395	12,000	77,650	99,866	159,603
75,958	154,635	336,650	457,291	440,019
-	-	4,270	-	-
-	57,150	78,455	78,455	78,455
-	97,959	128,424	128,423	128,423
(4,663)	6,179	(47,911)	11,732	(25,046)
14,582	21,059	47,911	47,911	72,957
\$ 9,919	\$ 27,238	\$ -	\$ 59,643	\$ 47,911

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - Fire B

For the year ended December 31, 2021

	Durrance Rd Fire Protection	Malahat Fire Protection	Pender Island Fire Protection	South Galiano Island Fire Protection
Revenue				
Government transfers	\$ 2,990	\$ 63,810	\$ 988,487	\$ 424,052
Sale of services:				
Other revenue from own sources:				
Interest earnings	-	(7)	(1,124)	(666)
Other revenue	-	-	200	-
Grants in lieu of taxes	-	-	8,749	-
Total Revenue	2,990	63,803	996,312	423,386
Expenses				
General administration	191	2,632	35,660	10,655
Other operating expenses	2,529	61,172	705,461	80,176
Salaries and wages	-	-	-	146,251
MFA reserve	-	-	-	-
Total Expenses	2,720	63,804	741,121	237,082
Net Revenue (Expenses)	270	(1)	255,191	186,304
Transfers to own funds:				
Transfers to capital	-	-	-	51,614
Transfers to reserve	270	-	73,771	-
Transfers to ERF	-	-	181,421	114,415
Transfers from own funds:				
Transfers from reserve	-	-	(55,981)	-
Debt charges:				
Interest on short term debt	-	-	2,664	20,275
Interest on long term debt	-	-	-	-
Principal	-	-	53,316	-
Annual Surplus (Deficit)	-	(1)	-	-
Accumulated surplus (deficit), beginning of year	-	5	-	-
Accumulated Surplus (Deficit), end of year	\$ -	\$ 4	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - Fire B

For the year ended December 31, 2021

Saturna Island Fire Protection	Electoral Area Fire Protection	2021 Budget	2021 Actual	2020 Actual
\$ 157,672	\$ 142,190	\$ 1,779,201	\$ 1,779,201	\$ 1,708,213
41	1,160	1,670	(596)	(1,688)
-	-	300	200	100
10,560	-	19,309	19,309	14,462
168,273	143,350	1,800,480	1,798,114	1,721,087
3,269	9,244	61,651	61,651	55,436
165,241	118,320	1,329,005	1,132,899	1,176,152
-	-	149,170	146,251	109,331
-	-	22,999	-	-
168,510	127,564	1,562,825	1,340,801	1,340,919
(237)	15,786	237,655	457,313	380,168
-	-	13,070	51,614	42,741
-	52,742	85,638	126,783	121,649
-	-	155,821	295,836	190,403
-	(36,956)	(181,400)	(92,937)	-
-	-	16,058	22,939	25,552
-	-	43,418	-	-
-	-	105,032	53,316	-
(237)	-	18	(238)	(177)
(23)	-	(18)	(18)	159
\$ (260)	\$ -	\$ -	\$ (256)	\$ (18)

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Environmental Health

For the year ended December 31, 2021

	Port Renfrew Disposal	Refuse Disposal	Storm Water Quality Management Core	Storm Water Quality Management Southern Gulf Islands	Storm Water Quality Management Sooke
Revenue					
Government transfers	\$ 33,324	\$ -	\$ 624,660	\$ 37,875	\$ 37,470
Sale of services:					
Refuse revenue	14,351	24,897,368	-	-	-
Recreation revenue	-	-	-	-	-
Other sales	-	-	-	-	-
Other revenue from own sources:					
Interest earnings	(15)	35,142	303	11	29
Other revenue	36,137	6,573,517	34,152	-	-
Grants in lieu of taxes	334	-	55,941	461	79
Total Revenue	84,131	31,506,027	715,056	38,347	37,578
Expenses					
General administration	3,867	2,795,288	12,666	1,967	1,099
Other operating expenses	91,447	22,479,534	590,371	29,684	64,673
Salaries and wages	-	2,821,078	-	-	-
MFA reserve	-	490	-	-	-
Recoveries	(15,590)	(6,460,055)	-	-	-
Total Expenses	79,724	21,636,335	603,037	31,651	65,772
Net Revenue (Expenses)	4,407	9,869,692	112,019	6,696	(28,194)
Transfers to own funds:					
Transfers to revenue	-	176,961	-	-	-
Transfers to capital	-	23,606	-	-	-
Transfers to reserve	4,000	10,542,148	112,019	6,696	-
Transfers to ERF	407	-	-	-	-
Transfers from own funds:					
Transfers from reserve	-	(22,538)	-	-	(28,194)
Debt charges:					
Interest on short term debt	-	(14,480)	-	-	-
Interest on long term debt	-	62,370	-	-	-
Principal	-	109,870	-	-	-
Annual Surplus (Deficit)	-	(1,008,245)	-	-	-
Accumulated surplus (deficit), beginning of year	-	1,008,245	-	-	-
Accumulated Surplus (Deficit), end of year	\$ -	\$ -	\$ -	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Environmental Health

For the year ended December 31, 2021

Storm Water Quality Management Salt Spring Island	Storm Water Quality Management Saanich Peninsula	2021 Budget	2021 Actual	2020 Actual
\$ 27,500	\$ 164,970	\$ 925,799	\$ 925,799	\$ 913,120
-	-	18,516,600	24,911,719	22,199,900
-	-	25,430	-	-
-	-	-	-	15
98	(425)	26,880	35,143	59,333
-	-	5,958,272	6,643,806	6,400,223
18	5,527	62,278	62,360	67,080
27,616	170,072	25,515,259	32,578,827	29,639,671
899	2,990	2,236,397	2,818,776	2,501,158
23,690	176,162	25,277,037	23,455,561	23,413,460
-	-	2,976,868	2,821,078	2,652,149
-	-	1,390	490	838
-	-	(6,222,926)	(6,475,645)	(7,097,350)
24,589	179,152	24,268,766	22,620,260	21,470,255
3,027	(9,080)	1,246,493	9,958,567	8,169,416
-	-	176,961	176,961	320,000
-	-	-	23,606	5,426
3,027	-	1,915,011	10,667,890	6,167,192
-	-	2,000	407	286,054
-	(9,080)	(42,674)	(59,812)	-
-	-	1,170	(14,480)	(25,890)
-	-	92,400	62,370	148,650
-	-	109,870	109,870	1,235,728
-	-	(1,008,245)	(1,008,245)	32,256
-	-	1,008,245	1,008,245	975,989
\$ -	\$ -	\$ -	\$ -	\$ 1,008,245

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Planning and Development

For the year ended December 31, 2021

	Economic Development Commission Salt Spring Island	Economic Development Commission SGI	Electoral Area Community Planning	Growth Management Strategy	Regional Planning
Revenue					
Government transfers	\$ 87,008	\$ 169,744	\$ 692,775	\$ 296,125	\$1,168,231
Sale of services:					
Recreation revenue	-	-	-	-	-
Other sales	-	-	79,893	-	1,701
Other revenue from own sources:					
Interest earnings	(92)	(417)	(306)	1,125	2,915
Other revenue	20,000	-	575	-	-
Grants in lieu of taxes	60	942	965	15,828	59,749
Total Revenue	106,976	170,269	773,902	313,078	1,232,596
Expenses					
General administration	9,992	4,443	48,587	17,688	101,563
Other operating expenses	118,808	159,800	179,230	106,364	293,562
Salaries and wages	-	-	399,761	106,378	801,338
Recoveries	-	-	(17,798)	-	(197,268)
Total Expenses	128,800	164,243	609,780	230,430	999,195
Net Revenue (Expenses)	(21,824)	6,026	164,122	82,648	233,401
Transfers to own funds:					
Transfers to revenue	-	-	-	-	-
Transfers to capital	-	-	3,762	-	-
Transfers to reserve	2,560	4,954	140,770	127,649	240,164
Transfers to ERF	-	-	33,140	-	190,876
Transfers from own funds:					
Transfers from reserve	(24,384)	-	(13,550)	-	-
Debt charges:					
Interest on short term debt	-	-	-	-	-
Annual Surplus Deficit)	-	1,072	-	(45,001)	(197,639)
Accumulated surplus (deficit), beginning of year	-	1,700	-	45,001	197,639
Accumulated Surplus (Deficit), end of year	\$ -	\$ 2,772	\$ -	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Planning and Development

For the year ended December 31, 2021

Geo Spatial Referencing	GIS Information Systems	Climate Change Development	2021 Budget	2021 Actual	2020 Actual
\$ 163,231	\$ 64,901	\$ 543,237	\$3,136,424	\$3,185,252	\$3,059,323
9,600	-	-	7,970	9,600	9,600
-	-	-	32,270	81,594	49,625
136	279	(684)	5,410	2,956	3,032
-	-	-	1,050	20,575	29,182
8,248	3,220	25,342	114,225	114,354	120,431
181,215	68,400	567,895	3,297,349	3,414,331	3,271,193
32,823	9,446	10,358	234,900	234,900	231,568
64,018	103,061	468,374	1,946,170	1,493,217	1,406,130
-	364,163	102,792	2,102,554	1,774,432	1,740,504
-	(491,222)	-	(706,288)	(706,288)	(669,107)
96,841	(14,552)	581,524	3,577,336	2,796,261	2,709,095
84,374	82,952	(13,629)	(279,987)	618,070	562,098
-	-	-	-	-	1
-	-	-	-	3,762	-
-	1,245	31,453	74,378	548,795	344,622
84,374	81,707	-	89,406	390,097	273,128
-	-	-	158,989	(37,934)	(113,000)
-	-	-	4,640	-	-
-	-	(45,082)	(289,422)	(286,650)	57,347
-	-	45,082	289,422	289,422	232,075
\$ -	\$ -	\$ -	\$ -	\$ 2,772	\$ 289,422

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Regional Parks

For the year ended December 31, 2021

	Regional Parks	2021 Budget	2021 Actual	2020 Actual
Revenue				
Government transfers	\$ 15,108,023	\$ 15,080,386	\$ 15,108,023	\$ 14,701,392
Sale of services:				
Recreation revenue	122,543	98,000	122,543	92,299
Other sales	-	500	-	102
Other revenue from own sources:				
Interest earnings	(10,012)	21,080	(10,012)	(12,448)
Other revenue	486,194	373,630	486,194	473,623
Grants in lieu of taxes	751,930	750,862	751,930	667,940
Total Revenue	16,458,678	16,324,458	16,458,678	15,922,908
Expenses				
General administration	592,118	592,118	592,118	519,151
Other operating expenses	2,326,128	2,273,214	2,326,128	2,348,875
Salaries and wages	6,116,503	6,408,455	6,116,503	5,876,470
MFA reserve	11,352	1,080	11,352	977
Recoveries	(292,531)	(112,783)	(292,531)	(101,506)
Total Expenses	8,753,570	9,162,084	8,753,570	8,643,967
Net Revenue (Expenses)	7,705,108	7,162,374	7,705,108	7,278,941
Transfers to own funds:				
Transfers to capital	114,670	114,670	114,670	244,714
Transfers to reserve	6,903,303	6,243,389	6,903,303	6,370,411
Transfers to ERF	280,500	280,500	280,500	275,000
Debt charges:				
Interest on short term debt	5,287	25,000	5,287	-
Interest on long term debt	156,172	149,640	156,172	143,640
Principal	245,176	349,175	245,176	245,176
Annual Surplus (Deficit)	-	-	-	-
Accumulated surplus (deficit), beginning of year	-	-	-	-
Accumulated Surplus (Deficit), end of year	\$ -	\$ -	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

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General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Panorama Recreation Centre

For the year ended December 31, 2021

	Panorama Administration	Panorama Ice Arena	Panorama Swimming Pool	Panorama Community Recreation Programs	Panorama Second Pool Service
Revenue					
Government transfers	\$ 5,093,722	\$ -	\$ 17,545	\$ 140,409	\$ -
Sale of services:					
Recreation revenue	33,048	136,238	520,682	1,227,465	-
Other sales	495	417	1,000	10,444	-
Other revenue from own sources:					
Interest earnings	5,895	199	-	-	2,181
Other revenue	15,757	602,078	300,388	242,151	-
Grants in lieu of taxes	161,891	-	-	-	-
Total Revenue	5,310,808	738,932	839,615	1,620,469	2,181
Expenses					
General administration	(719,416)	407,270	407,270	407,270	-
Other operating expenses	1,061,072	1,115,938	1,144,206	1,486,992	-
Salaries and wages	2,190,971	160,717	588,587	1,112,035	-
MFA reserve	-	199	-	-	2,181
Recoveries	(2,998,710)	-	-	-	-
Total Expenses	(466,083)	1,684,124	2,140,063	3,006,297	2,181
Net Revenue (Expenses)	5,776,891	(945,192)	(1,300,448)	(1,385,828)	-
Transfers to own funds:					
Transfers to reserve	7,805	913,650	191,004	65,000	-
Transfers to ERF	-	312,605	71,724	71,723	-
Transfers from reserve	-	-	-	-	-
Debt charges:					
Interest on short term debt	-	-	-	-	-
Interest on long term debt	-	30,240	-	-	233,655
Principal	-	58,068	-	-	449,370
Annual Surplus (Deficit)	5,769,086	(2,259,755)	(1,563,176)	(1,522,551)	(683,025)
Accumulated surplus (deficit), beginning of year	259,421	-	-	-	-
Accumulated Surplus (Deficit), end of year	\$ 6,028,507	\$ (2,259,755)	\$ (1,563,176)	\$ (1,522,551)	\$ (683,025)

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Panorama Recreation Centre

For the year ended December 31, 2021

2021 Budget	2021 Actual	2020 Actual
\$ 5,093,722	\$ 5,251,676	\$ 5,050,332
1,478,545	1,917,433	1,417,648
274	12,356	1,967
12,010	8,275	(1,865)
1,017,230	1,160,374	867,030
159,359	161,891	160,875
7,761,140	8,512,005	7,495,987
502,394	502,394	425,190
5,097,887	4,808,208	4,028,951
4,075,145	4,052,310	3,594,255
20,620	2,380	2,821
(2,998,710)	(2,998,710)	(2,551,876)
6,697,336	6,366,582	5,499,341
1,063,804	2,145,423	1,996,646
389,813	1,177,459	569,892
215,170	456,052	396,000
(51,000)	-	-
13,028	-	-
248,775	263,895	263,895
507,439	507,438	507,438
(259,421)	(259,421)	259,421
259,421	259,421	-
\$ -	\$ -	\$ 259,421

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Juan De Fuca Recreation Complex

For the year ended December 31, 2021

	Juan de Fuca Parks	Juan de Fuca Curling Rink	Juan de Fuca Public Building/Tech Wing
Revenue			
Sale of services:			
Other revenue from own sources:			
Grants in lieu of taxes	\$ -	\$ -	\$ -
Expenses			
Transfers to own funds:			
Debt charges:			
Annual Surplus (Deficit)	-	-	-
Accumulated surplus (deficit), beginning of year	25	(76)	873
Accumulated Surplus (Deficit), end of year	\$ 25	\$ (76)	\$ 873

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Juan De Fuca Recreation Complex

For the year ended December 31, 2021

2021 Budget	2021 Actual	2020 Actual
<hr/>		
\$ (822)	\$ -	\$ -
<hr/>		
(822)	-	-
822	822	822
<hr/>		
\$ -	\$ 822	\$ 822
<hr/>		

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Sooke Recreation Complex

For the year ended December 31, 2021

	SEAPARC	2021 Budget	2021 Actual	2020 Actual
Revenue				
Government transfers	\$2,919,131	\$2,917,131	\$2,919,131	\$2,893,310
Sale of services:				
Recreation revenue	646,929	476,562	646,929	486,583
Other sales	7,181	1,500	7,181	8,606
Other revenue from own sources:				
Interest earnings	(3,325)	2,340	(3,325)	(5,408)
Other revenue	276,643	281,220	276,643	289,251
Grants in lieu of taxes	5,341	5,341	5,341	5,043
Total Revenue	3,851,900	3,684,094	3,851,900	3,677,385
Expenses				
General administration	243,995	243,889	243,995	206,117
Grants in aid	80	2,000	80	80
Other operating expenses	778,192	790,159	778,192	704,951
Salaries and wages	2,088,818	2,120,982	2,088,818	2,096,295
MFA reserve	122	160	122	144
Recoveries	(2,670)	(2,670)	(2,670)	(2,620)
Total Expenses	3,108,537	3,154,520	3,108,537	3,004,967
Net Revenue (Expenses)	743,363	529,574	743,363	672,418
Transfers to own funds:				
Transfers to capital	50,500	-	50,500	4,909
Transfers to reserve	502,062	325,000	502,062	475,719
Transfers to ERF	90,000	90,000	90,000	90,000
Debt charges:				
Interest on short term debt	1,480	10,608	1,480	-
Interest on long term debt	18,480	23,480	18,480	18,943
Principal	80,841	80,486	80,841	82,847
Accumulated Surplus (Deficit), end of year	\$ -	\$ -	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Juan De Fuca Electoral Area

For the year ended December 31, 2021

	Juan de Fuca Electoral Area Community Parks	Juan de Fuca Electoral Area Community Recreation	2021 Budget	2021 Actual	2020 Actual
Revenue					
Government transfers	\$ 197,315	\$ 72,292	\$ 262,467	\$ 269,607	\$ 254,297
Sale of services:					
Other revenue from own sources:					
Interest earnings	(277)	342	150	65	(26)
Other revenue	2,920	20,491	16,528	23,411	23,893
Grants in lieu of taxes	268	66	334	334	308
Total Revenue	200,226	93,191	279,479	293,417	278,472
Expenses					
General administration	10,544	4,701	15,245	15,245	13,957
Other operating expenses	96,167	20,059	103,888	116,226	84,827
Salaries and wages	88,154	64,480	139,986	152,634	140,099
Total Expenses	194,865	89,240	259,119	284,105	238,883
Net Revenue (Expenses)	5,361	3,951	20,360	9,312	39,589
Transfers to own funds:					
Transfers to reserve	-	-	12,000	-	15,271
Transfers to ERF	2,906	3,951	8,000	6,857	24,318
Debt charges:					
Interest on short term debt	-	-	360	-	-
Annual Surplus (Deficit)	2,455	-	-	2,455	-
Accumulated Surplus (Deficit), end of year	\$ 2,455	\$ -	\$ -	\$ 2,455	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Salt Spring Island Parks and Recreation

For the year ended December 31, 2021

	Salt Spring Island Community Recreation	Salt Spring Island Community Parks	Salt Spring Island Community Pool	Salt Spring Island Park Land and Community Recreation
Revenue				
Government transfers	\$ 97,716	\$ 543,448	\$ 772,195	\$ 737,652
Sale of services:				
Recreation revenue	142,801	-	191,517	-
Other sales	30	-	-	-
Other revenue from own sources:				
Interest earnings	106	(1,159)	4,980	(1,081)
Other revenue	-	68,040	400	6,270
Grants in lieu of taxes	39	296	662	537
Total Revenue	240,692	610,625	969,754	743,378
Expenses				
General administration	31,948	84,051	(1,064)	169,305
Other operating expenses	91,644	67,482	379,635	205,127
Salaries and wages	107,544	393,064	468,560	208,884
MFA reserve	-	-	89	-
Recoveries	-	-	-	-
Total Expenses	231,136	544,597	847,220	583,316
Net Revenue (Expenses)	9,556	66,028	122,534	160,062
Transfers to own funds:				
Transfers to reserve	8,222	5,000	66,819	145,062
Transfers to ERF	-	5,090	35,000	15,000
Transfers from reserve	-	-	(4,861)	-
Debt charges:				
Interest on short term debt	-	-	(1,400)	-
Interest on long term debt	-	-	7,000	-
Principal	-	-	19,976	-
Annual Surplus (Deficit)	1,334	55,938	-	-
Accumulated surplus (deficit), beginning of year	(1,334)	(55,938)	-	-
Accumulated Surplus (Deficit), end of year	\$ -	\$ -	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Salt Spring Island Parks and Recreation

For the year ended December 31, 2021

2021 Budget	2021 Actual	2020 Actual
\$ 2,028,142	\$ 2,151,011	\$ 1,977,279
355,220	334,318	179,397
-	30	35
1,050	2,846	38,460
153,065	74,710	49,657
1,534	1,534	1,551
2,539,011	2,564,449	2,246,379
284,240	284,240	222,516
995,396	743,888	631,087
1,275,877	1,178,052	977,238
1,050	89	435
(356,700)	-	-
2,199,863	2,206,269	1,831,276
339,148	358,180	415,103
196,000	225,103	245,301
55,090	55,090	65,000
-	(4,861)	-
3,810	(1,400)	(9,130)
7,000	7,000	26,375
19,976	19,976	144,829
57,272	57,272	(57,272)
(57,272)	(57,272)	-
\$ -	\$ -	\$ (57,272)

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Southern Gulf Islands

For the year ended December 31, 2021

	Galiano Island Community Parks	Galiano Island Community Recreation	Mayne Island Community Recreation	Mayne Island Community Parks
Revenue				
Government transfers	\$ 92,073	\$ 36,705	\$ 34,209	\$ 83,390
Sale of services:				
Recreation revenue	-	-	-	375
Other sales	-	-	-	-
Other revenue from own sources:				
Interest earnings	(58)	(57)	176	268
Other revenue	-	-	-	9,509
Grants in lieu of taxes	37	15	28	69
Total Revenue	92,052	36,663	34,413	93,611
Expenses				
General administration	3,259	1,590	1,627	4,399
Other operating expenses`	67,609	38,849	27,226	62,263
Salaries and wages	-	-	-	-
Total Expenses	70,868	40,439	28,853	66,662
Net Revenue (Expenses)	21,184	(3,776)	5,560	26,949
Transfers to own funds:				
Transfers to capital	-	-	-	-
Transfers to reserve	21,184	-	-	27,418
Debt charges:				
Interest on short term debt	-	-	-	-
Annual Surplus (Deficit)	-	(3,776)	5,560	(469)
Accumulated surplus (deficit), beginning of year	-	4,454	8,174	16,510
Accumulated Surplus (Deficit), end of year	\$ -	\$ 678	\$ 13,734	\$ 16,041

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Southern Gulf Islands

For the year ended December 31, 2021

Pender Island Community Recreation	North & South Pender Island Parks	Saturna Island Community Parks	Saturna Island Community Recreation	2021 Budget	2021 Actual	2020 Actual
\$ 155,349	\$ 64,157	\$ 22,866	\$ 12,971	\$ 501,545	\$ 501,720	\$ 481,522
-	-	-	-	380	375	-
756	-	-	-	210	756	510
(31)	72	7	133	910	510	1,096
-	-	500	-	3,423	10,009	11,932
1,323	505	1,144	757	3,878	3,878	3,065
157,397	64,734	24,517	13,861	510,346	517,248	498,125
4,482	2,667	982	778	19,784	19,784	16,805
95,186	58,480	13,877	9,054	453,597	372,544	337,050
-	-	-	-	1,100	-	-
99,668	61,147	14,859	9,832	474,481	392,328	353,855
57,729	3,587	9,658	4,029	35,865	124,920	144,270
-	-	-	-	7,020	-	-
57,729	-	9,658	-	62,959	115,989	132,977
-	-	-	-	770	-	-
-	3,587	-	4,029	(34,884)	8,931	11,293
-	(615)	-	6,361	34,884	34,884	23,592
\$ -	\$ 2,972	\$ -	\$ 10,390	\$ -	\$ 43,815	\$ 34,885

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services

For the year ended December 31, 2021

	Vancouver Island Regional Library	Royal Theatre	McPherson Theatre	Sooke Regional Museum	Greater Victoria Library
Revenue					
Government transfers	\$ 310,394	\$ 580,000	\$ 750,000	\$ 196,217	\$ 30,985
Sale of services:					
Other revenue from own sources:					
Interest earnings	(850)	34	1,242	150	5
Other revenue	37,003	-	-	-	-
Grants in lieu of taxes	299	-	34,851	332	92
Total Revenue	346,846	580,034	786,093	196,699	31,082
Expenses					
General administration	5,562	14,311	33,710	3,903	726
Other operating expenses	311,629	85,723	316,540	192,640	29,841
Salaries and wages	-	-	-	-	-
MFA reserve	-	-	-	-	-
Recoveries	-	-	-	-	-
Total Expenses	317,191	100,034	350,250	196,543	30,567
Net Revenue (Expenses)	29,655	480,000	435,843	156	515
Transfers to own funds:					
Transfers to capital	-	100,000	92,000	-	-
Transfers to reserve	-	380,000	343,843	-	-
Transfers to ERF	-	-	-	-	-
Transfers from own funds:					
Transfers from reserve	-	-	-	-	-
Debt charges:					
Interest on short term debt	-	-	-	-	-
Interest on long term debt	29,468	-	-	-	-
Principal	-	-	-	-	-
Annual Surplus (Deficit)	187	-	-	156	515
Accumulated surplus (deficit), beginning of year	(46)	-	-	44	9
Accumulated Surplus (Deficit), end of year	\$ 141	\$ -	\$ -	\$ 200	\$ 524

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services

For the year ended December 31, 2021

Salt Spring Island Library	Southern Gulf Island Library	Galiano Island Library	Arts Development	Salt Spring Island Arts	2021 Budget	2021 Actual	2020 Actual
\$ 661,352	\$ 224,053	\$ 61,715	\$2,727,857	\$ 118,512	\$5,661,085	\$5,661,085	\$5,577,470
3,855	30	(17)	(1,074)	(331)	2,040	3,044	(2,892)
-	-	-	10,000	-	213,900	47,003	3,560
513	2,077	23	180,766	90	218,987	219,043	224,335
665,720	226,160	61,721	2,917,549	118,271	6,096,012	5,930,175	5,802,473
18,717	4,065	1,711	59,823	2,377	144,905	144,905	133,867
441,002	222,495	25,967	2,577,396	117,321	4,323,003	4,320,554	4,200,306
-	-	-	291,194	-	296,642	291,194	252,443
537	-	64	-	-	60,810	601	729
-	-	-	(47,432)	-	(13,552)	(47,432)	(13,220)
460,256	226,560	27,742	2,880,981	119,698	4,811,808	4,709,822	4,574,125
205,464	(400)	33,979	36,568	(1,427)	1,284,204	1,220,353	1,228,348
-	-	-	-	-	192,000	192,000	184,000
17,161	-	6,562	31,568	-	724,351	779,134	845,583
-	-	-	5,000	-	-	5,000	-
-	-	-	-	-	(19,955)	-	-
(9,028)	-	-	-	-	10,778	(9,028)	(27,004)
74,975	-	11,935	-	-	240,810	116,378	86,910
122,356	-	15,482	-	-	137,837	137,838	137,838
-	(400)	-	-	(1,427)	(1,617)	(969)	1,021
-	1,735	-	-	(125)	1,617	1,617	596
\$ -	\$ 1,335	\$ -	\$ -	\$ (1,552)	\$ -	\$ 648	\$ 1,617

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Fiscal Services

For the year ended December 31, 2021

	Local Debt Services	Gossip Island Electricity	2021 Budget	2021 Actual	2020 Actual
Revenue					
Government transfers	\$5,336,555	\$ 56,848	\$15,018,467	\$15,393,403	\$15,396,582
Other revenue from own sources:					
Interest earnings	56,579	167	70,753	56,746	64,561
Total Revenue	5,393,134	57,015	15,089,220	15,450,149	15,461,143
Expenses					
General administration	-	357	357	357	661
Other operating expenses	1	-	100	1	62
MFA reserve	56,578	152	70,660	56,730	64,546
Total Expenses	56,579	509	71,117	57,088	65,269
Net Revenue (Expenses)	5,336,555	56,506	15,018,103	15,393,061	15,395,874
Debt charges:					
Interest on short term debt	-	-	120	-	-
Interest on long term debt	5,974,446	20,735	5,914,684	5,995,181	6,150,111
Principal	9,362,109	35,708	9,103,378	9,397,817	9,245,836
Annual Surplus (Deficit)	-	63	(79)	63	(73)
Accumulated surplus (deficit), beginning of year	-	79	79	79	152
Accumulated Surplus (Deficit), end of year	\$ -	\$ 142	\$ -	\$ 142	\$ 79

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Land Bank and Housing

For the year ended December 31, 2021

	Land Bank and Housing	2021 Budget	2021 Actual	2020 Actual
Revenue				
Government transfers	\$ 2,745,407	\$ 2,588,179	\$ 2,745,407	\$ 2,542,541
Sale of services:				
Recreation revenue	38,071	35,130	38,071	36,168
Other revenue from own sources:				
Interest earnings	64,665	27,353	64,665	78,249
Other revenue	147,726	63,000	147,726	128,000
Grants in lieu of taxes	126,943	126,768	126,943	137,233
Total Revenue	3,122,812	2,840,430	3,122,812	2,922,191
Expenses				
General administration	109,315	109,315	109,315	86,763
Other operating expenses	622,791	4,868,623	622,791	1,354,707
Salaries and wages	1,155,682	1,290,571	1,155,682	924,614
MFA reserve	1,825	2,390	1,825	2,164
Recoveries	(769,348)	(903,390)	(769,348)	(622,156)
Total Expenses	1,120,265	5,367,509	1,120,265	1,746,092
Net Revenue (Expenses)	2,002,547	(2,527,079)	2,002,547	1,176,099
Transfers to own funds:				
Transfers to capital	6,381	8,510	6,381	43,992
Transfers to reserve	105,393	-	105,393	42,000
Transfers to ERF	4,000	4,000	4,000	4,000
Transfers from reserve	-	(65,236)	-	-
Debt charges:				
Interest on short term debt	-	4,118	-	-
Interest on long term debt	207,086	207,086	207,086	207,086
Principal	802,377	802,377	802,377	802,377
Annual Surplus (Deficit)	877,310	(3,487,934)	877,310	76,644
Accumulated surplus (deficit), beginning of year	3,487,934	3,487,934	3,487,934	3,411,290
Accumulated Surplus (Deficit), end of year	\$ 4,365,244	\$ -	\$ 4,365,244	\$ 3,487,934

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Small Craft Harbours, Transit and Transport

For the year ended December 31, 2021

	Southern Gulf Islands Small Craft Harbours	Salt Spring Island Small Craft Harbours	Salt Spring Island Transit and Transport	2021 Budget	2021 Actual	2020 Actual
Revenue						
Government transfers	\$ 291,104	\$ 31,283	\$ 561,554	\$ 871,181	\$ 883,941	\$ 704,379
Sale of services:						
Recreation revenue	84,530	-	-	92,300	84,530	78,953
Other sales	-	-	145,658	126,922	145,658	125,358
Other revenue from own sources:						
Interest earnings	400	84	834	1,860	1,318	148
Other revenue	4,347	-	-	7,000	4,347	2,360
Grants in lieu of taxes	6,041	40	311	6,392	6,392	5,563
Total Revenue	386,422	31,407	708,357	1,105,655	1,126,186	916,761
Expenses						
General administration	8,957	3,846	29,126	39,264	41,929	39,156
Other operating expenses	144,101	6,047	500,661	711,379	650,809	571,121
Salaries and wages	-	-	-	1,590	-	-
MFA reserve	-	-	-	7,100	-	-
Total Expenses	153,058	9,893	529,787	759,333	692,738	610,277
Net Revenue (Expenses)	233,364	21,514	178,570	346,322	433,448	306,484
Transfers to own funds:						
Transfers to reserve	233,138	21,514	180,317	342,307	434,969	340,660
Transfers from reserve	-	-	(1,747)	-	(1,747)	(34,176)
Debt charges:						
Interest on short term debt	-	-	-	820	-	-
Interest on long term debt	226	-	-	3,195	226	-
Annual Surplus (Deficit)	-	-	-	-	-	-
Accumulated surplus (deficit), beginning of year	-	-	-	-	-	-
Accumulated Surplus (Deficit), end of year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

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Sewer Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

	Septage Disposal Facilities	Salt Spring Island Septage Disposal	Trunk Sewers and Sewage Disposal Operations and Maintenance	Trunk Sewers and Sewage Disposal Debt	Ganges Sewer System
Revenue					
Government transfers	\$ 230,576	\$ 356,696	\$ 6,187,086	\$22,542,603	\$ 57,000
Sale of services:					
Other sales	147,057	659,091	-	-	1,000,303
Other revenue from own sources:					
Interest earnings	2,144	(631)	(6,752)	133,360	(753)
Other revenue	2,000	-	59,663	-	2,081
Grants in lieu of taxes	11,840	450	139,826	629,788	173
Total Revenue	393,617	1,015,606	6,379,823	23,305,751	1,058,804
Expenses					
General administration	12,921	26,790	136,647	3,993	32,779
Other operating expenses	144,703	804,334	5,387,480	1,346,994	695,579
Salaries and wages	-	-	-	-	-
MFA reserve	-	467	-	226,211	705
Recoveries	-	-	(154,990)	-	-
Total Expenses	157,624	831,591	5,369,137	1,577,198	729,063
Net Revenue (Expenses)	235,993	184,015	1,010,686	21,728,553	329,741
Transfers to own funds:					
Transfers to revenue	-	-	-	456,319	-
Transfers to capital	124,719	-	-	233,947	-
Transfers to reserve	214,260	29,790	951,164	10,182,295	118,172
Transfers to ERF	-	-	115,708	-	-
Transfers from own funds:					
Transfers from revenue	-	-	-	(176,961)	-
Transfers from capital	-	-	-	-	-
Transfers from reserve	-	(6,348)	-	-	(34,244)
Debt charges:					
Interest on short term debt	-	-	-	(16,416)	-
Interest on long term debt	-	53,265	-	6,752,299	117,800
Principal	-	107,308	-	5,378,389	128,013
Annual Surplus (Deficit)	(102,986)	-	(56,186)	(1,081,319)	-
Accumulated surplus (deficit), beginning of year	102,986	-	120,627	1,151,001	-
Accumulated Surplus (Deficit), end of year	\$ -	\$ -	\$ 64,441	\$ 69,682	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Sewer Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

Malaview Estates Sewer System	Magic Lake Estates Sewer System	Port Renfrew Sewer System	Harbours Environmental Action	Core Area Wastewater Operations	2021 Budget	2021 Actual	2020 Actual
\$ 4,670	\$ 656,041	\$ 59,456	\$ 65,290	\$27,618,405	\$57,777,823	\$ 57,777,823	\$51,929,454
206,363	251,937	57,308	-	-	2,199,568	2,322,059	2,081,443
344	(325)	(151)	171	-	102,325	127,407	128,198
649	567	2,774	-	18,602	59,130	86,336	759,781
-	985	1,115	-	750,420	1,532,243	1,534,597	1,623,084
212,026	909,205	120,502	65,461	28,387,427	61,671,089	61,848,222	56,521,960
6,059	29,405	4,260	1,300	1,246,645	1,264,217	1,500,799	630,052
118,644	594,512	112,005	64,161	21,719,445	36,479,968	30,987,857	19,148,958
-	91	-	-	3,995	-	4,086	(1,466)
5	38,250	-	-	-	490,770	265,638	32,590
-	(10,654)	-	-	(200,000)	(1,789,749)	(365,644)	(1,024,313)
124,708	651,604	116,265	65,461	22,770,085	36,445,206	32,392,736	18,785,821
87,318	257,601	4,237	-	5,617,342	25,225,883	29,455,486	37,736,139
-	-	-	-	-	-	456,319	571,158
-	-	-	-	57,908	5,829,346	416,574	27,068,630
58,056	66,888	2,035	-	4,166,905	10,884,717	15,789,565	1,176,512
-	-	-	-	1,195,184	392,169	1,310,892	959,754
-	-	-	-	-	(176,960)	(176,961)	(320,000)
-	-	-	-	-	-	-	(6,410,000)
-	(25,000)	-	-	-	(349,625)	(65,592)	(1,325,154)
(84)	19,257	-	-	-	628,866	2,757	(51,878)
420	70,765	-	-	-	3,750,047	6,994,549	3,720,277
1,199	133,463	-	-	-	5,612,008	5,748,372	11,452,681
27,727	(7,772)	2,202	-	197,345	(1,344,685)	(1,020,989)	894,159
(27,727)	-	(2,202)	-	-	1,344,685	1,344,685	450,526
\$ -	\$ (7,772)	\$ -	\$ -	\$ 197,345	\$ -	\$ 323,696	\$ 1,344,685

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Water Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

	Fernwood Water Supply	Magic Lake Estates Water Supply	Port Renfrew Water Supply	Saanich Peninsula Water Supply	Highland Water Supply
Revenue					
Government transfers	\$ 13,494	\$ 568,517	\$ 60,016	\$ -	\$ 31,117
Sale of services:					
Other sales	-	372,406	60,198	8,132,234	-
Other revenue from own sources:					
Interest earnings	58	(1,361)	(242)	(2,710)	120
Other revenue	-	20,663	310	11,000	-
Grants in lieu of taxes	-	473	523	-	-
Total Revenue	13,552	960,698	120,805	8,140,524	31,237
Expenses					
General administration	349	28,350	5,540	109,212	394
Other operating expenses	-	733,371	113,211	6,775,722	-
Salaries and wages	-	2,404	-	-	-
MFA reserve	44	556	-	-	88
Total Expenses	393	764,681	118,751	6,884,934	482
Net Revenue (Expenses)	13,159	196,017	2,054	1,255,590	30,755
Transfers to own funds:					
Transfers to capital	-	-	-	-	-
Transfers to reserve	-	72,817	2,054	1,205,590	-
Transfers to ERF	-	-	-	50,000	-
Transfers from own funds:					
Transfers from reserve	-	(70,818)	-	-	-
Debt charges:					
Interest on short term debt	-	(1,645)	-	-	-
Interest on long term debt	4,420	65,109	-	-	10,748
Principal	9,926	130,554	-	-	20,010
Annual Surplus (Deficit)	(1,187)	-	-	-	(3)
Accumulated surplus (deficit), beginning of year	1,201	-	-	-	32
Accumulated Surplus (Deficit), end of year	\$ 14	\$ -	\$ -	\$ -	\$ 29

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Water Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

Lyall Harbour/Boot Cove Water Supply	Sticks Allison Galiano Island Water Supply	Highland/Fernwood Water Supply	2021 Budget	2021 Actual	2020 Actual
\$ 125,585	\$ 5,000	\$ 75,000	\$ 880,883	\$ 878,729	\$ 866,347
109,460	51,331	446,864	8,184,715	9,172,493	8,044,840
(207)	(82)	(1,271)	1,940	(5,695)	(10,768)
3,028	5,626	630	14,810	41,257	40,132
767	-	-	1,763	1,763	1,697
238,633	61,875	521,223	9,084,111	10,088,547	8,942,248
7,731	2,314	16,358	170,247	170,248	152,230
190,359	67,144	334,128	7,529,258	8,213,935	7,620,953
-	-	-	-	2,404	757
100	-	110	6,080	898	1,068
198,190	69,458	350,596	7,705,585	8,387,485	7,775,008
40,443	(7,583)	170,627	1,378,526	1,701,062	1,167,240
-	-	6,612	-	6,612	-
-	3,401	67,960	925,350	1,351,822	923,333
-	-	-	50,000	50,000	50,000
(7,000)	(1,000)	-	(55,000)	(78,818)	(36,499)
-	-	(1,951)	18,718	(3,596)	(7,063)
7,929	-	16,250	110,063	104,456	123,211
22,148	-	24,971	207,607	207,609	204,044
17,366	(9,984)	56,785	121,788	62,977	(89,786)
(22,103)	-	(100,918)	(121,788)	(121,788)	(32,002)
\$ (4,737)	\$ (9,984)	\$ (44,133)	\$ -	\$ (58,811)	\$ (121,788)

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Water Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

	Skana Water Supply	Surfside Water Supply	Beddis Water Supply	Fulford Water Supply	Cedars of Tuam Supply
Revenue					
Government transfers	\$ 22,885	\$ 22,000	\$ 73,470	\$ 37,500	\$ -
Sale of services:					
Other sales	45,089	81,824	186,789	152,463	37,453
Other revenue from own sources:					
Interest earnings	32	(69)	(366)	65	28
Other revenue	166	360	219	926	58
Total Revenue	68,172	104,115	260,112	190,954	37,539
Expenses					
General administration	2,631	4,698	8,721	7,539	2,241
Other operating expenses	65,874	88,331	190,666	153,036	34,325
Salaries and wages	-	-	-	235	-
MFA reserve	7	-	77	37	-
Recoveries	-	-	-	-	-
Total Expenses	68,512	93,029	199,464	160,847	36,566
Net Revenue (Expenses)	(340)	11,086	60,648	30,107	973
Transfers to own funds:					
Transfers to capital	-	-	-	-	-
Transfers to reserve	7,545	17,000	14,035	28,400	4,360
Transfers to ERF	-	-	-	-	-
Transfers from own funds:					
Transfers from reserve	(10,000)	(5,914)	10,000	(12,438)	(3,387)
Debt charges:					
Interest on short term debt	-	-	-	-	-
Interest on long term debt	657	-	12,145	5,655	-
Principal	1,458	-	30,818	8,490	-
Annual Surplus (Deficit)	-	-	13,650	-	-
Accumulated surplus (deficit), beginning of year	-	-	(13,650)	-	-
Accumulated Surplus (Deficit), end of year	\$ -	\$ -	\$ -	\$ -	\$ -

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Water Revenue Fund Statement of Operations (Unaudited)

For the year ended December 31, 2021

Cedar Lane Water Supply	Wilderness Mountain Water	Regional Water Supply	Regional Water Distribution	2021 Budget	2021 Actual	2020 Actual
\$ 10,024	\$ 59,520	\$ 2,607	\$ 316	\$ 225,399	\$ 228,322	\$ 257,877
53,656	87,998	37,661,140	23,668,347	56,044,821	61,974,759	55,274,059
85	(56)	127,619	33,159	42,790	160,497	186,427
238	257	75,657	101,455	189,410	179,336	712,039
64,003	147,719	37,867,023	23,803,277	56,502,420	62,542,914	56,430,402
3,773	5,607	2,243,331	636,005	2,401,256	2,914,546	2,389,871
84,037	111,514	5,834,685	13,402,978	37,795,104	19,965,446	17,100,227
-	-	14,655,331	456,586	17,076,448	15,112,152	14,480,937
25	61	25,637	4,515	123,940	30,359	87,429
-	-	(6,033,894)	-	(26,315,270)	(6,033,894)	(5,550,104)
87,835	117,182	16,725,090	14,500,084	31,081,478	31,988,609	28,508,360
(23,832)	30,537	21,141,933	9,303,193	25,420,942	30,554,305	27,922,042
-	-	12,546,475	7,246,297	14,576,096	19,792,772	17,279,458
5,370	9,882	-	-	106,820	86,592	85,329
-	-	297,540	258,003	555,543	555,543	513,239
(26,936)	-	-	(68,191)	(142,441)	(136,866)	(227,179)
-	-	(9,873)	(1,750)	26,470	(11,623)	(27,570)
2,430	9,554	2,827,275	659,740	3,537,931	3,517,456	3,692,966
5,394	14,033	5,480,516	1,209,094	6,749,805	6,749,803	6,610,878
(10,090)	(2,932)	-	-	10,718	628	(5,079)
-	2,932	-	-	(10,718)	(10,718)	(5,639)
\$ (10,090)	\$ -	\$ -	\$ -	\$ -	\$ (10,090)	\$ (10,718)

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Capital Funds Statement of Financial Position (Unaudited)

As at December 31, 2021

	General Capital	Water Capital	Sewer Capital	2021	2020
Financial Assets					
Receivables:					
Accounts receivable	\$ 27,554,808	\$ 59,786,908	\$ 57,175,806	\$ 144,517,522	\$ 155,121,010
Debt recoverable from other authorities					
Debentures:					
District of Sooke	3,120,673	-	-	3,120,673	3,666,923
City of Colwood	7,997,141	-	-	7,997,141	8,690,504
Town of Esquimalt	38,215,048	-	-	38,215,048	4,229,661
District of Highlands	393,221	-	-	393,221	480,006
District of North Saanich	5,348,140	-	-	5,348,140	5,763,077
District of Oak Bay	703,496	-	-	703,496	1,030,324
District of Saanich	46,176,266	-	-	46,176,266	39,784,431
Town of Sidney	7,660,577	-	-	7,660,577	8,036,621
City of Victoria	56,965,563	-	-	56,965,563	61,389,116
District of Central Saanich	7,949,749	-	-	7,949,749	8,379,098
Town of View Royal	5,012,823	-	-	5,012,823	5,419,897
VIRL	6,000,000	-	-	6,000,000	-
	\$ 213,097,505	\$ 59,786,908	\$ 57,175,806	\$ 330,060,219	\$ 301,990,668

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Capital Funds Statement of Financial Position (Unaudited)

As at December 31, 2021

	General Capital	Water Capital	Sewer Capital	2021	2020
Financial Liabilities					
Payables:					
Trade accounts and accrued liabilities	\$ 535,770	\$ 2,537,048	\$ 2,168,383	\$ 5,241,201	\$ 11,769,606
Contractors holdbacks	312,170	122,716	7,980,951	8,415,837	75,817,206
CIAC developer advances for construction	-	515,316	-	515,316	536,769
Deferred revenue	-	1,577,790	-	1,577,790	-
	847,940	4,752,870	10,149,334	15,750,144	88,123,581
Debentures issued by Municipal Finance Authority	216,461,415	45,638,859	187,296,993	449,397,267	321,683,250
Non-debenture / bank loan	-	-	-	-	6,410,000
	216,461,415	45,638,859	187,296,993	449,397,267	328,093,250
	217,309,355	50,391,729	197,446,327	465,147,411	416,216,831
Net Financial Assets (Liabilities)	(4,211,850)	9,395,179	(140,270,521)	(135,087,192)	(114,226,163)
Non-Financial Assets					
Tangible capital assets:					
Engineering structures	150,526,778	555,990,398	940,205,976	1,646,723,152	1,371,136,106
Buildings	269,825,009	8,478,725	5,958,187	284,261,921	286,326,104
Equipment	38,356,325	30,893,770	5,135,816	74,385,911	71,894,599
Vehicles	17,995,004	7,427,558	29,322	25,451,884	23,766,854
Land	160,597,487	85,181,580	28,333,065	274,112,132	250,421,413
Other assets	3,922,951	13,491,913	6,082,145	23,497,009	22,464,704
Assets WIP	12,929,552	17,651,527	5,448,841	36,029,920	91,163,333
	654,153,106	719,115,471	991,193,352	2,364,461,929	2,117,173,113
Inventory of supplies	-	1,062,177	-	1,062,177	1,018,898
Accumulated Surplus					
Capital funds	\$ 649,941,256	\$ 729,572,827	\$ 850,922,831	\$2,230,436,914	\$2,003,965,848

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Capital Funds Statement of Financial Activities (Unaudited)

For the year ended December 31, 2021

	General Capital	Water Capital	Sewer Capital	2021	2020
Revenue					
Government transfers	\$ 9,438,026	\$ 570,507	\$ 118,494,257	\$ 128,502,790	\$ 150,750,486
Developer contributions	-	4,135,620	-	4,135,620	5,706,166
Interest earnings	628,161	621,091	(185,247)	1,064,005	1,907,118
Other revenue	28,299,782	593,342	-	28,893,124	71,397,451
Capitalization of debt	3,447,582	10,160,139	8,507,695	22,115,416	27,369,583
Net Revenue	41,813,551	16,080,699	126,816,705	184,710,955	257,130,804
Transfers to own funds:					
Transfers to revenue	-	-	(109,329)	(109,329)	(6,560,000)
Transfers to capital	-	(52,792)	(200,000)	(252,792)	-
Transfers to reserve	(1,197,412)	(25,571)	(389,469)	(1,612,452)	(1,771,191)
Transfers to ERF	-	(47,112)	(21,744)	(68,856)	(47,112)
Transfers from own funds:					
Transfers from revenue	2,957,002	19,799,385	416,574	23,172,961	46,910,660
Transfers from capital	200,000	30,000	-	230,000	240,000
Transfers from reserve	15,343,094	3,384,953	1,483,425	20,211,472	24,494,506
Transfers from ERF	2,180,441	295,647	235,559	2,711,647	1,523,740
Decrease in inventory	-	57,122	-	57,122	11,677
Disposal of assets	(2,033,264)	(541,865)	(4,533)	(2,579,662)	(20,601,676)
Annual Surplus	59,263,412	38,980,466	128,227,188	226,471,066	301,331,408
Accumulated surplus, beginning of year	590,677,844	690,592,361	722,695,643	2,003,965,848	1,702,634,440
Accumulated Surplus, end of year	\$ 649,941,256	\$ 729,572,827	\$ 850,922,831	\$2,230,436,914	\$2,003,965,848

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

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Capital Funds Statement of Capital Financing (Unaudited)

For the year ended December 31, 2021

	General Capital	Water Capital	Sewer Capital	2021	2020
Finances acquired:					
Unexpended funds at beginning of year	\$ 39,783,470	\$ 37,023,986	\$ 46,006,743	\$ 122,814,199	\$ 76,387,752
Long-term debt incurred:					
Bank loan / MFA non-debenture loans	227,000	-	-	227,000	60,250,000
Debtentures:					
Own portion	-	5,100,000	4,000,000	9,100,000	99,400,000
Member municipalities' portion	6,280,000	-	-	6,280,000	13,670,000
Transfer from member municipalities for their portion of long-term debt	9,210,127	-	-	9,210,127	8,686,508
Transfer from post capitalization	358,000	1,866,117	-	2,224,117	-
Transfer from current liability to equity - Skirt & Silver Creek	-	-	-	-	3,299,445
Transfers from own funds:					
Sewer Revenue Fund	-	-	27,024,856	27,024,856	28,187,956
General Revenue Fund	2,591,346	-	-	2,591,346	1,267,261
Water Revenue Fund	-	17,306,135	-	17,306,135	15,103,080
Reserve Funds	15,273,235	1,962,200	8,735,699	25,971,134	22,202,604
Capital Funds	240,000	-	-	240,000	-
Conditional grant from government	5,950,887	43,752	144,755,847	150,750,486	171,374,228
Contribution in aid	-	5,706,166	-	5,706,166	3,345,898
Interest earned	637,548	609,735	659,835	1,907,118	1,625,932
Other	57,850,334	-	-	57,850,334	33,603,860
Other - sale of land	-	-	11,100,000	11,100,000	11,250,000
Donations	223,000	-	-	223,000	100,350
Temporary borrowings and payables at end of year	2,405,527	2,880,680	82,837,432	88,123,639	96,251,330
	\$ 141,030,474	\$ 72,498,771	\$ 325,120,412	\$ 538,649,657	\$ 646,006,204

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Capital Funds Statement of Capital Financing (Unaudited)

For the year ended December 31, 2021

	General Capital	Water Capital	Sewer Capital	2021	2020
Finances applied:					
Temporary borrowings and payables at beginning of year	\$ 1,954,718	\$ 2,835,495	\$ 91,461,117	\$ 96,251,330	\$ 77,184,413
Expenditure for fixed assets	96,675,321	22,199,364	126,581,315	245,456,000	306,925,843
Transfers to own funds:					
General Revenue Fund	150,000	-	-	150,000	96,420
Sewer Revenue Fund	-	-	6,410,000	6,410,000	11,102,640
Reserve Funds	66,625	193,938	1,510,628	1,771,191	2,523,089
Capital Funds	-	-	-	-	3,092
Transfer to member municipalities for their portion of debentures	6,280,000	-	-	6,280,000	13,670,000
Payment of long-term debt on behalf of member municipalities	9,210,127	-	-	9,210,127	8,686,508
Debt paydown (per debt schedule)	-	-	24,410,000	24,410,000	114,290,000
Temporary loan paydown	-	-	(6,410,000)	(6,410,000)	(11,290,000)
Unexpended funds at end of year	26,693,683	47,269,974	81,157,352	155,121,009	122,814,199
	\$ 141,030,474	\$ 72,498,771	\$ 325,120,412	\$ 538,649,657	\$ 646,006,204

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	General Government Equipment Replacement Fund	Feasibility Study Reserve	Office Facilities & Equipment Replacement Fund
Opening balance	\$ 6,104,201	\$ 29,737	\$ 7,576,315
Add			
Government transfers	-	150,000	-
Other revenue from own sources:			
Interest earnings	39,976	2,057	108,266
Other revenues	32,071	-	-
Grants in lieu of taxes	-	2,012	-
Transfers from own funds:			
Transfers from revenue	-	-	662,442
Transfers from reserve	-	-	105,950
Transfers from ERF	2,161,873	-	-
Total Revenue	2,233,920	154,069	876,658
Deduct			
Other operating expenses	-	33,565	1
Transfers to own funds:			
Transfers to revenue	25,000	-	-
Transfers to capital	805,760	-	2,084,314
Transfers to reserve	41	-	-
Total Expenses	(830,801)	(33,565)	(2,084,315)
Change in Fund Balance	1,403,119	120,504	(1,207,657)
Accumulated Surplus, end of year	\$ 7,507,320	\$ 150,241	\$ 6,368,658

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

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Reserve Funds Fire Protection Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	North Pender Island Fire Capital Reserve	Willis Point Fire & Recreation Capital Reserve	Shirley Fire Capital Reserve	East Sooke Fire Capital Reserve
Opening balance	\$ 404,184	\$ 161,449	\$ 77,974	\$ 24,485
Add				
Other revenue from own sources:				
Interest earnings	6,222	2,228	1,441	514
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	73,771	9,395	25,059	12,000
Transfers from capital	296	-	1,511	-
Transfers from reserve	-	-	-	20,000
Transfers from ERF	-	-	-	-
Total Revenue	80,289	11,623	28,011	32,514
Deduct				
Transfers to own funds:				
Transfers to revenue	-	-	-	-
Transfers to capital	60,028	23,981	-	14,000
Transfers to ERF	75,000	-	-	-
Total Expenses	135,028	23,981	-	14,000
Change in Fund Balance	(54,739)	(12,358)	28,011	18,514
Accumulated Surplus, end of year	\$ 349,445	\$ 149,091	\$ 105,985	\$ 42,999

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Fire Protection Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	North Galiano Fire Capital Reserve	Fire Protection Equipment Replacement Fund	Port Renfrew Fire Capital Reserve	Otter Point Fire Capital Reserve
Opening balance	\$ 66,404	\$ 2,408,050	\$ 46,689	\$ 19,366
Add				
Other revenue from own sources:				
Interest earnings	1,060	15,377	710	175
Other revenues	-	24,400	-	-
Transfers from own funds:				
Transfers from revenue	5,090	-	-	48,321
Transfers from capital	-	-	-	-
Transfers from reserve	-	-	-	-
Transfers from ERF	-	863,220	-	-
Total Revenue	6,150	902,997	710	48,496
Deduct				
Transfers to own funds:				
Transfers to revenue	-	55,981	-	-
Transfers to capital	-	490,176	-	42,060
Transfers to ERF	-	-	-	-
Total Expenses	-	546,157	-	(42,060)
Change in Fund Balance	6,150	356,840	710	6,436
Accumulated Surplus, end of year	\$ 72,554	\$ 2,764,890	\$ 47,399	\$ 25,802

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Protection General Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Southern Gulf Islands Emergency Capital Reserve	Salt Spring Island Emergency Capital Reserve	Family Court Building Capital Reserve	Protective General Equipment Replacement Fund
Opening balance	\$ 248,354	\$ 41,934	\$ 222,801	\$ 2,009,577
Add				
Other revenue from own sources:				
Interest earnings	3,871	638	4,414	13,697
Other revenues	-	-	-	11,500
Transfers from own funds:				
Transfers from revenue	9,600	-	95,242	-
Transfers from ERF	-	-	-	348,256
Total Revenue	13,471	638	99,656	373,453
Deduct				
Transfers to own funds:				
Transfers to capital	-	-	-	26,797
Total Expenses	-	-	-	26,797
Change in Fund Balance	13,471	638	99,656	346,656
Accumulated Surplus, end of year	\$ 261,825	\$ 42,572	\$ 322,457	\$ 2,356,233

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Transportation Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Southern Gulf Islands Small Craft Harbour Capital Reserve	Salt Spring Island Harbours Capital Reserve	Salt Spring Island Transportation Capital Reserve	Salt Spring Island Transit Capital Reserve
Opening balance	\$ 490,495	\$ 168,345	\$ 53,350	\$ 52,495
Add				
Other revenue from own sources:				
Interest earnings	12,568	2,680	1,690	509
Transfers from own funds:				
Transfers from revenue	233,138	21,514	91,117	30,320
Total Revenue	245,706	24,194	92,807	30,829
Deduct				
Other operating expenses	(1,928)	-	-	-
Transfers to own funds:				
Transfers to capital	552,000	-	42,765	40,000
Total Expenses	550,072	-	42,765	40,000
Change in Fund Balance	(304,366)	24,194	24,194	(9,171)
Accumulated Surplus, end of year	\$ 186,129	\$ 192,539	\$ 103,392	\$ 43,324

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Recreation and Cultural Capital Reserves

Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Saturna Island Park Land Capital Reserve	Pender Island Park Land Capital Reserve	Saanich Peninsula Ice Arena Facility Capital Reserve	Regional Parks Capital Reserve
Opening balance	\$ 3,196	\$ 36,164	\$ 3,468,534	\$ 10,511,571
Add				
Other revenue from own sources:				
Interest earnings	48	550	53,470	180,477
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	-	-	928,772	6,903,303
Transfers from capital	-	-	-	-
Transfers from reserve	-	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	48	550	982,242	7,083,780
Deduct				
Transfers to own funds:				
Transfers to capital	-	-	542,427	4,679,428
Transfers to reserve	-	-	-	-
Total Expenses	-	-	542,427	4,679,428
Change in Fund Balance	48	550	439,815	2,404,352
Accumulated Surplus, end of year	\$ 3,244	\$ 36,714	\$ 3,908,349	\$ 12,915,923

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Recreation and Cultural Capital Reserves

Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Sooke Community Park Capital Reserve	Salt Spring Island Park Land Acquisition Capital Reserve	Saturna Island Parks & Recreation Capital Reserve	Sooke and EA Recreation & Facilities Capital Reserve
Opening balance	\$ 586,733	\$ 860,826	\$ 64,010	\$ 601,006
Add				
Other revenue from own sources:				
Interest earnings	9,045	13,581	1,025	12,228
Other revenues	-	36,700	-	-
Transfers from own funds:				
Transfers from revenue	-	-	9,658	497,062
Transfers from capital	1,701	-	-	-
Transfers from reserve	-	1,391	-	-
Transfers from ERF	-	-	-	-
Total Revenue	10,746	51,672	10,683	509,290
Deduct				
Transfers to own funds:				
Transfers to capital	-	-	-	(214,200)
Transfers to reserve	-	-	-	-
Total Expenses	-	-	-	(214,200)
Change in Fund Balance	10,746	51,672	10,683	723,490
Accumulated Surplus, end of year	\$ 597,479	\$ 912,498	\$ 74,693	\$ 1,324,496

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Recreation and Cultural Capital Reserves

Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Pender Island Parks & Recreation Capital Reserve	Galiano Island Parks & Recreation Capital Reserve	Royal Theatre Capital Reserve	Salt Spring Island Parks & Recreation Capital Reserve
Opening balance	\$ 321,175	\$ 73,807	\$ 1,042,318	\$ 339,794
Add				
Other revenue from own sources:				
Interest earnings	5,060	873	14,121	5,358
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	57,729	21,184	380,000	140,062
Transfers from capital	-	-	-	-
Transfers from reserve	-	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	62,789	22,057	394,121	145,420
Deduct				
Transfers to own funds:				
Transfers to capital	16,959	30,959	569,248	75,000
Transfers to reserve	-	-	-	-
Total Expenses	16,959	30,959	569,248	75,000
Change in Fund Balance	45,830	(8,902)	(175,127)	70,420
Accumulated Surplus, end of year	\$ 367,005	\$ 64,905	\$ 867,191	\$ 410,214

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Recreation and Cultural Capital Reserves

Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Mayne Island Park Land Capital Reserve	Salt Spring Island Parks Capital Reserve	Salt Spring Island Parks Service Area Capital Reserve	McPherson Theatre Capital Reserve
Opening balance	\$ 93,976	\$ 176,119	\$ 1,380	\$ 1,857,580
Add				
Other revenue from own sources:				
Interest earnings	1,329	1,340	11	30,111
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	27,418	10,000	-	343,843
Transfers from capital	-	-	-	-
Transfers from reserve	-	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	28,747	11,340	11	373,954
Deduct				
Transfers to own funds:				
Transfers to capital	12,260	110,000	-	21,082
Transfers to reserve	-	-	1,391	-
Total Expenses	12,260	110,000	1,391	21,082
Change in Fund Balance	16,487	(98,660)	(1,380)	352,872
Accumulated Surplus, end of year	\$ 110,463	\$ 77,459	\$ -	\$ 2,210,452

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Recreation and Cultural Capital Reserves

Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Salt Spring Island Pool Facility Capital Reserve	Galiano Community Use Building Capital Reserve	Regional Parks Capital Reserve	SSI Library Building Capital Reserve
Opening balance	\$ 228,346	\$ 72,083	\$ 1,087,386	\$ 63,136
Add				
Other revenue from own sources:				
Interest earnings	2,296	1,111	16,548	801
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	66,819	6,562	-	17,161
Transfers from capital	-	-	-	-
Transfers from reserve	-	-	-	72
Transfers from ERF	-	-	-	-
Total Revenue	69,115	7,673	16,548	18,034
Deduct				
Transfers to own funds:				
Transfers to capital	200,000	-	-	16,500
Transfers to reserve	-	-	-	-
Total Expenses	200,000	-	-	16,500
Change in Fund Balance	(130,885)	7,673	16,548	1,534
Accumulated Surplus, end of year	\$ 97,461	\$ 79,756	\$ 1,103,934	\$ 64,670

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Recreation and Cultural Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Recreation & Cultural Equipment Replacement Fund
Opening balance	\$ 2,068,927
Add	
Other revenue from own sources:	
Interest earnings	14,245
Other revenues	32,410
Transfers from own funds:	
Transfers from revenue	-
Transfers from capital	-
Transfers from reserve	-
Transfers from ERF	893,499
Total Revenue	940,154
Deduct	
Transfers to own funds:	
Transfers to capital	536,652
Transfers to reserve	-
Total Expenses	536,652
Change in Fund Balance	403,502
Accumulated Surplus, end of year	\$ 2,472,429

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	S.P.W.W.S. Sewer Debt Capital Reserve	Sidney Treatment Plant Capital Reserve	Maliview Estates Sewer Capital Reserve	Magic Lake Estates Sewer System Capital Reserve
Opening balance	\$ 1,936,757	\$ 967,396	\$ 45,570	\$ 278,391
Add				
Government transfers	200,283	-	-	-
Other revenue from own sources:				
Interest earnings	23,495	14,722	284	4,642
Transfers from own funds:				
Transfers from revenue	710,178	-	36,056	53,628
Transfers from capital	-	-	-	-
Transfers from reserve	-	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	933,956	14,722	36,340	58,270
Deduct				
Other operating expenses	(5,794)	-	-	-
Transfers to own funds:				
Transfers to capital	1,063,591	-	55,521	30,000
Transfers to reserve	-	-	-	-
Total Expenses	1,057,797	-	55,521	30,000
Change in Fund Balance	(123,841)	14,722	(19,181)	28,270
Accumulated Surplus, end of year	\$ 1,812,916	\$ 982,118	\$ 26,389	\$ 306,661

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Port Renfrew Sewer System Capital Reserve	Trunk Sewers & Sewage Disposal Facilities Capital Reserve	Northeast Trunk Sewer Capital Reserve	Ganges Sewer LSA Capital Reserve
Opening balance	\$ 21,548	\$ 4,256,574	\$ 29,583	\$ 859,285
Add				
Government transfers	-	(3,144,347)	-	-
Other revenue from own sources:				
Interest earnings	181	18,012	-	12,751
Transfers from own funds:				
Transfers from revenue	2,035	-	-	50,000
Transfers from capital	2,895	-	-	(44,491)
Transfers from reserve	-	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	5,111	(3,126,335)	-	107,242
Deduct				
Other operating expenses	-	2	-	-
Transfers to own funds:				
Transfers to capital	19,047	128,718	-	101,902
Transfers to reserve	-	-	29,583	-
Total Expenses	19,047	(128,716)	29,583	101,902
Change in Fund Balance	(13,936)	(2,997,619)	(29,583)	5,340
Accumulated Surplus, end of year	\$ 7,612	\$ 1,258,955	\$ -	\$ 864,625

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Salt Spring Island Septage Capital Reserve	Sewer Equipment Replacement Fund	Core Area Wastewater Capital Reserve	Core Area Wastewater Debt Reserve
Opening balance	\$ 143,416	\$ 5,109,042	\$ 2,776	\$ -
Add				
Government transfers	-	-	-	-
Other revenue from own sources:				
Interest earnings	2,370	34,152	17,932	71,010
Transfers from own funds:				
Transfers from revenue	26,070	-	3,863,346	6,318,949
Transfers from capital	-	-	-	-
Transfers from reserve	-	-	29,583	-
Transfers from ERF	-	4,997,919	-	-
Total Revenue	28,440	5,032,071	3,910,861	6,389,959
Deduct				
Other operating expenses	-	-	-	-
Transfers to own funds:				
Transfers to capital	-	3,900,843	-	-
Transfers to reserve	-	305	-	-
Total Expenses	-	3,901,148	-	-
Change in Fund Balance	28,440	1,130,923	3,910,861	6,389,959
Accumulated Surplus, end of year	\$ 171,856	\$ 6,239,965	\$ 3,913,637	\$ 6,389,959

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Water Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Saanich Peninsula Water Supply Capital Reserve	Magic Lake Estates Water System Capital Reserve	Lyll Harbour/Boot Cove Water Service Capital Reserve	Port Renfrew Sewer & Water Capital Reserve
Opening balance	\$ 7,688,717	\$ 816,280	\$ 23,490	\$ 76,878
Add				
Other revenue from own sources:				
Interest earnings	106,889	14,485	466	1,257
Other revenues	-	592,842	-	-
Transfers from own funds:				
Transfers from revenue	1,205,590	62,817	-	54
Transfers from capital	-	-	-	5,484
Transfers from reserve	-	5,491	-	-
Transfers from ERF	-	-	-	-
Total Revenue	1,312,479	675,635	466	6,795
Deduct				
Other operating expenses	(12,999)	-	-	-
Transfers to own funds:				
Transfers to capital	2,793,000	340,000	-	31,173
Total Expenses	2,780,001	340,000	-	31,173
Change in Fund Balance	(1,467,522)	335,635	466	(24,378)
Accumulated Surplus, end of year	\$ 6,221,195	\$ 1,151,915	\$ 23,956	\$ 52,500

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Water Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Cedars of Tuam Water Capital Reserve	Surfside Park Estates Water Capital Reserve	Skana Water Service Capital Reserve	Sticks Allison Water Capital Reserve
Opening balance	\$ 16,367	\$ 49,087	\$ 82,024	\$ 10,542
Add				
Other revenue from own sources:				
Interest earnings	237	857	874	102
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	1,560	15,000	6,486	3,401
Transfers from capital	-	-	-	-
Transfers from reserve	-	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	1,797	15,857	7,360	3,503
Deduct				
Other operating expenses	-	-	-	-
Transfers to own funds:				
Transfers to capital	6,000	(273)	50,000	9,795
Total Expenses	6,000	(273)	50,000	9,795
Change in Fund Balance	(4,203)	16,130	(42,640)	(6,292)
Accumulated Surplus, end of year	\$ 12,164	\$ 65,217	\$ 39,384	\$ 4,250

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Water Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Beddis Water Capital Reserve	Fulford Water Capital Reserve	Wilderness Mountain Capital Reserve	Cedar Lane Water Capital Reserve
Opening balance	\$ 14,544	\$ 73,402	\$ 50,130	\$ 74,434
Add				
Other revenue from own sources:				
Interest earnings	377	1,195	721	783
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	9,845	21,000	-	2,170
Transfers from capital	-	9,902	-	-
Transfers from reserve	-	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	10,222	32,097	721	2,953
Deduct				
Other operating expenses	-	-	-	-
Transfers to own funds:				
Transfers to capital	984	20,000	3,500	35,000
Total Expenses	984	20,000	3,500	35,000
Change in Fund Balance	9,238	12,097	(2,779)	(32,047)
Accumulated Surplus, end of year	\$ 23,782	\$ 85,499	\$ 47,351	\$ 42,387

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Water Capital Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Water Equipment Replacement Fund	Highland Fernwood Water Capital Reserve
Opening balance	\$ 4,730,211	\$ 25,744
Add		
Other revenue from own sources:		
Interest earnings	31,604	2,135
Other revenues	38,185	-
Transfers from own funds:		
Transfers from revenue	-	48,250
Transfers from capital	-	-
Transfers from reserve	-	-
Transfers from ERF	605,543	-
Total Revenue	675,332	50,385
Deduct		
Other operating expenses	-	-
Transfers to own funds:		
Transfers to capital	285,616	24,000
Total Expenses	285,616	24,000
Change in Fund Balance	389,716	26,385
Accumulated Surplus, end of year	\$ 5,119,927	\$ 52,129

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Environmental Health Capital Reserves

Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Solid Waste Capital Reserve	Port Renfrew Solid Waste Capital Reserve	Environmental Health Equipment Replacement Fund
Opening balance	\$ 3,468,437	\$ 73,400	\$ 3,277,284
Add			
Other revenue from own sources:			
Interest earnings	58,095	860	20,160
Transfers from own funds:			
Transfers from revenue	6,735,230	4,000	-
Transfers from ERF	-	-	407
Total Revenue	6,793,325	4,860	20,567
Deduct			
Transfers to own funds:			
Transfers to capital	1,508,343	23,000	213,943
Transfers to reserve	22,538	-	-
Total Expenses	1,530,881	23,000	213,943
Change in Fund Balance	5,262,444	(18,140)	(193,376)
Accumulated Surplus, end of year	\$ 8,730,881	\$ 55,260	\$ 3,083,908

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Electoral Area Elections Operating Reserve	Land Bank & Housing Operating Reserve
Opening balance	\$ 76,873	\$ 99,447
Add		
Other revenue from own sources:		
Interest earnings	1,411	1,513
Transfers from own funds:		
Transfers from revenue	25,034	105,393
Transfers from reserve	41	-
Total revenue	26,486	106,906
Deduct		
Other operating expenses	-	-
Transfers to revenue	-	-
Transfers to capital	-	-
Transfers to reserve	-	-
Total expenses	-	-
Change in fund balance	26,486	106,906
Accumulated surplus, end of year	\$ 103,359	\$ 206,353

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	ES HQ Admin Operating Reserve
Opening balance	\$ 44,071
Add	
Other revenue from own sources:	
Interest earnings	670
Transfers from own funds:	
Transfers from revenue	-
Transfers from reserve	-
Total revenue	670
Deduct	
Other operating expenses	-
Transfers to revenue	-
Transfers to capital	-
Transfers to reserve	-
Total expenses	-
Change in fund balance	670
Accumulated surplus, end of year	\$ 44,741

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	ES Protection Operating Reserve	ES Engineering Operating Reserve	ES Water Quality Operating Reserve
Opening balance	\$ 773,577	\$ 440,316	\$ 347,455
Add			
Other revenue from own sources:			
Interest earnings	11,772	6,701	4,885
Transfers from own funds:			
Transfers from revenue	-	-	153,945
Transfers from reserve	-	-	-
Total revenue	11,772	6,701	158,830
Deduct			
Other operating expenses	-	-	-
Transfers to revenue	-	-	108,000
Transfers to capital	-	-	-
Transfers to reserve	-	-	-
Total expenses	-	-	108,000
Change in fund balance	11,772	6,701	50,830
Accumulated surplus, end of year	\$ 785,349	\$ 447,017	\$ 398,285

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Operating Reserves

Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	IW ES Ops Operating Reserve	Leg&Gen Operating Reserve	Facility Mgmt Operating Reserve	HQ Facility Operating Reserve
Opening balance	\$ 965,190	\$ 1,152,089	\$ 91,684	\$ 55,752
Add				
Other revenue from own sources:				
Interest earnings	14,689	17,533	1,395	848
Transfers from own funds:				
Transfers from revenue	-	1,252,406	13,198	-
Transfers from reserve	-	1,450,032	-	-
Total revenue	14,689	2,719,971	14,593	848
Deduct				
Other operating expenses	-	553,800	-	-
Transfers to revenue	-	116,600	-	-
Transfers to capital	-	274,100	-	-
Transfers to reserve	-	700,000	-	-
Total expenses	-	1,644,500	-	-
Change in fund balance	14,689	1,075,471	14,593	848
Accumulated surplus, end of year	\$ 979,879	\$ 2,227,560	\$ 106,277	\$ 56,600

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Protective General Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	SGI EA Admin Operating Reserve
Opening balance	\$ 47,981
Add	
Other revenue from own sources:	
Interest earnings	730
Transfers from own funds:	
Transfers from revenue	63,429
Transfers from reserve	-
Total revenue	64,159
Deduct	
Other operating expenses	-
Transfers to revenue	14,435
Transfers to capital	-
Transfers to reserve	-
Total expenses	14,435
Change in fund balance	49,724
Accumulated surplus, end of year	\$ 97,705

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Protective General Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Animal Care Services Operating Reserve	Animal Care Legacy Operating Reserve	Electoral Area Soil Deposits & Removal Operating Reserve	Emergency Response 911 Projects Operating Reserve
Opening balance	\$ 3,285	\$ 101	\$ 67,073	\$ 236,840
Add				
Other revenue from own sources:				
Interest earnings	50	2	1,021	2,906
Transfers from own funds:				
Transfers from revenue	72,364	517,132	2,134	-
Total revenue	72,414	517,134	3,155	2,906
Deduct				
Transfers to revenue	-	-	-	66,843
Total expenses	-	-	-	66,843
Change in fund balance	72,414	517,134	3,155	(63,937)
Accumulated surplus, end of year	\$ 75,699	\$ 517,235	\$ 70,228	\$ 172,903

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Protective General Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	HAZMAT Incident Response Operating Reserve	Noise Control Operating Reserve	Nuisance & Unsanitary Premises Operating Reserve
Opening balance	\$ 34,589	\$ 8,977	\$ 2,234
Add			
Other revenue from own sources:			
Interest earnings	527	137	34
Transfers from own funds:			
Transfers from revenue	71,328	6,340	9,425
Total revenue	71,855	6,477	9,459
Deduct			
Transfers to revenue	-	-	-
Total expenses	-	-	-
Change in fund balance	71,855	6,477	9,459
Accumulated surplus, end of year	\$ 106,444	\$ 15,454	\$ 11,693

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Protective General Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	SGI Emergency Program Operating Reserve	SSI Emergency Program Operating Reserve	Regional Emergency Program Operating Reserve	Building Inspection Operating Reserve
Opening balance	\$ 111,361	\$ 31,628	\$ 93,130	\$ 189,592
Add				
Other revenue from own sources:				
Interest earnings	1,757	481	1,417	2,886
Transfers from own funds:				
Transfers from revenue	62,105	30,502	-	99,600
Total revenue	63,862	30,983	1,417	102,486
Deduct				
Transfers to revenue	-	-	3,523	-
Total expenses	-	-	3,523	-
Change in fund balance	63,862	30,983	(2,106)	102,486
Accumulated surplus, end of year	\$ 175,223	\$ 62,611	\$ 91,024	\$ 292,078

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Protective General Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Emergency Planning Operating Reserve
Opening balance	\$ 36,311
Add	
Other revenue from own sources:	
Interest earnings	553
Transfers from own funds:	
Transfers from revenue	24,575
Total revenue	25,128
Deduct	
Transfers to revenue	-
Total expenses	-
Change in fund balance	25,128
Accumulated surplus, end of year	\$ 61,439

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Fire Protection Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Durrance Road Fire Operating Reserve	Electoral Area Fire Services Operating Reserve
Opening balance	\$ 2,211	\$ 316,689
Add		
Other revenue from own sources:		
Interest earnings	36	4,096
Transfers from own funds:		
Transfers from revenue	270	52,742
Total revenue	306	56,838
Deduct		
Transfers to revenue	-	36,956
Total expenses	-	36,956
Change in fund balance	306	19,882
Accumulated surplus, end of year	\$ 2,517	\$ 336,571

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Planning & Development Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Climate Action & Adapt Operating Reserve	GIS Data Maintenance Operating Reserve	JDF Community Planning Operating Reserve	Regional Growth Strategy Operating Reserve
Opening balance	\$ 53,001	\$ (1,231)	\$ 255,059	\$ 1,420,679
Add				
Other revenue from own sources:				
Interest earnings	1,002	353	3,730	21,620
Other revenues	-	225,394	-	-
Transfers from own funds:				
Transfers from revenue	31,453	1,245	70,000	127,649
Total revenue	32,455	226,992	73,730	149,269
Deduct				
Other operating expenses	-	225,394	-	-
Transfers to own funds:				
Transfers to revenue	-	-	13,550	-
Total expenses	-	225,394	13,550	-
Change in fund balance	32,455	1,598	60,180	149,269
Accumulated surplus, end of year	\$ 85,456	\$ 367	\$ 315,239	\$ 1,569,948

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Planning & Development Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Regional Planning Services Operating Reserve	SSI Econ Develop Operating Reserve	SGI Econ Develop Operating Reserve
Opening balance	\$ 2,026,801	\$ 30,181	\$ 1,516
Add			
Other revenue from own sources:			
Interest earnings	31,496	323	23
Other revenues	-	-	-
Transfers from own funds:			
Transfers from revenue	240,164	2,560	4,954
Total revenue	271,660	2,883	4,977
Deduct			
Other operating expenses	-	-	-
Transfers to own funds:			
Transfers to revenue	-	24,384	-
Total expenses	-	24,384	-
Change in fund balance	271,660	(21,501)	4,977
Accumulated surplus, end of year	\$ 2,298,461	\$ 8,680	\$ 6,493

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational & Cultural Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Regional Parks Operating Reserve	Regional Parks Legacy Operating Reserve	Panorama Recreation Operating Reserve
Opening balance	\$ 93,285	\$ 15,150	\$ 63,059
Add			
Other revenue from own sources:			
Interest earnings	1,419	235	959
Other revenues	-	500	-
Transfers from own funds:			
Transfers from revenue	-	-	248,687
Total revenue	1,419	735	249,646
Deduct			
Transfers to revenue	-	-	-
Total expenses	-	-	-
Change in fund balance	1,419	735	249,646
Accumulated surplus, end of year	\$ 94,704	\$ 15,885	\$ 312,705

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational & Cultural Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Sooke & EA Rec Facilities Operating Reserve	Seaparc Legacy Operating Reserve	Arts and Culture Grants Operating Reserve	SSI Pool Park Land Operating Reserve
Opening balance	\$ 21,570	\$ 1,931	\$ 269,535	\$ 40,000
Add				
Other revenue from own sources:				
Interest earnings	329	29	4,102	550
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	5,000	-	31,568	-
Total revenue	5,329	29	35,670	550
Deduct				
Transfers to revenue	-	-	-	4,861
Total expenses	-	-	-	4,861
Change in fund balance	5,329	29	35,670	(4,311)
Accumulated surplus, end of year	\$ 26,899	\$ 1,960	\$ 305,205	\$ 35,689

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational & Cultural Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	SSI Community Recreation Operating Reserve
Opening balance	\$ -
Add	
Other revenue from own sources:	
Interest earnings	-
Other revenues	-
Transfers from own funds:	
Transfers from revenue	8,222
Total revenue	8,222
Deduct	
Transfers to revenue	-
Total expenses	-
Change in fund balance	8,222
Accumulated surplus, end of year	\$ 8,222

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	East Coast Interceptor Operating Reserve	LWMP Core & WS Operating Reserve	LWMP Onsite Operating Reserve	LWMP Peninsula Operating Reserve
Opening balance	\$ 148,720	\$ 819,541	\$ 111,502	\$ 40,947
Add				
Other revenue from own sources:				
Interest earnings	-	13,429	3,247	707
Transfers from own funds:				
Transfers from revenue	-	153,311	214,260	12,978
Transfers from reserve	-	-	-	-
Total revenue	-	166,740	217,507	13,685
Deduct				
Transfers to own funds:				
Transfers to revenue	-	-	-	-
Transfers to reserve	148,720	-	-	-
Total expenses	148,720	-	-	-
Change in fund balance	(148,720)	166,740	217,507	13,685
Accumulated surplus, end of year	\$ -	\$ 986,281	\$ 329,009	\$ 54,632

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	North East Trunk Sewer Operating Reserve	North East Trunk #2 Operating Reserve	North West Trunk Sewer Operating Reserve	S.P.W.W.S. Sewer Operating Reserve
Opening balance	\$ 1,348,852	\$ 453,529	\$ 1,121,229	\$ 517,714
Add				
Other revenue from own sources:				
Interest earnings	3,163	1,063	-	8,447
Transfers from own funds:				
Transfers from revenue	-	-	-	4,603
Transfers from reserve	-	-	-	49,649
Total revenue	3,163	1,063	-	62,699
Deduct				
Transfers to own funds:				
Transfers to revenue	-	-	-	-
Transfers to reserve	1,352,015	454,592	1,121,229	-
Total expenses	1,352,015	454,592	1,121,229	-
Change in fund balance	(1,348,852)	(453,529)	(1,121,229)	62,699
Accumulated surplus, end of year	\$ -	\$ -	\$ -	\$ 580,413

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Magic Lake Sewer Operating Reserve	SSI Septage Composting Operating Reserve	Maliview Sewer Operating Reserve	Ganges Sewer Operating Reserve
Opening balance	\$ 44,740	\$ 14,850	\$ 6,848	\$ 38,495
Add				
Other revenue from own sources:				
Interest earnings	825	253	234	1,180
Transfers from own funds:				
Transfers from revenue	13,260	3,720	22,000	68,172
Transfers from reserve	-	-	-	-
Total revenue	14,085	3,973	22,234	69,352
Deduct				
Transfers to own funds:				
Transfers to revenue	25,000	6,348	-	34,244
Transfers to reserve	-	-	-	-
Total expenses	25,000	6,348	-	34,244
Change in fund balance	(10,915)	(2,375)	22,234	35,108
Accumulated surplus, end of year	\$ 33,825	\$ 12,475	\$ 29,082	\$ 73,603

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Port Renfrew Sewer Operating Reserve	Core Area Wastewater Operating Reserve
Opening balance	\$ 21	\$ -
Add		
Other revenue from own sources:		
Interest earnings	23	67,404
Transfers from own funds:		
Transfers from revenue	-	2,218,828
Transfers from reserve	305	5,412,389
Total revenue	328	7,698,621
Deduct		
Transfers to own funds:		
Transfers to revenue	-	-
Transfers to reserve	-	-
Total expenses	-	-
Change in fund balance	328	7,698,621
Accumulated surplus, end of year	\$ 349	\$ 7,698,621

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Water Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Beddis Water Operating Reserve	Cedar Lane Water Operating Reserve	Fulford Water Operating Reserve	Highland/ Fernwood Water Operating Reserve
Opening balance	\$ 15,284	\$ 26,328	\$ 18,256	\$ 2,818
Add				
Other revenue from own sources:				
Interest earnings	278	435	358	256
Transfers from own funds:				
Transfers from revenue	4,190	3,200	7,400	19,710
Total revenue	4,468	3,635	7,758	19,966
Deduct				
Transfers to own funds:				
Transfers to revenue	10,000	26,936	12,438	-
Total expenses	10,000	26,936	12,438	-
Change in fund balance	(5,532)	(23,301)	(4,680)	19,966
Accumulated surplus, end of year	\$ 9,752	\$ 3,027	\$ 13,576	\$ 22,784

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Water Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Lyall Harbour Boot Cove Operating Reserve	Magic Lake Estates Water Operating Reserve	Surfside Park Water Operating Reserve	Sticks Allison Water Operating Reserve
Opening balance	\$ 7,592	\$ 118,424	\$ 27,842	\$ 2,326
Add				
Other revenue from own sources:				
Interest earnings	223	1,910	446	100
Transfers from own funds:				
Transfers from revenue	-	10,000	2,000	-
Total revenue	223	11,910	2,446	100
Deduct				
Transfers to own funds:				
Transfers to revenue	7,000	70,818	5,914	1,000
Total expenses	7,000	70,818	5,914	1,000
Change in fund balance	(6,777)	(58,908)	(3,468)	(900)
Accumulated surplus, end of year	\$ 815	\$ 59,516	\$ 24,374	\$ 1,426

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Water Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Skana Water Operating Reserve	Cedar of Tuam Water Operating Reserve	Wilderness Mt Water Operating Reserve	Port Renfrew Water Operating Reserve
Opening balance	\$ 9,820	\$ 11,838	\$ 1,657	\$ 2,021
Add				
Other revenue from own sources:				
Interest earnings	161	210	74	50
Transfers from own funds:				
Transfers from revenue	1,060	2,800	9,882	2,000
Total revenue	1,221	3,010	9,956	2,050
Deduct				
Transfers to own funds:				
Transfers to revenue	10,000	3,387	-	-
Total expenses	10,000	3,387	-	-
Change in fund balance	(8,779)	(377)	9,956	2,050
Accumulated surplus, end of year	\$ 1,041	\$ 11,461	\$ 11,613	\$ 4,071

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Environmental Health Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Regional Source Control Operating Reserve	Saanich Peninsula Source Control Operating Reserve	Solid Waste Operating Reserve	Stormwater Quality Core Operating Reserve
Opening balance	\$ 483,375	\$ 50,680	\$ 38,784,614	\$ 78,302
Add				
Other revenue from own sources:				
Interest earnings	7,356	770	581,353	1,191
Transfers from own funds:				
Transfers from revenue	25,047	-	3,360,721	112,019
Transfers from reserve	-	-	-	-
Total revenue	32,403	770	3,942,074	113,210
Deduct				
Transfers to revenue	-	6,128	-	-
Transfers to capital	-	-	2,750,000	-
Total expenses	-	6,128	2,750,000	-
Change in fund balance	32,403	(5,358)	1,192,074	113,210
Accumulated surplus, end of year	\$ 515,778	\$ 45,322	\$ 39,976,688	\$ 191,512

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Environmental Health Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	Stormwater Quality Sannich Pen Operating Reserve	Stormwater Quality SGI Operating Reserve	Stormwater Quality SSI Operating Reserve	Stormwater Quality Sooke Operating Reserve
Opening balance	\$ 27,632	\$ 6,693	\$ 53,385	\$ 70,847
Add				
Other revenue from own sources:				
Interest earnings	421	146	813	897
Transfers from own funds:				
Transfers from revenue	-	-	-	-
Transfers from reserve	-	6,696	3,027	-
Total revenue	421	6,842	3,840	897
Deduct				
Transfers to revenue	2,952	-	-	28,194
Transfers to capital	-	-	-	-
Total expenses	(2,952)	-	-	28,194
Change in fund balance	(2,531)	6,842	3,840	(27,297)
Accumulated surplus, end of year	\$ 25,101	\$ 13,535	\$ 57,225	\$ 43,550

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Reserve Funds Transportation Operating Reserves Statement of Continuity (Unaudited)

For the year ended December 31, 2021

	SSI Transit Operating Reserve	SSI Transportation Operating Reserve
Opening balance	\$ 244,072	\$ 10,144
Add		
Other revenue from own sources:		
Interest earnings	4,234	203
Transfers from own funds:		
Transfers from revenue	53,880	5,000
Total revenue	58,114	5,203
Deduct		
Transfers to own funds:		
Transfers to revenue	-	1,747
Total expenses	-	1,747
Change in fund balance	58,114	3,456
Accumulated surplus, end of year	\$ 302,186	\$ 13,600

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.

Schedule of Safe Restart Grant (Unaudited)

For the year ended December 31, 2021

	2021			2020		
Beginning Balance			\$ 1,118,800			\$ -
Safe Restart Grant Received	\$ 575,000			\$ 1,421,000		
Safe Restart Grant to be Allocated			\$ 1,693,800			\$ 1,421,000
Eligible Costs by Service	Allocated	Spent	Remaining	Allocated	Spent	Remaining
<i>Regional</i>						
Corporate Emergency Service	1,193,800	916,870	276,930	302,200	302,200	-
	1,193,800	916,870	276,930			
<i>Juan de Fuca</i>						
JDF Grants-in-Aid	61,078	42,573	18,505	-	-	-
JDF Planning	8,750	8,750	-	-	-	-
Willis Point Fire Protection	7,220	5,301	1,919	-	-	-
Otter Point Fire Department	7,480	7,480	-	-	-	-
East Sooke Fire Department	7,200	5,367	1,833	-	-	-
East Sooke Fire Department	3,690	3,690	-	-	-	-
Port Renfrew Fire Department	8,260	8,260	-	-	-	-
Shirley Fire Department	7,200	7,200	-	-	-	-
JDF Parks	7,140	4,685	2,455	-	-	-
JDF Community Recreation	3,982	3,982	-	-	-	-
	122,000	97,288	24,712	-	-	-
<i>SEAPARC</i>						
SEAPARC	1,000	1,000	-	-	-	-
	1,000	1,000	-			
<i>Salt Spring Island</i>						
SSI Administration	11,800	3,718	8,082	-	-	-
SSI Grants-in-Aid	35,000	-	35,000	-	-	-
SSI Economic Development	10,000	10,000	-	-	-	-
SSI Community Parks	125,937	125,937	-	-	-	-
SSI Parks and Recreation	40,000	40,000	-	-	-	-
SSI Parks and Recreation	1,335	1,335	-	-	-	-
SSI Park Land and Pool	39,928	39,928	-	-	-	-
	264,000	220,918	43,082	-	-	-
<i>Southern Gulf Islands</i>						
SGL Grants-in-Aid	113,000	113,000	-	-	-	-
	113,000	113,000	-	-	-	-
Total Eligible Costs	1,693,800	1,349,076	344,724	302,200	302,200	-
Ending Balance, Unspent			\$ 344,724			\$ 1,118,800
Ending Balance, Unallocated			\$ -			\$ 1,118,800

Note to Schedule:

The Province of British Columbia announced in September 2020 funding of up to \$425 million for local government operations impacted by COVID-19. This funding is to support local governments as they deal with increased operating costs and lower revenue due to COVID-19. It will ensure local governments can continue to deliver the services people depend on in their communities. Eligible costs include:

- addressing revenue shortfalls
- facility reopening and operating costs
- emergency planning and response costs
- bylaw enforcement and protective services like fire protection and police
- computer and other electronic technology costs
- services for vulnerable persons
- other related costs

These statements should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes.



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Capital Regional District Other Financial Statement Analysis

British Columbia, Canada
Fiscal year ended December 31, 2021



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Appendix C: Other Financial Statement Analysis

The audit has now been completed. The 2021 Audited Financial Statements have been prepared by management in accordance with Canadian Public Sector Accounting Board (PSAB) Standards. Under PSAB regulations, governments are required to present five statements with explanatory notes. The first two statements are summarized in the staff report. This appendix provides a summary of the remaining statements.

3. Consolidated Statement of Change in Net Debt

The Statement of Change in Net Debt reconciles current to prior year and informs the reader of change drivers. Included in this statement are expenditures that could be incurred in the year but not consumed during the period. Table 8 summarizes the primary drivers of changes in net debt for 2021:

Table 8 – Change in Net Debt Year over Year (\$ millions)

Description	2021	2020
Annual Surplus	172.7	250.3
Acquisition of Tangible Capital Assets	(240.3)	(260.5)
Contributed Tangible Capital Assets	(7.8)	(7.9)
Amortization of Tangible Capital Assets	58.5	33.8
Loss/Proceeds on Disposal of Tangible Capital Assets	0.6	3.7
Inventory and Prepaid Expenses	(0.8)	(0.8)
Net Remeasurement Gain/(Loss)	(1.6)	1.5
Total Change in Net Debt	(18.7)	20.1
Net Debt, Beginning of Year	(80.3)	(100.4)
Net Debt, End of Year	(\$99.0)	(\$80.3)

Overall, the net debt position decreased by (\$18.7) million, primarily due to an annual surplus of \$172.7 million, the net impact of a \$240.3 million increase in tangible capital assets, \$7.8 million increase in contributed assets, less \$58.5 million in amortization, and other minor expenses or gains incurred during the period not yet realized.

4. Consolidated Statement of Remeasurement Gains and Losses

As required by PSAB standards, investments are carried at fair value and result in remeasurement gains or losses annually. Gains or losses remain unrealized until they are disposed, at which point they are recognized through the Statement of Operations.

Table 9 – Change in Remeasurement Gains and Losses Year over Year (\$ millions)

Description	2021	2020
Accumulated Remeasurement, Beginning of Year	0.6	(0.9)
Net Remeasurement Gains (Losses)	(1.6)	1.5
Accumulated Remeasurement, End of Year	(\$1.0)	\$0.6

The \$1.6 million net unrealized remeasurement loss for the year was a result of a decrease in market value of investments held in the MFA Short Term Bond and Fossil Fuel Free funds. The accumulated remeasurement loss at the end of 2021 is \$1.0 million, down from the \$0.6 million remeasurement gain at the end of 2020.

5. Consolidated Statement of Cash Flows

The Statement of Cash Flows reports the sources and uses of cash during the period, and provides information about capital, investing, and financing activities.

Table 10 – Change in Cash and Cash Equivalents Year over Year (\$ millions)

Description	2021	2020
Operating Activities	127.8	281.4
Capital Activities	(176.7)	(249.3)
Investing Activities	(29.4)	(70.0)
Financing Activities	45.5	30.3
Net Change in Cash & Cash Equivalents	(32.8)	(7.6)
Cash & Cash Equivalents, Beginning of Year	176.9	184.5
Cash & Cash Equivalents, End of Year	\$144.1	\$176.9

Overall, the CRD's cash position decreased by \$32.8 million in 2021.

Operating activities resulted in a net increase to cash but was lower than the prior year due to \$86.1 million reduction in accounts payable relating to the payout of Wastewater Treatment Project (WTP) holdbacks and construction invoices, a \$20.7 million increase accounts receivable due to WTP grants earned but not received by year end, and a \$45.5 million decline in government transfers revenue relating to less WTP grants received during the year.

Cash outflows due to capital activities resulted in a decrease of \$176.7 million due to significant capital additions in the year with \$103.3 million relating to WTP additions.

Investing activities resulted in cash outflows of \$29.4 million due to contributions to the investment portfolio.

Financing (debt) activities resulted in an increase of \$45.5 million to cash for the year as a result of substantial borrowing to fund capital additions.

Capital Regional District DBRS Rating Methodology

British Columbia, Canada
Fiscal year ended December 31, 2021



Making a difference...together

Methodology

Rating Canadian Municipal Governments

DBRS Morningstar

May 2021

Previous Release

May 2020

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Related Research

DBRS Morningstar is a full-service credit rating agency established in 1976. Spanning North America, Europe, and Asia, DBRS Morningstar is respected for its independent, third-party evaluations of corporate and government issuers. DBRS Morningstar's extensive coverage of securitizations and structured finance transactions solidifies its standing as a leading provider of comprehensive, in-depth credit analysis.

All DBRS Morningstar ratings and research are available in hard-copy format and electronically on Bloomberg and at dbbrsmorningstar.com, DBRS Morningstar's lead delivery tool for organized, web-based, up-to-the-minute information. DBRS Morningstar remains committed to continuously refining its expertise in the analysis of credit quality and is dedicated to maintaining objective and credible opinions within the global financial marketplace.

Scope and Limitations

This methodology represents the current DBRS Morningstar approach for rating Canadian municipal governments. It includes consideration of historical and expected business and financial risk factors as well as sector-specific issues, regional nuances, and other subjective factors and intangible considerations. DBRS Morningstar's approach incorporates a combination of both quantitative and qualitative factors. This methodology provides guidance regarding the DBRS Morningstar methods used in the sector and should not be interpreted with formulaic inflexibility, but rather should be understood in the context of the dynamic environment in which it is intended to be applied. The methods described herein may not be applicable in all cases; the considerations outlined in DBRS Morningstar methodologies are not exhaustive and the relative importance of any specific consideration can vary by issuer. In certain cases, a major strength can compensate for a weakness and, conversely, a single weakness can override major strengths of the issuer in other areas.

Introduction to DBRS Morningstar Methodologies

DBRS Morningstar publishes rating methodologies to give issuers and investors insight into the rationale behind DBRS Morningstar's rating opinions. In general terms, DBRS Morningstar ratings are opinions that reflect the creditworthiness of an issuer, a security, or an obligation. DBRS Morningstar ratings assess an issuer's ability to make timely payments on outstanding obligations (whether principal or interest), consistent with the terms of those obligations.

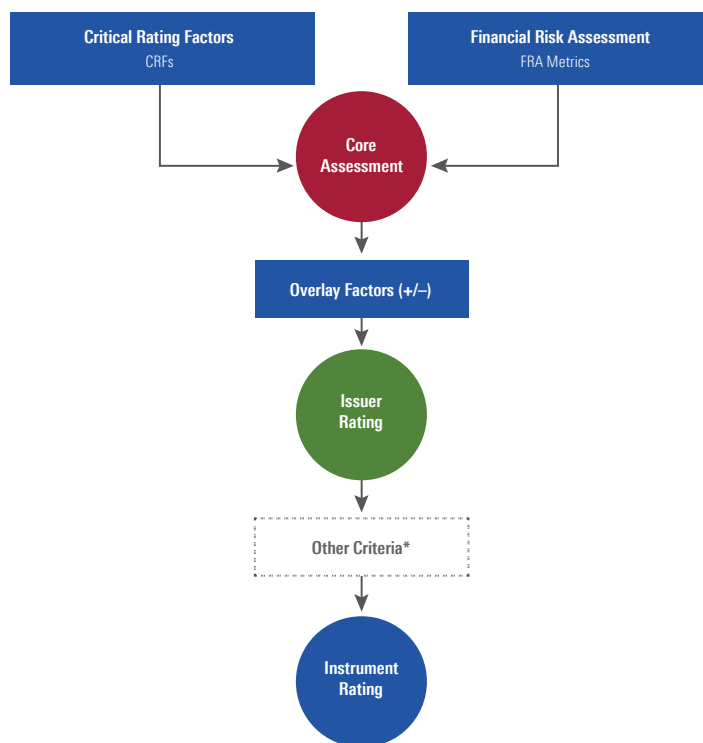
DBRS Morningstar operates with a stable rating philosophy; in other words, DBRS Morningstar strives to factor the impact of a cyclical economic environment into its ratings wherever possible, which minimizes rating changes caused by economic cycles. Rating revisions do occur, however, when more structural changes, either positive or negative, have occurred or appear likely to occur in the foreseeable future. DBRS Morningstar also publishes criteria, which are an important part of the rating process. Criteria typically cover areas that apply to more than one sector. Both methodologies and criteria are publicly available on DBRS Morningstar's website.

"DBRS Morningstar Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings" is incorporated by reference into this methodology.

Overview of the DBRS Morningstar Rating Process

- As illustrated below, there are generally four key components to the DBRS Morningstar corporate rating process: (1) Critical Rating Factors (CRFs), (2) the Financial Risk Assessment (FRA), (3) overlay considerations, and (4) specific instrument considerations.
- The CRFs capture the major business risk aspects of the issuer and is determined by assessing each of the CRFs outlined in the industry-specific grid. The FRA pertains to financial soundness and is determined by assessing each of the FRA metrics. Throughout the FRA and CRF determination process, DBRS Morningstar performs a consistency check of these factors relative to the issuer's rated industry peers.
- The CRFs and FRA are then combined to derive the issuer's core assessment. For investment-grade credits, the CRFs will have greater weight than the FRA in determining the core assessment.
- The core assessment may then be adjusted up or down, as applicable, if any of the overlay factors is deemed applicable and material to the credit profile in order to arrive at the issuer rating, which represents DBRS Morningstar's assessment of the issuer's likelihood of default.
- The issuer rating is then used as the basis for specific instrument ratings, which may differ from the issuer rating due to seniority or, in the case of non-investment-grade issuers, expected recovery considerations. (See the Rating the Specific Instrument and Other Criteria section below.)

DBRS Morningstar Rating Analysis Process



* Depending on the instrument, "other criteria" may include *DBRS Morningstar Criteria: Recovery Ratings for Non-Investment Grade-Corporate Issuers* or *DBRS Morningstar Criteria: Preferred Share and Hybrid Security Criteria for Corporate Issuers*, for example. Please refer to the Rating the Specific Instrument and Other Criteria section below for a list of these criteria, as well as other criteria that may be applicable at any stage of the rating process.

Rating Canadian Municipalities—Overview

- This methodology applies to Canadian municipalities rated by DBRS Morningstar. Large local governments generally have a stable revenue base owing to well-defined though limited taxing powers, a basket of responsibilities for the provision of customary public services, developed and diverse economic and taxable assessment bases, and relatively supportive senior governments, which lend support to their credit ratings.
- Nonetheless, economic disparities, varying approaches to fiscal and financial management, capital investment requirements, and debt levels are only a few of the considerations that lead to differing credit quality among major Canadian cities. Overall, large Canadian municipalities currently rank solidly in the investment-grade category.
- While municipalities benefit from their relationship with senior governments, municipal governments are primarily rated based on their own merits, and DBRS Morningstar does not assume any implicit senior government support.

Critical Rating Factors

The table below presents the primary factors (and various subfactors) used by DBRS Morningstar in determining the overall critical rating assessment. Although they are important considerations in the determination of a municipality's rating, these factors only represent a portion of considerations factored into the assessment process, as explained throughout this methodology. While these CRFs are shown in general order of importance, depending upon a specific issuer's situation, this ranking can vary by issuer. The table is followed by a brief discussion of the characteristics of each factor.

Exhibit 1 Critical Rating Factors

	AAA	AA	A	BBB
Economic Structure				
The economic structure of a municipality constitutes a key consideration in the credit assessment of its government, as it is the primary determinant of the capacity of a government to raise the revenue necessary to deliver services and support its debt. This factor evaluates the municipality's economic diversification, volatility, growth potential, and propensity to create jobs and generate wealth.				
Economic Diversification and Volatility	<ul style="list-style-type: none"> The economy is viewed as highly dynamic and comprises a broad mix of industries, with no undue reliance on any single sector, which helps reduce volatility and cyclical in GDP growth. 	<ul style="list-style-type: none"> The economy is viewed as dynamic and boasts a relatively diversified mix of industries but may be influenced by a few large industries, resulting in average volatility overall. 	<ul style="list-style-type: none"> The economy may be relatively small or reliant on seasonal industries, with a limited number of key industries accounting for a substantial portion of economic activity, resulting in above-average volatility. 	<ul style="list-style-type: none"> The economy is relatively small or located far from a major urban centre, with one seasonal or challenged industry accounting for a substantial portion of economic activity.
Population and Taxable Assessment Growth	<ul style="list-style-type: none"> Population and taxable assessment growth have been consistently above the provincial average over the last five to ten years. 	<ul style="list-style-type: none"> Population and taxable assessment growth are sound and fairly consistent with the provincial average year over year. 	<ul style="list-style-type: none"> Population and/or taxable assessment growth has been steadily below the provincial average or inconsistent in recent years. 	<ul style="list-style-type: none"> Population is small and/or has been steadily declining in recent years. Assessment growth has been limited.
Income and Wealth of Local Economy	<ul style="list-style-type: none"> Income and taxable assessment per capita are above average relative to comparable issuers. 	<ul style="list-style-type: none"> Income and taxable assessment per capita are consistent with other comparable issuers. 	<ul style="list-style-type: none"> Income and taxable assessment per capita may be below the average of comparable issuers. 	<ul style="list-style-type: none"> Income and taxable assessment per capita are markedly below the average of comparable issuers, indicative of lower wealth levels and income potential.
Labour Market	<ul style="list-style-type: none"> The labour force is highly skilled, and unemployment is below average. The labour force is growing above the rate of population growth. 	<ul style="list-style-type: none"> The labour force is skilled, and unemployment is low and stable. The labour force is growing in line with average population growth. 	<ul style="list-style-type: none"> The job market is somewhat dynamic, although the unemployment rate may be somewhat above average. The labour force is growing below average population growth. 	<ul style="list-style-type: none"> The job market is less dynamic and is characterized by an unemployment rate that may be notably above the provincial average. The labour force is growing notably below average population growth or contracting.
Fiscal Management				
The review of a municipality's fiscal management framework assesses the government's commitment to fiscal sustainability, volatility of fiscal performance, budget management and prudence, relative tax competitiveness, and the transparency, timeliness and quality of reporting. DBRS Morningstar evaluates municipal service responsibilities, revenue potential, expenditure management capacity, and the broader coherence of the strategies, policies, and political processes governing the allocation of public funds.				
	AAA	AA	A	BBB
Fiscal Sustainability and Performance	<ul style="list-style-type: none"> Fiscal sustainability is a core political and administrative priority, with minimal 	<ul style="list-style-type: none"> Fiscal sustainability is emphasized by the government, but reliance on 	<ul style="list-style-type: none"> Fiscal sustainability is an objective of the government, but reliance on one-time 	<ul style="list-style-type: none"> Fiscal sustainability is not emphasized by the government, and reliance on

	<p>reliance on one-time measures or sizable tax and fee increases to balance the budget.</p> <ul style="list-style-type: none"> • Volatile or uncertain revenue sources account for a negligible share of the operating budget (<2%). • Consistent record of fiscal surpluses as measured by DBRS Morningstar. 	<p>one-time measures or sizable tax and fee increases may be exhibited periodically to balance the budget.</p> <ul style="list-style-type: none"> • Volatile or uncertain revenue sources account for a low share of the operating budget (<5%) but may be rising gradually. 	<p>measures or sizable tax and fee increases to balance the budget is more frequent.</p> <ul style="list-style-type: none"> • Volatile or uncertain revenue sources are moderate as a share of the operating budget (<10%) or are rising rapidly. 	<p>one-time measures to achieve budget balance is high.</p> <ul style="list-style-type: none"> • Volatile or uncertain revenue sources account for a material share of the operating budget (>10%) or are rising rapidly, and this poses greater risks to the budget framework.
		<ul style="list-style-type: none"> • Fiscal results, as measured by DBRS Morningstar, generally maintain a balanced position year over year. 	<ul style="list-style-type: none"> • Fiscal results, as measured by DBRS Morningstar, may exhibit greater volatility because of a lower ability to manage in-year budgetary pressures. 	<ul style="list-style-type: none"> • Fiscal results exhibit greater volatility and weakness because of a lower ability to manage in-year budgetary pressures. • Fiscal results, as measured by DBRS Morningstar, have generally been weaker and deficits more frequent.
Budget Management and Prudence	<ul style="list-style-type: none"> • Budgets are consistently balanced using very conservative assumptions and incorporating meaningful contingencies to help manage unforeseen events. • Demonstrated ability to address unexpected adverse budget deviations to protect fiscal balance. • Budget pressures are managed responsively through very tight expenditure controls or revenue-raising initiatives. 	<ul style="list-style-type: none"> • Budget contingencies vary year to year, although assumptions are generally conservative. • Demonstrated ability to address most unexpected adverse budget deviations to protect fiscal balance. • Budget pressures are managed over time through generally prudent expenditure management or revenue-raising initiatives. 	<ul style="list-style-type: none"> • Budget pressures tend to linger but are viewed as sustainable, although reliance on one-time funding and/or sizable tax increases to balance the budget is high. • Budget assumptions are considered to be adequately prudent, although the use of contingencies may be limited. • Reduced ability and/or willingness to manage budget pressures through meaningful expenditure restraint or revenue-raising initiatives. 	<ul style="list-style-type: none"> • Budget pressures tend to linger and are viewed as potentially unsustainable, resulting in steady reliance on one-time funding and/or sizable tax increases to balance the budget. • Budget assumptions are considered to be less prudent, resulting in more significant variances and use of contingencies. • Limited ability and/or willingness to manage budget pressures through meaningful expenditure restraint or revenue-raising initiatives.
Tax Competitiveness	<ul style="list-style-type: none"> • Property taxes and user fees are low, providing ample room to raise taxes if necessary. • Political willingness to raise taxes and fees to cover inflationary operating pressures and future capital investment needs. 	<ul style="list-style-type: none"> • Property taxes and user fees are in line with peers, providing moderate flexibility to raise taxes. • Political willingness to raise taxes and fees to cover inflationary operating pressures, but future capital investment needs may remain unfunded. 	<ul style="list-style-type: none"> • Property tax and user-fee burdens may already be somewhat high, limiting the ability to further raise taxes and fees if needed. • Limited political willingness to raise taxes and fees to cover either inflationary operating pressures or capital investment. 	<ul style="list-style-type: none"> • Tax and user-fee burdens are high, and delinquencies are building up. • Political resistance to raising taxes and fees to cover either inflationary operating pressures or capital investment.
Transparency and Reporting	<ul style="list-style-type: none"> • Fiscal management framework is very well developed and responsive, with detailed planning documents and clear presentation. • Budget documents are clearly comparable to reported financial results. 	<ul style="list-style-type: none"> • Fiscal management framework is well developed, with detailed planning documents. • Budget documents are somewhat comparable to reported financial results. • Transparency is good, and financial reporting is timely. 	<ul style="list-style-type: none"> • The fiscal management framework is well developed, but some key planning documents or reports may lack details. • Budget documents are somewhat comparable to reported financial results. 	<ul style="list-style-type: none"> • The fiscal management framework lacks structure. • Budget documents are not comparable with reported financial results. • Transparency and timeliness of financial reporting are weaker, with only limited planning documents.

<ul style="list-style-type: none"> • Transparency and timeliness in financial reporting are exemplary. 	<ul style="list-style-type: none"> • Transparency and timeliness of financial reporting are considered adequate.
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Debt and Liquidity Management

The financial management strategy and practices of a municipal government, including the requirements and financing strategy for capital investment, sophistication of debt and liquidity practices, debt structure and maturity profile, and other unfunded liabilities are central considerations in the determination of a municipal government rating.

	AAA	AA	A	BBB
Capital Investment Outlook	<ul style="list-style-type: none"> • Capital investment requirements for the foreseeable future are manageable and are not expected to pressure debt materially. 	<ul style="list-style-type: none"> • Capital investment requirements may be sizable, but they are not expected to put excessive pressure on debt. 	<ul style="list-style-type: none"> • Significant capital investment requirements have the potential to lead to significant increases in debt going forward, although management may have been successful at containing upward pressure in recent years. 	<ul style="list-style-type: none"> • Large current and future capital needs are expected to lead to rising debt.
Debt and Liquidity Management Practices	<ul style="list-style-type: none"> • Debt and liquidity management practices are highly sophisticated and very conservative. 	<ul style="list-style-type: none"> • Debt and liquidity management practices are sophisticated and conservative. 	<ul style="list-style-type: none"> • Debt and liquidity management practices are conservative but may lack formality or sophistication relative to those of frequent borrowers. 	<ul style="list-style-type: none"> • Debt and liquidity management practices are lacking structure and sophistication relative to those of frequent borrowers.
Debt Structure and Maturity Profile	<ul style="list-style-type: none"> • The debt structure is very prudent, with low refinancing risk, a smooth maturity profile, and minimal unhedged exposure to interest rate reset risk and foreign currency fluctuations. 	<ul style="list-style-type: none"> • The debt structure is prudent but may at times entail sizable refinancing needs, an uneven maturity profile, or modest exposure to interest rate reset risk. 	<ul style="list-style-type: none"> • The debt structure is prudent but may at times entail sizable refinancing due to an uneven maturity profile or moderate exposure to interest rate reset risk. 	<ul style="list-style-type: none"> • The debt structure is less prudent and at times entails sizable refinancing due to an uneven maturity profile or more material exposure to interest rate reset risk.
Pension and Benefits Liabilities	<ul style="list-style-type: none"> • Unfunded pension and postemployment benefit liabilities, if any, are low and being addressed. 	<ul style="list-style-type: none"> • Unfunded pension and postemployment benefit liabilities may be sizable but are being addressed. 	<ul style="list-style-type: none"> • Unfunded pension and postemployment benefit liabilities may be considerable and steadily growing. 	<ul style="list-style-type: none"> • Unfunded pension and postemployment benefit liabilities may be considerable and steadily growing, leading to pressure on operating results.

Relations with Senior Governments

Relations with senior governments influence the rating of municipal governments, as municipalities receive substantial senior government funding for capital projects and the delivery of certain programs from provincial and federal sources, share their tax base with their provincial and federal counterparts, and are bound by the broader legislative and regulatory frameworks set by provincial and federal governments in areas such as revenue-generating powers and service responsibilities.

	AAA	AA	A	BBB
Municipal Legislative Framework	<ul style="list-style-type: none"> • The legislative framework defining municipal responsibilities and revenue-generating powers is supportive and fosters financial sustainability. • Adequate provincial monitoring is provided. 	<ul style="list-style-type: none"> • The legislative framework defining municipal responsibilities and revenue-generating powers is supportive and fosters financial sustainability. • Adequate provincial monitoring is provided. 	<ul style="list-style-type: none"> • The legislative framework defining municipal responsibilities and revenue-generating powers is rigid and may lack the guidelines necessary to foster financial sustainability. • Provincial monitoring is more limited. 	<ul style="list-style-type: none"> • The legislative framework defining municipal responsibilities and revenue-generating powers is weak and lacks the guidelines necessary to foster financial sustainability. • Provincial monitoring is potentially insufficient.

Senior Government Funding	<ul style="list-style-type: none"> • Sizable and reliable funding support is provided by senior governments, particularly for major capital investments and social services. 	<ul style="list-style-type: none"> • Senior government funding support is meaningful and relatively reliable but may display volatility depending on the economic and fiscal environment. 	<ul style="list-style-type: none"> • Senior government funding support is somewhat less meaningful as a share of revenues and is less reliable and predictable. • Funding displays greater volatility depending on the economic and fiscal environment. 	<ul style="list-style-type: none"> • Senior government funding support is viewed as unreliable or inadequate, with a higher level of volatility depending on the economic and fiscal environment.
Relations with Senior Governments	<ul style="list-style-type: none"> • Co-operative relationship with senior governments and record of supportive tax and program policy objectives. • Limited interference by senior governments in traditional areas of municipal responsibility. 	<ul style="list-style-type: none"> • Reasonable level of co-operation with senior governments, although policy objectives may diverge in some areas. • Some interference by senior governments in traditional areas of municipal responsibility. 	<ul style="list-style-type: none"> • Less co-operative relationships with senior governments. • Direct but infrequent interference by senior governments in traditional areas of municipal responsibility. • History of downloading of service responsibilities with little accompanying fiscal support from senior governments. 	<ul style="list-style-type: none"> • Contentious relationships with senior governments. • Direct interference by senior governments in traditional areas of municipal responsibility. • History of downloading of service responsibilities with no accompanying fiscal support from senior governments.

Discussion of Critical Rating Factors

Economic Structure

- The economic structure of a municipality constitutes an important consideration in the credit assessment of its government, as it is the primary determinant of the capacity of a government to raise the revenue necessary to fulfill its service responsibilities and support its debt.
- A large and diversified economy that is well integrated into the provincial transportation network will generally tend to experience more consistent growth in GDP, a steady population, and taxable assessment growth over the longer term, and it will display better labour market outcomes than smaller, more isolated commodity-based or seasonal municipal economies.
- In the analysis of a suburban commuter municipality highly reliant on a neighbouring urban municipality for employment, DBRS Morningstar may consider some of the larger city's economic fundamentals, provided the municipality being rated is strongly integrated into its larger neighbour and is likely to retain this relationship over time because of its proximity, competitive taxes, and/or considerable availability of land for development, among other factors.

Fiscal Management

- DBRS Morningstar considers the political and administrative commitment to fiscal sustainability, as evidenced by public statements, strategy documents, political/administrative policies, processes, or commitments. Strategies employed to maintain fiscal balance are considered, with one-time measures, deferrals, reserve draws, or reliance on volatile or uncertain revenue sources (e.g., real estate/land transfer taxes) generally viewed as weaknesses in the municipal fiscal management framework. DBRS Morningstar analyzes the volatility of fiscal results, which provides an indication of the government's commitment to maintaining a sound fiscal position.

- DBRS Morningstar evaluates budget management practices and prudence, including the conservatism of assumptions contained within operating/capital budgets, the presence of budget contingencies, and other forms of flexibility to respond to in-year pressures. DBRS Morningstar compares recent years' fiscal results with original budget estimates, examining the frequency and extent of major budget deviations.
- The municipality's fiscal capacity and relative tax and user fee burden is considered in relation to peers locally and nationally, as well as the willingness of political and administrative leaders to respond to both operating and capital pressures considering available revenue tools and provincially mandated service responsibilities.
- DBRS Morningstar considers the timeliness, breadth, and transparency of municipal budgeting and financial reporting as an indicator of the quality of the municipal fiscal framework.

Debt and Liquidity Management

- The financial management strategy and practices of a municipal government, including the requirements and financing strategy for capital investment, sophistication of its debt and liquidity management practices, debt structure and maturity profile, and other unfunded liabilities are central considerations in the determination of a municipal government rating.
- DBRS Morningstar examines current and projected levels of capital investments, as investment in physical infrastructure is the primary driver of borrowing needs based on provincial government prohibitions on debt for operating purposes.
- The government's financial management strategy, including the level of sophistication of its borrowing practices and overall debt structure, helps assess the potential volatility of debt-servicing requirements.
- DBRS Morningstar assesses the composition and maturity structure of the debt stock and its sensitivity to changes in interest and exchange rates (if applicable) and considers the full range of factors that could affect the debt burden and related servicing requirements to assess overall affordability. (See Appendix 1 for DBRS Morningstar's definition of tax-supported and self-supported debt).
- Although pension and employee future benefit liabilities are not included in the calculation of tax-supported debt for municipal governments, they are considered in the analysis of debt affordability to the extent that they will drive future cash funding requirements.

Relations with Senior Governments

- While the creditworthiness of a Canadian municipality is primarily driven by the fundamentals of that municipality, relations with the provincial and federal government may also have an influence on the rating.
- Municipalities receive substantial senior government funding for capital projects and the delivery of certain programs, share their tax base with their provincial and federal counterparts, and are bound by the broader legislative and regulatory frameworks set by the provincial government for revenue-generating powers and service responsibilities. Given these linkages, a stronger provincial and federal government credit profile implies a higher level and consistency of funding support to municipal governments.
- Service responsibilities, revenue-generating powers, and all other determining features of the operating framework of municipalities are defined by provincial governments. As a result, the responsiveness of a provincial government to the realities faced by municipal governments, as well as the various constraints

or flexibilities provided through the legislated framework, may also have significant implications for the credit profile of municipalities, highlighting the importance of considering the dynamic between municipalities and their respective provincial governments.

- DBRS Morningstar considers the current state and history of intergovernmental relations between municipalities and senior governments. The degree of intergovernmental co-operation and policy alignment, including potential interference by senior governments in areas of traditional municipal responsibility or the downloading of services with or without accompanying fiscal support, can have implications for the municipal government's financial outlook.

Financial Risk Assessment Factors

Primary FRA Factors

- Recognizing that any analysis of financial metrics may be prone to misplaced precision, DBRS Morningstar has limited its matrix of the key metrics below to a small sample of critical ratios. For each of these ratios, DBRS Morningstar provides a range within which the issuer's financial risk would be considered as supportive for the rating category. However, the wide range of municipalities in existence throughout Canada, especially in terms of size, location, economic diversification, and wealth, makes any attempt at generalization challenging and potentially misleading. As such, the values provided below are for Canada's larger cities with populations exceeding 300,000, as their credit profiles are generally supported by diversified economies and sophisticated management frameworks.
- This rating methodology can be used for smaller municipalities, although unique strengths or weaknesses such as overreliance on a single industry or location in a shrinking, economically challenged region may distort the analysis and reduce the relevance of the guidelines significantly, requiring financial metrics considerably stronger than noted below for a rating category.
- Furthermore, the ratings in the matrix below should not be understood as the final rating for a large city with matching metrics. The final rating is a blend of both the operating risk and financial risk considerations in their entirety.
- DBRS Morningstar ratings are based heavily on future performance expectations, so while past metrics are important, any final rating will incorporate DBRS Morningstar's opinion on future metrics based on the best available projections and assumptions of a government's future debt burden.
- It is also not uncommon for a government's key ratios to move in and out of the ranges noted in the ratio matrix above. In the application of this matrix, DBRS Morningstar looks beyond the point-in-time ratio.

Exhibit 2 Canadian Municipal Government Financial Risk Assessment Metrics

Key Ratio	AAA	AA	A	BBB
Net tax-supported debt per capita (\$) ¹	< 600	600 to 3,000	3,000 to 5,000	> 5,000
Net tax-supported debt as a percentage of taxable assessment (%)	< 0.5	0.5 to 2.0	2.0 to 6.0	> 6.0
Interest costs as a percentage of total revenues (%)	< 1.5	1.5 to 9.0	9.0 to 15.0	> 15.0
Net post-capital expenditure surplus (deficit) as a share of total revenues (five-year average; %)	> 5.0	5.0 to 0.0	0.0 to (5.0)	> (5.0)

¹ Refer to Appendix 1 for an explanation of DBRS Morningstar adjustments to reported financial figures. DBRS Morningstar notes that this metric is adjusted periodically.

General Considerations in Evaluating a Canadian Municipal Government's Credit Profile

Fiscal Balance

- Fiscal results are viewed by DBRS Morningstar as an indicator of management proficiency and commitment to fiscal sustainability. A municipal government's operating balance (operating revenues excluding capital revenues minus program expenditures excluding amortization expense) is an indicator of fiscal flexibility, while the net post-capital expenditures (capex) surplus (deficit) (operating balance minus net capex) better reflects overall fiscal sustainability and the potential financing requirements in each year.
- DBRS Morningstar notes that Canadian municipalities are required under legislation to balance their operating budgets, although capital investment and accounting consolidation may at times translate into sizable post-capex deficits and upward pressure on debt and tax rates.
- DBRS Morningstar views operating deficits negatively but will generally discount them if they are the result of nonrecurring events rather than a structural imbalance that the government shows little initiative in addressing. DBRS Morningstar refers to this practice as rating through the cycle.

Revenues

- The primary source of revenue for municipal governments is residential, commercial, and industrial property taxation. Other sources include user fees for services such as water and waste management, senior government grants, and earnings from government enterprises.
- While property tax revenues are subject to seasonal fluctuations based on tax collection dates, these dynamics are well understood and accounted for by municipal governments. Because Canadian municipalities do not tax income or consumption, they generally benefit from a more stable revenue base than provincial governments, as property taxation is also generally insulated from economic and home price cyclicalities.
- Emphasis is placed on the resilience of major revenue sources, reliance on provincial government transfers, and competitiveness of the city's tax rates relative to neighbouring jurisdictions. DBRS Morningstar considers overreliance on uncertain or volatile revenue sources (e.g., real estate transfer taxes) to be a weakness in the fiscal management framework.
- Constraints in revenue-generating powers such as legislated caps on certain property tax rates, political willingness to raise taxes, and structural weaknesses in the government's tax system are also considered, including the ability of municipal revenue tools to adequately address inflationary pressures such as salary and benefit escalation and long-term capital investment requirements.
- DBRS Morningstar may make certain adjustments to reported revenue figures to exclude nonrecurring items and ultimately better reflect the underlying fiscal situation of a municipality.

Expenditures

- Municipal government expenditures are also generally predictable and considerably less exposed to demand pressures relative to provincial governments. They also follow patterns that do not vary significantly year to year.
- DBRS Morningstar distinguishes between three major types of expenditures: service and program expenses; capital investments and debt servicing, with an emphasis placed on identifying major trends; and actual and potential areas of pressures and sources of rigidities.

- In its analysis of program expenditures, DBRS Morningstar focuses on the government's primary service responsibilities and the relationship between key expenditure items and factors such as demographics and economic conditions to identify potential sources of fiscal volatility and pressure. Analysts review major program responsibilities established by the provincial government, focusing on the coherence and sustainability of programs and expected cost implications in relation to external revenue sources, if any, such as senior government grants.
- Capital investment accounts for a considerable portion of municipal spending. Municipal governments have some flexibility to manage and partially defer capital spending in the near term in response to both internal budget pressures and external factors, including variability in senior government capital funding. This has contributed to the buildup of significant deferred maintenance deficits in most large Canadian municipalities. However, over the long term, capital investment requirements represent the key driver of debt growth for municipal governments, which are only permitted to borrow for capital purposes.
- DBRS Morningstar considers the capital investment requirements faced by the municipality, including for the state of good repair of public infrastructure and for growth-related investments. This typically includes major public transit infrastructure, roadways and bridges, and municipal water and sewer systems. Financing methods and accounting rules for capital spending are also reviewed to understand the debt implications of projected capital needs.
- Debt servicing is the most rigid expenditure category and can constitute a meaningful portion of a government's budget. Thus the stability and trend of a municipality's debt servicing requirements are important considerations

Balance Sheet and Financial Flexibility Considerations

- The sustainability of a municipality's debt burden and balance sheet flexibility are central considerations in the determination of a credit rating. DBRS Morningstar examines current and projected levels of indebtedness and considers the full range of factors that could affect the debt burden and related servicing requirements.
- The primary focus is on tax-supported debt, which includes financial obligations for which taxpayers are directly accountable. This concept captures tax-supported debt directly issued by the municipality as well as the financial obligations of any other related tax-supported organization that is within municipal jurisdiction (e.g., transit authorities).
- Debt is measured by DBRS Morningstar net of sinking funds and other quality assets set aside explicitly for debt-retirement purposes. The tax-supported debt figure is compared with the municipality's taxable assessment base and on a per-capita basis to assess debt affordability. (See Appendix 1 for DBRS Morningstar's definition of tax-supported debt.)
- Self-supporting debt, which is issued by or for commercial or potentially commercial municipal government enterprises or assets and serviced by a distinct revenue stream (e.g., electric utilities or water services), is analyzed separately by DBRS Morningstar for its affordability and is generally allocated a lesser weighting in the credit review. (See Appendix 1 for DBRS Morningstar's definition of self-supporting debt.)
- Because of the general stability and predictability of revenue and expenditures, liquidity is typically not a material source of concern for Canada's major municipalities, but DBRS Morningstar conducts an

assessment to identify potential liquidity vulnerabilities (see the Overlay Factors: Liquidity section for more information).

Blending the CRFs and FRA into an Issuer Rating

- The core assessment is a blend of the CRFs and FRA. In most cases, the CRFs will have greater weight than the FRA in determining the issuer rating.
- At the low end of the rating scale, however, particularly in the B range and below, the FRA and liquidity factors play a much larger role. The CRFs would, therefore, receive a lower weighting than it would at higher rating levels.
- In addition, DBRS Morningstar also takes into consideration the volatility of an issuer's FRA in arriving at the final rating. An issuer with more volatile credit metrics than its industry peers may be rated lower than it would otherwise be based on a blend of the CRFs and FRA. The lower rating reflects the higher risk, especially in a downturn, associated with the increased volatility.

Overlay Factors

Liquidity

- Given the stability and predictability of municipal government revenues and expenditures, combined with legislative requirements to balance operating budgets, liquidity is typically not a material source of concern for Canada's major municipalities.
- External financing requirements for capital investment and refinancing needs have the potential to create liquidity pressures, although DBRS Morningstar notes that Canadian municipalities generally benefit from (1) access to the lending programs of provincially created municipal finance agencies (Municipal Finance Authority of B.C., Infrastructure Ontario, Alberta Capital Finance Authority, etc.); (2) widespread of sinking funds to retire maturing bullet debentures, largely eliminating refinancing risk for many municipalities and resulting in significant pools of available liquidity; and (3) the ability to partially defer or curtail capital investment in the near term to preserve cash and reserves, which combine to further mitigate concerns with respect to liquidity.
- Nonetheless, similar to other rated sectors, DBRS Morningstar conducts a qualitative liquidity assessment based on four key liquidity determinants (i.e., liquid reserves, capex financing, refinancing needs (if any), and access to external financing) in order to identify potential vulnerabilities in an issuer's liquidity profile.
- Material deficiencies identified in the liquidity assessment may exert downward pressure on the rating.

Ownership of Valuable Municipal Corporations

- DBRS Morningstar considers material benefits generated by the municipal ownership of self-supporting corporations as fulfilling commercial mandates. Electricity-generating utilities are the most common type of valuable corporations owned by major Canadian municipalities. These entities often generate steady dividend streams that contribute positively to fiscal results and could be monetized, if needed, to significantly reduce debt. However, ownership of poorly performing corporations can represent a drain on municipal resources and potentially add to tax-supported debt obligations.

ESG Considerations

- Environmental, Social, and Governance (ESG) factors may affect a credit rating and/or the related credit analysis. The impact of ESG factors may vary across industries, sectors, or asset classes and is described in the *DBRS Morningstar Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings*. Where an ESG factor is material to a corporate rating, but is not otherwise addressed in a BRA/FRA factor or other overlay, DBRS Morningstar will reflect the impact of the ESG factor on the rating through this general ESG overlay.

Rating the Specific Instrument and Other Criteria

- The issuer rating (which is an indicator of the probability of default of an issuer's debt) is the basis for rating specific instruments of an issuer, where applicable. DBRS Morningstar uses a hierarchy in rating long-term debt that affects issuers that have classes of debt that do not rank equally. In most cases, lower-ranking classes would receive a lower DBRS Morningstar rating. For more detail on this subject, please refer to the general rating information contained in DBRS Morningstar's *Credit Ratings Global Policy*.
- *In addition to this methodology, the following criteria may be used from time to time in determining a rating.*
- For a discussion of the relationship between short- and long-term ratings and more detail on liquidity factors, please refer to the DBRS Morningstar policy *Short-Term and Long-Term Rating Relationships* and *DBRS Morningstar Criteria: Commercial Paper Liquidity Support for Nonbank Issuers*.
- Guarantees and other types of support are discussed in *DBRS Morningstar Criteria: Guarantees and Other Forms of Support*.

Appendix 1: DBRS Morningstar Adjustments to Reported Financial Figures

In certain circumstances, DBRS Morningstar may adjust the financial results reported by a municipal government in order to (1) allow for a better comparison among peers, (2) capture all material tax-supported debt, (3) exclude debt deemed to be self-supporting within the reporting entity, and/or (4) present fiscal results that are more reflective of the impact of government activities on indebtedness. The most frequent adjustments relate to the following areas:

1. **Net Tax-Supported Debt:** In an effort to capture the full extent of debt obligations to the account of taxpayers, DBRS Morningstar sums the debt of all activities and entities supported in a significant fashion by tax proceeds, such as public transit, road investments, and general municipal services and operations. Tax-supported debt is measured by DBRS Morningstar net of sinking funds and other quality assets set aside explicitly for debt-retirement purposes.

Tax-supported debt includes direct debt and other long-term capital obligations such as capital leases or liabilities arising from public-private partnership (also known as Alternative Financing and Procurement) contracts if these obligations are materially supported by tax proceeds.

2. **Self-Supporting Debt:** DBRS Morningstar considers certain debt or long-term capital obligations as self-supporting and separate from the tax-supported debt burden. Debt or long-term capital obligations are considered self-supporting provided that the services or assets have commercial value and are operated on a commercially sustainable basis, are highly unlikely to require government support, and are mostly (if not entirely) supported by user fees, a rate base, a levy, or an otherwise distinct revenue stream (e.g., toll revenue) dedicated to servicing and repaying the associated debt or long-term capital obligation. DBRS Morningstar believes that these services or assets could potentially be monetized to repay the related debt obligations if the municipality faced serious financial stress. These activities may include municipal electricity generation and distribution, water treatment/distribution, and tolled transportation and transit infrastructure. Based on the proportion of the direct debt or long-term capital obligation that is serviced and repaid through a user fee, rate base, levy, or otherwise distinct revenue stream, DBRS Morningstar may, on a case-by-case basis, treat that proportion of the obligation as self-supporting.

In addition, DBRS Morningstar may consider debt leveraged against long-term senior government grants (e.g., federal fuel tax grants) to be self-supported and may therefore exclude such debt from tax-supported debt calculations provided (A) the grants fully cover debt servicing requirements of the related debt, (B) the term of the debt does not exceed the useful life of the assets being funded, (C) the municipality discloses the value of such debt in its financial statements, and (D) the

commitment from the senior government is secured in legislation or by established government policies.

3. **Capex Treatment:** DBRS Morningstar converts capex from an amortization basis to a pay-as-you-go basis to get fiscal results that are more reflective of the full extent of municipal government spending and of external financing needs for a given year.
4. **Nonrecurring Items:** Fiscal results sometimes include extraordinary items that introduce distortions in results and hinder year-over-year comparisons of results. These may include asset sales performed to boost revenues and balance budgets in challenging fiscal times, restructuring costs, or write-offs of tax receivables. DBRS Morningstar attempts to remove all material nonrecurring items from reported results in order to better understand the underlying fiscal position of a municipality.

Appendix 2: Key Financial Ratios

Exhibit 3 Key Financial Ratios

Net Tax-Supported Debt Per Capita	<p>Net tax-supported debt</p> <p>÷</p> <p>Total population of the municipality (as reported in most recent census or population estimate)</p> <p>Where, net tax-supported debt is gross market debt outstanding, less</p> <ul style="list-style-type: none"> • Self-supporting debt (see Appendix 1) • Dedicated debt retirement/sinking funds and debt reserves • Amounts recoverable from senior governments • Municipal government holdings of its own debt obligations (outside of sinking funds)
Net Tax-Supported Debt as a Percentage of Taxable Assessment	<p>Net tax-supported debt (see definition above)</p> <p>÷</p> <p>Total residential, commercial, industrial, and farm assessment value (as reported by the municipality or provincial government)</p>
Interest Costs as a Percentage of Total Revenues	<p>Interest charges on market debt outstanding (net of interest earned on sinking funds)</p> <p>÷</p> <p>Total revenues (net of interest earned on sinking funds)</p>
Net Post-Capex Surplus (Deficit) as a Share of Total Revenues (Five-Year Average)	<p>Operating surplus (deficit), net of amortization expenses</p> <p>–</p> <p>Net capex (gross capex, minus capital revenues (senior government grants and developer contributions))</p> <p>÷</p> <p>Total revenues</p>

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We rate more than 3,000 issuers and nearly 60,000 securities worldwide, providing independent credit ratings for financial institutions, corporate and sovereign entities, and structured finance products and instruments. Market innovators choose to work with us because of our agility, transparency, and tech-forward approach.

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Capital Regional District Additional Financial Analysis

British Columbia, Canada
Fiscal year ended December 31, 2021



Making a difference...together

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Introduction

The financial performance of the organization is illustrated in the financial indicators contained in this appendix. These indicators should be read in conjunction with the 2021 Audited Financial Statements and accompanying notes. These measures demonstrate a consistent, healthy financial position based on current operational needs, existing market conditions and debt servicing costs. The debt ratios using the Dominion Bond Rating Service (DBRS) rating methodology demonstrate the CRD is able to meet its obligations and is unlikely to be adversely affected by future events.

DBRS is Canada's largest and the world's fourth largest credit rating agency, respected for its independent, third-party evaluation of credit quality. They publish research whitepapers describing their methodology of rating Canadian municipal governments (Appendix D). Their methodology includes analyzing the economic environment within which the government operates, and assessing fiscal management by looking at revenue generation, program responsibilities and fiscal discipline, as well as at the coherence and appropriateness of the strategies, policies and processes governing the planning and allocation of public funds. Other critical rating factors include financial management in terms of debt and liquidity, and relations with senior governments.

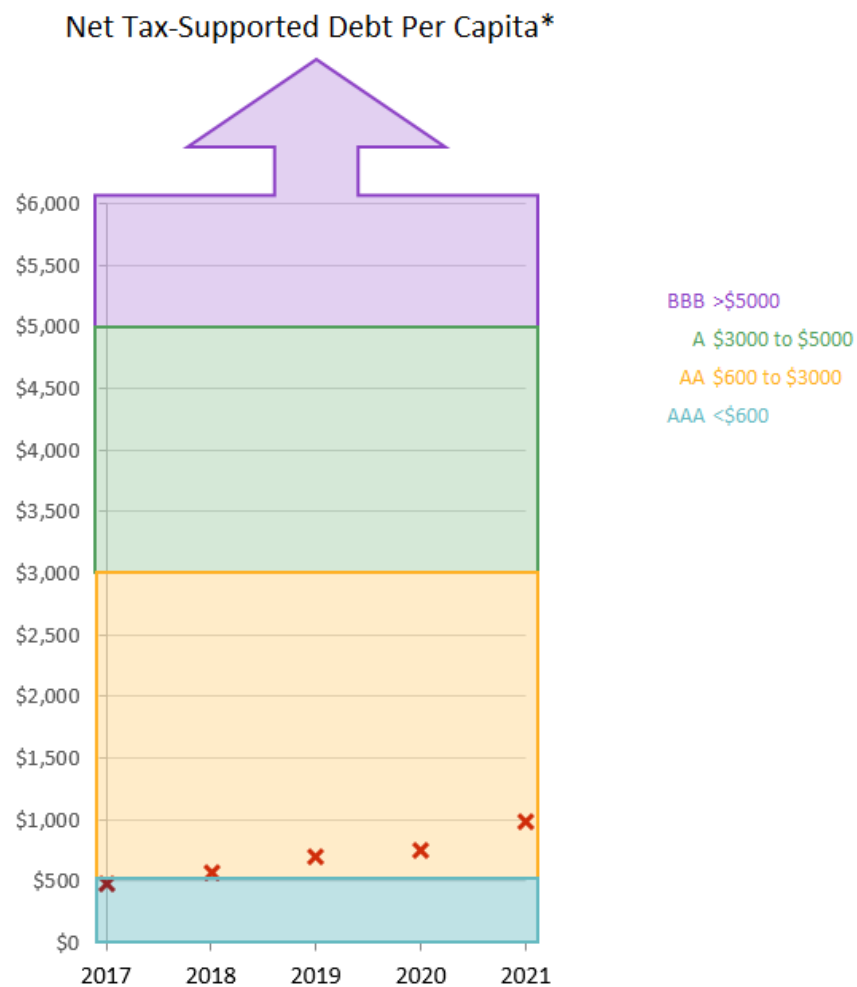
Although the final rating considers a blend of both operating risk and financial risk in their entirety, key ratios can provide a quick measure in assessing the government's financial strength—its ability to make timely payments on outstanding obligations (whether principal, interest, or other expenditures) with respect to the terms of the obligation. The following pages outline CRD key ratios.

The four ratings, from exceptional to adequate credit quality, are:

1. 'AAA' – The capacity for the payment of financial obligations is exceptionally high and unlikely to be adversely affected by future events.
2. 'AA' – The capacity for the payment of financial obligations is considered high. Differs from AAA only to a small degree. Unlikely to be significantly vulnerable to future events.
3. 'A' – The capacity for the payment of financial obligations is substantial. May be vulnerable to future events, but considered manageable.
4. 'BBB' – Adequate credit quality. The capacity for the payment of financial obligations is considered acceptable. May be vulnerable to future events.

1) Net Tax- Supported Debt Per Capita

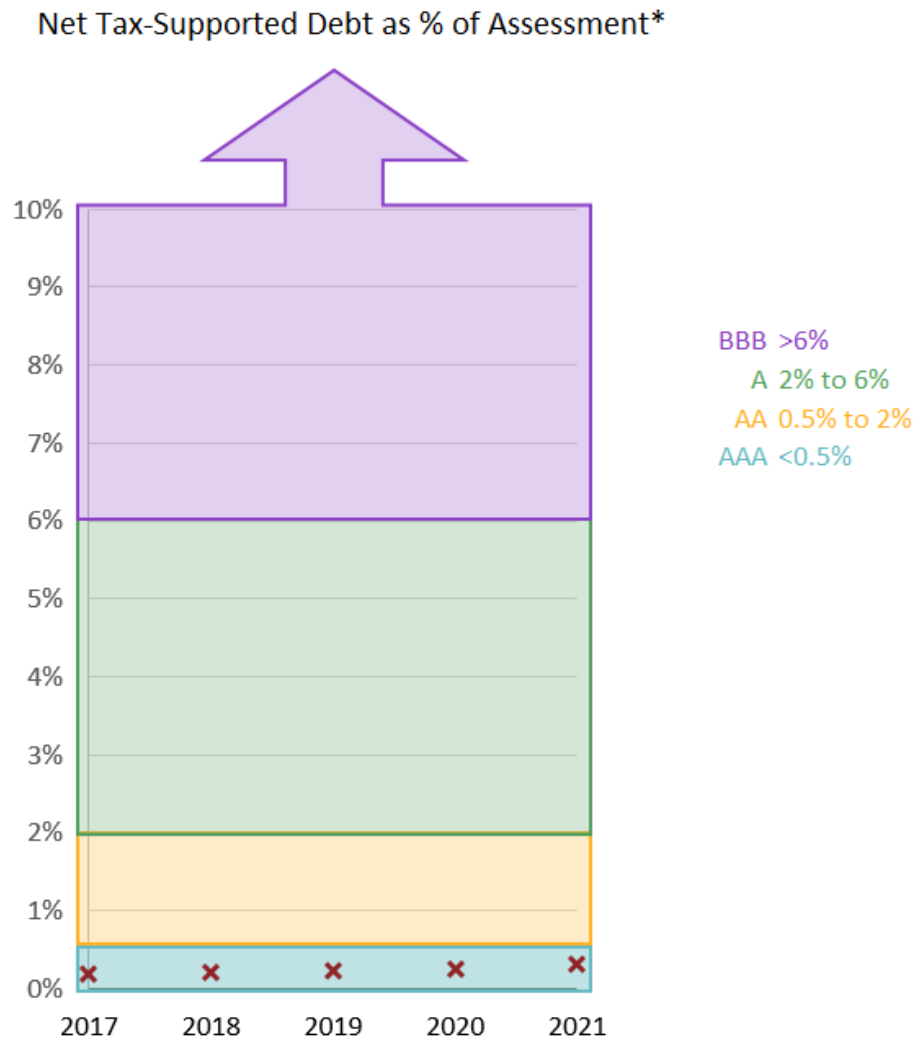
Tax-Supported Debt includes financial obligations for which taxpayers are directly accountable. Net Tax-Supported Debt per Capita is a measure of CRD's debt, excluding member municipality debt, expressed in terms of the amount attributable to each citizen under CRD's jurisdiction. This indicator is an important factor when analyzing CRD's ability to continue paying its debt service costs through current levels of tax revenue. In 2021, there was a \$104 million net increase in borrowing. The net tax-supported debt per capita is \$979 as at fiscal end 2021 (\$750 – 2020), within the AA rating threshold of \$600 to \$3000. Decisions to fund investment through debt are managed through corporate guideline which considers ideal levels of reserve and debt based on asset life; aligning timing of cost recovery to timing of services benefit to community.



*NOTE: Does not include member municipality debt.
 Ratings assessed using DBRS methodology issued in May 2021

2) Net Tax-Supported Debt as a Percentage of Assessment

A second measure to assess debt affordability, this ratio takes the same net tax-supported debt as above and expresses it in terms of taxable assessment. This indicator is 0.32% in 2021 (0.25% - 2021), well within the AAA rating threshold of 0.5%.

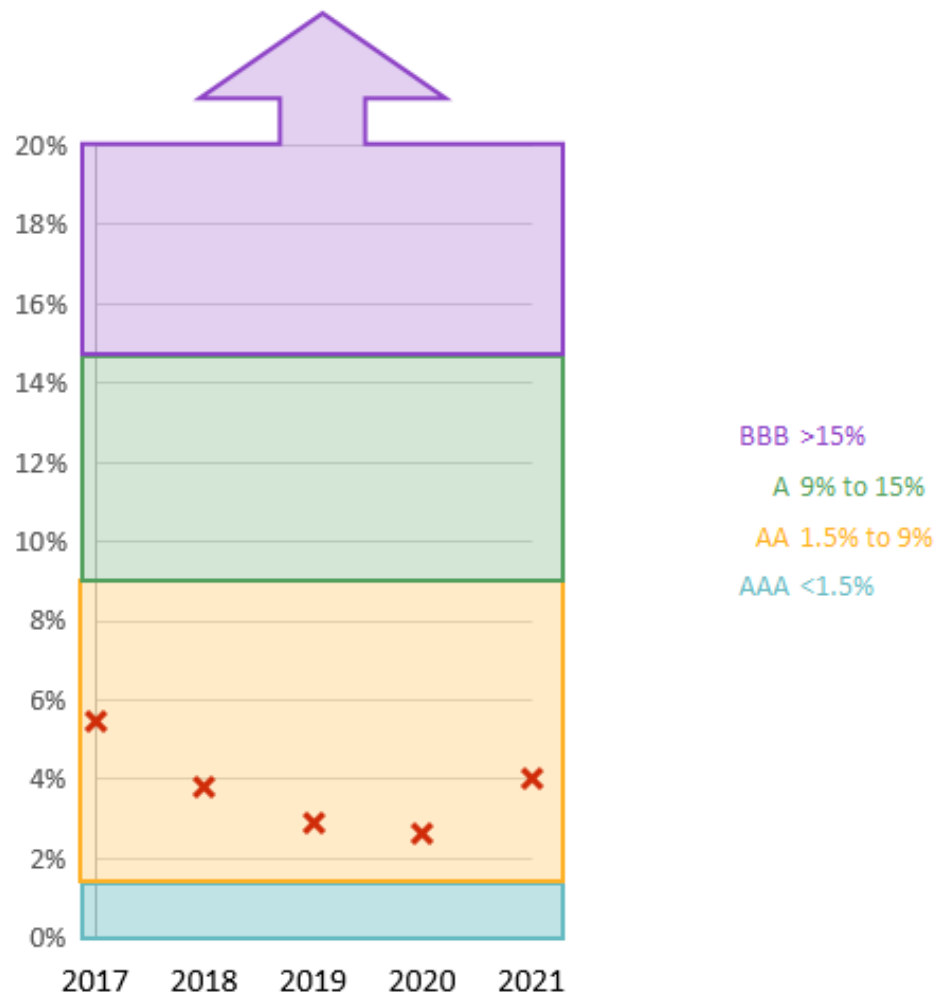


*NOTE: Does not include member municipality debt.

3) Interest Costs / Total Revenue

This is the percentage of revenue committed to payment of interest on temporary and long-term debt (excluding municipal debt). A high percentage indicates greater use of revenues for servicing interest on outstanding debt, and less ability to adjust to unplanned events and changing circumstances. Interest as a percentage of total revenue was 4.0% in 2021 (2.62% - 2020), still within a AA rating. Interest expense increased by \$4.7M largely driven by the Residuals Treatment Facility P3 agreement. The percentage of revenue committed to debt repayment is monitored through corporate guideline by service, limiting commitments to within performance indicator benchmarks.

Interest Costs as a Percentage of Revenue*



*NOTE: does not include member municipality debt

4) Net Post-capex surplus (deficit) as a share of total revenues (5 year average)

The net post-capex surplus (deficit) (operating balance minus net capital expenditures) reflects overall fiscal sustainability in each year. Net Post-capex surplus as a share of total revenue, 5 year average, for 2017-2021 is (3.5%), resulting in an A rating. The decline in this ratio from 2020 is due to decline in grant revenue relating to WTP with substantial completion achieved in 2020.

	2016-2020 Average		2017-2021 Average	
<u>Surplus post-capex</u>	<u>1,817,225</u>	0.6%	<u>-12,132,122</u>	-3.5%
Total Revenue	307,647,812		344,722,440	

AA

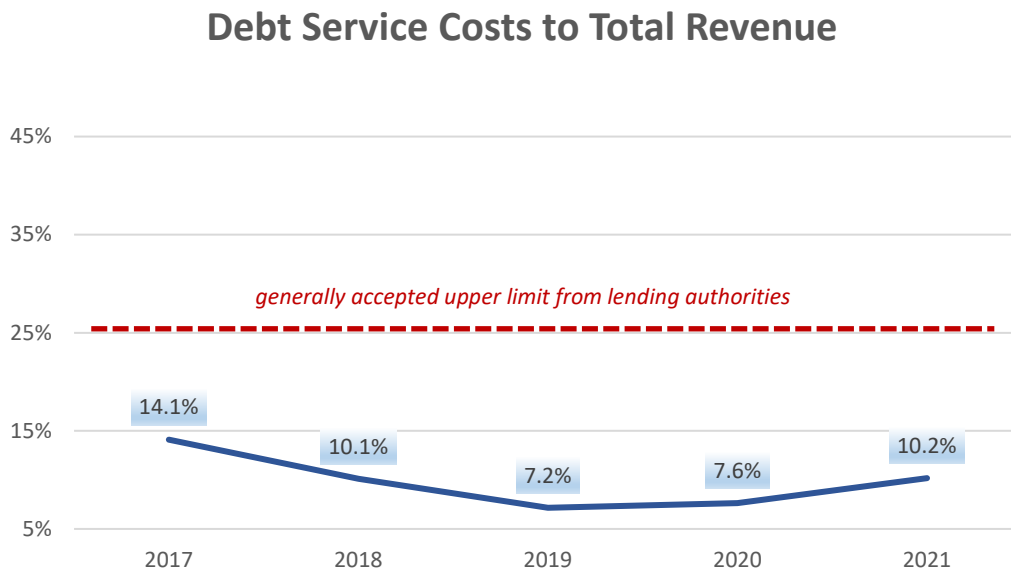
A

*NOTE: does not include member municipality debt

BBB	> -5.0%
A	0.0% to -5.0%
AA	5.0% to 0.0%
AAA	>5.0%

5) Debt Service Costs / Total Revenue

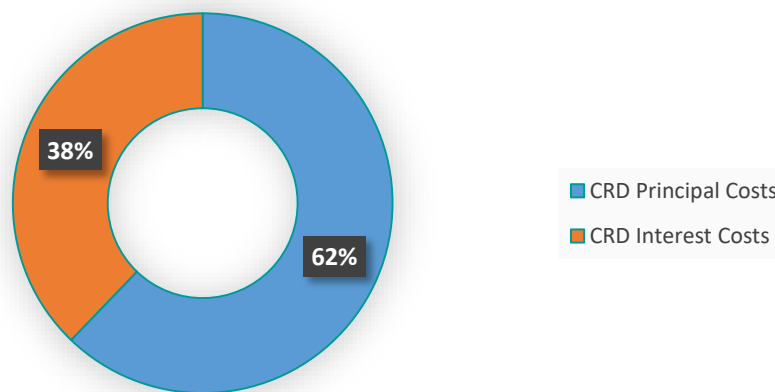
Related to indicator 3, this is the percentage of revenue committed to the payment of interest and principal on temporary and long-term debt. A high percentage indicates greater use of revenue for the repayment of debt, and less ability to adjust to unplanned events and changing circumstances. The CRD's average debt service cost (excluding municipal debt and normalized for WTP temporary financing transactions) to revenue for the last four years averages 9.7%, while the 2021 result is up to 10.2%. The increase in debt service cost over 2020 is due to \$63 million in additional long-term debt related to the Residuals Treatment Facility P3 agreement.



6) Principal and Interest as Proportion of Debt Service Costs

Debt servicing costs for debt incurred, through MFA or otherwise, will at first be primarily interest, with a small amount of principal included. As debt moves closer to maturity, the principal portion of the payment will increase, and the interest portion will decrease. This is due to the interest charge being calculated off the present outstanding balance of the debt, which decreases as more principal is repaid. The smaller the debt principal, the less interest is charged. In 2021, CRD's debt servicing costs (excluding municipal and WTP debt) show more principal repayment than interest when compared to 2020 (65% principal costs).

2021 Debt Servicing Costs



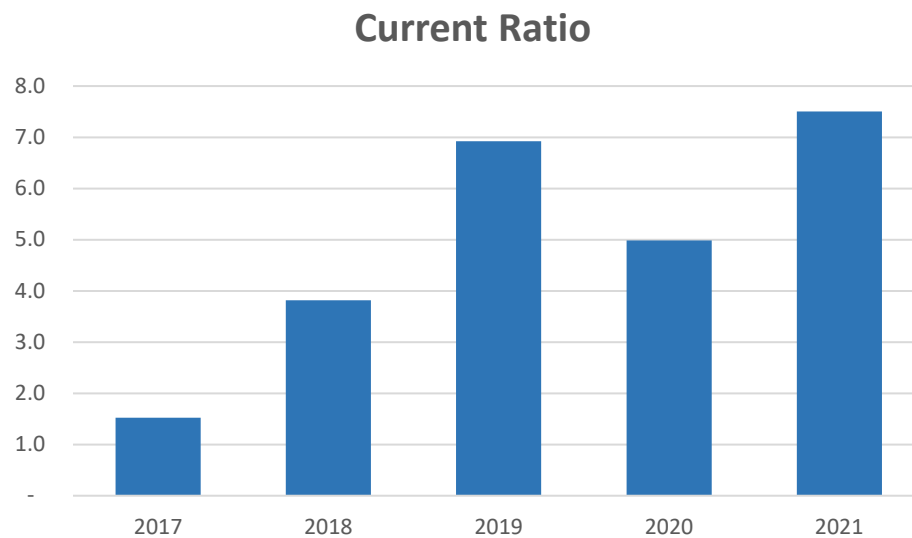
7) Current Ratio

The current ratio is a measure of the liquidity of an organization, meaning CRD's ability to meet current obligations (accounts payable) through current assets (cash and accounts receivable) of the organization. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. The current ratio has increased to 7.5 for 2021 (adjusted to exclude balances for WTP) which was primarily driven by funding held on deposit at year end. Generally, a current ratio greater than one is considered healthy for a government entity.

(in 000s)

	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual
<u>Current Assets</u>	<u>45,350</u> 1.5 : 1	<u>88,199</u> 3.8 : 1	<u>201,762</u> 6.9 : 1	<u>194,953</u> 5.0 : 1	<u>163,459</u> 7.5 : 1
<u>Current Liabilities</u>	<u>29,744</u>	<u>23,126</u>	<u>29,150</u>	<u>39,114</u>	<u>21,788</u>

*Actual excludes WTP

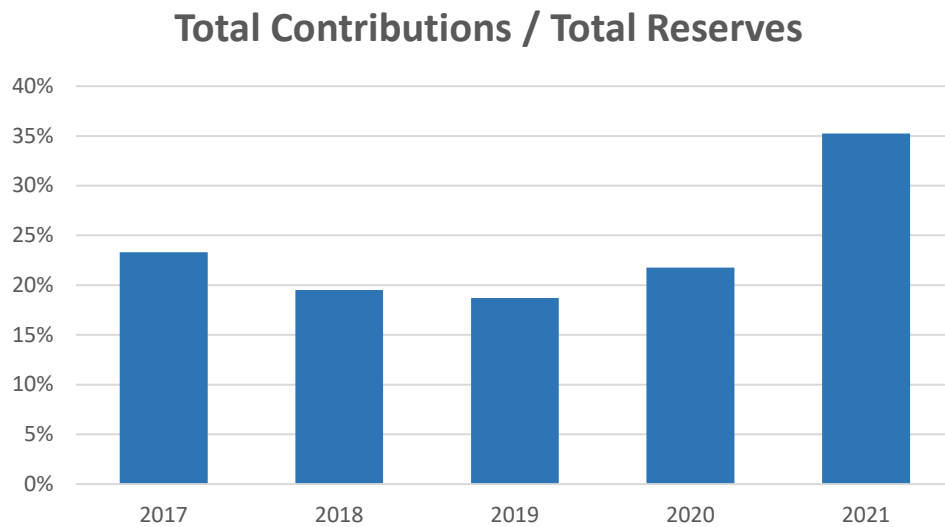


8) Contributions to Reserves / Total Reserves

The following graph shows the percentage of total reserve contributions to total reserve balances. For the last four years, the CRD has been contributing an average of 20.8% per year to reserves. The CRD continues to contribute to reserves in order to sustain the existing infrastructure, maintain consistent debt servicing levels, and leverage grant funding.

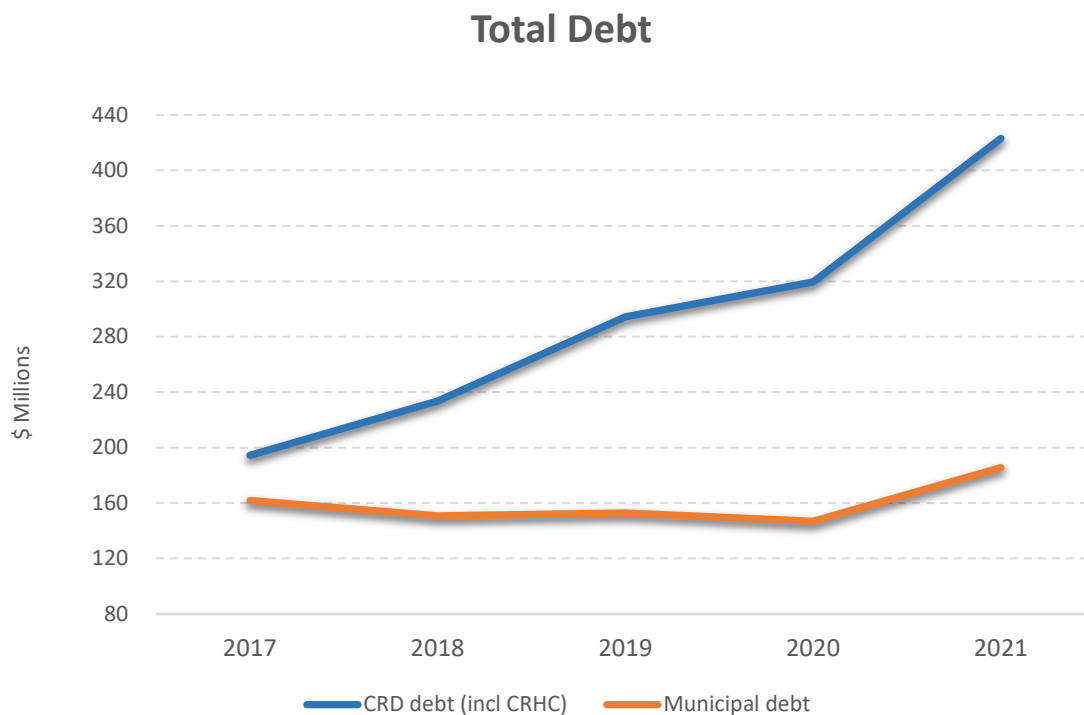
(in 000s)

	2017 Actual		2018 Actual		2019 Actual		2020 Actual		2021 Actual	
<u>Reserve Contributions</u>	<u>27,995</u>	<u>23.3%</u>	<u>26,145</u>	<u>19.5%</u>	<u>25,789</u>	<u>18.7%</u>	<u>30,785</u>	<u>21.8%</u>	<u>60,008</u>	<u>35.2%</u>
<u>Total Reserves</u>	<u>120,179</u>		<u>134,029</u>		<u>137,814</u>		<u>141,413</u>		<u>170,334</u>	



9) Total Debt

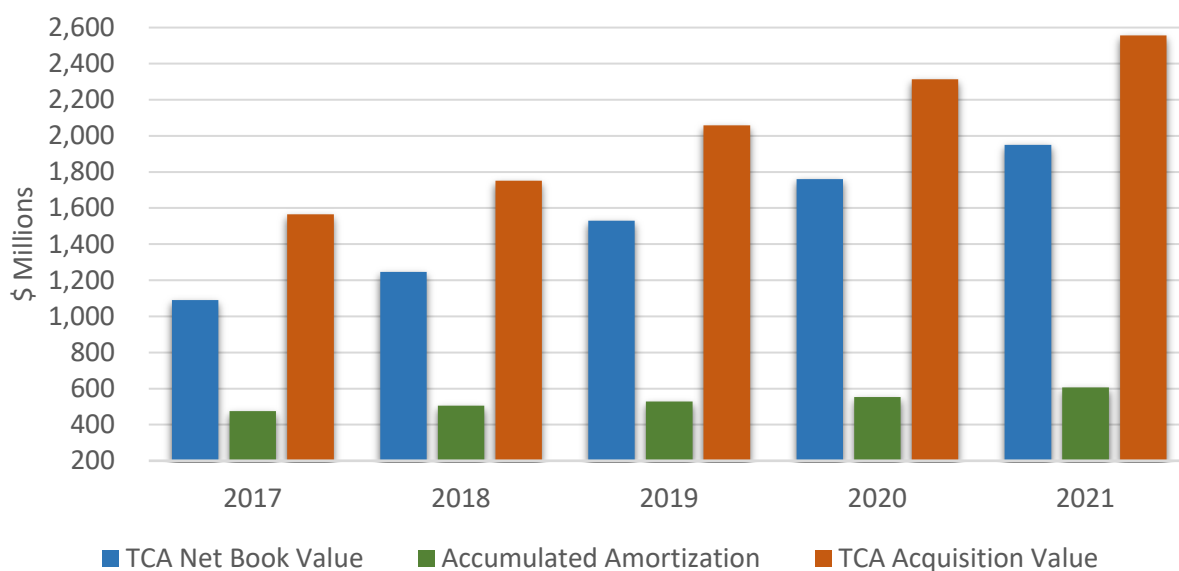
The CRD borrows long and short-term debt predominantly through the MFA that pools the borrowing and investment needs of BC communities to offer better rates of borrowing. In addition to debt incurred directly, the CRD also incurs long-term debt on behalf of its member municipalities and select other parties such as the Vancouver Island Regional Library. The additional debt servicing costs are offset by corresponding receivables from municipalities. In 2021, there was a \$104 million net increase in borrowing.



10) Tangible Capital Assets

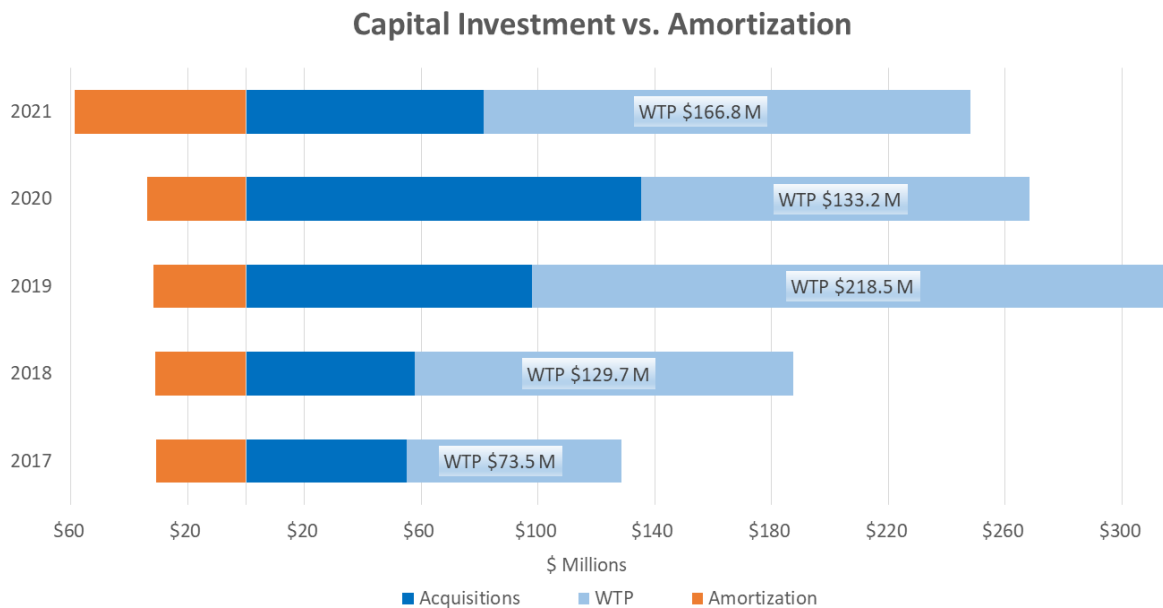
CRD's tangible capital assets include land, engineering structures, buildings, equipment, and vehicles. Where assets have an anticipated useful life of more than one year, the practice is to amortize or allocate part of the asset's expense each year through its useful life, instead of expensing the entire cost in the year the asset was purchased. Net book value is an approximation of the remaining value of the assets that CRD uses in the provision of services. At the end of 2021, CRD has acquired a total \$2.56 billion in assets. After accumulated amortization, CRD is left with assets totaling a net book value of \$1.95 billion.

Tangible Capital Asset Values



11) Capital Investment vs. Amortization

The amount spent on tangible capital assets or capital investment, less amortization is called net investment. If capital investment is consistently higher than amortization, net investment will be positive, indicating that productive capacity is increasing. Conversely, if capital investment is consistently lower than amortization, net investment will be negative, indicating that productive capacity is decreasing. On an annual basis, CRD is acquiring assets at a faster rate than assets are amortizing. In 2021, CRD was acquiring assets 4.24 times faster than amortization (a decrease from 7.95 times in 2020), indicating that productive capacity is increasing. The WTP project still remained a significant portion of the District's total annual asset additions in 2021. The District expects the gap between acquisitions and amortization to decrease with the completion of WTP.



Capital Regional District Audit Findings Report

British Columbia, Canada
Fiscal year ended December 31, 2021



Making a difference...together



Capital Regional District

Audit Findings Report for the year ended
December 31, 2021

KPMG LLP

Prepared for the meeting on May 4, 2022

kpmg.ca/audit

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Our refreshed Values

What we believe



Integrity

We do what is right.



Excellence

We never stop learning
and improving.



Courage

We think and act boldly.



Together

We respect each other
and draw strength from
our differences.



For Better

We do what matters.

Audit highlights

Purpose of this report

The purpose of this report is to assist you, as a member of the Finance Committee, in your review of the results of our audit of the consolidated financial statements (hereinafter referred to as the “financial statements”) of Capital Regional District (the “District” or “CRD”) as at and for the year ended December 31, 2021. This Audit Findings Report builds on the Audit Plan we presented to the Finance Committee on January 5, 2022.

Status of the audit

As of the date of this report, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include:

- Completing our discussions with the Committee;
- Obtaining the signed management representation letter;
- Obtaining evidence of the Board of Directors’ approval of the financial statements; and,
- Completing subsequent event review procedures up to the date of the Board of Directors’ approval of the financial statements.

We will update the Committee on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

Our auditors’ report, a draft of which is attached to the enclosed financial statements, will be dated upon the completion of any remaining procedures.

Significant changes from the audit plan

There were no significant changes to our audit plan which was originally communicated to you in the audit planning report.

Areas of audit focus

Our audit is risk-focused. At the planning stage of the audit we discussed with you areas of audit focus. We are satisfied that our work has appropriately dealt with the focus areas identified.

See pages 5 to 8 for the audit findings related to these areas of audit focus.

This report to the Committee is intended solely for the information and use of management, the Committee and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Committee has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Audit highlights (continued)

Audit misstatements

Audit misstatements include presentation and disclosure misstatements, including omissions. Professional standards require that we request of management and the Committee that all identified audit misstatements be corrected. We have already made this request of management.

Uncorrected audit misstatements

The management representation letter includes the Summary of Uncorrected Audit Misstatements, which discloses the impact of all uncorrected misstatements considered to be other than clearly trivial.

Based on both qualitative and quantitative considerations, management have decided not to correct certain misstatements and represented to us that the misstatements - individually and in the aggregate - are, in their judgment, not material to the financial statements. This management representation is included in the management representation letter.

We concur with management's representation that the uncorrected misstatements are not material to the financial statements. Accordingly, the uncorrected misstatements have no effect on our auditors' report.

Corrected audit misstatements

We did not identify any misstatements that were communicated to management and subsequently corrected in the financial statements.

See pages 11 and Appendix 3 for further details.

Control deficiencies and other observations

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.

We have issued a separate management letter with control recommendations in areas not considered to be significant deficiencies in internal controls over financial reporting.

Significant accounting policies and practices

There have been no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.

CRD chose not to early adopt Section PS3160, *Public Private Partnerships* and therefore there is no impact on the District's financial statements in fiscal 2021.

PS 3280 Asset Retirement Obligations will be effective from April 1, 2022 and will require additional assets and liabilities to be recognized to reflect the integral cost of owning and operating tangible capital assets. This will be a significant project for management to identify and measure all obligations.

See page 10 and Appendix 4 for further details.

Independence

We confirm that we are independent with respect to the District within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any applicable legislation or regulation from January 1, 2021 up to the date of this report.

Current developments

Please refer to Appendix 4 for the current development updates.

Areas of audit focus

Area of audit focus	Why are we focusing here?
Regional Housing First Program (RHFP)	On March 22, 2021 the District entered into 60-year prepaid lease agreement and 35-year operator agreement with Capital Region Housing Corporation (CRHC) for Hockley House. The prepaid lease is funded through a 35-year mortgage obtained by CRHC.
Our response	
<ul style="list-style-type: none">- In March 2021, the CRD purchased Hockley House under the RHFP. The property was purchased for \$31 million, including closing costs, including \$27.4 million for the building and \$3.6 million for land. CRD owns 100% of the units and has entered into a 60-year prepaid lease agreement with the CRHC for the RHFP units.- The purchase of the property is funded by \$7.2 million contributions from CMHC and a 60-year prepaid lease with CRHC.- We reviewed the related Board minutes and inquired with management on any changes or updates to this program.- We performed substantive audit procedures by obtaining and reviewing contracts and agreements between CRD, CRHC, BC Housing, and CMHC.- We agreed the purchase price allocated to the land and building to the costs capitalized with no issues.- We concur with management's accounting treatment of the transaction in the financial statements, including the removal of inter-District transactions between CRD and CRHC in the consolidated financial statements.	
Significant findings	
<ul style="list-style-type: none">- There were no issues noted in our testing regarding the purchase of Hockley House, financing and recognition of costs and debt by the District.	

Areas of audit focus (continued)

Area of audit focus	Why are we focusing here?
Hartland Landfill Closure and Post-closure Costs	Landfill closure and post-closure costs (2021 - \$11.9 million, 2020 - \$11.3 million) are recognized in the financial statements including disclosure in the notes. Estimated costs are recognized annually as the capacity of the site is utilized.

Our response

- Closure and post-closure costs are a significant estimate recognized in the District's financial statements. Measurement involves multiple assumptions and data inputs including capacity available and used, future costs, discount rates, inflation rates, among others.
- The last detailed assessment of closure and post-closure costs by an external expert was performed in 2020. Management performed an analysis and updated significant assumptions in 2021 to estimate the liabilities and costs to be recognized in 2021.
- We assessed the elements of the estimate such as the estimation method, the assumptions used, the data used and the application of the method.
- We assessed the degree of uncertainty, complexity, and subjectivity in the closure and post-closure cost estimate to determine the level of audit response. The higher the level of response, the more persuasive the audit evidence was needed.
- We evaluated the projections and discount rates used by management to determine the closure and post-closure liabilities for the landfill and verified the accuracy of management's calculations.

Significant findings

- In 2021, the Board approved a final Solid Waste Management Plan and endorsed next steps for implementation. Management's estimate of the liability and expense in 2021 included the impact of certain activities and programs to extend the life of the landfill that have not yet been approved by the Province or implemented. This assumption resulted in a longer useful life of the landfill and lower liability and expense compared to an estimate based on current practices in use.
- An estimated understatement of liability and expense of \$1.2 million is noted as an unadjusted audit difference. Recognition of the adjustment may result in an expense in 2021 and recovery of expense in future years once the Province provides final approval over the Solid Waste Management Plan. As a result, Management has chosen not to adjust this difference to reduce volatility in the liability and expense as new programs are expected to be approved in the new future.
- Effective for the 2023 fiscal year, new accounting standards for asset retirement obligations will require a significant revaluation of the landfill liability and recognition of all closure and post-closure costs upfront rather than as capacity of the landfill is used. We recommend early planning for this transition as it will result in recognition of a liability sooner than current practice and a significant increase in net debt for financial reporting purposes. The change in accounting standard will not affect how the District decides to fund the liability through reserve funding.

Areas of audit focus (continued)

Area of audit focus	Why are we focusing here?
Residuals Treatment Facility	The District has entered a multi-year contract with a third party to design, build, finance, operate and maintain the Residuals Treatment Facility. This is a significant project and unique contract type for CRD.

Our response

- KPMG inspected the relevant agreements related to the construction and operation of the facility including the design-build agreement, services contract and Hartland Resource Management General Partnership (“HRMG”) Project Agreement.
- We obtained management’s accounting analysis for recording the Residuals Treatment Facility without early adopting PS 3160 and analyzed the proposed accounting treatment. The agreement includes a total contract value for capital costs of \$127 million, for which a service commencement payment of \$63 million was made in March 2021 and the remaining capital cost will be paid over a 20 year period through a monthly capital payment of \$0.5 million.
- We obtained management’s models for recognizing the obligation owing, including the capital and operating components. We verified the inputs into the models, including assessing the estimation uncertainty of the discount rate used in the calculation of the asset and liability value.
- We assessed the reasonability of the proposed useful life and verified the accuracy of the amortization recognized on the asset during the year.
- We reviewed the adequacy of management’s disclosures.

Significant findings

- There were no significant issues noted in our testing of recognition, subsequent measurement and disclosure of the asset and liability relating to the Residuals Treatment Facility.

Areas of audit focus (continued)

Area of audit focus	Why are we focusing here?
Wastewater Treatment Project (WTP)	This is a significant project for CRD, involves a significant value of expenditure and is in its first full year of operation in 2021.

Our response

- The CRD's Wastewater Treatment Project ("WTP") includes construction of the wastewater treatment plant, residuals treatment facility, and the conveyance system. In 2020, the District began providing tertiary treatment for wastewater and reached substantial completion of the McLoughlin Point Wastewater Treatment Plant.
- Costs capitalized for the WTP in 2021 were \$154 million; \$518 million in costs were reallocated from work in progress and within asset classes (between engineering structures, building and land) as management performed a detailed assessment of the classification of the major components of the assets constructed and their expected useful life.
- We performed substantive audit procedures over a sample of capital additions, agreeing samples to source documentation.
- We met with management responsible for cost re-allocation to understand the methodology and process applied to the allocation.
- We verified the accuracy of capital costs reallocated within assets classes by selecting a sample and tracing to support.
- We performed a walkthrough of the procurement processes related to the WTP and related controls over expenditures and did not note any significant deficiencies.
- We reviewed WTP board minutes.
- We reviewed management's analysis over impairment and concur with management's assessment that no costs were required to be written off in 2021.
- In 2021, the final installment payments for federal and provincial grants related to WTP were received. We inspected the grant claims, agreed them to cash receipt and noted appropriate eligible expenses related to grant terms.

Significant findings

- There were no issues noted in our testing of capital additions, the transfer of work in progress to in use and revenue recognized during the year.

Audit risks

Professional requirements

Fraud risk from management override of controls

Why is this significant?

This is a presumed fraud risk. We have not identified any specific additional risks of management override relating to this audit.

Our response

Our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- Testing of journal entries and other adjustments throughout the period and during the post-closing period for financial statement preparation.
- Performing a retrospective review of significant estimates.
- Evaluating the business rationale of significant unusual transactions.

Significant findings

There were no issues noted in our testing.

Significant accounting policies and practices



Significant accounting policies

- Management refined its practice for recording amortization expense, the primary impact being the amortization of assets in the year they are put into service. There were no initial selections of or changes to the significant accounting policies and practices.
 - There were no significant accounting policies in controversial or emerging areas.
 - There were no material issues noted with the timing of the District's transactions in relation to the period in which they were recorded other than described in this report.
 - There were no issues noted with the extent to which the financial statements are affected by a significant unusual transaction and extent of disclosure of such transactions.
 - There were no issues noted with the extent to which the financial statements are affected by non-recurring amounts recognized during the period and extent of disclosure of such transactions.
-



Significant accounting estimates

- There were no issues noted with management's identification of accounting estimates.
 - There were no issues noted with management's process for making accounting estimates.
 - There were no indicators of possible management bias.
 - There were no significant factors affecting the District's asset and liability carrying values.
-



Financial statement presentation and disclosure

- There were no issues noted with the judgments made, in formulating particularly sensitive financial statement disclosures.
 - There were no issues noted with the overall neutrality, consistency, and clarity of the disclosures in the financial statements.
 - There were no significant potential effects on the financial statements of significant risks, exposures, and uncertainties.
-

Uncorrected and corrected audit misstatements

Audit misstatements include presentation and disclosure misstatements, including omissions.

Corrected audit misstatements

We did not identify any misstatements that were communicated to management and subsequently corrected in the financial statements.

Uncorrected differences

We identified two adjustments that remain uncorrected:

- An estimated \$236,681 understatement of annual surplus, understatement of liabilities and overstatement of accumulated surplus of \$1,242,768 due to the methodology used to estimate the landfill liability.
- An overstatement of annual surplus of \$1,118,800 due to timing of revenue recognized in 2021 for grants received but not yet allocated in 2020.

We concur with management's representation that the differences are not material to the financial statements. Accordingly, the differences have no effect on our auditors' report.

Implications of PS 3280 Asset Retirement Obligations

PS 3280 Asset Retirement Obligations (“PS 3280”) is a new accounting standard effective for the fiscal years beginning on or after April 1, 2022 (January 1, 2023 for calendar year ends). This standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets by public sector entities. This significant new accounting standard has implications that have the potential to go beyond financial reporting.

Financial reporting implications

A liability for asset retirement costs will be recorded with a corresponding increase in the cost of tangible capital assets in productive use, resulting in a decrease (increase) to the net financial assets (net debt) reported in the Statement of Financial Position.

Asset retirement obligations associated with tangible capital assets that are not recognized or no longer in productive use are expensed.

Additional non-cash expenses for the amortization of tangible capital assets and accretion will be recognized annually.

The total cost of legally required retirement activities will be recognized earlier in a tangible capital asset's life. There is no change to the total cost recorded over an asset's life.

A rigorous process needs to be established to support updates to the ARO measurement on an annual basis post-initial implementation.

Asset management implications

The asset retirement date used to determine the asset retirement liability needs to be consistent with the useful life of the related tangible capital asset. As a result, public sector entities need to assess whether the useful lives of tangible capital assets continue to be accurate and consistent with asset management plans.

Many public sector entities are using the implementation of PS 3280 as an opportunity to develop or refine their asset management plans.

Funding implications

PS 3280 does not provide guidance on how the asset retirement liability should be funded. Many public sector entities currently fund retirement costs as they are incurred at the end of the asset's life. Public sector entities will need to assess whether this practice remains appropriate or if funding will be obtained over the life of the asset.

Budget implications

In addition to budgeting for costs associated with the initial implementation of PS 3280, public sector entities will need to consider if the non-cash accretion expense and additional amortization expense will be included in the annual budget.

Public sector entities operating under balanced budget legislation or similar guidelines will need to obtain guidance from the provincial government or governance bodies to determine the impact of PS 3280 on current requirements.

Capital planning implications

PS 3280 requires legal obligations associated with the retirement of tangible capital assets to be recorded when the assets are acquired, constructed, or developed. As a result, the cost of legally required retirement activities will need to be considered at the inception of a capital project to determine the financial viability and impact of the project.

Appendices

Appendix 1: Selected financial information

Appendix 2: Required communications

Appendix 3: Management representation letter

Appendix 4: Current developments and insights

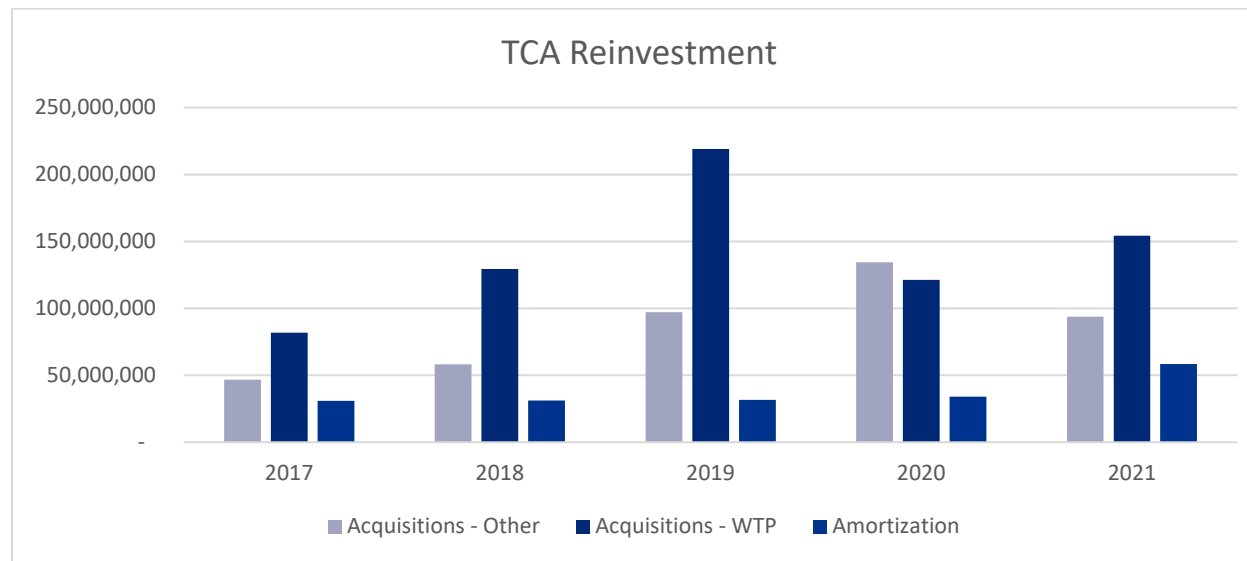


Appendix 1: Selected financial information

As part of the audit, there are certain key ratios and trends that we review. We share these ratios with the Board and Management and welcome any questions related to our interpretation of trends. The following financial information is taken from the annual audited financial statements prepared in accordance with Public Sector Accounting Standards. The accounting framework used in these financial statements differs from the framework used in the financial plan in that the rate-setting formula is based on a cash-basis and includes transfers from reserves and other unspent funds and planned capital acquisitions rather than amortization of capital assets.

Tangible Capital Asset (TCA) Reinvestment

TCA is the District's most significant asset and is funded by a combination of internal reserves and external financing. The following illustration depicts TCA acquisitions and amortization amounts for the past five years:



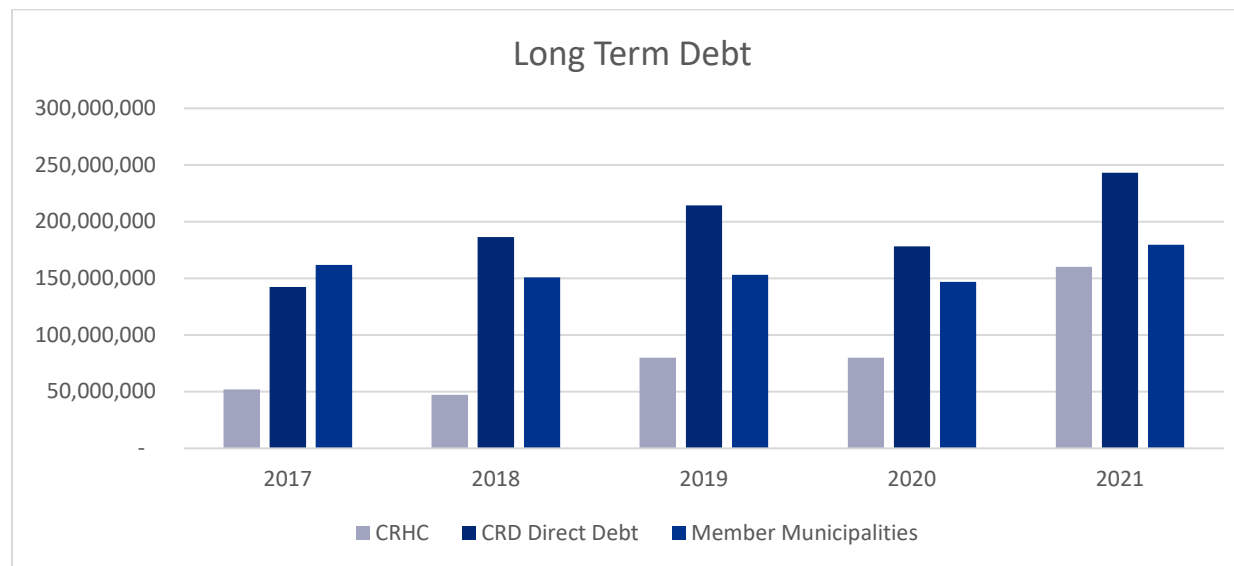
Starting in 2017 more significant capital additions were acquired under the Wastewater Treatment Project (WTP), which are shown separately in the chart above. TCA additions in 2019 - 2021 are higher than previous years due to the construction of and acquisition of properties under the Regional Housing First Program. TCA additions relating to the WTP grew in 2018 and 2019 and declined in 2020 due to the project nearing completion.

The value of amortization has remained relatively consistent from 2017 – 2020. In 2021 the District began amortization on the WTP, which resulted in an increase in amortization expense.

Appendix 1: Selected financial information (continued)

Long-term Debt

The District incurs debt directly, and on behalf of its member municipalities through agreements with the MFA. Repayments of interest and principal on long-term debt are included in the annual operating expenditure for each function. Interest expense in 2021 represents approximately 15% of the District's revenue excluding government transfers and interest expense related to municipal borrowing equates to approximately 4.4% of revenue excluding government transfers.



CRD direct debt increased mostly in 2018 and 2019 in order to finance the Wastewater Treatment Project. In 2020, debt started to decrease due to debt repayments exceeding new debt. In 2021, the debt increased, the reason being the commissioning of the Residuals Treatment Facility.

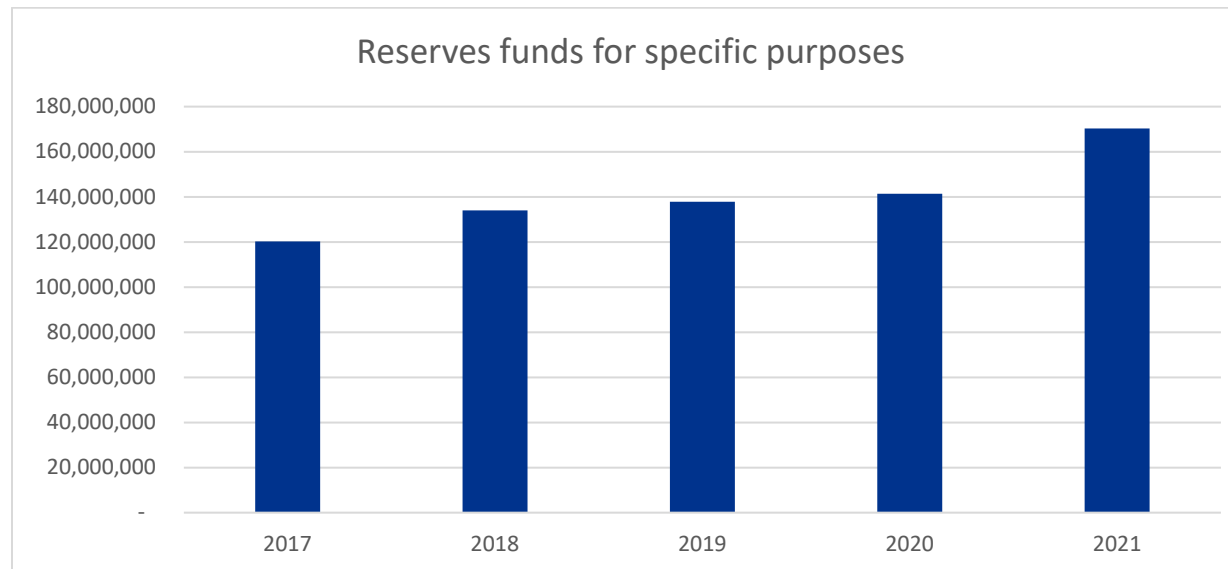
Member municipalities' debt has increased from 2020 to 2021.

The increase in CRHC debt since 2019 represents new debt obtained to fund purchases in relation to the RHFP.

Appendix 1: Selected financial information (continued)

Reserves

The accumulated surplus for the District is made up of amounts invested in tangible capital assets, operating reserves, for both the District and Capital Region Housing Corporation, and reserves set aside for regional, sub-regional and local purposes. The amounts shown in the graph relate to reserve funds set aside for specific purposes as detailed in note 10 in the financial statements:



These reserves are tracked on a per service basis. Each year, the amount presented is the accumulated amount. Since 2017, the reserves have continued to grow at a consistent rate, until 2021, where reserves increased by 20.45% over prior year. This was due primarily to increases in the Core Area Wastewater Operating Reserve Fund, Core Area Wastewater Debt Reserve Fund, the Solid Waste Capital Reserve Fund, the Juan De Fuca Water Development Costs Capital Reserve Fund, the Core Area Wastewater Service Capital Reserve Fund, and the Equipment Replacement Fund. The increase was partially offset by decreases in the Trunk Sewers and Sewage Disposal Facilities Capital Reserve Fund, among others.

Appendix 2: Required communications

Draft auditors' report

The conclusion of our audit is set out in our draft auditors' report attached to the draft financial statements.

Management representation letter

In accordance with professional standards, a copy of the management representation letter is included in Appendix 3.

Independence

In accordance with professional standards, we have confirmed our independence.

Appendix 3: Management representation letter

Date of approval of financial statements

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the consolidated financial statements (hereinafter referred to as “financial statements”) of Capital Regional District (“the Entity”) as at and for the period ended December 31, 2021.

General:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in Attachment I to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Responsibilities:

- 1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated April 8, 2021 including for:
 - a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.
 - b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements, such as all financial records and documentation and other matters, including:
 - the names of all related parties and information regarding all relationships and transactions with related parties; and
 - the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in such summaries.
 - c) providing you with unrestricted access to such relevant information.
 - d) providing you with complete responses to all enquiries made by you during the engagement.
 - e) providing you with additional information that you may request from us for the purpose of the engagement.
 - f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.
 - g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
 - h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.

Internal control over financial reporting:

- 2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

Fraud & non-compliance with laws and regulations

- 3) We have disclosed to you:
- a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
 - b) all information in relation to fraud or suspected fraud that we are aware of that involves:
 - management;
 - employees who have significant roles in internal control over financial reporting; or
 - otherswhere such fraud or suspected fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
 - d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements, whose effects should be considered when preparing financial statements.
 - e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

Subsequent events:

- 4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

Related parties:

- 5) We have disclosed to you the identity of the Entity's related parties.
- 6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.
- 7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

Estimates:

- 8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

Going concern:

- 9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.
- 10) We confirm that we are not aware of material uncertainties related to events or conditions that may cast significant doubt upon the Entity's ability to continue as a going concern.

Misstatements:

- 11) The effects of the uncorrected misstatements described in Attachment II are immaterial, both individually and in the aggregate, to the financial statements as a whole.

Non-SEC registrants or non-reporting issuers:

- 12) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002). We also confirm that the financial statements of the Entity will not be included in the consolidated financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

Yours very truly,

Mr. Robert Lapham, Chief Administrative Officer

Mr. Nelson Chan, Chief Financial Officer

Attachment I – Definitions

Materiality

Certain representations in this letter are described as being limited to matters that are material.

Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity's own circumstances.

Information is obscured if it is communicated in a way that would have a similar effect for users of financial statements to omitting or misstating that information. The following are examples of circumstances that may result in material information being obscured:

- a) information regarding a material item, transaction or other event is disclosed in the financial statements but the language used is vague or unclear;
- b) information regarding a material item, transaction or other event is scattered throughout the financial statements;
- c) dissimilar items, transactions or other events are inappropriately aggregated;
- d) similar items, transactions or other events are inappropriately disaggregated; and
- e) the understandability of the financial statements is reduced as a result of material information being hidden by immaterial information to the extent that a primary user is unable to determine what information is material.

Fraud & error

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

Attachment II – Summary of Audit Misstatement Schedule

Year ended December 31, 2021

Uncorrected misstatements

Description	Statement of operations effect	Statement of financial position effect		
	(Decrease) / Increase	Assets (Decrease) / Increase	Liabilities (Decrease) / Increase	Accumulated Surplus (Decrease) / Increase
Understatement of landfill liability and expense due to methodology used to estimate liability instead of current practices in use.	(236,681)	-	1,242,768	(1,242,768)
Overstatement of annual surplus due to timing of revenue recognized in 2021 for grants received.	(1,118,800)	-	-	(1,118,800)
Total	(1,355,481)	-	1,242,768	(2,361,568)

Appendix 4: Current developments

New accounting standards

Public Sector Accounting Standards

Standard	Summary and implications
Asset Retirement Obligations	<ul style="list-style-type: none">– The new standard is effective for fiscal years beginning on or after April 1, 2022.– The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. Retirement costs will be recognized as an integral cost of owning and operating tangible capital assets. PSAB currently contains no specific guidance in this area.– The ARO standard will require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets (“TCA”). The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life.– As a result of the new standard, the public sector entity will have to:<ul style="list-style-type: none">• Consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset;• Carefully review legal agreements, senior government directives and legislation in relation to all controlled TCA to determine if any legal obligations exist with respect to asset retirements;• Begin considering the potential effects on the organization as soon as possible to coordinate with resources outside the finance department to identify AROs and obtain information to estimate the value of potential AROs to avoid unexpected issues.
Revenue	<ul style="list-style-type: none">– The new standard is effective for fiscal years beginning on or after April 1, 2023. The effective date was deferred by one year due to COVID-19.– The new standard establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement.– The standard notes that in the case of revenues arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.– The standard notes that unilateral revenues arise when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.

Standard	Summary and implications
Purchased Intangibles	<ul style="list-style-type: none"> – In October 2019, PSAB approved a proposal to allow public sector entities to recognize intangibles purchased through an exchange transaction. Practitioners are expected to use the definition of an asset, the general recognition criteria and the GAAP hierarchy to account for purchased intangibles. – PSAB has approved Public Sector Guideline 8 which allows recognition of intangibles purchased through an exchange transaction. Narrow-scope amendments were made to Section PS 1000 Financial statement concepts to remove prohibition on recognition of intangibles purchased through exchange transactions and PS 1201 Financial statement presentation to remove the requirement to disclose that purchased intangibles are not recognized. – The effective date is April 1, 2023 with early adoption permitted. Application may be retroactive or prospective.
Public Private Partnerships (“P3”)	<ul style="list-style-type: none"> – PSAB has introduced Section PS3160, which includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. The standard has an effective date of April 1, 2023, and may be applied retroactively or prospectively. – The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the P3 ends. – The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure. – The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.
Government Not-for-Profit Strategy	<ul style="list-style-type: none"> – PSAB is in the process of reviewing its strategy for government not-for-profit (“GNFP”) organizations. PSAB intends to understand GNFPs’ fiscal and regulatory environment, and stakeholders’ financial reporting needs. – PSAB released a second consultation paper in January 2021 which summarizes the feedback received to the first consultation paper. It also describes options for the GNFP strategy and the decision-making criteria used to evaluate the options. PSAB recommends incorporating the PS4200 series with potential customizations into PSAS. This means reviewing the existing PS4200 series to determine if they should be retained and added to PSAS. Incorporating the updated or amended PS4200 series standards in PSAS would make the guidance available to any public sector entity. Accounting and/or reporting customizations may be permitted if PSAB determines there are substantive and distinct accountabilities that warrant modification from PSAS. – PSAB is in the process of considering stakeholder comments.

Standard	Summary and implications
2022 – 2027 Strategic Plan	<ul style="list-style-type: none"> – PSAB’s Draft 2022 – 2027 Strategic Plan was issued for public comment in May 2021. Comments were requested for October 6, 2021. – The Strategic Plan sets out broad strategic objectives that help guide PSAB in achieving its public interest mandate over a multi-year period, and determining standard-setting priorities – The Strategic Plan emphasizes four key priorities: – Develop relevant and high-quality accounting standards - Continue to develop relevant and high-quality accounting standards in line with PSAB’s due process, including implementation of the international strategy (focused on adapting International Public Sector Accounting Standards for new standards) and completion of the Conceptual Framework and Reporting Model project. – Enhance and strengthen relationships with stakeholders - Includes increased engagement with Indigenous Governments and exploring the use of customized reporting. – Enhance and strengthen relationships with other standard setters – In addition to continued collaboration with other standard setters, this emphasizes strengthened relationship with the IPSASB. – Support forward-looking accounting and reporting initiatives – Supporting and encouraging ESG reporting, and consideration of the development of ESG reporting guidance for the Canadian public sector.

Standard	Summary and implications
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> – PSAB is in the process of reviewing the conceptual framework that provides the core concepts and objectives underlying Canadian public sector accounting standards. – PSAB released four exposure drafts in early 2021 for the proposed conceptual framework and proposed revised reporting model, and their related consequential amendments. The Board is in the process of considering stakeholder comments received. – PSAB is proposing a revised, ten chapter conceptual framework intended to replace PS 1000 <i>Financial Statement Concepts</i> and PS 1100 <i>Financial Statement Objectives</i>. The revised conceptual framework would be defined and elaborate on the characteristics of public sector entities and their financial reporting objectives. Additional information would be provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts would be introduced. – In addition, PSAB is proposing: <ul style="list-style-type: none"> • Relocation of the net debt indicator to its own statement and the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. • Separating liabilities into financial liabilities and non-financial liabilities. • Restructuring the statement of financial position to present non-financial assets before liabilities. • Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). • Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”. • A new provision whereby an entity can use an amended budget in certain circumstances. • Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position.

Appendix 4: Current developments (continued)

New auditing standards

The following changes to auditing standards applicable to our 2022 audit are listed below.

Standard	Key observations
Revised CAS 315, Identifying and Assessing the Risks of Material Misstatement	<p>Revised CAS 315, Identifying and Assessing the Risks of Material Misstatement has been released and is effective for audits of financial statements for periods beginning on or after December 15, 2021.</p> <p>The standard has been significantly revised, reorganized and enhanced to require a more robust risk identification and assessment in order to promote better responses to the identified risks. Key changes include:</p> <ul style="list-style-type: none">- Enhanced requirements relating to exercising professional skepticism- Distinguishing the nature of, and clarifying the extent of, work needed for indirect and direct controls- Clarification of which controls need to be identified for the purpose of evaluating the design and implementation of controls- Introduction of scalability- Incorporation of considerations for using automated tools and techniques- New and revised concepts and definitions related to identification and assessment of risk- Strengthened documentation requirements <p>CPA Canada plans to publish a Client Briefing document in early 2022 to help you better understand the changes you can expect on your 2022 audit.</p>

Appendix 4: Current developments (continued)

Thought leadership – Environmental, social, and governance (ESG)

Thought leadership	Overview	Links
Unleashing the Positive in Net Zero	CoP26 in Glasgow made some progress to tackling climate change but there is much more to do. At KPMG, we're committed to accelerating the changes required to fight climate change. Our Global portal provides links to further thought leadership to help drive real change.	Link to Global portal
KPMG Climate Change Financial Reporting Resource Centre	KPMG's climate change resource centre provides FAQs to help you identify the potential financial statement impacts for your business.	Link to Global portal
You Can't Go Green Without Blue – The Blue Economy is Critical to All Companies' ESG Ambitions	In this report, KPMG considers how leading corporates and investors can take action to capture the value that can be found in a healthy, sustainable ocean economy.	Link to Canadian portal
ESG, Strategy and the Long View	This paper presents a five-part framework to help organizations understand and shape the total impact of their strategy and operations on their performance externally – on the environment, consumers, employees, the communities in which it operates, and other stakeholders – and internally.	Link to Global portal
Inclusion and diversity practices	In 2021 societal changes brought more attention to inclusion and diversity. In this age of transparency, businesses must act proactively to implement strategic inclusion and diversity practices. It has become increasingly important for organizations to adopt I&D initiatives in order to foster an enjoyable work environment for their employees. Learn how to consider your own organizations' unique context, meet with the stakeholders you want to include, understand where they are at, and guide them along their own individual transformation journey.	Link to Canadian portal

Appendix 4: Current developments (continued)

Thought leadership – Digital and technology

Thought leadership	Overview	Link
Going digital, faster in Canada	Pre-COVID-19, private and public organizations were moving towards a digital business model, travelling at varying speeds. But the pandemic forced a dramatic acceleration, both in the speed of change and the required investment to digitally transform. According to Canadian insights from KPMG's recent global survey, organizations are investing heavily in technology to address immediate concerns, ranging from falling revenue and interrupted supply chains to building longer-term competitiveness and operational resilience.	Link to Canadian portal

Thought leadership – Board, Audit Committee and C-Suite

Thought leadership	Overview	Links
Accelerate	Our Accelerate series offer insight into the key issues that will drive the Audit Committee agenda in 2022 in a number of key areas: cyber-related risk, digital transformation in the finance function, the 'Great Resignation' impacting finance, climate-related physical risks, enterprise risk management, and building a climate-conscious organization.	Link to Canadian Accelerate 2022 Insights series
KPMG 2021 CEO Outlook – Canadian Insights	This year we surveyed over 1,300 CEOs globally and the results are pointing to an optimistic outlook amongst Canadian CEOs. Some of the key themes coming out of the survey include expectations for aggressive growth through expansion, investment in both people and technology as well as a focus on delivering on environmental, social and governance (ESG) and sustainability commitments.	Link to Canadian portal
Board Leadership Centre + Audit Committee Guide	<p>KPMG in Canada Board Leadership Centre engages with directors, board members and business leaders to discuss timely and relevant boardroom challenges and deliver practical thought leadership on risk and strategy, talent and technology, globalization and regulatory issues, financial reporting and more.</p> <p>The new Audit Committee Guide – Canadian Edition from our Board Leadership Centre provides timely, relevant and trusted guidance to help both new and seasoned audit committee members stay informed.</p>	<p>Link to Canadian portal</p> <p>Link to 2021 guide</p>

Appendix 4: Current developments (continued)

Thought leadership – Audit quality and insights

Thought leadership	Overview	Links
Audit Quality and Transparency Report	Learn about KPMG's ongoing commitment to continuous audit quality improvement. We are investing in new innovative technologies and building strategic alliances with leading technology companies that will have a transformative impact on the auditing process and profession. How do we seek to make an impact on society through the work that we do?	Link to Canadian portal Link to 2021 Global report
Audit and Assurance Insights	KPMG provides curated research and insights on audit and assurance matters for audit committees and boards.	Link to Canadian portal



kpmg.ca/audit

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Capital Regional District Management Letter

British Columbia, Canada
Fiscal year ended December 31, 2021



Making a difference...together



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PRIVATE & CONFIDENTIAL

Nelson Chan
Chief Financial Officer
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 2S6

May 4, 2022

Dear Mr. Chan:

Re: Reporting on internal control matters

In planning and performing our audit of the consolidated financial statements of Capital Regional District ("the District") for the period ended December 31, 2021, we obtained an understanding of internal control over financial reporting (ICFR) relevant to the District's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR. Accordingly, we do not express an opinion on the effectiveness of the District's ICFR.

Our understanding of ICFR was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies and therefore, there can be no assurance that all significant deficiencies and other control deficiencies have been identified. As a result, any matters reported below are limited to those deficiencies in ICFR that we identified during the audit.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors.

IDENTIFICATION

We did not identify any significant deficiencies in internal control.

Refer to the Appendix D for the definitions of various control deficiencies.



Nelson Chan, Chief Financial Officer
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OTHER CONTROL MATTERS

We identified certain control matters that have not been communicated to management by other parties and that, in our professional judgment, are of sufficient importance to merit management's attention. Refer to Appendices A, B and C.

MANAGEMENT'S RESPONSES

Management's responses have not been subjected to the audit procedures applied in the audit, and accordingly, we express no opinion on them.

USE OF LETTER

This letter is for the use of management and those charged with governance in carrying out and discharging their responsibilities and should not be used for any other purpose or anyone other than management and those charged with governance. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this letter has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Yours very truly,

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants



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Appendix A — Current Year Other Control Matters

1. Adoption of New Accounting Standards

Observation and implication:

The District will be required to adopt new accounting standards in fiscal 2023 and 2024, PS 3280 *Asset retirement obligations*, PS 3400 *Revenue* and PS 3160 *Public private partnerships* in 2023-2024. As part of the adoption process, management will need to evaluate and attest to the completeness of liabilities, commitments and revenue in the financial statements under these new accounting standards. This will be a significant amount of effort and requires Finance to have knowledge of the material contracts, strategic partnerships, and unique multi-party, multi-year contracts entered into by the District's various departments to enable it to make the required representations regarding accuracy and completeness.

Recommendation:

We recommend Finance continue internal education related to adoption of these standards and the Executive Leadership Team hold departments accountable for evaluating completeness of contractual obligations and reporting relevant information in alignment with these standards. A comprehensive understanding of contracts and commitments will support management in its efforts to gain assurance over the completeness of liabilities, commitments and revenue in its budgeting and financial reporting activities.

Management Response:

Recommendations are taken under advisement. As the contracts review process is applied across the organization with a wide scale of agreements, management will continue the existing education plan and investigate areas of concern and implement improvements where necessary.



Appendix B – Update on Previous Year’s Continuing Other Control Matters

1. Recurring financial reporting adjusting entries

Observation and implication:

During our audit, we noted that many manual adjusting entries required for financial reporting are not recorded in SAP but are recorded each year end as “PSAB” entries. These entries are tracked in excel and are the trail to reconciling balances in SAP to the final audited financial statements. Tracking these entries in excel rather than directly in SAP increases the risk entries are incorrect, incomplete or knowledge of their source is lost during unexpected employee turnover or extended leave.

Update from 2021 Audit:

We note that management has performed significant analysis over how these entries would be input directly into SAP. Certain entries were migrated to SAP in 2020 and are no longer adjusted manually. For the remaining entries not migrated to SAP, based on the current general ledger structure, there are significant complexities to being able to record these in SAP. It is expected that through the S/4HANA migration and general ledger structure projects, the ability to record these entries in SAP will become more common practice.

Until the S/4HANA migration takes place, management has maintained its process of recording manual “PSAB” entries, but has significantly enhanced the control environment around such entries, including more detailed documentation regarding the rationale for each entry and the calculation of the amount, as well as the audit trail to support each entry. Additional training has and will continue to be provided to finance team members on public sector accounting standards to further enhance and embed knowledge of these entries in preparation for the integration with SAP.

Recommendation:

The manual “PSAB” entries continue to pose a high risk on the accuracy of financial reporting due to their complexities and we recommend management continue to enhance the controls around these entries and work towards integration of the entries when migrating to S/4HANA. We acknowledge the progress that has been made to date on enhancing controls around these entries and support management’s longer term plan to integrate the entries when migrating to S/4HANA.

Management Response:

Management continues to improve processes and supporting documentation for the year end (manual) “PSAB” entries. As an example, in 2021, the entries were transferred into new workbooks that provide greater transparency and are more flexible to future adjustments when necessary. The new workbooks allow for a simpler process and more transparent audit trail to support the “PSAB” entries, significantly shortening review time and reducing risk of error. The work to integrate these entries into SAP will be addressed within the 2023 S4/Hana Initiative Business Case (IBC) which is proposed for the 2023/2024 service planning cycle.



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Appendix C – Update on Previous Year’s Closed Other Control Matters

1. Amortization Policy

Observation and implication:

During our procedures over amortization expense, it was noted that management has an accounting practice, whereby newly constructed or purchased assets are not amortized until the year after they are placed in use due to the District’s annual capitalization process occurring at year-end. Capital Region Housing Corporation also has an accounting practice for amortization. However, the Corporation’s practice is to recognize a full year of amortization in the year the asset is placed in use. Current amortization practices could result in material differences when comparing amortization recognized and amortization calculated from an in-use date.

Update from 2021 Audit:

A new procedure was implemented in 2021 for the District, Capital Region Housing Corporation and Capital Regional Hospital District where all new assets greater than a certain threshold begin amortization at the start of the month that the asset is put into productive use. Assets below the threshold are amortized using the half-year rule in the year they are put into productive use.

2. Reporting of Serious Misconduct Policy

Observation and implication:

The District has a policy entitled ‘Reporting of Serious Misconduct’ that describes the principles and procedures for reporting and investigating serious misconduct. A definition of serious misconduct is included in the policy, and a reporting matrix exists for communication of such matters through General Managers, the Chief Administrative Officer and Board, depending on nature and severity.

The definition of serious misconduct includes allegations such as misappropriation of funds, theft, embezzlement, kickbacks, bribes and exposure to significant financial loss, however, the Chief Financial Officer is not included in the communication matrix of those that shall be immediately informed of allegations. This information gap can result in a lack of information related to financial risks, inaccurate financial reporting, non-compliance and misinformed decision making.

In addition, we noted the hierarchy matrix remains within the chain of command of the complainant, for example, concerns are escalated through their direct supervisor, manager and General Manager. This could result in management bias and/or conflict of interest in evaluating the validity of the allegations. There is no description of when an independent, third party reviewer would be engaged to conduct the assessment rather than management.

Update from 2021 Audit:

The Reporting and Serious Misconduct Policy was updated and was published internally for all staff. This policy incorporates the Chief Financial Officer into the communication matrix for any complaints that have real or perceived financial implications. Additionally, for complaints where the allegation relates to a colleague, supervisor, or section manager, the reporting hierarchy allows the individual to report the matter to the Senior Manager of Human Resources. The policy was also updated to provide additional clarity as to when a third party reviewer will be used to investigate an allegation.



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3. Purchase and Payment Process - Cutoff

Observation and implication:

During our sampling of transactions related to contract for service and consultants expense, we identified an invoice for an environmental survey that was conducted in 2018, with the final deliverable received in 2019; financial services had not been informed of the potential accrual. The amount of the invoice exceeds the \$100,000 internal threshold set for the application of accruals, and therefore required an expense and accrued liability to be recorded in 2018. Instead, the amount was recorded as an expense in 2019. Contracts are subject to extended terms of service and if not recorded in the correct period, could result in expenses being recorded in the incorrect fiscal year.

We noted management has made efforts in 2019 and 2020 to review significant accruals and outstanding balance sheet items during the year-end closing process which will continue to promote more accurate accruals and minimize the impact of such cut-off discrepancies. This is a significant undertaking by the Finance team because invoices are received by departments for initial review before being approved and sent to Finance for recording and payment. The existing process can result in payments being made 1-3 months past their due date. Such cut-off discrepancies have been identified by management in previous years.

Update from 2021 Audit:

Management continues to communicate the importance of cut-off to all staff through meetings and quarterly close procedures correspondence. Subsequent disbursements and receipts testing is performed internally after year-end to detect possible cut-off issues. A long-term ambition the District continues to explore is to have a centralized purchase and payment process to further reduce the risks around cut-off.

4. Expense Report Process – Approval of Board of Directors Expense Reimbursement

Observation and implication:

During our review of Board of Directors' expense reports, we noted that one expense report inspected was approved by an employee not part of the Executive Team. The District's policy is that expense reports related to Board of Directors be approved by the Chief Financial Officer (or alternate member of the Executive Team if not available). KPMG noted that this expense related to an event where the Director was not acting in their capacity as a Board Member, but acting in their capacity as a Chair of a Commission. The budget for meetings of this Commission is assigned to a manager at CRD.

Update from 2021 Audit:

A revised Board Remuneration Policy was approved by the Governance Committee on December 8, 2021 and published internally on January 24, 2022. This policy covers Board Directors, Commission members and First Nation members and includes clarification on the approval process.



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5. Expense Report Process - Approval of Chief Administrative Officer Expense Reimbursement

Observation and implication:

During our review of expense reports, we noted that the CAO's expense reports are reviewed and authorized for reimbursement by the CFO, not the Board of Directors. As best practice, expense reports should be approved by an employee's supervisor.

As a preventative control, a guideline was implemented in 2017 requiring the CAO to complete a Training and Development Request form and obtain pre-approval by the Board Chair before the CAO is able to travel or attend an event. As per the guidelines of the pre-approval form, the signed document is kept in the employee's file in the custody and control of the Human Resources department.

Update from 2021 Audit:

All expense claims submitted by the CAO are approved by the Chair of the Board. KPMG selected one CAO expense claim from 2021 and verified it followed the new approval process. A new consolidated expense reimbursement policy will be drafted in 2022 that will be applicable for all employees and formalize this practice.



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Appendix D – Definitions

Terminology	Definition
DEFICIENCY IN INTERNAL CONTROL	A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing; or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed or the person performing the control does not possess the necessary authority or competence to perform the control effectively.
SIGNIFICANT DEFICIENCY IN INTERNAL CONTROL	A significant deficiency in internal control is a deficiency or combination of deficiencies in internal control that, in the auditor's professional judgment, is of sufficient importance to merit the attention of those charged with governance.

REPORT TO THE FINANCE COMMITTEE MEETING OF WEDNESDAY, MAY 04, 2022

SUBJECT 2023 Service and Financial Planning Guidelines

ISSUE SUMMARY

This report outlines the service and financial planning process for 2023 including key budget drivers for consideration.

BACKGROUND

The Capital Regional District (CRD) 2023 service and financial planning processes have begun. Board Priorities, Corporate Initiatives, and Core Service Delivery form the foundation of the 2023–2027 five-year financial plan. Appendix A highlights the overall corporate planning process while Appendix B details the timeline specific to the planning cycle.

As in prior years, staff will report progress and seek feedback on strategic priorities at the Committee of the Whole meeting scheduled for May 11. The 2023 planning cycle marks the final year of the CRD Board term and ensures organizational continuity through the development of the next Corporate Plan. Given the transition year, staff aim to limit Initiative Business Cases (IBCs) to supporting approved initiatives and critical prioritized programs.

Impacts for initiatives will be summarized and presented with the 2023 service plans and provisional budget at the Committee of the Whole meeting scheduled for September 21, 2022. As in prior years, to proactively influence the planning process, this report recommends planning guidelines in the context of observed trends, assumptions and drivers impacting the organization.

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

That the service and planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.

Alternative 2

That this report be referred back to staff for additional information.

IMPLICATIONS

The guidelines are the policies and assumptions by which CRD Board and staff determine the most appropriate allocation of resources to deliver the Corporate Plan. Additionally, the guidelines inform decision making in consideration of the macro-economic environment and financial health of the organization.

Governance Implications

Board Input

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. Upon completion of the annual Board strategic check-in, any new direction will be incorporated into the planning process. The 2023 financial planning process will also reflect feedback from various Commissions. As the final year of the corporate plan, staff will prioritize critical programs and initiatives only.

As in prior years, the public will continue to be engaged throughout the process with the established communications and feedback strategy. There are also ongoing opportunities for public input through committee, commission, and CRD Board meetings.

Financial Implications

Financial Planning Guidelines

The financial planning guidelines advise the organization on internal and external drivers to influence management practices with respect to surpluses, reserves, debt, and cost containment measures. This will enable the organization to optimize revenue requirements and minimize requisition increases. Analysis of the following areas influence the guidelines:

- 1) Economic Conditions
- 2) Core Service Levels and Infrastructure Investment
- 3) Financial Management Strategies

1) Economic Conditions

Economic drivers and assumptions form the basis of the financial plan. Staff continuously analyze and monitor the impact of various drivers on service delivery and financial performance. Effective management limited cash flow and service impacts through the COVID-19 pandemic, where service delivery and operations are returning to pre-pandemic levels.

Various indicators through 2021 and into early 2022 signal regional economic activity has, in many ways, surpassed pre-pandemic measures. The Bank of Canada is forecasting domestic growth at 4.25% in 2022, 3.25% in 2023 and 2.25% in 2024¹. In BC, strong labour market conditions continued through March 2022 where provincial employment has increased 3.5%, outpacing all other provinces².

The Consumer Price Index (CPI), provincially, as of February 2022, was +4.7% higher year over year where the cost of food increased +5.8%, cost of homeownership increased +8.2%, while rent prices rose +5.1%. The price of gasoline climbed +25.2%, while public transportation rates increased +1.8%. The 12-month annual average is 3.0% in Victoria, 3.4% in BC and 4.1%

¹ Global Growth & CPI data sourced from Bank of Canada April 13, 2022 Press Release: <https://www.bankofcanada.ca/2022/04/fad-press-release-2022-04-13/>

² BC labour market data sourced from Central 1 B.C. Economic Briefing, Volume 28, Issue 14: https://www.central1.com/wp-content/uploads/2022/04/ECON_WEB_BC_20220408.pdf

nationally³. The benchmark home value in March 2022 increased by 27.4 % to \$1,233,700, up from \$1,196,300 in February 2022⁴, increasing demand for higher labour market wage rates.

To address inflation, the Bank of Canada has increased the overnight interest rate by 0.75% since January 2022 with further rate hikes expected throughout the year to achieve a target inflation rate of 2%. There are many possible direct and indirect impacts including cost of borrowing, cost of living, construction and overall economic activity in the region.

Pricing and labour pressures will also impact service delivery and infrastructure investment. While population growth and high levels of local economic activity drive higher volume and utilization of CRD services, staff continually monitor cost of delivery to optimize levels of service. In response to a higher degree of uncertainty, more conservative planning assumptions are recommended.

2) Core Service Levels and Infrastructure Funding

The CRD Board's 2019–2022 strategic priorities formed the basis of the Corporate Plan. These priorities are foundational to each service's work plans. The rolling five-year financial plan will reflect updated assumptions in timing, scope and cost estimates.

The most significant costs of service delivery are costs of capital and operating expenses such as salaries and benefits, debt servicing, materials and equipment. Changes in these expenditures will be influenced to a greater degree by uncontrollable economic conditions such as unemployment rates, supply and demand, surcharges, and contractual agreements.

The organization has experienced growth in many core services within the past five years driven by community need and guided by the corporate plan. Service delivery review is an effective tool to evaluate efficacy of existing service delivery while priorities continue to evolve. The organization's approach has been and will continue to include annual Board reviews to prioritize existing services and advance essential initiatives directly identified in the Corporate Plan.

Prioritization will focus on retraction of activities where possible while still balancing essential services and initiatives. To exercise constraint and cost containment, the core inflationary adjustment will be kept to 3% in the planning process. Retraction of auxiliary, delayed staffing, and optional levels of resourcing can aid the organization in absorbing cost pressures.

Also supporting the response to growth, more informed infrastructure investment planning has proceeded through the Board approved corporate asset management policy and strategy. Operationalized initiatives including reserve fund policies, maintenance intervention, and a risk-based approach to asset renewal, have contributed to operating and capital cost reductions.

Additional asset-management-financial based initiatives include development and completion of:

- Sustainable Service Delivery plans to maintain and replace existing assets in short, medium, and long term horizons,

³ BC CPI data sourced from BC Stats Consumer Price Index report released March 16, 2002:
https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_highlights.pdf

⁴ At: [VREBNewsReleaseFull.pdf](#) – March Report

- Life-Cycle Costing Framework integrating quantitative, qualitative, social, environmental, and economic measures such as climate action and risk management, and
- Library of Financial Guidelines aimed at optimizing financial position, reserves and borrowing capacity while lowering current costs and current revenue.

3) Financial Management Strategies

Financial management strategies ensure critical financial objectives are integrated into organizational decision making and operations. The following outlines the financial management strategies that will generally guide financial planning:

- Optimize fees for service revenues and stabilize tax rates to fund operations, maintenance, growth and asset utilization.
- Limit transfers to/from operating reserves, transferring only to fund one-time projects or to stabilize revenue requirements.
- Levels of transfers to/from capital reserves supported through development of life cycle funding requirements and optimal levels of debt and debt terms.
- One-time variances resulting in surplus transferred to reserve in order to fund future capital liabilities or reduce future revenue requirements, and only applied to reduce tax rates in rare circumstances where the offset is sustainable and stable.

Board approved financial policies and guidelines such as the asset management policy, capital reserve guideline and debt term guideline inform financial planning in a standard way at a service level whereas the strategies given above provide general corporate direction. Additional service level guidelines are under development including operating reserve guidelines and utility rate model guidelines.

CONCLUSION

Board Priorities, Corporate Initiatives, and Core Service Delivery form the foundation of the 2023–2027 five-year financial plan. To proactively influence the planning process, this report recommends planning guidelines in the context of observed trends, assumptions and drivers impacting the organization. The guidelines are the policies and assumptions by which CRD Board and staff determine the most appropriate allocation of resources to deliver the Corporate Plan. In response to a high degree of economic uncertainty, more conservative planning assumptions are recommended. Prioritization will focus on balancing cost pressures with ensuring essential service delivery.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
That the financial planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: CRD Corporate Planning Framework
Appendix B: 2023 CRD Financial Planning Timetable



Every four years, the Board sets the strategic priorities, policy and direction that guide the activities of the organization. Board members, other elected officials and, in some cases, First Nations and ratepayers sit on various committees and commissions that receive public input.



Public input happens throughout the planning cycle, through customer satisfaction surveys, financial plan consulting, user statistics, advisory body reports and other public engagement activities. This input drives the Board's strategic priorities.

CRD Timetable for 2023-2027 Financial Plan	
Month	Description
May	Executive Leadership Team - Review and Prioritize initiative Business Cases Financial Plan Guidelines
May - July	Staff - Service Planning and Budget Preparation
August	Executive Leadership Team - Review of Budgets, including Initiative Business Cases
September	Electoral Area Committee - Budgets and Initiative Business Cases (Sept 19) Committee of the Whole - Financial Plan and Initiative Business Cases (Sept 21) Board - Approval Provisional Financial Plan (Sept 21)
January	Surplus/Deficits - Budget Recast
March	Board - Final Bylaw Approval
April	Requisition

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 04, 2022**

SUBJECT **Capital Regional District External Grants Update**

ISSUE SUMMARY

A bi-monthly update on external grants activity for the period of February 8, 2022, through April 11, 2022.

BACKGROUND

This report summarizes activities and outcomes since the CRD External Grants Update was last presented at the March 2022 Board meeting. Additionally, the CRD External Grants Dashboard (Appendix A) details grant applications, awards, and status of projects in progress.

IMPLICATIONS

Financial Implications

Grants / Contributions Awarded

Seven grants are under news embargo.

1. \$2,008,362 (total) through Reaching Home Agreements-Government of Canada, Designated Communities stream:
 - a. 2022-23: \$1,004,181
 - b. 2022-24: \$1,004,181
2. \$282,444 through UBCM's Community Resiliency Investment – 2022 FireSmart Community Funding & Supports Program to support the Capital Region FireSmart Program Establishment Project.
3. \$224,000 through Natural Resources Canada Zero Emission Vehicle Awareness Initiative for the Capital Region E-Mobility Awareness Initiative.
4. Up to \$40,000 through Natural Resources Canada – Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets: Eight Level Two Electric Vehicle Chargers, for corporate fleet chargers.
5. \$35,000 through BC Hydro Implementation Offer Program for the Supporting Private Sector Investment in Public EV Charging: Guidelines and Resources Project.
6. \$25,000 through UBCM's Community Emergency Preparedness Fund – 2021 Evacuation Route Planning Stream to support the Evacuation Route Planning: Juan de Fuca, Southern Gulf Islands, Salt Spring Island Project.

Applications Submitted

Ten CRD applications were submitted and one partnership project:

1. \$1,766,905 through Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream to support the JDF: Anderson Cove Water Main Extension Project.
2. \$1,143,948 through Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream to support the SSI: Cedars of Tuam – New Well and Water Treatment Plant.
3. \$535,272 through Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream to support the SGI: Skana Water System Storage Tank Replacement.
4. \$97,508 (total) through Employment and Social Development Canada's 2022 Canada Summer Jobs Program: 5 applications for 37 positions across CRD Services.
 - a. Panorama Recreation – Camps, for \$35,796.
 - b. SEAPARC, for \$28,576.
 - c. Panorama Recreation – Aquatics, for \$15,808.
 - d. Salt Spring Recreation, for \$13,680.
 - e. Regional Parks, for \$3,648.
5. \$70,000 through Enabling Accessibility Fund's Early Learning and Child Care Program to support the Owl's Nest Preschool Inclusive Outdoor Space Project.
6. \$35,000 through BC Hydro Implementation Offer Program for the Supporting Private Sector Investment in Public EV Charging: Guidelines and Resources Project.

Partnership Project

1. \$5,848,328 through Infrastructure Canada's Active Transportation Fund to support the Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project. This application was submitted by Ministry of Transportation and Infrastructure, in partnership with the CRD (Regional Parks).

Core Area Wastewater Treatment Plant Project Update

The Core Area Wastewater Treatment Plant project is partially funded by the Federal Government, the Province of BC, and the Federation of Canadian Municipalities Green Municipal Fund grant/loan program. As of the deadline of this report, the CRD received the grant holdback from the Federation of Canadian Municipalities in the amount of \$250K. Cumulatively, the CRD has received \$456.75M of the estimated total of \$462M in grant revenues.

Service Delivery Implications

New Grant Opportunities

Thirty-one new grant calls (includes programs with multiple streams) were issued during the reporting period. Grant Calls in Progress for which the CRD is eligible to apply are featured in Appendix A (see pages 6-7), and in the table below:

Grant	Deadline	Information
Jumpstart Community Development Grants	11-Mar-22	Provides funding for sport / recreational projects through two streams: <ol style="list-style-type: none"> 1. Operational stream 2. Programming stream
Family Violence Initiative Fund	11-Mar-22	Provides funding to organizations with a related mandate to support response to family violence.
Canada Service Corps	22-Mar-22	Provides funding through four streams to support youth-related projects: <ol style="list-style-type: none"> 1. Service Placements – National 2. Service Placements – Regional 3. Micro-Grants 4. Micro-Grants Diversity
2022/2023 Community to Community Forum – UBCM	08-Apr-22	Provides funding to host a Regional Community to Community Forum.
Community Investment Program – Canada Internet Registration Authority	13-Apr-22	Provides funding to support community internet projects.
Community Grants Program – Victoria Foundation	14-Apr-22	Provides funding to support projects that benefits community well-being in the Capital Region.
Environmental Damages Fund	20-Apr-22	Provides funding through fines to projects for restoration, environmental quality improvement, research/development, and education/awareness.
Capacity Building for Water and Wastewater Operators – Indigenous Services Canada	25-Apr-22	Provides funding to water and wastewater operators capacity building projects on reserves.
Heritage Legacy Fund – Heritage BC	29-Apr-22	Provides funding through four streams to support heritage resources projects: <ol style="list-style-type: none"> 1. Heritage Conservation Program 2. Heritage Awareness Program 3. Heritage Planning Program 4. Indigenous Partnership Program
CleanBC Industry Fund	<ol style="list-style-type: none"> 1. 29-Apr-22 2. 27-May-22 3. 03-Jun-22 	Three streams to reduce GHG emissions in industries: <ol style="list-style-type: none"> 1. Emissions Performance 2. Innovation Accelerator 3. Project Feasibility Studies

Grant	Deadline	Information
AgriSpirit Fund – Farm Credit Canada	29-Apr-22	Provides funding to capital and sustainability projects where the city or town's population is less than 150,000.
Asset Management Planning – UBCM	06-May-22	Provides funding to support asset management development (planning/training/resources, etc.).
CleanBC Go Electric Public Charger Program	13-May-22	Provides funding (rebates) for public Direct Current Fast Chargers.
2022 PlanH Healthy Communities Grant Program	01-Jun-22	Provides funding through two streams to help advance policies, programs and strategies that improve health equity: <ol style="list-style-type: none"> 1. Community Connectedness 2. Healthy Public Policy
Strategic Priorities Fund	30-Jun-22	Provides funding for large and regional infrastructure and capacity building projects that support objectives of the Canada Community-Building Fund.
Infrastructure Planning Grant	13-Jul-22	Funding for local governments to develop/improve long-term plans.
Local Food Infrastructure Fund	15-Jul-22	Provides infrastructure funding to help create or expand a food system.
Disaster Mitigation and Adaptation Fund-Infrastructure Canada	22-Jul-22	Provides funding to infrastructure projects to mitigate climate-related risks and disasters.
McConnell Foundation Fund	Continuous	Provides funding to support projects through three streams <ol style="list-style-type: none"> 1. Climate 2. Reconciliation 3. Communities

CONCLUSION

The CRD recognizes grants are a supplementary funding source to address the needs of services provided to the region. The External Grants Update outlines how the CRD continues to integrate and consider these grant opportunities relative to service needs, as well as informing local partners of these opportunities through the grants dashboard. The CRD will continue to provide a summary of activities and outcomes in the External Grants Update on a bi-monthly basis.

RECOMMENDATION

There is no recommendation. This report is for information only.






















Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: External Grants Dashboard



















Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information								
Grant Program Links		Application Deadline	Project	Status	Board Resolution	Comments	Grant Ask	% of Total Project (Eligible & Ineligible Costs)
GRANT APPLICATIONS	CleanBC - BC Hydro Commercial Custom Program	N/A	Panorama Energy Recovery Project		N/A	PES - Panorama is the lead	\$ 200,000	7%
	Jumpstart Community Development Program	01-Feb-20	Swim Program for Indigenous Children and Youth		N/A	PES - Panorama is the lead. Cancelled	\$ 2,692	TBC
	Island Health Community Wellness Grant	26-Feb-20	Lifeguard Academy for Indigenous Youth		N/A	PES - Panorama is the lead. Cancelled	\$ 13,264	TBC
	Investing in Canada Infrastructure Program-Rural and Northern Communities Stream	22-Oct-20	Maliview Wastewater Treatment Plant Upgrade		9-Sep-20	SSI Administration is the lead	\$ 1,989,000.00	88.47%
	New Horizons for Seniors Program	20-Oct-20	Community Garden Improvements at Greenglade Community Centre		N/A	PES - Panorama is the lead	\$ 25,000.00	100%
	CleanBC Organic Infrastructure and Collection Program – Organic Processing Infrastructure	04-Feb-21	Salt Spring Island Composting Project		10-Feb-21	Environmental Resource Management - Partnership project TBC	\$ 168,462.00	44.44%
	Natural Resources Canada – Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets	04-Jun-20	Eight Level Two Electric Vehicle Chargers, applied for up to \$40,000 for corporate fleet chargers.		N/A	Climate Action is the lead. Approved for up to \$40,000	TBC	TBC
	Zero Emissions Vehicle Incentive Program-Natural Resources Canada	22-Jun-21	Capital Region Electric Vehicle Charging Initiative		N/A	Climate Action coordinated a joint partnership application with City of Victoria, Township of Esquimalt, and Town of View Royal. Total grant request, \$457,500. The CRD’s individual grant request is \$315,000.	\$ 315,000.00	34.43%
	Canada Community Revitalization Fund	23-Jul-21	Revitalization of Centennial Park		8-Sep-21	SSI Parks and Recreation is the lead	\$ 600,000.00	75.01%
	Natural Resources Canada Zero Emission Vehicle Awareness Initiative	16-Aug-21	Capital Region E-Mobility Awareness Initiative		N/A	Climate Action is the lead. Approved for \$224,000.	\$ 224,000.00	73.00%
	Community Resiliency Investment Program - 2022 FireSmart Community Funding & Supports	08-Oct-21	Capital Region FireSmart Program Establishment Project		8-Dec-21	Protective Services is the lead. Approved for \$282,444	\$ 282,444.00	100.00%
	Disaster Mitigation and Adaptation Fund - Large-Scale Project Stream	15-Oct-21	Capital Regional District - Regional Water System Upgrades - Disaster Mitigation and Adaptation Improvement Project		Required	IWS is the lead	\$ 36,900,000.00	42.41%
	Community Emergency Preparedness Fund - 2021 Evacuation Route Planning Stream	19-Nov-21	Capital Regional District Evacuation Route Planning Project		12-Jan-22	Protective Services is the lead. Approved for \$25,000	\$ 25,000.00	83.33%














Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information									
GRANT APPLICATIONS	Civil Forfeiture Office Grant Program for Specialized Equipment and Training for Police and Related Agencies	24-Nov-21	CRD Regional Parks Compliance and Enforcement Program		N/A	Regional Parks is the lead	\$	8,079.75	100.00%
	2022 Canada Summer Jobs Program	23-Jan-22	Canada Summer Jobs at the CRD		N/A	Panorama Recreation-Camps (\$35,796); SEAPARC (\$28,576); Panorama Recreation- Aquatics (\$15,808); Salt Spring Recreation (\$13,680); Regional Parks (\$3,648).	\$	97,508.00	TBC
	Community Emergency Preparedness Fund - 2022 Emergency Support Services	28-Jan-22	ESS Modernization Project		9-Mar-22	Protective Services is the lead	\$	22,502.40	100.00%
	Enabling Accessibility Fund’s Early Learning and Child Care Program	14-Feb-22	Owl’s Nest Preschool Inclusive Outdoor Space Project		N/A	Panorama Recreation is the lead	\$	70,000.00	88.29%
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream	23-Feb-22	JDF: Anderson Cove Water Main Extension Project		9-Feb-22	IWS is the lead	\$	1,766,905.00	71.16%
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream	23-Feb-22	SSI: Cedars of Tuam – New Well and Water Treatment Plant		9-Feb-22	SSI Administration is the lead	\$	1,143,948.00	65.61%
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream	23-Feb-22	SGI: Skana Water System Storage Tank Replacement		9-Feb-22	IWS is the lead	\$	535,272.00	71.45%
	Scotts’ Gro for Good Grant	28-Feb-22	Greenglade Community Garden Enhancement Project		N/A	Panorama Recreation is the lead	\$	2,500.00	100.00%
	BC Hydro Implementation Offer Program	01-Mar-22	Supporting Private Sector Investment in Public EV Charging: Guidelines and Resources		N/A	Climate Action is the Lead. Approved for \$35,000	\$	35,000.00	45.75%
	Active Transportation Fund	31-Mar-22	Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project		TBC	Submitted by Ministry of Transportation and Infrastructure, in partnership with the CRD (Regional Parks)	\$	5,848,328.00	38.40%
TOTAL GRANT ASKS IN PROGRESS (EXCLUDING CORE AREA LIQUID WASTE MANAGEMENT)							\$	202,449,513	































Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information										
CORE AREA LIQUID WASTE MANAGEMENT - GRANT FUNDING STATUS										
Grant Program Links		Contribution Terms and Purpose	Status	Board Resolution		Comments	Grant Award Maximum		Redeemed to Date	
CORE AREA GRANTS	Infrastructure Canada - 3P Funding Agreement (Federal funding)	Lesser of 25% of eligible costs or \$83.4M for a bio-solids energy centre treatment facility for wastewater sludge.					\$	41,000,000	\$	35,750,000
	Infrastructure Canada - Building Canada Fund (Federal funding)	Up to 50% of eligible costs to a maximum of \$120M for construction of the McLoughlin Point Wastewater Treatment Plant, marine outfall pipe, and completion of the Victoria Harbour crossing.		Funding agreements executed. Construction to start in April 2017 as per March 16, 2017 joint media release (Canada, BC, CRD)			\$	120,000,000	\$	120,000,001
	Infrastructure Canada - Green Infrastructure Fund (Federal funding)	Up to 50% of eligible costs to a maximum of \$50 M to upgrade Clover Point and Macaulay Point pump stations, implement attenuation tanks, and upgrade existing pump stations and piping systems.					\$	50,000,000	\$	50,000,001
	Provincial Funding	The lesser of 1/3 total cost (excluding land acquisition cost) or \$248M for construction of the wastewater treatment plant, the energy centre for sludge treatment, and conveyance system upgrades - all serving the Core Area.		08-Mar-17	CRD Board approved execution of the Provincial Agreement		\$	248,000,000	\$	248,000,000
	FCM - Green Municipal Fund - Water Capital Projects	\$3M grant in combination with a \$20M loan.					\$	3,000,000	\$	3,000,000
	TOTALS							\$	462,000,000	\$



























Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information										
Grant Program Links		Dept.	Project Deadline	Project	Status	Lead	Project Cost (Estimate)			Grant Award
PROJECTS IN PROGRESS	Bike BC Cycling Infrastructure Program	PES	30-Jun-21	E&N Rail Trail Phase 3: Atkins Ave. to Savory School		PES: Infrastructure Engineering and Facility Management	\$	4,157,536	\$	1,000,000
	Building BC - Community Housing Fund	PPS	2023	Caledonia Housing Project		CRD Housing is the lead. Application is also seeking mortgage subsidy of \$666,500 per year. Supported by CRHC resolution 24-Jul-2018.	\$	50,225,725	\$	15,500,000
	FCM Green Municipal Fund - Pilot Project	F&T	31-Oct-21	Zero Emissions Fleet Initiative		Risk Management - Climate Action	\$	1,087,000	\$	350,000
	BC Rural Dividend	PES	22-Mar-21	Engineering Design for SGI Regional Trails		Regional Parks	\$	200,000	\$	100,000
	BC Rural Dividend	SSI	31-Dec-22	Shared Service Business Model		SSI Administration	\$	100,000	\$	90,750
	Affordable Rental Innovation - CMHC	PPS	31-Dec-21	Regional Housing First Program		Regional Housing: Partners include CRD, BC Housing, CMHC at \$40M each.	\$	120,000,000	\$	120,000,000
	City of Victoria Housing Reserve Fund	PPS	2023	Michigan Housing Project		PPS-Regional Housing-CRHC	\$	1,395,000	\$	1,020,000
	UBCM-Community Emergency Preparedness Fund-Volunteer & Composite Fire Departments Equipment & Training	PPS	TBD	Joint CRD Volunteer Fire Department Equipment and Training Project		PPS	\$	128,372	\$	114,191
	Community Child Care Space Creation Program	SSI	TBD	Multipurpose room for licensed child care and recreation programs		SSI Administration		TBC	\$	832,725
	Community Emergency Preparedness Fund - Emergency Support Services	PPS	30-Apr-22	Electoral Area Equipment and Training for Emergency Support Services Modernization		Protective Services		TBC	\$	24,983
	BC Rural Dividend - Rural Community Development Grants	SGI	31-Dec-22	SGI Broadband Connectivity - Planning Project		SGI Administration		TBC	\$	50,000
	BC Active Transportation Infrastructure Grants Program	SSI	31-Dec-21	Lower Ganges Road Pathways Phase 2: Booth Canal to Baker Road		SSI Administration	\$	700,000	\$	490,000
	Investing in Canada - Community, Culture, Recreation	PES	TBD	Mayne Island Regional Trail - Phase One Development		PES - Regional Parks		TBC	\$	2,778,393
	2020 Emergency Operations Centres and Training Program-Community Emergency Preparedness Fund	PPS	2021	Electoral Areas (JDF, SSI, SGI) EOC Supplies Procurement Project		Protective Services	\$	25,000	\$	25,000
	BC Hydro Sustainable Communities Implementation Fund	PES	2021	Capital Region Electric Vehicle Infrastructure Road Map		PES - Environmental Protection - Climate Action	\$	71,500	\$	36,000
	Active Transportation Planning Program	SGI	2022	Active Transportation Plan for SGI		SGI Administration	\$	28,240	\$	20,000
	Rapid Housing Initiative-Major Cities Stream Immediate Support-Canada Mortgage and Housing Corporation	PPS	TBD	Permanent Affordable Housing under Rapid Housing Initiative		Regional Housing. Allocation of \$13,056,502		N/A	\$	13,056,502
	COVID-19 Safe Restart for Local Governments	FT	2022	COVID-19 funding for local governments		Finance		N/A	\$	1,996,000
	2021-21 Salt Spring Island Transit Annual Operating Agreement	SSI	2021	Salt Spring Island Paratransit System funding through Safe Restart.		SSI Administration		N/A	\$	224,354
	Community Economic Recovery Infrastructure Program-Unique Heritage Infrastructure Stream	IWS	2022	Goldstream Powerhouse Roof		Regional Water Supply Service	\$	77,160	\$	76,000
	Municipal Asset Management Program-FCM	AM	2022	Asset Life-Cycle Assessment Policy and Procedures		Asset Management	\$	62,500	\$	50,000
	Community Energy Financing - FCM	PES	TBD	Capital Regional Residential Energy Retrofit Program		PES - Environmental Protection - Climate Action	\$	320,000	\$	175,000









Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information										
PROJECTS IN PROGRESS	Province of BC-Ministry of Forests, Lands, Natural Resource Operations and Rural Development	PES	2022	Elk/Beaver Lake Oxygenation System project		PES - Regional Parks	\$	1,667,000	\$	750,000
	Building BC - Community Housing Fund	PPS	TBD	2780 Spencer Rd project in partnership with CRHC		Regional Housing	\$	19,900,000	\$	5,900,000
	Community Emergency Support Services – Emergency Support Services	PPS	2021	CRD ESS Drills and Equipment Funds		Protective Services	\$	25,000	\$	25,000
	2021 FireSmart Economic Recovery Fund-Community Resiliency Investment Program-UBCM	PPS	31-Dec-22	Capital Regional FireSmart Economic Recovery		Protective Services	\$	137,907	\$	137,907
	2021 Emergency Operations Centres & Training-Community Emergency Preparedness Fund	PPS	27-May-22	CRD Electoral Area EOC Functional Exercises		Protective Services	\$	25,000	\$	25,000
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program	IWS	31-Mar-26	Magic Lake Estates Wastewater System Renewal		IWS - Infrastructure Engineering	\$	12,150,000	\$	5,653,266
	Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	SSI	2023	SSI Drake Road Trail Upgrade Project		SSI Parks and Recreation	\$	176,401	\$	90,127
	Strengthening Communities' Services-UBCM	SSI/PPS	31-Jul-22	Salt Spring Island Homelessness COVID Response project		SSI and Regional Housing	\$	325,570	\$	308,520
	BC Active Transportation Network Planning Grant Program	SSI	31-Mar-23	Pedestrian and Cycling Master Plan Update - Salt Spring Island edition 2021		SSI Administration	\$	60,000	\$	30,000
	TD Friends of the Environment Foundation Program	SGI	05-Oct-22	Galiano Island Parks and Recreation Commission Zuker Native Plant Restoration		SGI Administration and Galiano Island Parks and Recreation Commission	\$	42,964	\$	6,500
	2021-22 Reaching Home-Government of Canada	PPS	2022	Designated Communities (\$2,401,331) and Indigenous Homelessness (\$1,315,537).		Regional Housing	\$	3,716,868	\$	3,716,868
	Salt Spring Island Foundation	SSI	2022	Child Care Space Creation - Equipment for New Day Care		SSI Parks and Recreation	\$	15,000	\$	3,000
	Enabling Accessibility Fund-Small Projects	PES	2022	Improving Accessibility - Panorama Recreation & SEAPARC		Panorama and SEAPARC	\$	115,000	\$	100,000
	Canada Nature Fund’s Species at Risk Priority Places – Environment and Climate Change Canada Program	PPS	2023	Species at Risk Assessment, Planning and Habitat Restoration at Mill Hill Regional Park (2021-2023)		Regional Parks	\$	155,750	\$	65,000
	BC Hydro Community Energy Manager Program	PES	2023	Community Energy Specialist from Sept. 2021–Sept. 2023		Climate Action		TBC	\$	100,000
	National Housing Strategy’s – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Major Cities Stream	PPS	TBC	865 Catherine Street Supportive Housing Project, 45 units		Regional Housing	\$	16,989,848	\$	11,290,921
	Federation of Canadian Municipalities – Green Municipal Fund-Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study Grant	PES	2023	Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres		Climate Action		TBC	\$	148,400
	CleanBC Go Electric Fleets Infrastructure Assessment rebate	PES	2022	Go Electric Fleets IWS Facility Assessment		Climate Action		TBC	\$	4,500
GRANTS AWARDED as of April 11, 2022							\$	274,938,625	\$	215,375,944









Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information						
Grant Program Links		Launch Date	Application Deadline	Resolution Needed	Departments Alerted	Status
GRANT CALLS IN PROGRESS	Community Gaming Grant	Ongoing		Not applicable; CRD's role can be to support a not-for-profit in pursuing these grants.	All	Grant alert sent
	Human and Social Programs		30-Nov-22			
	Green Municipal Fund - Plans, Feasibility Studies, Pilot Projects Capital Projects	Ongoing	Ongoing	Depends on \$ value	Standing Item	
	Address Improvement Grant	Ongoing	Ongoing	Not Specified	IT	Grant alert sent
	BC Hydro Sustainable Communities Program	Ongoing	Ongoing	N/A	Standing Item	
	Efficiency BC - Online hub of energy efficiency initiatives	Ongoing	Ongoing	N/A	Standing Item	
	Ship-source Oil Pollution Fund	Ongoing	Ongoing	TBD	Standing Item	Grant alert sent
	Ecological Gifts Program	N/A	Ongoing	Not Specified	All	Grant alert sent
	Federal Lands Initiative	N/A	Ongoing	Not Specified	All	Grant alert sent
	National Housing Co-Investment Fund (New Construction, Housing Repair & Renewal, Rental Construction Financing)	N/A	Ongoing	Not Specified	All	Grant alert sent
	Poverty Reduction Planning and Action Program – UBCM	N/A	11-Feb-22	Required	All	Grant alert sent
	Early Learning and Child Care small projects component – Enabling Accessibility Fund	03-Dec-21	14-Feb-22	Not Specified	All	Grant alert sent
	Environmental Quality Program Stream – Green Infrastructure – Investing in Canada Infrastructure Program	08-Oct-21	23-Feb-22	Required	All	Grant alert sent
	Emergency Operations Centre and Training-Community Emergency Preparedness Fund-UBCM	N/A	25-Feb-22	Required	All	Grant alert sent
	Scotts’ Gro for Good Grant	N/A	28-Feb-22	Required	All	Grant alert sent
	Jumpstart Community Development Grants	14-Feb-22	11-Mar-22	Not Specified	All	Grant alert sent
	Family Violence Initiative	N/A	11-Mar-22	Not Specified	All	Grant alert sent
	Canada Service Corps Program	N/A	22-Mar-22	Not Specified	All	Grant alert sent
	Low Carbon Economy Challenge – Expressions of Interest	27-Jan-22	25-Mar-22	Not Specified	All	Grant alert sent
	Active Transportation Fund	N/A	31-Mar-22	Not Specified	All	Grant alert sent
	Canada Arts Presentation Fund – Professional Arts Festivals and Performing Arts Series Presenters	N/A	01-Apr-22	Not Specified	All	Grant alert sent
	Rural Transit Solutions Fund – Capital Projects Stream	N/A	07-Apr-22	Not Specified	All	Grant alert sent
	Canada Internet Registration Authority- Community Investment Program	N/A	13-Apr-22	Not Specified	All	Grant alert sent









Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information						
GRANT CALLS IN PROGRESS	Community Grants – Victoria Foundation	N/A	14-Apr-22	Not Specified	All	Grant alert sent
	Environmental Damages Fund	N/A	20-Apr-22	Not Specified	All	Grant alert sent
	2022 Strengthening Communities’ Services – UBCM	N/A	22-Apr-22	Required	All	Grant alert sent
	Capacity Building for Water and Wastewater Operators – Indigenous Services Canada	N/A	25-Apr-22	Not Specified	All	Grant alert sent
	Farm Credit Canada - AgriSpirit Fund	N/A	29-Apr-22	Not Specified	All	Grant alert sent
	CleanBC Industry Fund - Multiple Streams and Calls for Proposals	N/A	29-Apr-22	Not Specified	All	Grant alert sent
	Heritage Legacy Fund	N/A	29-Apr-22	Not Specified	All	Grant alert sent
	Community Anniversaries – Building Communities Through Arts and Heritage	N/A	30-Apr-22	Not Specified	All	Grant alert sent
	Asset Management Planning – UBCM	N/A	06-May-22	Required	All	Grant alert sent
	Go Electric Public Charger Program- CleanBC	N/A	13-May-22	Not Specified	All	Grant alert sent
	CleanBC Communities Fund – Green Infrastructure – Investing in Canada Infrastructure Program	26-Jan-22	25-May-22	Required	All	Grant alert sent
	2022 PlanH Healthy Communities Grant Program	N/A	01-Jun-22	Not Specified	All	Grant alert sent
	Strategic Priorities Fund	01-Apr-22	30-Jun-22	Required	All	Grant alert sent
	Infrastructure Planning Grant	N/A	13-Jul-22	Required	All	Grant alert sent
	Local Food Infrastructure Fund	01-Jun-22	15-Jul-22	Required	All	Grant alert sent
	Disaster Mitigation and Adaptation Fund-Infrastructure Canada	N/A	22-Jul-22	Not Specified	All	Grant alert sent
	CleanBC Go Electric Fleets Program	N/A	31-Mar-23	Not Specified	All	Grant alert sent
	McConnell Foundation Fund	N/A	Continuous	Not Specified	All	Grant alert sent
	Zero Emission Transit Fund – Infrastructure Canada	N/A	Continuous	Not Specified	All	Grant alert sent
	Cultural Spaces Fund – Making Cultural Spaces Safe During COVID-19 Initiative	N/A	Continuous	Not Specified	All	Grant alert sent
	MITACS – Municipal Support Grants	N/A	Continuous	Not Specified	All	Grant alert sent
	Community Buildings Retrofit Initiative- FCM	N/A	Continuous	Required	All	Grant alert sent
	Canada Arts Presentation Fund-Development	N/A	Continuous	Not Specified	All	Grant alert sent
	Green Municipal Fund: Local Home-Energy Upgrade Financing Program-FCM	N/A	Continuous	Required	All	Grant alert sent
	Economic Development Readiness Program-ICET	N/A	Continuous	Not Specified	All	Grant alert sent
	Municipal Asset Management Program - FCM	N/A	Continuous	Required	All	Grant alert sent
	Sustainable Affordable Housing-Green Municipal Fund-FCM	N/A	Continuous	Required	All	Grant alert sent
	Smart Renewables and Electrification Pathways Program	N/A	Continuous	Not Specified	All	Grant alert sent
	Municipal Natural Assets Initiative-Expressions of Interest	08-Oct-19	TBD	Not Specified	All	Grant alert sent

Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information				
Funding Sources / Plans		Description	Possible Timing	Links
FUNDING INITIATIVES: ONGOING SCAN	UBCM Local Government Program Services 2022		List of Local Government Programs and Services	
	GRANTS FORECAST		UBCM Grants: Age-Friendly Communities, TBD	
			Celebrate Canada-Canadian Heritage Grants	
			ICIP: COVID-19 Resilience Stream – Ventilation Improvement	
			Island Health Community Wellness Granting Program 2022 intake, TBD	

**REPORT TO THE FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 04, 2022**

SUBJECT **Capital Regional District External Grants 2021 Annual Report**

ISSUE SUMMARY

This report provides a summary of the Capital Regional District (CRD) external grants activity for the period of January 1, 2021, through December 31, 2021.

BACKGROUND

The CRD applies for grants through a decentralized business model. Services maximize grant revenues by applying for funding to support projects in their service and financial plans. The CRD grants division supports services in their pursuit of granting opportunities and corporately reports bi-monthly and annually to the Finance Committee on all external grants activity. To ensure revenue management and cost effective service delivery, staff continually monitor external grant programs to align and adjust work plans with potential granting opportunities. Appendix A details external grants activity and application status as of December 31, 2021.

COVID-19 has uniquely impacted grants for the past two years. While grant programs resumed semi-normal activity in 2021, funders continue to offer COVID-19 related streams to organizations to aid in relief and recovery, recognizing challenges and hardships endured during and following the pandemic. Staff continue to pursue requests that are in alignment with the Board's community needs, as illustrated in Appendix B.

IMPLICATIONS

Financial Implications

The grants function tracks key performance indicators to enable effective performance measurement. The following is a summary of grant activity during 2021 excluding those under communications embargo.

2021 Activity

1. 54 Grant alerts circulated
2. Grant application activity
 - 50 submitted applications in 2021
 - 37 applications approved
 - 14 pending results
 - 20 declined / 2 cancelled
3. Grant coordination and reporting
 - 6 External Grants Staff Reports were provided bi-monthly to the Finance committee.

- 4 Annual Reports, including those for External grants, Grants-in-Aid, and Two Community Works Fund (internal and external) Reports.
- 7 Other Grant Reports, including reports related to the Investing in Canada Infrastructure Program, grant processes, Regional GIA, and Safe Restart funding.

In 2021, the external grants function moved to bi-monthly reporting, and with the introduction of the Safe Restart funding, this increased the amount of special grant related reports for 2021.

4. Financial administration
5. Internal and External Stakeholder Engagement

The following table provides an overview of awards for the past 2 years.

Table 1: Grants Awarded for 2021

Grants Awarded	2021	2020
Core Area Wastewater Treatment Project (CAWTP) ¹	\$81.8M	\$149.1M
Regional Housing First Program (RHFP) ² Canada Mortgage and Housing Corporation (CMHC) grant	\$5.8M	\$4.2M
External Grants Awarded	\$29.3M	\$31.2M
Total	\$116.9M	\$187.5M
Rate of Return (excludes CAWTP/RHFP)	33x	35x

¹. At the end of 2021, CAWTP had collectively year to date received \$420.8M in funding from provincial and federal programs.

². RHFP includes funding from the CRD, BC Housing (contribution), and CMHC (grant). In 2020, each partner committed \$40M towards affordable housing, for a total of \$120M. These are not grants received by the CRD, but are funds distributed to third parties.

CONCLUSION

Staff continue to monitor and track key performance indicators, which are driven by the variability of external grant programs availability. The grants function works with CRD services to maximize grant programs as appropriate. Staff proactively manage the various processes for optimal financial management and adjust work plans when funding programs become available and capacity and resources permits.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Capital Regional District External Grants Activity 2021
Appendix B: Alignment with Community Needs

Appendix A Capital Regional District External Grants Activity 2021

Approved

No.	Grant Program	Project	Amount Approved (\$)
1	National Housing Strategy – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Major Cities Stream	865 Catherine Street Supportive Housing Project, 45 units	11,290,921
2	Building BC – Community Housing Fund	2780 Spencer Rd project in partnership with the Capital Regional Housing Corporation	5,900,000
3	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality	Magic Lake Estates Wastewater Service (Pender Island) System Renewal	5,653,266
4	2021-22 Reaching Home Agreements – Government of Canada – Designated Communities	Designated Communities	2,401,331
5	2021-22 Reaching Home Agreements – Government of Canada – Indigenous Homelessness	Indigenous Homelessness	1,315,537
6	Province of BC – Ministry of Forests, Lands, Natural Resource Operations and Rural Development	Elk/Beaver Lake Oxygenation System Project	750,000
7	COVID-19 Safe Restart Grants for Local Governments	Local Government COVID-19 Support	575,000
8	UBCM – Strengthening Communities' Services	Salt Spring Island Homelessness COVID Response Project	308,520
9	Federation of Canadian Municipalities – Community Efficiency Financing	Capital Regional Residential Energy Retrofit Program	175,000
10	UBCM – Community Resiliency Investment Program – FireSmart Economic Recovery Fund	Capital Regional FireSmart Economic Recovery	137,907
11	Enabling Accessibility Fund	Improving Accessibility – Panorama Recreation & SEAPARC	100,000
12	BC Hydro Community Energy Manager Program	CRD's Community Energy Specialist from September 2021 – September 2023	100,000
13	Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Program	SSI Drake Road Trail Upgrade Project	90,127
14	Climate Action Revenue Incentive Program	Climate Action Revenue Incentive Program	87,073
15	Community Economic Recovery Infrastructure Program – Unique Heritage Infrastructure Stream	Goldstream Powerhouse Roof	76,000
16	Canada Nature Fund – Species at Risk Priority Places – Environment and Climate Change Canada Program	Species at Risk Assessment, Planning and Habitat Restoration at Mill Hill Regional Park	65,000
17	2021 Regional District Grant – Unconditional	Regional District Grant	60,000
18	Federation of Canadian Municipalities – Municipal Asset Management Program	Life Cycle Assessment Guide and Tool	50,000
19	Canada Summer Jobs	Panorama – Greenglade	31,757
20	BC Active Transportation Network Planning Grant Program	Update of the Pedestrian and Cycling Master Plan – SSI edition with a focus on a master transportation plan for Ganges Village	30,000
21	UBCM – Community Emergency Preparedness Fund – 2021 Emergency Support Services	CRD ESS Drills and Equipment Funds	25,000
22	UBCM – Community Emergency Preparedness Fund – 2021 Emergency Operations Centres & Training	CRD Electoral Area EOC Functional Exercises	25,000
23	Canada Summer Jobs	SEAPARC	20,830
24	UBCM 2020 Active Transportation Grant	Active Transportation Plan for the Southern Gulf Islands	20,000
25	Provincial Urban Deer Cost Share Program	Enhanced Eco-Cultural Restoration Partnership Proposal	18,000
26	Canada Summer Jobs	Panorama – Aquatics	16,609
27	Canada Summer Jobs	Salt Spring Island – Parks & Rec	6,528
28	TD Friends of the Environment Foundation Program	Galiano Island Parks and Recreation Commission Zuker Native Plant Restoration	6,500
29	CleanBC Go Electric Fleets Infrastructure Assessment Rebate	Go Electric Fleets IWS Facility Assessment	4,500
30	Canada Summer Jobs	Panorama – Tennis	4,450
31	Canada Summer Jobs	Panorama – Summercamp	3,374
32	Canada Summer Jobs	Regional Parks	3,192
33	Canada Summer Jobs	Integrated Water Services	3,172
34	Salt Spring Island Foundation	Child Care Space Creation – Equipment Project	3,000
35	CRD Traffic Safety Commission	CRD Walk and Wheel to School 2021	3,000
36	Foundations of Youth Grant – Salt Spring Island Foundation	Salt Spring Lifeguard School Program	500
37	ParticipACTION Community Better Challenge	Swim the Southern Gulf Islands	400
Total			29,361,494

Pending

No.	Grant Program	Project	Grant Request (\$)
1	2021 Disaster Mitigation and Adaptation Fund	Regional Water Supply Project	36,900,000
2	Investing in Canada Infrastructure Program – Rural and Northern Communities	SSI: Maliview Wastewater Treatment Plant Upgrade	1,989,000
3	Canada Community Revitalization Fund	Revitalization of Centennial Park in Ganges Village	600,000
4	Natural Resources Canada – Zero Emissions Vehicle Incentive Program	Capital Region Electric Vehicle Charging Initiative	315,000
5	UBCM – Community Resiliency Investment Program – 2022 FireSmart Community Funding & Supports	Capital Region FireSmart Program Establishment Project	283,719
6	Natural Resources Canada – Zero Emission Vehicle Awareness Initiative	Capital Region E-Mobility Awareness Initiative	224,000
7	CleanBC – BC Hydro Commercial Custom Program	Panorama Energy Recovery Project	200,000
8	CleanBC Organic Infrastructure and Collection Program – Organic Processing Infrastructure	Salt Spring Island Composting Project	168,462
9	Federation of Canadian Municipalities – Green Municipal Fund – Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study Grant	Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres	148,400
10	Natural Resources Canada – Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets	Eight Level Two Electric Vehicle Chargers	40,000
11	UBCM – Community Emergency Preparedness Fund – 2021 Evacuation Route Planning Stream	Capital Regional District Evacuation Route Planning	25,000
12	New Horizons for Seniors	Community Garden Improvements at the Greenglade Community Centre	25,000
13	Civil Forfeiture Office – Grant Program for Specialized Equipment and Training for Police and Related Agencies	CRD Regional Parks Compliance and Enforcement Program	8,080
14	UBC Sustainability Scholars Program	Understanding Pathways to Equitable Energy Retrofits of Purpose-Built Rental Multi-Unit Residential Buildings in the CRD	6,900
Total			40,933,561

Declined/Cancelled

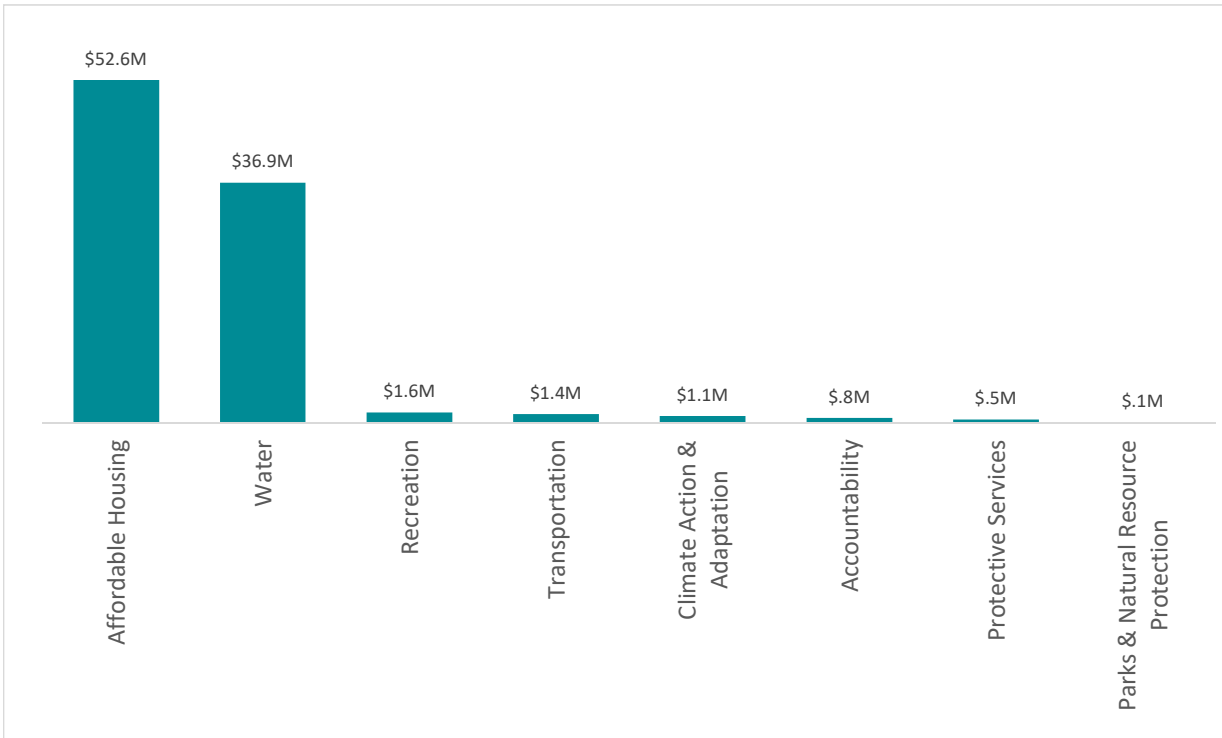
No.	Grant Program	Project	Grant Request (\$)
1	2020 Disaster Mitigation and Adaptation Fund	Construction of Regional and Sub-Regional Seismically Resilient Water Supply (Declined)	36,900,000
2	National Housing Strategy – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Projects Stream	1053 Meares Street Supportive Housing Project, 50 units (Declined)	14,935,789
3	National Housing Strategy – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Projects Stream	150 Drake Road Supportive Housing Project, 35 units (Declined)	11,616,000
4	National Housing Strategy – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Projects Stream	1176 Yates Street Supportive Housing Project, 46 units (Declined)	10,777,784
5	Investing in Canada Infrastructure Program – Green Infrastructure – CleanBC Communities Fund	Panorama Energy Recovery Project (Declined)	1,972,430
6	Investing in Canada Infrastructure Program – Rural and Northern Communities	JDF: Port Renfrew Water Supply Line Replacement Project (Declined)	1,573,918
7	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality	JDF Water Distribution Service for Anderson Cove Water Service Extension in East Sooke (Declined)	1,460,000
8	Investing in Canada Infrastructure Program – Rural and Northern Communities	SGI: Lyall Harbour Boot Cove Water Service Improvements Project (Declined)	1,110,600
9	Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Program	Regional Galloping Goose Bridge Replacements & Repair Project (Declined)	1,000,000
10	Investing in Canada Infrastructure Program – Community, Culture and Recreation	Elk/Beaver Lake Oxygenation System Project (Declined)	700,000
11	Investing in Canada Infrastructure Program – Community, Culture and Recreation	SSI: Fernwood Elementary School Athletic Field Upgrades Project (Declined)	646,587

No.	Grant Program	Project	Grant Request (\$)
12	Community Economic Recovery Infrastructure Program – Community Economic Resilience Stream	Community Economic Resilience Stream: Revitalization of Greenglade Community Centre Outdoor Space (Declined)	329,520
13	Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Program	SGL Pender Island Alice Church Multi-Modal Trail (“Einar’s Hill By-Pass”) (Declined)	235,778
14	Canada Healthy Communities Initiative: Intake 1	Centennial Park Plaza Project (Declined)	100,000
15	Canada Healthy Communities Initiative: Intake 2	Centennial Park Plaza Project (Declined)	100,000
16	Habitat Stewardship Program for Species at Risk	State of Species at Risk for Regional Parks (Declined)	49,806
17	Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Program	JDF Willis Point Fire Department Water Supply Expansion (Declined)	41,865
18	Canadian Parks and Recreation Association – Youth Employment Experience	Salt Spring Island Parks Attendant Position (Declined)	31,309
19	UBCM – Community Emergency Preparedness Fund – 2020 Evacuation Route Planning	Evacuation Route Planning (Declined)	21,863
20	Community Wellness Grant – Island Health	Lifeguard Academy for Indigenous Youth (Cancelled)	13,264
21	Salt Spring Island Foundation	Centennial Park Gazebo (Declined)	9,000
22	Jumpstart Canada Tire – Community Development	Swim Program for Indigenous Youth (Cancelled)	2,692
		Total	83,628,206

Appendix B Alignment with Community Needs

2021 Community Needs Aligned with Grant Request (\$ Amount Applied)

The following graph highlights services' pursuit of grant applications in relation to the CRD's identified community needs.



**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 04, 2022**

SUBJECT 2021 Safe Restart Program Update

ISSUE SUMMARY

This report provides a summary of the COVID-19 Safe Restart Grants for Local Governments activity for Regional and Local Area Services up to December 31, 2021.

BACKGROUND

The COVID-19 Safe Restart Grants for Local Governments provided \$425 million across the province to assist local governments impacted by COVID-19. The CRD received nearly \$2 million through two disbursements: \$1.4 million in November 2020 and \$0.6 million in March 2021. The CRD Board resolved (at the December 2020 and April 2021 meetings) to use the Ministry of Municipal Affairs and Housing formulae to allocate each disbursement. The two disbursements are summarized below.

Table 1: Safe Restart Funding Allocation

Safe Restarting Funding Allocation	November 2020 (\$)	March 2021 (\$)	Total Allocated Funding (\$)
Allocation for Regional Services	1,246,000	250,000	1,496,000
Allocation for Local Area Services	175,000	325,000	500,000
Total COVID-19 Safe Restart Grant	1,421,000	575,000	1,996,000

The program stipulated regional districts must allocate their funding to services by December 31, 2021. For various reasons, the Province did not require municipalities to meet the allocation deadline. It is anticipated that local governments will utilize the funding for response and post-recovery expenses, including those incurred from 2020-2021 and into 2022. All program funding received by the CRD has been fully allocated in compliance with program deadlines.

IMPLICATIONS

Service Delivery Implications

Safe Restart Funds were used in alignment with eligible project categories to assist Regional and Local services in response to COVID-19. Safe Restart Funds supplemented revenue shortfalls, supported operational recovery and the corporate Emergency Operations Centre (EOC). Through the Local Area Services allocation, EA Directors added the funding to the Electoral Areas' Grants-in-Aid Program to assist local communities.

Financial Implications

The following table provides a summary of the Safe Restart funding allocations and expenses for both Regional and Local area services.

Table 2: Safe Restart Financial Summary of Regional and Local Area Services

Service	Grant Allocation (\$)	Funds Spent 2020-2021 (\$)	Funds Committed 2022 (\$)
Regional Services	1,496,000	1,219,070	276,930
Juan de Fuca Services	123,000	98,288	24,712
Salt Spring Island Services	264,000	220,918	43,082
Southern Gulf Islands Services	113,000	113,000	-
Total	1,996,000	1,651,276	344,724

Appendix A details the initiatives approved and expended through December 31, 2021, for Regional and Local Area Services. The remaining balance has been committed in the 2022 Financial Plan for those approved initiatives.

CONCLUSION

As part of the Province's commitment to help local governments, the CRD received nearly \$2 million in funding through the COVID-19 Safe Restart Grants for Local Government. Funds were allocated to both Regional and Local Area Services in alignment with the December 31, 2021, deadline. Funds continue to be spent for approved initiatives in 2022.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Safe Restart Funding for Local Governments – Regional and Local Services Projects

Appendix A Safe Restart Funding for Local Governments – Regional and Local Services Projects

REGIONAL

No.	Service Area	Project	Grant Allocation (\$)	Funds Spent 2020-2021 (\$)	Funds Committed 2022 (\$)
1	Corporate Emergency	Emergency Operations Centre (EOC) 2020	302,200	302,200	-
2	Capital Regional Housing Corporation	Capital Regional Housing Corporation – Revenue Shortfalls	295,000	295,000	-
3	Regional Parks	Regional Parks COVID-19 Response	200,000	200,000	-
4	Information Technology	Equipment and Staff Request for AV Support during COVID-19	197,180	65,757	131,423
5	Human Resources and Corporate Safety	Appointment of Safety Manager – COVID-19 Funding	170,500	131,505	38,995
6	Corporate Emergency	Regional Emergency Planning Response	136,000	94,570	41,430
7	Corporate Emergency	Emergency Operations Centre (EOC) 2021	83,810	83,810	-
8	Corporate Emergency	Allowance for Ineligible Emergency Management BC (EMBC) Claims for 2020 EOC Costs	60,000	5,452	54,548
9	Corporate Communications	Virtual Public Consultation Capacity during COVID-19	49,110	39,101	10,009
10	Corporate Service	Legislative Services COVID-19 Business Continuity Management Planning	2,200	1,675	525
Total			1,496,000	1,219,070	276,930

JUAN DE FUCA

No.	Service Area	Project	Grant Allocation (\$)	Funds Spent 2020-2021 (\$)	Funds Committed 2022 (\$)
1	JDF Grants-in-Aid	One Time Supplementary GIA Safe Restart	61,078	42,573	18,505
2	Port Renfrew Fire Department	Port Renfrew Fire Department PPE and Cleaning Supplies	8,260	8,260	-
3	JDF Planning	JDF Meeting Room Electronic Meeting Equipment	8,750	8,750	-
4	Otter Point Fire Department	Otter Point Fire Department PPE and Cleaning Supplies	7,480	7,480	-
5	Willis Point Fire Protection	Willis Point Fire Protection PPE and Cleaning Supplies	7,220	5,301	1,919
6	Shirley Fire Department	Shirley Fire Department PPE and Cleaning Supplies	7,200	7,200	-
7	East Sooke Fire Department	East Sooke Fire Department PPE and Cleaning Supplies	7,200	5,367	1,833
8	JDF Parks	JDF Parks Toilets Rental in the Parks	7,140	4,685	2,455
9	JDF Community Recreation	Port Renfrew Community Hall Revenue Shortfall	3,982	3,982	-
10	East Sooke Fire Department	East Sooke Community Hall Revenue Shortfall	3,690	3,690	-
11	SEAPARC	SEAPARC COVID-19 Relief Support	1,000	1,000	-
Total			123,000	98,288	24,712

SALT SPRING ISLAND

No.	Service Area	Project	Grant Allocation (\$)	Funds Spent 2020-2021 (\$)	Funds Committed 2022 (\$)
1	SSI Community Parks	Revenue Shortfalls for Saturday Market in 2020	125,937	125,937	-
2	SSI Parks and Recreation	SSI Parks and Recreation Revenue Shortfalls for Recreation Programs in 2020	40,000	40,000	-
3	SSI Park Land and Pool	Revenue Shortfalls due to Reduced Pool Capacity and Program Cancellations for 2021	39,928	39,928	-
4	SSI Grants-in-Aid	One Time Supplementary GIA Safe Restart	35,000	-	35,000
5	SSI Administration	Electronic Virtual Meeting Improvements	11,800	3,718	8,082
6	SSI Economic Development	Economic Development Coordinator	10,000	10,000	-
7	SSI Parks and Recreation	Revenue Shortfalls for Recreation Programs in 2020	1,335	1,335	-
Total			264,000	220,918	43,082

SOUTHERN GULF ISLANDS

No.	Service Area	Project	Grant Allocation (\$)	Funds Spent 2020-2021 (\$)	Funds Committed 2022 (\$)
1	SGI Grants-in-Aid	One Time Supplementary GIA Safe Restart	113,000	113,000	-
Total			113,000	113,000	-

REPORT TO THE FINANCE COMMITTEE MEETING OF WEDNESDAY, MAY 04, 2022

SUBJECT Bylaw No. 4490: 2022 to 2026 Financial Plan Bylaw, 2022, Amendment No. 1, 2022

ISSUE SUMMARY

The 2022 to 2026 Financial Plan was adopted on March 16, 2022. Amendments to the Plan are required to authorize revised operating and capital expenditures.

BACKGROUND

The Capital Regional District (CRD) Board approved the 2022 to 2026 Financial Plan (Bylaw No. 4481) on March 16, 2022. Amendments are required in accordance with Section 374(2) of the *Local Government Act* (LGA), which states that the financial plan may be amended at any time by bylaw to incorporate changes in budget, for certainty. As new information becomes available and pursuant with Section 374 of the LGA, the CRD Board may further revise the financial plan.

The following table highlights the 2022 impact of the proposed amendments to the five-year 2022-2026 Financial Plan.

SERVICE	DESCRIPTION	BUDGET	FUNDING	NET IMPACT	COMMITTEE / COMMISSION APPROVAL
Salt Spring Island – Cedar Lane Water	Manganese Treatment System Phase 1 - Engineering Design	Capital	Reserve Fund	\$7,400	Cedar Lane Water Service Commission 21-Mar-2022
Salt Spring Island – Cedar Lane Water	Manganese Treatment System – Public Approval Process	Capital	Reserve Fund	\$(5,000)	
Panorama Recreation	Potential Land Acquisition	Capital	Capital Funds on Hand	\$10,000	Peninsula Recreation Commission 24-Mar-2022
CRD HQ Building	HVAC Feasibility Study and Hot Water Upgrades	Capital	Reserve Fund	\$150,000	Staff Recommended
	CRD Headquarter Re-Design	Capital	Capital Funds on Hand	\$1,140,000	Staff Recommended

SERVICE	DESCRIPTION	BUDGET	FUNDING	NET IMPACT	COMMITTEE / COMMISSION APPROVAL
Regional Parks	Selkirk Trestle – Below Deck Repairs	Capital	Reserve Fund	\$165,000	Regional Parks Committee 27-April-2022
	Galloping Goose Regional Trail Bridges Replacement	Capital	Capital Funds on Hand	\$329,000	
	Galloping Goose Regional Trail Widening and Lighting - Phase A	Capital	Grants, Reserve Fund	\$105,000	
	Regional Trails Widening – GHG Reduction study	Capital	Grants, Reserve Fund	\$20,000	
	Office Trailer Acquisition	Capital	Reserve Fund	\$(240,000)	
	Renovation of Regional Parks Headquarters, the Elk Lake Nature Centre and 728 Beaver Lake Rd	Capital	Reserve Fund	\$250,000	

The proposed Financial Plan amendment Bylaw No. 4490 incorporates these changes, and is attached as Appendix A, inclusive of an updated Schedule B.

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4490, “2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 1, 2022” be introduced and read a first, second, and third time; and
2. That Bylaw No. 4490 be adopted.

Alternative 2

That Bylaw No. 4490 be deferred pending further analysis by CRD staff.

IMPLICATIONS

Financial Implications

Salt Spring Island – Cedar Lane Water

The Cedar Lane Water Service Commission approved an increase to the Manganese Treatment System Phase 1 - Engineering Design project after a longer than planned RFP process. Additional funding balanced through capital reserve.

The Commission also approved a reduction in project budget for Manganese Treatment System – Public Approval Process for borrowing. The project budget has been reduced from \$10,000 to \$5,000 as a result of changing the process from Alternative Approval Process to Petition.

Panorama Recreation

The Peninsula Recreation Commission has approved a capital plan for a potential land acquisition. The acquisition will be funded from capital funds on hand.

CRD Headquarters Building

Amendment to the CRD Headquarters Building first floor redesign project is required to reflect work to be carried forward into 2022 capital plan. Project timelines have been adjusted as the result of design changes and availability of a contractor the project, with completion now planned in 2022. This project is funded by existing capital funds on hand.

Work on the HVAC Feasibility Study and Hot Water Upgrades project is being advanced into 2022. The advancement of this work arose from an energy assessment completed in early 2022 through a grant program. The study confirmed that domestic hot water for the building could be heated by electricity and removed from natural gas independently from the rest of the HVAC upgrades, reducing GHGs sooner. This work will be funded by capital reserve.

Regional Parks

A condition assessment report on the Selkirk Trestle revealed the need for certain critical below deck repairs. At the time of the 2022 budget preparation, the condition assessment was not complete. These repair needs were confirmed and costed in February 2022, and a budget amendment of \$165,000 will provide for these critical repairs while funding and planning is determined for more substantial work on the bridge is determined. This is to be funded from capital reserves.

A revision to the Galloping Goose Regional Trail bridge replacement (5 bridges) project is required to reflect work to be carried forward and completed in 2022 and 2023. Project timelines have been adjusted as a result of availability of contractors. The will be funded by capital funds on hand.

Initial design work for the Galloping Goose Regional Trail Widening and Lighting Phase A (Gorge Road to Cecelia) project has been identified in early 2022, arising from a new Memorandum of Understanding between the CRD Regional Parks and the Ministry of Transportation and Infrastructure. This phase of the project will be funded by grants and reserve funds.

A study related to the widening of the Regional Trail facilities is a requirement of the Federal Government to measure greenhouse gas reductions for widened Regional Trail facility. This requirement was identified in March 2022. This project will be funded by grants and reserve funding.

As part of the service growth for Regional Parks in 2022, the financial plan included the purchase of an office trailer for the Regional Parks Headquarters. Through recent analysis in early 2022, it has been determined the additional staff can be accommodated through renovation to the Regional Parks Headquarters buildings as well as the Elk Lake Nature Centre and a facility at 728 Beaver Lake Rd. This results in an amendment to remove the office trailer acquisition, and utilize the capital funds for renovation expenses, funded by reserve.

CONCLUSION

In compliance with the *Local Government Act*, the proposed amending Bylaw No. 4490 authorizes the changes required to the 2022 to 2026 Financial Plan Bylaw No. 4481, which the CRD Board approved on March 16, 2022.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4490, “2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 1, 2022” be introduced and read a first, second, and third time; and
2. That Bylaw No. 4490 be adopted.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Bylaw 4490, with Schedule B

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4490

**A BYLAW TO AMEND THE FIVE YEAR FINANCIAL PLAN
FOR THE YEARS 2022 – 2026**

The Board of the Capital Regional District in open meeting assembled enacts as follows:

1. Bylaw No. 4481, "2022 to 2026 Financial Plan Bylaw, 2022", is hereby amended by replacing Schedule B with the attached schedule hereto.
2. This Bylaw may be cited as "2022 to 2026 Financial Plan Bylaw, 2022, Amendment Bylaw No. 1, 2022".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICER

Attachment: Schedule B

SCHEDULE B

CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)		2022	2023	2024	2025	2026	TOTAL
EXPENDITURE							
B	Buildings	22,129,264	167,078,666	49,424,500	5,898,000	2,141,500	246,671,930
E	Equipment	19,923,342	11,052,593	7,247,999	6,045,860	5,453,775	49,723,569
L	Land	7,655,002	6,645,000	6,090,000	5,530,000	5,235,000	31,155,002
S	Engineered Structures	128,218,893	78,579,018	68,094,026	61,024,900	16,254,000	352,170,837
V	Vehicles	5,141,485	2,445,000	2,211,000	1,340,000	692,000	11,829,485
		183,067,986	265,800,277	133,067,525	79,838,760	29,776,275	691,550,823
SOURCE OF FUNDS							
C	Capital Funds on Hand	49,492,773	21,457,100	23,597,063	24,514,000	12,129,000	131,189,936
D	Debenture Debt (New Debt Only)	35,549,100	63,285,920	47,277,180	36,140,000	8,095,000	190,347,200
E	ERF	10,829,058	6,128,473	3,996,999	3,583,860	2,827,775	27,366,165
G	Grants (Federal, Provincial)	23,280,901	15,070,984	7,533,770	2,935,000	140,000	48,960,655
R	Reserve Fund	53,765,523	28,825,000	15,862,513	10,305,900	6,384,500	115,143,436
O	Other	10,150,631	131,032,800	34,800,000	2,360,000	200,000	178,543,431
		183,067,986	265,800,277	133,067,525	79,838,760	29,776,275	691,550,823

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2022													
Schedule B													
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other
													TOTAL
1.011	Board Expenditures	170,000					170,000			170,000			170,000
1.014	CAO / Corporate Services	4,132					4,132			4,132			4,132
1.015	Real Estate	-					-			-			-
1.016	Human Resources	3,130					3,130			3,130			3,130
1.017	Finance	315,557					315,557	300,000		15,557			315,557
1.018	Health & Capital Planning Strategies	-					-			-			-
1.022	Information Technology	599,446	80,000				679,446	574,000		105,446			679,446
1.024	GM - Planning & Protective Services	1,565					1,565			1,565			1,565
1.025	Corporate Emergency	6,000					6,000			6,000			6,000
1.027	First Nations Relations	1,033					1,033			1,033			1,033
1.105	Facilities Management	10,000	185,000				195,000	50,000		145,000			195,000
1.106	Facilities and Risk		70,000	3,000,000			3,070,000	1,140,000		70,000	-	1,860,000	3,070,000
1.107	Corporate Satellite Facilities			50,000			50,000	5,000				45,000	50,000
1.109	JDF Admin. Expenditures	2,000					2,000			2,000			2,000
1.110	SGI Admin. Expenditures	1,500					1,500			1,500			1,500
1.111	SSI Admin. Expenditures	11,080					11,080			11,080			11,080
1.118	Corporate Communications	6,229					6,229			6,229		-	6,229
1.123	Family Court Building			160,000			160,000	15,000			-	145,000	160,000
1.137	Galiano Island Community Use Building			20,000			20,000					20,000	20,000
1.141	SSI Public Library			127,500			127,500				110,000	17,500	127,500
1.226	Health Facilities - VIHA	40,000		1,896,500	-		1,936,500	511,500				1,425,000	1,936,500
1.235	SGI Small Craft Harbour Facilities				1,625,000		1,625,000	30,000	1,180,000			195,800	1,625,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				47,500		47,500				-	47,500	47,500
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000	40,000
1.238B	Community Transportation (SSI)				425,000		425,000				260,000	165,000	425,000
1.280	Regional Parks	1,477,000	345,000	1,090,000	5,791,925	5,120,000	13,823,925	3,833,925	5,500,000	345,000	193,000	3,952,000	13,823,925
1.290	Royal Theatre	26,000		1,755,000			1,781,000	125,000			-	796,000	1,781,000
1.295	McPherson Theatre	26,000		2,267,000			2,293,000	10,000				2,283,000	2,293,000
1.297	Arts Grants and Development	1,550					1,550			1,550			1,550
1.310	Land Banking and Housing	2,000					2,000		-	2,000	-		2,000
1.313	Animal Care Services	64,040	157,235	318,000			539,275			22,040			539,275
1.318	Building Inspection	88,900	45,000				133,900			133,900			133,900
1.323	ByLaw Services	990	15,000				15,990			15,990			15,990
1.324	Regional Planning Services	100,400					100,400			100,400			100,400
1.325	Community Planning	45,000			100,000		145,000			45,000	100,000		145,000
1.335	Geo-Spatial Referencing	70,000					70,000			70,000			70,000
1.350	Willis Point Fire	27,030	-	-			27,030		-	12,000		15,030	27,030
1.352	South Galiano Fire	13,500	-	162,000			175,500		162,000	13,500			175,500
1.353	Otter Point Fire	141,000		60,000			201,000			141,000		60,000	201,000
1.356	Pender Island Fire	10,000	400,000	115,000			525,000			410,000		115,000	525,000
1.357	East Sooke Fire	37,544	150,000	55,000			242,544	11,000		166,044		65,500	242,544
1.358	Port Renfrew Fire	33,000					33,000			33,000			33,000
1.360	Shirley Fire Department	10,000					10,000			10,000			10,000
1.369	Electoral Area Fire Services	156,300					156,300					156,300	156,300
1.370	JDF Emergency Program	11,710					11,710			11,710			11,710
1.372	Emergency Planning Coordination	-					-			-			-
1.373	SGI Emergency Program	47,000					47,000					47,000	47,000
1.375	Hazardous Material Incident Response	90,000					90,000			90,000			90,000
1.405	JDF EA Community Parks & Recreation				215,000	50,000	265,000				265,000		265,000
1.40x	SEAPARC	350,700	20,000	585,000	-	-	955,700		-	85,700	50,000	820,000	955,700
1.44X	Panorama Recreation	1,873,704	484,000	3,678,129	168,600	10,000	6,214,433	999,056	1,753,000	1,093,000	1,319,777	1,049,600	6,214,433
1.455	SSI Community Parks	85,000	130,000		735,000		950,000		-	55,000	750,000	75,000	950,000
1.458	SSI Community Recreation	5,000			30,000		35,000			5,000	-	30,000	35,000
1.459	SSI Park Land & Rec Programs	30,000		1,361,135	450,000	230,002	2,071,137	3,400	-	30,000	1,542,862	494,875	2,071,137
1.465	Saturna Island Community Parks				40,000		40,000					40,000	40,000
1.475	Mayne Island Community Parks	7,000		14,000	3,000		24,000					24,000	24,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2022													
CAPITAL EXPENDITURE							SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other
1.485	Pender Island Community Parks				225,990		225,990					225,990	
1.495	Galiano Community Parks				63,000		63,000	8,000			6,500	48,500	
1.521	Environmental Resource Management	773,000		-	19,875,000		20,648,000	875,000		683,000		19,090,000	
1.523	Port Renfrew Refuse Disposal				25,000		25,000					25,000	
1.575	Environmental Administration Services	10,430					10,430			10,430			
1.576	Environmental Engineering Services	40,000	155,000				195,000	55,000		140,000			
1.577	IW - Environmental Operations	1,845,000					1,845,000			1,845,000			
1.578	Environmental Protection	715,372	285,000				1,000,372			1,000,372			
1.911	911 Call Answer	-					-			-			
1.913	913 Fire Dispatch	145,000					145,000			145,000			
2.610	Saanich Peninsula Water Supply	304,000			4,068,028		4,372,028		-	60,000		4,312,028	
2.620	Highland Water (SSI)				98,792		98,792	98,792					
2.621	Highland & Fernwood Water (SSI)	40,000			140,000		180,000		-		140,000	40,000	
2.622	Cedars of Tuam Water (SSI)	5,000			5,000		10,000		-		-	10,000	
2.624	Beddis Water (SSI)	30,000			-		30,000		-		-	30,000	
2.626	Fulford Water (SSI)	13,000			160,000		173,000		-		70,000	103,000	
2.628	Cedar Lane Water (SSI)				77,400		77,400	33,500	-		-	43,900	
2.630	Magic Lake Estates Water (Pender)	205,000			290,000		495,000		-		2,500	292,500	200,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	8,000			390,000		398,000		-		390,000	8,000	
2.642	Skana Water (Mayne)	75,000			45,000		120,000		75,000			45,000	
2.650	Port Renfrew Water	30,000			-		30,000	20,000	-		-	10,000	
2.665	Sticks Allison Water (Galiano)	-			5,000		5,000					5,000	
2.667	Surfside Park Estates (Mayne)	25,000			-		25,000		-			25,000	
2.670	Regional Water Supply	8,195,000	1,427,250	5,150,000	11,550,000	1,495,000	27,817,250	24,072,000	-	1,205,250	40,000		2,500,000
2.680	JDF Water Distribution	1,080,000	1,060,000	265,000	35,786,000		38,191,000	14,605,000	6,100,000	1,060,000		10,675,000	5,751,000
2.681	Florence Lake Water				300,000		300,000		300,000				
2.691	Wilderness Mountain Water Service				65,000		65,000		-		45,000	20,000	
3.701	Millstream Site Remediation					750,000	750,000	457,500			292,500		
3.705	SSI Septage / Composting				414,158		414,158		-		303,462	77,500	33,196
3.718	Saanich Peninsula Wastewater	67,500			3,070,000		3,137,500	50,000	-	417,500		2,670,000	
3.798C	Debt - Core Area Wastewater Treatment Program	120,000	133,000		36,932,000		37,185,000	1,610,100	18,279,000	828,000	14,992,900	1,475,000	
3.810	Ganges Sewer Utility (SSI)	190,000			487,500		677,500		-		140,000	537,500	
3.820	Malview Sewer Utility (SSI)				300,000		300,000		300,000		-	-	
3.830	Magic Lake Sewer Utility (Pender)	5,000			4,100,000		4,105,000		1,900,100		2,202,400	2,500	
3.850	Port Renfrew Sewer				75,000		75,000		-		60,000	15,000	
TOTAL		19,923,342	5,141,485	22,129,264	128,218,893	7,655,002	183,067,986	49,492,773	35,549,100	10,829,058	23,280,901	53,765,523	10,150,631

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2023													
Schedule B													
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other
													TOTAL
1.011	Board Expenditures	21,500					21,500			21,500			21,500
1.014	CAO / Corporate Services	9,328					9,328			9,328			9,328
1.015	Real Estate	-					-			-			-
1.016	Human Resources	4,695					4,695			4,695			4,695
1.017	Finance	237,421					237,421	200,000		37,421			237,421
1.018	Health & Capital Planning Strategies	2,066					2,066			2,066			2,066
1.022	Information Technology	1,295,136	-				1,295,136	1,281,000		14,136			1,295,136
1.024	GM - Planning & Protective Services	2,066					2,066			2,066			2,066
1.025	Corporate Emergency	6,000					6,000			6,000			6,000
1.027	First Nations Relations	3,631					3,631			3,631			3,631
1.105	Facilities Management	25,000	115,000				140,000	-		140,000			140,000
1.106	Facilities and Risk		-	1,515,000			1,515,000	-		-	-	1,515,000	1,515,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000				-	5,000
1.109	JDF Admin. Expenditures	-					-			-			-
1.110	SGI Admin. Expenditures	1,530					1,530			1,530			1,530
1.111	SSI Admin. Expenditures	1,650					1,650			1,650			1,650
1.118	Corporate Communications	227,066					227,066			2,066		225,000	227,066
1.123	Family Court Building			1,120,000			1,120,000	-			500,000	620,000	-
1.137	Galiano Island Community Use Building			-			-					-	-
1.141	SSI Public Library			-			-					-	-
1.226	Health Facilities - VIHA	400,000		1,115,000	-		1,515,000	-				1,315,000	200,000
1.235	SGI Small Craft Harbour Facilities				125,000		125,000	-	-			125,000	-
1.236	SSI Small Craft Harbour (Fernwood Dock)				150,000		150,000				50,000	100,000	150,000
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000	40,000
1.238B	Community Transportation (SSI)				431,500		431,500				365,000	66,500	431,500
1.280	Regional Parks	107,000	507,000	-	5,322,000	5,000,000	10,936,000	-	5,000,000	507,000	1,868,000	3,561,000	10,936,000
1.290	Royal Theatre	-		730,000			730,000	-			-	380,000	350,000
1.295	McPherson Theatre	-		325,000			325,000	-				325,000	325,000
1.297	Arts Grants and Development	-					-			-			-
1.310	Land Banking and Housing	4,000		150,425,666			150,429,666		17,000,000	4,000	5,742,866		127,682,800
1.313	Animal Care Services	4,120	18,000	-			22,120			22,120			-
1.318	Building Inspection	6,000	50,000				56,000			56,000			56,000
1.323	ByLaw Services	1,010	15,000				16,010			16,010			16,010
1.324	Regional Planning Services	43,000					43,000			43,000			43,000
1.325	Community Planning	2,410			-		2,410			2,410	-		2,410
1.335	Geo-Spatial Referencing	45,000					45,000			45,000			45,000
1.350	Willis Point Fire	66,000	650,000	18,000			734,000		275,000	441,000		18,000	734,000
1.352	South Galiano Fire	5,800	-	-			5,800		-	5,800			5,800
1.353	Otter Point Fire	28,300		40,000			68,300			28,300		40,000	68,300
1.356	Pender Island Fire	10,000	-	-			10,000			10,000		-	10,000
1.357	East Sooke Fire	16,295	-	-			16,295	-		16,295		-	16,295
1.358	Port Renfrew Fire	-					-			-			-
1.360	Shirley Fire Department	-					-			-			-
1.369	Electoral Area Fire Services	-					-					-	-
1.370	JDF Emergency Program	7,470					7,470			7,470			7,470
1.372	Emergency Planning Coordination	-					-			-			-
1.373	SGI Emergency Program	-					-					-	-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000			10,000
1.405	JDF EA Community Parks & Recreation				-	50,000	50,000				50,000		50,000
1.40x	SEAPARC	262,000	-	50,000	1,025,000	-	1,337,000		-	102,000	750,000	485,000	1,337,000
1.44X	Panorama Recreation	253,832	26,000	180,000	-	-	459,832	-	-	279,832	55,000	125,000	459,832
1.455	SSI Community Parks	15,000	40,000		1,095,000		1,150,000		1,000,000	15,000	55,000	80,000	1,150,000
1.458	SSI Community Recreation	5,000			300,000		305,000			5,000	200,000	100,000	305,000
1.459	SSI Park Land & Rec Programs	62,500		8,225,000	90,000	700,000	9,077,500	-	8,000,000	62,500	75,000	940,000	9,077,500
1.465	Saturna Island Community Parks				13,000		13,000					13,000	13,000
1.475	Mayne Island Community Parks	-		5,000	10,000		15,000					15,000	15,000

2023

Schedule B

		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	Pender Island Community Parks				91,000		91,000					91,000		91,000
1.495	Galiano Community Parks				10,000		10,000	-			-	10,000		10,000
1.521	Environmental Resource Management	283,000		-	18,568,000		18,851,000	-		1,233,000		17,618,000		18,851,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	15,660					15,660			15,660				15,660
1.576	Environmental Engineering Services	40,000	40,000				80,000	-		80,000				80,000
1.577	IW - Environmental Operations	663,500					663,500			663,500				663,500
1.578	Environmental Protection	118,487	45,000				163,487			163,487				163,487
1.911	911 Call Answer	1,000,000					1,000,000			1,000,000				1,000,000
1.913	913 Fire Dispatch	-					-			-				-
2.610	Saanich Peninsula Water Supply	-			2,820,000		2,820,000		2,550,000	60,000		210,000		2,820,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	240,000			765,000		1,005,000		805,000		200,000	-		1,005,000
2.622	Cedars of Tuam Water (SSI)	15,000			270,000		285,000		97,000		188,000	-		285,000
2.624	Beddis Water (SSI)	-			63,000		63,000		-		-	63,000		63,000
2.626	Fulford Water (SSI)	831,000			-		831,000		500,000		300,000	31,000		831,000
2.628	Cedar Lane Water (SSI)				236,500		236,500	-	90,000		140,000	6,500		236,500
2.630	Magic Lake Estates Water (Pender)	-			325,000		325,000		-		-	25,000	300,000	325,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	58,000			30,000		88,000		53,000		20,000	15,000		88,000
2.642	Skana Water (Mayne)	674,120			35,000		709,120		709,120			-		709,120
2.650	Port Renfrew Water	10,000			1,638,918		1,648,918	-	50,000		1,573,918	25,000		1,648,918
2.665	Sticks Allison Water (Galiano)	5,000			-		5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)	-			15,000		15,000		-			15,000		15,000
2.670	Regional Water Supply	3,135,000	406,000	3,060,000	17,735,000	895,000	25,231,000	12,625,000	9,700,000	406,000	-		2,500,000	25,231,000
2.680	JDF Water Distribution	165,000	270,000	265,000	10,655,000		11,355,000	5,965,000	5,100,000	270,000		20,000	-	11,355,000
2.681	Florence Lake Water				-		-							-
2.691	Wilderness Mountain Water Service				500,000		500,000		500,000		-	-		500,000
3.701	Millstream Site Remediation			-			-	-			-			-
3.705	SSI Septage / Composting				180,000		180,000		-		-	180,000	-	180,000
3.718	Saanich Peninsula Wastewater	-			550,000		550,000	50,000	-	150,000		350,000		550,000
3.798C	Debt - Core Area Wastewater Treatment Program		263,000		8,030,100		8,293,100	1,331,100	6,800,000	162,000	-	-		8,293,100
3.810	Ganges Sewer Utility (SSI)	607,000			800,000		1,407,000		1,330,000		-	77,000		1,407,000
3.820	Malview Sewer Utility (SSI)				1,910,000		1,910,000		1,910,000		-	-		1,910,000
3.830	Magic Lake Sewer Utility (Pender)	-			4,600,000		4,600,000		1,666,800		2,933,200	-		4,600,000
3.850	Port Renfrew Sewer				150,000		150,000		150,000		-	-		150,000
TOTAL		11,052,593	2,445,000	167,078,666	78,579,018	6,645,000	265,800,277	21,457,100	63,285,920	6,128,473	15,070,984	28,825,000	131,032,800	265,800,277

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2024													
Schedule B													
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other
													TOTAL
1.011	Board Expenditures	37,000					37,000			37,000			37,000
1.014	CAO / Corporate Services	5,728					5,728			5,728			5,728
1.015	Real Estate	2,066					2,066			2,066			2,066
1.016	Human Resources	6,260					6,260			6,260			6,260
1.017	Finance	155,949					155,949	100,000		55,949			155,949
1.018	Health & Capital Planning Strategies	1,565					1,565			1,565			1,565
1.022	Information Technology	1,708,084	-				1,708,084	1,661,000		47,084			1,708,084
1.024	GM - Planning & Protective Services	-					-			-			-
1.025	Corporate Emergency	8,000					8,000			8,000			8,000
1.027	First Nations Relations	1,565					1,565			1,565			1,565
1.105	Facilities Management	10,000	50,000				60,000	-		60,000			60,000
1.106	Facilities and Risk		-	1,100,000			1,100,000	-		-	500,000	600,000	1,100,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000				-	5,000
1.109	JDF Admin. Expenditures	-					-			-			-
1.110	SGI Admin. Expenditures	-					-			-			-
1.111	SSI Admin. Expenditures	5,400					5,400			5,400			5,400
1.118	Corporate Communications	178,130					178,130			3,130		175,000	178,130
1.123	Family Court Building			135,000			135,000	-		-	-	85,000	135,000
1.137	Galiano Island Community Use Building			-			-			-		-	-
1.141	SSI Public Library			-			-			-		-	-
1.226	Health Facilities - VIHA	-		925,000	-		925,000	-				550,000	925,000
1.235	SGI Small Craft Harbour Facilities				175,000		175,000	-	-			175,000	175,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		-			-		-	-
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000	40,000
1.238B	Community Transportation (SSI)				96,000		96,000				60,000	36,000	96,000
1.280	Regional Parks	61,000	555,000	-	2,774,126	5,000,000	8,390,126	56,063	5,000,000	555,000	2,000,000	779,063	8,390,126
1.290	Royal Theatre	-		750,000			750,000	-		-		375,000	750,000
1.295	McPherson Theatre	-		300,000			300,000	-		-		300,000	300,000
1.297	Arts Grants and Development	-					-			-			-
1.310	Land Banking and Housing	10,000		42,500,000			42,510,000		8,500,000	10,000	-		34,000,000
1.313	Animal Care Services	4,205	18,000	-			22,205			22,205		-	22,205
1.318	Building Inspection	5,500	-				5,500			5,500			5,500
1.323	ByLaw Services	1,030	15,000				16,030			16,030			16,030
1.324	Regional Planning Services	7,000					7,000			7,000			7,000
1.325	Community Planning	3,910			-		3,910			3,910	-		3,910
1.335	Geo-Spatial Referencing	40,000					40,000			40,000			40,000
1.350	Willis Point Fire	6,000	-	3,500			9,500		-	6,000		3,500	9,500
1.352	South Galiano Fire	5,000	600,000	-			605,000		-	605,000			605,000
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000	55,000
1.356	Pender Island Fire	28,000	-				28,000			28,000		-	28,000
1.357	East Sooke Fire	16,551	160,000	-			176,551	-		176,551		-	176,551
1.358	Port Renfrew Fire	-					-			-			-
1.360	Shirley Fire Department	-					-			-			-
1.369	Electoral Area Fire Services	-					-			-		-	-
1.370	JDF Emergency Program	-					-			-		-	-
1.372	Emergency Planning Coordination	2,500					2,500			2,500			2,500
1.373	SGI Emergency Program	-					-			-		-	-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000			10,000
1.405	JDF EA Community Parks & Recreation				-	-	-			-			-
1.40x	SEAPARC	67,000	-	250,000	10,000	500,000	827,000		500,000	62,000	-	265,000	827,000
1.44X	Panorama Recreation	346,172	-	136,000	-	-	482,172	-	-	346,172	-	136,000	482,172
1.455	SSI Community Parks	5,000	-		100,000		105,000		-	5,000	55,000	45,000	105,000
1.458	SSI Community Recreation	5,000			5,000		10,000			5,000	-	5,000	10,000
1.459	SSI Park Land & Rec Programs	35,000		2,605,000	50,000	-	2,690,000	-	-	35,000	2,525,000	130,000	2,690,000
1.465	Saturna Island Community Parks				6,000		6,000					6,000	6,000
1.475	Mayne Island Community Parks	-		-	10,000		10,000					10,000	10,000

2024

Schedule B

		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	Pender Island Community Parks				31,450		31,450					31,450		31,450
1.495	Galiano Community Parks				15,500		15,500	-			-	15,500		15,500
1.521	Environmental Resource Management	283,000		350,000	10,950,000		11,583,000	250,000		283,000		11,050,000		11,583,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	80,000				120,000	-						120,000
1.577	IW - Environmental Operations	184,000					184,000			184,000				184,000
1.578	Environmental Protection	141,384	43,000				184,384			184,384				184,384
1.911	911 Call Answer	-					-			-				-
1.913	913 Fire Dispatch	-					-			-				-
2.610	Saanich Peninsula Water Supply	150,000			5,770,000		5,920,000		5,550,000	60,000		310,000		5,920,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	45,000			1,500,000		1,545,000		1,250,000		250,000	45,000		1,545,000
2.622	Cedars of Tuam Water (SSI)	-			1,474,000		1,474,000		508,000		966,000	-		1,474,000
2.624	Beddis Water (SSI)	160,000			446,000		606,000		290,000		200,000	116,000		606,000
2.626	Fulford Water (SSI)	710,000			-		710,000		700,000		-	10,000		710,000
2.628	Cedar Lane Water (SSI)				30,000		30,000	-	-		-	30,000		30,000
2.630	Magic Lake Estates Water (Pender)	-			140,000		140,000		-		-	140,000	-	140,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			645,600		645,600		225,000		420,600	-		645,600
2.642	Skana Water (Mayne)	-			-		-		-		-	-		-
2.650	Port Renfrew Water	260,000			200,000		460,000	-	450,000		-	10,000		460,000
2.665	Sticks Allison Water (Galiano)	-			-		-				-	-		-
2.667	Surfside Park Estates (Mayne)				500,000		500,000		500,000		-	-		500,000
2.670	Regional Water Supply	1,105,000	290,000	60,000	19,925,000	590,000	21,970,000	14,580,000	7,100,000	290,000	-		-	21,970,000
2.680	JDF Water Distribution	165,000	400,000	265,000	6,535,000		7,365,000	6,945,000	-	400,000		20,000	-	7,365,000
2.681	Florence Lake Water				-		-		-			-		-
2.691	Wilderness Mountain Water Service				-		-		-			-		-
3.701	Millstream Site Remediation					-	-	-			-	-		-
3.705	SSI Septage / Composting				2,000,000		2,000,000		2,000,000		-	-	-	2,000,000
3.718	Saanich Peninsula Wastewater	1,180,000			1,285,000		2,465,000	-	2,015,000	150,000		300,000		2,465,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		11,280,000		11,280,000	-	11,150,000	130,000	-	-		11,280,000
3.810	Ganges Sewer Utility (SSI)	25,000			-		25,000		-			25,000		25,000
3.820	Malview Sewer Utility (SSI)				41,000		41,000		-		32,000	9,000		41,000
3.830	Magic Lake Sewer Utility (Pender)	-			709,350		709,350		189,180		520,170	-		709,350
3.850	Port Renfrew Sewer				1,350,000		1,350,000		1,350,000		-	-		1,350,000
TOTAL		7,247,999	2,211,000	49,424,500	68,094,026	6,090,000	133,067,525	23,597,063	47,277,180	3,996,999	7,533,770	15,862,513	34,800,000	133,067,525

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2025													
Schedule B													
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other
													TOTAL
1.011	Board Expenditures	96,500					96,500			96,500			96,500
1.014	CAO / Corporate Services	4,132					4,132			4,132			4,132
1.015	Real Estate	1,033					1,033			1,033			1,033
1.016	Human Resources	-					-			-			-
1.017	Finance	22,386					22,386	-		22,386			22,386
1.018	Health & Capital Planning Strategies	3,130					3,130			3,130			3,130
1.022	Information Technology	2,019,272	-				2,019,272	1,989,000		30,272			2,019,272
1.024	GM - Planning & Protective Services	-					-			-			-
1.025	Corporate Emergency	-					-			-			-
1.027	First Nations Relations	-					-			-			-
1.105	Facilities Management	10,000	50,000				60,000	-		60,000			60,000
1.106	Facilities and Risk		-	1,700,000			1,700,000	-		-	750,000	950,000	1,700,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000				-	5,000
1.109	JDF Admin. Expenditures	-					-			-			-
1.110	SGI Admin. Expenditures	-					-			-			-
1.111	SSI Admin. Expenditures	2,750					2,750			2,750			2,750
1.118	Corporate Communications	1,033					1,033			1,033		-	1,033
1.123	Family Court Building			10,000			10,000	-		-	-	10,000	10,000
1.137	Galiano Island Community Use Building			-			-			-		-	-
1.141	SSI Public Library			-			-			-		-	-
1.226	Health Facilities - VIHA	-		955,000	75,000		1,030,000	-				370,000	660,000
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-	-			50,000	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		-			-		-	-
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000	40,000
1.238B	Community Transportation (SSI)				106,000		106,000				60,000	46,000	106,000
1.280	Regional Parks	63,000	370,000	385,000	5,417,000	5,000,000	11,235,000	-	5,000,000	370,000	2,000,000	3,865,000	11,235,000
1.290	Royal Theatre	-		1,793,000			1,793,000	-			-	93,000	1,793,000
1.295	McPherson Theatre	-		300,000			300,000	-			-	300,000	300,000
1.297	Arts Grants and Development	-					-			-			-
1.310	Land Banking and Housing	2,000		-			2,000		-	2,000	-	-	2,000
1.313	Animal Care Services	-	-	-			-			-		-	-
1.318	Building Inspection	4,500	-				4,500			4,500			4,500
1.323	ByLaw Services	-	-				-			-			-
1.324	Regional Planning Services	5,000					5,000			5,000			5,000
1.325	Community Planning	-			-		-			-			-
1.335	Geo-Spatial Referencing	-					-			-			-
1.350	Willis Point Fire	56,000	-	-			56,000		-	56,000		-	56,000
1.352	South Galiano Fire	5,000	-	-			5,000		-	5,000			5,000
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000	55,000
1.356	Pender Island Fire	105,000	-	-			105,000			105,000		-	105,000
1.357	East Sooke Fire	19,512	-	-			19,512	-		19,512		-	19,512
1.358	Port Renfrew Fire	-					-			-			-
1.360	Shirley Fire Department	-					-			-			-
1.369	Electoral Area Fire Services	-					-			-		-	-
1.370	JDF Emergency Program	-					-			-			-
1.372	Emergency Planning Coordination	-					-			-			-
1.373	SGI Emergency Program	-					-			-			-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000			10,000
1.405	JDF EA Community Parks & Recreation				-	-	-			-			-
1.40x	SEAPARC	87,000	40,000	100,000	200,000	-	427,000		-	122,000	-	305,000	427,000
1.44X	Panorama Recreation	533,262	-	250,000	-	-	783,262	-	-	398,262	-	385,000	783,262
1.455	SSI Community Parks	5,000	55,000		85,000		145,000		-	60,000	55,000	30,000	145,000
1.458	SSI Community Recreation	5,000			-		5,000			5,000	-	-	5,000
1.459	SSI Park Land & Rec Programs	40,000		55,000		100,000	195,000	-	-	30,000	25,000	140,000	195,000
1.465	Saturna Island Community Parks				6,000		6,000					6,000	6,000
1.475	Mayne Island Community Parks	-		-	15,000		15,000					15,000	15,000

2025

Schedule B

		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	Pender Island Community Parks				-		-					-		-
1.495	Galiano Community Parks				4,900		4,900	-			-	4,900		4,900
1.521	Environmental Resource Management	285,000		-	2,700,000		2,985,000	-		285,000		2,700,000		2,985,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	45,000					-		85,000				85,000
1.577	IW - Environmental Operations	705,000					705,000			705,000				705,000
1.578	Environmental Protection	54,350	90,000				144,350			144,350				144,350
1.911	911 Call Answer	-					-			-				-
1.913	913 Fire Dispatch	-					-			-				-
2.610	Saanich Peninsula Water Supply				5,324,000		5,324,000		4,500,000	60,000		764,000		5,324,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	40,000			-		40,000		-		-	40,000		40,000
2.622	Cedars of Tuam Water (SSI)	-			-		-		-		-	-		-
2.624	Beddis Water (SSI)				-		-				-	-		-
2.626	Fulford Water (SSI)	700,000			-		700,000		700,000		-	-		700,000
2.628	Cedar Lane Water (SSI)				10,000		10,000	-	-		-	10,000		10,000
2.630	Magic Lake Estates Water (Pender)	-			47,000		47,000		-		-	47,000	-	47,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-		-		-	-		-
2.642	Skana Water (Mayne)				-		-		-			-		-
2.650	Port Renfrew Water	10,000			-		10,000	-	-		-	10,000		10,000
2.665	Sticks Allison Water (Galiano)	-			-		-					-		-
2.667	Surfside Park Estates (Mayne)				1,500,000		1,500,000		1,500,000			-		1,500,000
2.670	Regional Water Supply	925,000	450,000	40,000	20,725,000	430,000	22,570,000	15,780,000	6,340,000	450,000	-		-	22,570,000
2.680	JDF Water Distribution	165,000	240,000	265,000	6,330,000		7,000,000	6,740,000	-	240,000		20,000	-	7,000,000
2.681	Florence Lake Water				-		-	-				-		-
2.691	Wilderness Mountain Water Service				-		-		-			-		-
3.701	Millstream Site Remediation			-			-	-				-		-
3.705	SSI Septage / Composting				50,000		50,000		-		40,000	10,000	-	50,000
3.718	Saanich Peninsula Wastewater	-			560,000		560,000	-	350,000	150,000		60,000		560,000
3.798C	Debt - Core Area Wastewater Treatment Program		-		17,380,000		17,380,000	-	17,350,000	30,000	-	-		17,380,000
3.810	Ganges Sewer Utility (SSI)	-			-		-		-			-		-
3.820	Malview Sewer Utility (SSI)				-		-		-			-		-
3.830	Magic Lake Sewer Utility (Pender)	-			-		-		-			-		-
3.850	Port Renfrew Sewer				400,000		400,000		400,000		-	-		400,000
TOTAL		6,045,860	1,340,000	5,898,000	61,024,900	5,530,000	79,838,760	24,514,000	36,140,000	3,583,860	2,935,000	10,305,900	2,360,000	79,838,760

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2026														
Schedule B														
		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	50,000					50,000			50,000				50,000
1.014	CAO / Corporate Services	4,132					4,132			4,132				4,132
1.015	Real Estate	-					-			-				-
1.016	Human Resources	1,033					1,033			1,033				1,033
1.017	Finance	15,557					15,557	-		15,557				15,557
1.018	Health & Capital Planning Strategies	-					-			-				-
1.022	Information Technology	1,751,746	-				1,751,746	1,704,000		47,746				1,751,746
1.024	GM - Planning & Protective Services	1,565					1,565			1,565				1,565
1.025	Corporate Emergency	-					-			-				-
1.027	First Nations Relations	1,033					1,033			1,033				1,033
1.105	Facilities Management	10,000	-				10,000	-		10,000				10,000
1.106	Facilities and Risk		-	135,000			135,000	-		-		135,000		135,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000				-		5,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	8,900					8,900			8,900				8,900
1.118	Corporate Communications	6,229					6,229			6,229		-		6,229
1.123	Family Court Building			-			-	-		-		-	-	-
1.137	Galiano Island Community Use Building			-			-			-		-		-
1.141	SSI Public Library			-			-			-		-		-
1.226	Health Facilities - VIHA	-		937,500	-		937,500	-				737,500	200,000	937,500
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-	-			50,000	-	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		-			-		-		-
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)				118,000		118,000				80,000	38,000		118,000
1.280	Regional Parks	69,000	230,000	-	2,477,000	5,000,000	7,776,000	60,000	5,000,000	230,000	-	2,486,000		7,776,000
1.290	Royal Theatre	-					-	-		-		-	-	-
1.295	McPherson Theatre	-		238,000			238,000	-				238,000		238,000
1.297	Arts Grants and Development	-					-			-				-
1.310	Land Banking and Housing	2,000		-			2,000		-	2,000	-		-	2,000
1.313	Animal Care Services	-	-	-			-			-			-	-
1.318	Building Inspection	6,000	50,000				56,000			56,000				56,000
1.323	ByLaw Services	-	-				-			-				-
1.324	Regional Planning Services	3,000					3,000			3,000				3,000
1.325	Community Planning	-			-		-			-				-
1.335	Geo-Spatial Referencing	-					-			-				-
1.350	Willis Point Fire	-	-	-			-		-	-		-		-
1.352	South Galiano Fire	10,000	-	-			10,000		-	10,000				10,000
1.353	Otter Point Fire	20,000		40,000			60,000			20,000		40,000		60,000
1.356	Pender Island Fire	23,000	-	-			23,000			23,000		-		23,000
1.357	East Sooke Fire	41,578	-	-			41,578	-		41,578		-		41,578
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.369	Electoral Area Fire Services	-					-			-		-		-
1.370	JDF Emergency Program	-					-			-				-
1.372	Emergency Planning Coordination	-					-			-				-
1.373	SGI Emergency Program	-					-			-		-		-
1.375	Hazardous Material Incident Response	-					-			-				-
1.405	JDF EA Community Parks & Recreation				-	-	-			-				-
1.40x	SEAPARC	242,000	-	151,000	25,000	-	418,000		-	47,000		371,000		418,000
1.44X	Panorama Recreation	432,630	-	305,000	-	-	737,630	-	-	432,630	-	305,000		737,630
1.455	SSI Community Parks	5,000	-		90,000		95,000		-	5,000	30,000	60,000	-	95,000
1.458	SSI Community Recreation	5,000			5,000		10,000			5,000		5,000		10,000
1.459	SSI Park Land & Rec Programs	40,000		25,000	-	-	65,000	-	-	40,000	25,000	-		65,000
1.465	Saturna Island Community Parks				-		-			-		-		-
1.475	Mayne Island Community Parks	-		-	-		-			-		-		-

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN									
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2026

Schedule B

2020		CAPITAL EXPENDITURE						SOURCE OF FUNDING							Schedule D
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL	
1.485	Pender Island Community Parks				-		-					-		-	
1.495	Galiano Community Parks				24,000		24,000	-			-	24,000		24,000	
1.521	Environmental Resource Management	350,000		-	1,850,000		2,200,000	150,000		350,000		1,700,000		2,200,000	
1.523	Port Renfrew Refuse Disposal				-		-					-		-	
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000	
1.576	Environmental Engineering Services	40,000	45,000				85,000	-		85,000				85,000	
1.577	IW - Environmental Operations	615,000					615,000			615,000				615,000	
1.578	Environmental Protection	123,372	43,000				166,372			166,372				166,372	
1.911	911 Call Answer	-					-			-				-	
1.913	913 Fire Dispatch	-					-			-				-	
2.610	Saanich Peninsula Water Supply	-			510,000		510,000		300,000	60,000		150,000		510,000	
2.620	Highland Water (SSI)				-		-	-						-	
2.621	Highland & Fernwood Water (SSI)	-			-		-		-		-	-		-	
2.622	Cedars of Tuam Water (SSI)	-			-		-		-		-	-		-	
2.624	Beddis Water (SSI)	-			-		-			-		-		-	
2.626	Fulford Water (SSI)	700,000			-		700,000		700,000		-	-		700,000	
2.628	Cedar Lane Water (SSI)				-		-	-	-		-	-		-	
2.630	Magic Lake Estates Water (Pender)	-			145,000		145,000		145,000		-	-	-	145,000	
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-		-		-	-		-	
2.642	Skana Water (Mayne)	-			-		-		-		-	-		-	
2.650	Port Renfrew Water	10,000			200,000		210,000	-	200,000		-	10,000		210,000	
2.665	Sticks Allison Water (Galiano)	-			-		-					-		-	
2.667	Surfside Park Estates (Mayne)	-			-		-		-			-		-	
2.670	Regional Water Supply	735,000	200,000	40,000	3,000,000	235,000	4,210,000	4,010,000	-	200,000	-		-	4,210,000	
2.680	JDF Water Distribution	125,000	124,000	265,000	5,810,000		6,324,000	6,200,000		124,000		-	-	6,324,000	
2.681	Florence Lake Water				-		-		-					-	
2.691	Wilderness Mountain Water Service				-		-		-		-	-		-	
3.701	Millstream Site Remediation				-	-	-	-			-	-		-	
3.705	SSI Septage / Composting				-		-		-		-	-	-	-	
3.718	Saanich Peninsula Wastewater	-			400,000		400,000	-	250,000	150,000		-		400,000	
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		1,510,000		1,510,000	-	1,500,000	10,000		-		1,510,000	
3.810	Ganges Sewer Utility (SSI)	-			-		-		-		-	-		-	
3.820	Malview Sewer Utility (SSI)				-		-		-		-	-		-	
3.830	Magic Lake Sewer Utility (Pender)	-			-		-		-		-	-		-	
3.850	Port Renfrew Sewer				-		-		-		-	-		-	
TOTAL		5,453,775	692,000	2,141,500	16,254,000	5,235,000	29,776,275	12,129,000	8,095,000	2,827,775	140,000	6,384,500	200,000	29,776,275	

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 04, 2022**

SUBJECT 2022 Federal Budget Highlights

ISSUE SUMMARY

To provide the Committee with a high level review of potential impacts on CRD services in the 2022 Federal Budget.

BACKGROUND

On April 7, 2022, Deputy Prime Minister and Minister of Finance Chrystia Freeland tabled the 2022 Federal Budget. This information report is intended to provide highlights on items relating to services provided by the Capital Regional District, Capital Regional Hospital District, and Capital Region Housing Corporation. While these highlights have been focused on organizational impacts, there was an attempt to include potential implications for member municipalities and electoral areas.

This is not intended to be a comprehensive budget review.

IMPLICATIONS

Refer to Appendix A for a CRD, CRHD, and CRHC perspective on the Federal Budget including potential impacts to member municipalities and electoral areas.

The hyperlinked [2022 Budget and Fiscal Plan](#)¹ is the main budget document from the Ministry of Finance that lays out the Federal Government's five-year fiscal plan, including economic outlook, revenues, spending, tax measures, and forecasting risks and assumptions.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: 2022 Federal Budget Highlights

¹ <https://budget.gc.ca/2022/pdf/budget-2022-en.pdf>

Highlights of the 2022 Federal Budget

The 2022 budget estimates the 2021-22 fiscal year deficit to be (\$114B) and the accumulated deficit to reach \$1.16T. The budget estimates continued annual deficits for the next 5 years of;

- 2022/23 \$52.8B deficit
- 2023/24 \$39.9B deficit
- 2024/25 \$27.8B deficit
- 2025/26 \$18.6B deficit
- 2026/27 \$8.4B deficit

Forecasted debt at the end of this 5 year budget will reach \$1.3T. Real GDP growth is projected to be 3.9% in 2022, and 3.1% in 2023 before leveling off to 2% for 2024 and beyond. The national unemployment rate is projected to be 5.8% in 2022 before normalizing to 5.5% for 2023 onwards.

Federal Budget Highlights Impacting CRD & Member Municipalities

1. Affordable Housing

- \$4B over five years, starting in 2022, to launch a new Housing Accelerator Fund for incentives and up-front funding in municipal housing planning and delivery to speed up development. **[CRHC, municipalities/EAs]**
\$1.5B over two years, starting in 2022, to extend the Rapid Housing Initiative. This new funding is expected to create at least 6,000 new affordable housing units, with at least 25 per cent of funding going towards women-focused housing projects. **[CRHC, municipalities/EAs]**
- *Investments in Co-Investment and Co-Operative housing;*
 - \$2.9B of advance funding for the National Housing Co-Investment Fund for supporting the construction and repair of homes for the most vulnerable. **[CRHC, municipalities/EAs]**
 - Including \$500 million to launch a new Co-operative Housing Development Program aimed at expanding co-op housing. **[CRHC, municipalities/EAs]**
 - \$1B in loans to be re-allocated from the Rental Construction Financing Initiative to support co-op housing projects. **[CRHC, municipalities/EAs]**
- \$150M over five years, starting in 2022-23, to Natural Resources Canada to develop the Canada Green Buildings Strategy that will drive building code reform. **[CRHC, building inspection, facilities, climate action, municipalities/EAs]**
- \$562M over two years, beginning in 2024-25, for Infrastructure Canada to continue providing doubled annual funding for the federal homelessness strategy. **[CRHC, municipalities/EAs]**
- \$475 million in 2022-23 to provide a one-time, \$500 payment to those facing housing affordability challenge. **[CRHC, municipalities/EAs]**
- Leveraging transit funding for housing. The pandemic had an impact on public transit ridership. On March 25, 2022, the government tabled a bill to authorize up to \$750 million to support municipalities as they address their public transit shortfalls. To increase the impact of this investment, the proposed funding will be conditional on Provinces matching the federal contribution to accelerate their municipalities to build more homes. **[CRHC, transportation, municipalities/EAs]**

2. Climate Action

- \$1.7B over five years to extend incentives for the Zero-Emission Vehicles program, in addition to increasing the maximum price per vehicle to \$65,000. **[climate action, fleet, municipalities/EAs]**
- Electric vehicle infrastructure
 - \$500M in large-scale urban and commercial ZEV charging and refueling. **[climate action, facilities, fleet, municipalities]**
 - \$400M to deploy ZEV charging infrastructure in sub-urban and remote communities. **[climate action, facilities, fleet, EAs]**
- \$548M over four years to launch a new purchase incentive program for medium- and heavy-duty ZEVs to help businesses upgrade their fleets. **[climate action, fleet, municipalities/EAs]**
- \$250M over four years to support pre-development activities of clean electricity projects of national significance, such as inter-provincial electricity transmission projects. **[climate action, municipalities/EAs]**
- \$600M over seven years for the Smart Renewables and Electrification Pathways Program to support additional renewable electricity and modernization projects. **[climate action, municipalities/EAs]**
- \$25M to establish Regional Strategic Initiatives to work with provinces, territories, and relevant stakeholders to develop net-zero energy plans. **[climate action, planning, municipalities/EAs]**

3. Reconciliation and Services

- \$11B over six years to support Indigenous children, families and communities, including housing, access to health, social and educational services. **[FNR, CRHC, health and planning, municipalities/EAs]**
 - \$400M to improve infrastructure on reserves, including \$247 million for water and wastewater infrastructure. **[water and wastewater services, municipalities/EAs]**
 - \$210M to help communities document, locate and memorialize burial sites at former residential schools including \$5M for RCMP to assist in community-led investigations into burial sites. **[FNR, municipalities/EAs]**
- \$30B over five years to build a Canada-wide early learning and child care system in collaboration with provinces, territories, and Indigenous partners. By 2025-26, the average child care fee for all regulated child care spaces across Canada will be \$10 a day. **[recreation, municipalities/EAs]**

4. Jobs and Growth

- \$84.2M over four years to double funding for the Union Training and Innovation Program, to succeed in skilled trades. **[human resources, various services across the CRD, municipalities/EAs]**
- \$15B over five years for the establishment of the Canada Growth Fund to attract private sector investment and will target 3 dollars of private for every 1 dollar of public capital. **[various services across the CRD, municipalities/EAs]**

5. Other Areas of Interest with Potential Service Implications

Affordable Housing

- Introduction of a Multigenerational Home Renovation Tax Credit, which would provide up to \$7,500 in support for constructing a secondary suite for a senior or an adult. **[CRHC, municipalities/EAs]**
- Introduction of a Tax-Free First Home Savings Account for first-time home buyers – similar to the RRSP program except non-taxable, they can save up to \$40,000.
- Doubling the First-Time Home Buyers' Tax Credit amount to \$10,000, providing direct support to home buyers, applying to homes purchased on or after January 1, 2022.
- Doubling the expense limit of the Home Accessibility Tax Credit to \$20,000 for accessibility renovations or alterations. **[health and planning, municipalities/EAs]**
- Anti-flipping rules introduces new legislation that residential property sales with less than 12 months ownership would be subject to full taxation of gains.
- Prohibition of foreign enterprises and people who are not Canadian citizens or permanent residents from acquiring non-recreational, residential property in Canada for a period of two years.

Climate Action

- Additional \$2.0B over nine years to renew and expand the Oceans Protection Plan. **[FNR, EAs]**
- \$43.5M over five years and \$8.7 million ongoing to create a new Canada Water Agency. **[water services FNR, EAs]**
- \$19.6M in 2022-23 to sustain the Freshwater Action Plan. **[various water services]**
- Department of Finance will engage with experts to establish an investment tax credit of up to 30% focused on net-zero technologies, battery storage solutions, and clean hydrogen. **[climate action, fleet, facilities, municipalities/EAs]**

Reconciliation and Services

- \$5.3B to provide dental care for Canadians with incomes of less than \$90,000 annually, with full implementation by 2025. **[human resources, municipalities/EAs]**
- \$100M over three years for the Substance Use and Addictions Program to support harm reduction, treatment, and prevention at the community level. **[health and planning, municipalities/EAs]**
- \$140M over two years for the Wellness Together Canada portal that provides tools and services to support mental health and well-being. **[health and planning, municipalities/EAs]**
- \$100M over three years to support the mental health of Canadians most affected by COVID-19. **[human resources, municipalities/EAs]**

Jobs & Growth

- Providing ten days of paid sick leave for all federally regulated private sector employees.