



**CVRD**  
BRITISH COLUMBIA

2021

# ANNUAL REPORT

FOR THE YEAR ENDED  
DECEMBER 31, 2021



**COWICHAN VALLEY REGIONAL DISTRICT**  
**2021 CVRD ANNUAL REPORT**

Prepared by:  
CVRD Finance Dept.  
CVRD Communications and Engagement Dept.

For the year ended December 31, 2021

CVRD Office: 175 Ingram Street | Duncan, British Columbia

We acknowledge that for thousands of years the  
Quw’utsun, Malahat, Ts’uubaa-asatx, Halalt, Penelakut,  
Stz’uminus, Lyackson, Pauquachin, Ditidaht & Pacheedaht  
Peoples have walked gently on the unceded territories  
where we now work.

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# LETTER

## FROM THE BOARD CHAIR

On behalf of the Cowichan Valley Regional District (CVRD) Board of Directors, I am proud to share the 2021 Annual Report.

Now approaching the end of our 2018-2022 term of office, the CVRD has made tremendous progress on a number of key initiatives. 2021 was another challenging year for our Board, and the organization as a whole, as we responded to and began recovery from the unprecedented COVID-19 global pandemic. The pandemic and its unparalleled impact on our lives continued to be top of mind for us as we approached the governance of our region, and we are proud of our focused effort to balance sustainable and cost-effective service delivery with continuous improvement over the last year.

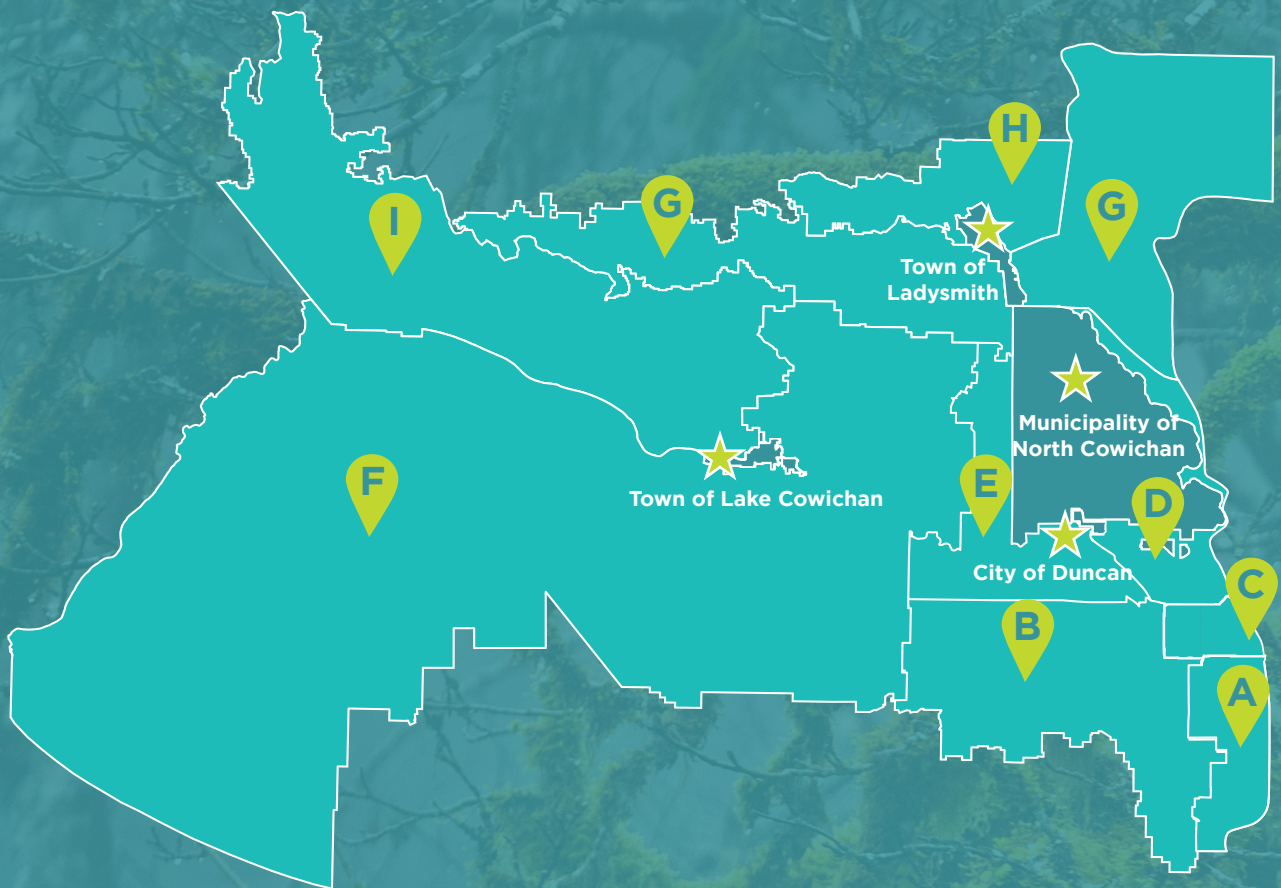
Looking back at 2021, this document provides highlights of our progress towards the focus areas of the 2020-2022 Strategic Plan. While it does not encapsulate all of the incredible work done by the CVRD over the last year to continue service provision and advance new projects and initiatives, the Annual Report allows us to showcase some of our major achievements and progress on the action items of our Strategic Plan. It's intended to build public confidence that our Board priority projects can progress in a timely manner, such as those associated with protection of our precious water resources, effective regional land use planning, and responsible, transparent management of our assets and finances.

Water supply, climate change adaptation and environmental matters continue to be priorities for our region. Engaging citizens, fiscal responsibility, and a renewed focus on core services remained key focus areas for the Board in this year of our term. Our diverse Board is united by our cautious optimism for the future of our region, our enthusiasm to deliver timely and efficient services, and our commitment to fostering engaged communities and informed residents. While this annual report outlines what we accomplished in 2021, it also speaks to the importance of moving forward and planning ahead.

I am extremely proud of our ability to shift and adapt to changing circumstances. While there are many indications that the worst of the pandemic is behind us, I anticipate our recovery from it will be a prevalent theme for those who step into the role of Directors during the next term of office. I am also in awe of our ability as a region of diverse and distinct communities to come together during these trying times to support one another, and it gives me great hope for the future. And I am confident that our Board, with the support of our dedicated staff across the region, will work together each and every day to ensure a high quality of life for our residents.



**Lori Iannidinardo**  
Chairperson, Cowichan Valley Regional District



## CVRD DIRECTORS

<b>AREA A</b> Mill Bay/Malahat: Blaise Salmon	<b>AREA F</b> Cowichan Lake South/ Skutz Falls: Ian Morrison	<b>TOWN OF LAKE COWICHAN</b> Tim McGonigle	<b>FIRST NATIONS TERRITORIES</b> Cowichan Tribes Stz'uminus First Nations Penelakut Tribe Ditidaht First Nation Malahat First Nation Pacheedaht First Nation Pauquachin First Nation Halalt First Nation Lyackson First Nation Ts'uubaa-asatx First Nation
<b>AREA B</b> Shawnigan Lake: Sierra Acton, Vice Chair	<b>AREA G</b> Saltair/Gulf Islands: Lynne Smith	<b>TOWN OF LADYSMITH</b> Aaron Stone	
<b>AREA C</b> Cobble Hill: Mike Wilson	<b>AREA H</b> North Oyster/Diamond: Ben Maartman	<b>CITY OF DUNCAN</b> Michelle Staples	
<b>AREA D</b> Cowichan Bay: Lori Iannidinardo, Chair	<b>AREA I</b> Youbou/Meade Creek: Klaus Kuhn	<b>MUNICIPALITY OF NORTH COWICHAN</b> Al Siebring	
<b>AREA E</b> Cowichan Station/ Sahtlam/Glenora: Alison Nicholson		<b>MUNICIPALITY OF NORTH COWICHAN</b> Kate Marsh	
		<b>MUNICIPALITY OF NORTH COWICHAN</b> Debra Toporowski	



# LETTER

## FROM THE CAO

I am pleased to submit the Cowichan Valley Regional District (CVRD) 2021 Annual Report. It is an opportunity to reflect upon 2021 and share our accomplishments with the public and our stakeholders.

The CVRD provides over 180 separate services to approximately 89,000 residents in four municipalities and nine electoral areas. Featuring a mosaic of distinct and unique communities, each with their own identities and aspirations, the regional district includes a rapidly growing population in the semirural southern electoral areas, the urban amenities and energy of our municipalities, and the more rural atmosphere of our western and northern communities. The CVRD's team of experienced professionals are committed to serving our residents. From providing technical expertise at community engagement sessions, to garbage/recycling management, emergency management, economic development, regional parks, recreation, land use planning, bylaw enforcement, fire protection, and water and sewer system planning and maintenance, CVRD staff consistently provide professional and dedicated service.

The CVRD Board of Directors and staff are guided by the 2020- 2022 Strategic Plan, which ensures appropriate effort is placed on continuing to provide quality service to our residents while protecting our water resources and planning for a sustainable region now and into the future.

2021 saw unprecedented change in all aspects of our operations. COVID-related measures, staff changes, supply chain disruptions and increased demands for services all presented challenges, but also provided opportunities for creative solutions, many which have become incorporated into our practices into the future.

I want to thank our staff for their resilience and dedication during this time of change, allowing the CVRD to continue delivering quality service to the residents of the Cowichan Valley.



**Brian Carruthers,**  
Chief Administrative Officer  
Cowichan Valley Regional District

## REGIONAL SNAPSHOT

### Size of region

3,473 km<sup>2</sup>

### Population

89,013

45% in electoral areas (39,661)

55% in municipalities (49,352)

Population  
density  
per km<sup>2</sup>

25.6

Population  
growth  
(since 2016)

6.3%

Average  
age

47.0

### Number of households

37,290

### Average household income

\$65,191\* (\*2015 StatsCan)

### LARGEST INDUSTRIES

- Retail
- Health Care and Social Assistance
- Construction
- Education
- Public Administration

### LARGEST EMPLOYERS

- Catalyst Paper Corporation
- School District #79 (Cowichan Valley)
- Cowichan Tribes





## ORGANIZATIONAL STRUCTURE





# INITIATIVES



## COWICHAN LAKE WEIR REPLACEMENT

Significant work continued towards establishing a new weir on Cowichan Lake, made possible by a \$4 million grant from the BC Salmon Restoration and Innovation Fund (BCSRIF). Informed by public engagement undertaken in 2020, final design for the new weir structure was substantially completed as well as the shoreline impact assessment component of the project including field work, modelling and analysis. A multi-party, facilitated process was commenced to determine the proponents and structure to apply for a water licence and financial support for the construction and operation of the new weir.



## EMERGENCY RESPONSE

The CVRD experienced a large number of emergencies in 2021 and the Regional Emergency Operations Centre (REOC) was activated seven times over the course of the year. The REOC responded to a winter flooding, summer heat dome, unprecedented drought, two wildfires, atmospheric rivers and extreme cold. The range and intensity of natural events is increasing every year and has required the CVRD to explore a new model of emergency response for the region in 2022.



## COWICHAN REGIONAL CONNECTIVITY STRATEGY

In the first step towards improving digital connectivity for communities across the region, Economic Development Cowichan launched the Internet Performance Test to measure internet speed and service quality. The goal of this initiative was to establish a better understanding the current state of connectivity, and focus efforts in areas with the greatest challenges. The test was the first step towards the development of a fulsome Cowichan Regional Connectivity Strategy, for which funding was secured through Island Coastal Economic Trust and Northern Development Initiative Trust in 2021, with further work on the strategy continuing in 2022.



## ASSET MANAGEMENT

In 2020 the CVRD Board approved funding for the procurement of an asset management software system to monitor and manage asset inventories, link infrastructure data to GIS and automate maintenance activities. In 2021 the CVRD began the implementation of the new software across divisions of the organization with numerous and high-value assets, greatly enhancing the ability for CVRD to further implement asset management best practices into its daily work. Going forward the asset management software will continue to be implemented into all CVRD departments.



## PANDEMIC RECOVERY

The CVRD continued to modify its operations in response to ongoing COVID-19 restrictions. All Board and Committee meetings were conducted virtually as were all public engagement initiatives and other meetings. Administrative staff worked from home where possible to limit the number of employees in office buildings and operational staff modified work procedures to limit exposure and ensure the safety of staff and the public. The CVRD provided space at the Cowichan Community Centre for public vaccination clinics through 2021. Additional costs to the CVRD associated with COVID-19 response were recovered through provincial COVID-19 grants.



## EMERGENCY DISPATCH SERVICE

The CVRD contracted the North Island 9-1-1 Corporation (NI911) as the new provider of Fire Dispatch Services for the region. NI911 was established in 1995 by six regional districts, including Mt. Waddington, Strathcona, Comox Valley, Qathet, School District 69 of Nanaimo, and Alberni-Clayoquot, to invest and maintain a diverse network of technology infrastructure across Vancouver Island to provide fire dispatch in local communities. This builds on work done to enhance regional emergency response in 2020 to establish the Cowichan Valley Fire Department Regional Mutual Aid Agreement, reciprocal system available to all 17 local fire departments throughout the region, the first time a single, regional agreement has been established in a regional district.



## REGIONAL RECREATION

The regional recreation funding initiative advanced in 2021 with the commissioning of a facility use analysis of the nine regionally significant recreation facilities. The Board has reviewed alternate funding models for the region's significant recreation facilities since 2015 and has approved moving forward with a usage-based funding model, including undertaking a public referendum on the usage-based model in October 2022. If approved, this funding model will ensure more equitable funding for the major recreation facilities throughout the region.



## REGIONAL SOLID WASTE MANAGEMENT PLAN

The CVRD continued to develop waste management strategies identified in the 2018 Solid Waste Management Plan (SWMP), which includes the requirement for improved waste reduction and diversion. Staff communicated directly with more than 5000 residents regarding curbside recycling, connected with thousands more through social media to provide food waste reduction strategies, seasonal waste reduction tips, wildlife awareness relating to waste management at home, and recycling centre information. A painted wood diversion program was implemented to reduce the volume of this material going to landfill, and 41 wood stove exchange rebates were issued, reducing the amount of wood stove smoke discharged into the atmosphere and promoting healthy air quality.



# STRATEGIC FOCUS AREAS





## OUR LIVELIHOODS

*Create opportunities aimed at building economic prosperity in our communities, and for all of our residents across the entire region.*

### ECONOMIC DEVELOPMENT INITIATIVES

In 2021, Economic Development Cowichan (EDC) played a significant leadership role in the region, launching numerous initiatives aimed at strengthening resilience in the business community.

In response to the unprecedented economic and social impacts of the COVID-19 pandemic on the region, EDC developed a regional recovery dashboard of indicators to track progress towards recovery. Published quarterly, the reports helped inform and guide the recovery efforts of local government, community organizations, businesses, and others.

EDC also launched an Employer Resource Guide, a repository of tools and strategies to assist local businesses in addressing challenges stemming from labour shortages. An accompanying blog series explores how Cowichan businesses are addressing this issue using innovative strategies, such as inclusive hiring practices and offering a living wage.

EDC continued its work with Vancouver Island Economic Developers Association on a tech attraction project with the aim of developing a robust technology sector on Vancouver Island. The resulting TechIsland.io website showcases the region's technology infrastructure, its leading-edge tech companies and highlights the unique amenities that contribute to Vancouver Island's excellent lifestyle in order to attract new tech companies to settle in the region. Existing local tech companies were invited to present to US Trade and Investment representatives at a virtual visit in May 2021.

In an effort to address the shortage of skilled tech workers in the region, Economic Development Cowichan and partners developed an inclusive industry-focused tech curriculum for Cowichan, which was completed in late 2021. The curriculum is the result of extensive research and engagement with the local tech and education sectors, and was designed to meet the unique needs of local employers. Once the program is implemented at Vancouver Island University's Cowichan Campus, students will no longer need to leave Cowichan for training, resulting in the retention of skilled tech workers with well-paying jobs in the Cowichan region.





## OUR COMMITMENTS

*Honour our commitments to Smart Growth management, local First Nations, meaningful community engagement, and significant climate action. Promote climate action initiatives, reduce our own greenhouse gas emissions, and protect our communities from the adverse impacts of climate change.*

### COWICHAN WEIR REPLACEMENT

Following the completion of feasibility and engineering design for the replacement of water storage infrastructure on Cowichan Lake in 2020, the recommended final design for a new weir was developed and presented to the public in 2021. Significant work was also completed on the shoreline assessment project, which included a survey of the present natural boundary of Cowichan Lake and modelling to understand how the new, higher Cowichan Lake Weir may affect the shoreline and impact shorefront property.



### REGIONAL HAZARD AND RISK ASSESSMENTS

In 2021 the CVRD continued to take actions related to the findings and recommendations of the Natural Hazard Risk Assessment for flood, sea level rise and slope failure to determine potential impacts to some of our communities. Following updated flood mapping for Shawnigan Lake, Cowichan River (Riverbottom and Koksilah road areas) in 2021, similar work was also completed for the Chemainus River floodplain mapping. Collaborative work with North Cowichan, Malahat First Nation, Halalt First Nation and Penelekut Tribe began on the process of developing a Integrated Flood Management Strategy for the Chemainus floodplain. The first phase to update historic and outdated flood mapping was initiated in 2021 to create a baseline, with the development of integrated plan to reduce flood risk based on updated mapping to be completed in 2022.





### COMMUNITY ENGAGEMENT

In late 2021 the CVRD launched Plan Your Cowichan, a new online engagement tool for residents to provide input on major initiatives and projects. Plan Your Cowichan makes it easier for users to register and engage in a multitude of ways, and replaces PlaceSpeak as the online engagement platform going forward. Through Plan Your Cowichan, the CVRD was able to connect with and hear from hundreds of residents in 2021 on important topics like the Harmonized Official Community Plan for Electoral Areas and the Regional Active Transportation Strategy.

### REGIONAL CLIMATE ADAPTATION STRATEGY

In 2021 the CVRD Board approved the Regional Climate Adaptation Strategy which reflects a collective approach to the climate emergency facing our communities. The document highlights areas in which the CVRD, member municipalities, community social service agencies and others will address the growing need for adaptation to the impacts of a changing climate as a component of the New Normal Cowichan Program. The strategy reflects an agreed upon unified vision, with five major goals and 45 actions across five theme areas. The supporting implementation strategy is anticipated to be tabled by the CVRD Board in 2022.



# OUR INFRASTRUCTURE

*Work within our financial means to provide and maintain the infrastructure systems required to meet the needs of our communities.*

## ASSET MANAGEMENT PLANNING

In 2020 the CVRD Board approved funding for the procurement of an asset management software system to monitor and manage asset inventories, link infrastructure data to GIS and automate maintenance activities. The implementation of the new software began in mid-2021, and Once complete, the use of this software and associated planning exercises will greatly enhance the ability for CVRD to further implement asset management best practices.

## INTER-REGIONAL TRANSIT ENHANCEMENT

Following stakeholder and public engagement for the CVRD – Regional District of Nanaimo (RDN) inter-regional transit initiative that was completed in 2020, planning and approval of key components of the inter-regional route continued in 2021 including finalizing route destinations, scheduling, fares, operations as well as fleet and infrastructure requirements. In early 2022, a formal funding and operating agreement between the CVRD, the RDN and BC Transit was approved, with the new Cowichan Express (NCX Route 70) launched on March 28, 2022.

## ACTIVE TRANSPORTATION PLANNING

In 2021 the CVRD made significant progress towards the development of Regional Active Transportation Plan, with the goal of promoting accessible, safe, convenient and enjoyable transportation options as an alternative to the private automobile. The project explores multi-modal network connections throughout the region, and also endeavors to tackle some of the most challenging issues for the region including climate change and equity.

As part of this project, in 2021 the CVRD completed a regional transportation inventory, community profiles and gap analysis, as well as initial community engagement to identify top priorities across the region and develop indicators for measuring success in creating new opportunities for greener commuting options. The final plan is anticipated to be drafted and circulated in mid-2022.



## OUR COMMUNITIES

*Work to enhance the livability of our communities for residents of all backgrounds and income levels.*

### OFFICIAL COMMUNITY PLAN FOR THE ELECTORAL AREAS

In 2021 the CVRD continued work on a major strategic initiative consisting of two-steps to harmonize and modernize the seven Electoral Area Official Community Plans (OCPs) and eight Zoning Bylaws to create one unified OCP and Zoning Bylaw for all Electoral Areas. The single harmonized OCP, adopted by the CVRD Board in October 2021, creates standardized information that enables clear, consistent and flexible policy, regulation and guidelines to ensure efficient and cost-effective decision-making and concluded step one.

The adoption of this policy represents the first time a single, unified document and process has been drafted to complete this task. The residents and elected officials should be congratulated for their work, as this represents the first time an amalgamation of this scale has been completed for electoral areas in a BC regional district.

Following the adoption of the single harmonized OCP for Electoral Areas, the CVRD developed an extensive public engagement process utilizing Plan Your Cowichan to engage in small-scale opportunities in the form of Community Circles. In 2021 a draft modernized OCP was tabled at the Electoral Area Services Committee, a process that will continue to be refined throughout 2022 and 2023.

### DEVELOPMENT SERVICES MODERNIZATION

In 2021 the CVRD launched the implementation of a land management and development tracking software system, a key component to modernize the development approval function of land use services. The development services modernization project is a two-year comprehensive review of CVRD development application processes to incorporate best practices as well as feedback through engagement with development industry stakeholders.

As part of this process, the CVRD undertook a comprehensive update to the development services section of its website to make it easier for residents and developers to access information and as well as digital application templates.





## OUR ENVIRONMENT

*We are committed to protecting our natural assets and diverse ecosystems for the benefit of the entire region, including its natural environment, and the current and future generations of people who choose to live here.*

### REGIONAL PARKS AND TRAILS

Regional and community parks and trails owned/managed by the CVRD continued to see overall increases in use during 2021 following an initial increase in 2020. Visitations to regional and community parks and trails in 2021 were up 16.7% year-over-year, and 53.4% since 2019. The CVRD Park and Trail Visitation Program tracks public use visitation at 20 different parks and trails through the implementation and tracking of 40 different recording locations. Collection typically occurs at park and trail access points using infrared trail counters and/or passive vehicle counters. As a result of increased usership in 2021, the CVRD continued to administer increased frequency of cleaning schedules to ensure clean surfaces and meet provincial guidelines for COVID-19.

The acquisition of a high-value waterfront property in Shawnigan Lake enabled the CVRD to expand the publicly accessible waterfront for residents and visitors to enjoy. The property includes dedicated parking for Masons Beach Park, a popular family-friendly waterfront beach park at the north end of the lake within the Village area. It also creates a safe access point for the Shawnigan Lake Rail Trail, a multi-purpose trail currently between Shawnigan Wharf Park and Masons Beach Park, with planned extension south to Old Mill Park.

Flooding conditions late in 2021 saw damage to and/or the closure of many community parks across the region, including multiple sections of the Cowichan Valley Trail. Some sections of the trail saw complete washouts where the trail remains inaccessible as of mid-2022 until significant repairs can be completed.





# LETTER

I am pleased to submit the Cowichan Valley Regional District's Annual Report. The purpose of this report is to present the financial results for the fiscal year ended December 31, 2021 including the Audit Report, Consolidated Financial Statements, and supplementary information for the year ended December 31, 2021.

FINANCIAL STATEMENTS

The financial statements are the responsibility of the CVRD's management and have been prepared in compliance with Section 376/377 of the *Local Government Act* and Section 167 of the *Community Charter* and in accordance with Generally Accepted Accounting Principles approved by the Public Sector Accounting Board and the Chartered Professional Accountants of Canada. The CVRD maintains a system of internal accounting controls, including policies and procedures, designed to safeguard the assets of the regional district as well as provide timely and reliable financial information.

The 2021 Financial Statements have been audited by KPMG Canada LLP, the CVRD's independent external auditor, who have expressed that in their opinion these statements present fairly, in all material aspects, the financial position of the Regional District as at December 31, 2021. The Independent Auditor's Report appears immediately following this letter.

STATEMENT OF FINANCIAL POSITION AND STATEMENT OF CHANGE IN NET DEBT

In 2021, the CVRD's financial position maintained stable with a change in the net financial asset position of \$13.62 million going to \$38.16 million. The increase was related to an increase in cash from less investing activities in portfolio investments, increase in operating reserves, and increased grant funding.

The CVRD's long-term debt decreased by \$1,175,428 and short-term debt increased by \$359,494. Member municipalities' debt decreased by \$3.09 million in 2021 which are offset by a decrease to financial assets in the form of debt recoverable from members and has no net effect on annual operating

surplus and accumulated surplus. Non-financial assets increased slightly in 2021 to \$163.25 million (2020 - \$161.11 million) as a result of an increase in tangible capital 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 business. The capital program was budgeted for \$28.62 million in 2021 with \$8.41 million expended in capital enhancement and repairs. Some of these projects will continue to completion in 2022. Capital expenditures were primarily financed through reserves, grants, debt, and taxation.

STATEMENT OF OPERATIONS

The accumulated surplus (revenues less expenses) was \$15.76 million in 2021 compared to \$13.22 million in 2020. The increase to accumulated surplus was largely the result of additional grant revenue.

The annual operating surplus of \$15.76 million translates to a corresponding increase in accumulated surplus from \$185.65 million to \$201.41 million. This increase is primarily due to increases in reserve funds for operating surplus and Community Works, as well as an increase in equity in tangible capital assets. The 2021 Tax Requisition increased 2.48% over the 2020, reason for the increase was due to increased costs to maintain service levels. The over tax requisition increase is in line with the 2021 consumer price index of increase of 2.5% for Victoria, BC.

Significant financial indicators to highlight for 2021 are as follows:

- Short-term Debt (Note 12 & 22) increased \$ 359,494 (15.9%) in 2021 from 2020;
- Long-term Debt (Note 12 & 23) decreased \$1,175,428 (7.9%) in 2021 from 2020;
- The regional district's operating surplus fund increased by \$7.4 million (30.2%)

THE FINANCIAL PLANNING PROCESS

The *Local Government Act* Sections 374 and 375 require regional districts to complete a 5-year financial plan and institute a public participation process to explain the plan. The financial plan in the form of a bylaw must be adopted by March 31 of each year. On March 23, 2022 the Board adopted the 2022-2026 Financial Plan as part of its financial planning process. The regional district has adopted a budget calendar that includes earlier adoption of the budget to allow for an improved capital spending process.

The regional district approved 45 new capital projects in the 2022-2026 Financial Plan resulting in over \$7 million budgeted in 2022 for new capital projects. The largest portion of this (39%) is budgeted for projects for the regions' community and regional parks and approximately a quarter of this (24%) is budgeted for projects for the regions' water and sewer utilities.

The remainder of the expenditures are for capital improvements to our existing infrastructure such as the community recreation facilities and for purchases of new vehicles and equipment.

FINANCIAL OUTLOOK

On a macro-economic level, the declining Canadian dollar in 2021 resulted in certain expenses increasing in cost beyond initial budgets. It is difficult for a local government body to mitigate foreign currency risks as they are prohibited from making speculative investments for hedging purposes. Management continues to look at strategies to soften these impacts.

In 2022, there was a moderate change in the Consumer Price Index increasing by 2% to 2.8% for BC and by 2.1% to 2.7% for Victoria. The Bank of Canada's target rate for 2022 also increased by 0.3% to 1.0%. Management also incorporates construction and municipal pricing indexes into budgets which are significantly impacted by changes in these sectors. The regional district is predominantly affected by rising fuel, energy, and wage costs. The CVRD continues to mitigate rising energy and fuel costs by employing strategic use of energy efficient products such as lighting as well as entering into cost reducing agreements with suppliers through partnerships with other local governments in order to achieve economies of scale.

As part of the Board's Strategic Focus area of Sound Fiscal Management, the regional district completed its Corporate Asset Management plan, identifying the infrastructure deficit. The regional district is now working on the implementation plan on how to fund the deficit in a strategic and sustainable manner. This will ensure that service levels are sustainable and infrastructure can be maintained at the lowest cost possible.

CONCLUSION

In keeping with the Board's Strategic Focus area of Sound Fiscal Management (specifically Budget Transparency and increasing awareness and confidence in the regional district's 5-year Financial Plan) the CVRD has completed the 2021 Annual Report. As a reflection of the regional district's commitment to excellence in financial management and reporting the annual report will be submitted to the Government Financial Officers Association for consideration of the Canadian Award for Financial Reporting.

On behalf of the CVRD, I would like to acknowledge all the members of the Board and staff for their contributions to a successful 2021. I would also like to recognize the remarkable team effort evident throughout the year resulting in this report and the information it contains.



Natalie Wehner, CPA, CMA  
Corporate Financial Officer  
Cowichan Valley Regional District  
June 8, 2022





2021

# FINANCIAL STATEMENTS



COWICHAN VALLEY REGIONAL DISTRICT

COWICHAN VALLEY REGIONAL DISTRICT

ELECTED AND APPOINTED OFFICIALS  
2021

FINANCIAL STATEMENTS  
DECEMBER 31, 2021

BOARD OF DIRECTORS

City of Duncan	M. Staples
Town of Ladysmith	A. Stone
Town of Lake Cowichan	T. McGonigle
District of North Cowichan	K. Marsh
District of North Cowichan	A. Siebring
District of North Cowichan	D. Toporowski
Electoral Area "A" - Mill Bay/Malahat	B. Salmon
Electoral Area "B" - Shawnigan Lake	S. Acton (Vice-Chair)
Electoral Area "C" - Cobble Hill	M. Wilson
Electoral Area "D" - Cowichan Bay	L. Iannidinardo (Chair)
Electoral Area "E" - Cowichan Station/Sahtlam/Glenora	A. Nicholson
Electoral Area "F" - Cowichan Lake South/Skutz Falls	I. Morrison
Electoral Area "G" - Saltair/Gulf Island	L. Smith
Electoral Area "H" - North Oyster/Diamond	B. Maartman
Electoral Area "I" - Youbou/Meade Creek	K. Kuhn

OFFICERS

Chief Administrative Officer	B. Carruthers
Corporate Legislative Officer	A. Legault
Chief Financial Officer	N. Wehner

Management's Responsibility for Financial Reporting  
Independent Auditor's Report

FINANCIAL STATEMENTS

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  - 3 Statement of Changes in Net Debt
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- Summary of Significant Accounting Policies  
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- A Statement of Operating Surplus by Function
- B Schedule of Restart Grant





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Victoria BC V8W 3Y7  
Canada  
Telephone 250-480-3500  
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Management's Responsibility for Financial Reporting

Management is responsible for the preparation and fair presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors are composed of Directors who are neither management nor employees of the Regional District. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual financial statements. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management including internal controls over the financial reporting process, auditing matters and financial reporting issues.

KPMG LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board of Directors to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to management and the Board to discuss their audit findings.

  
Natalie Wehner, CPA, CMA  
Chief Financial Officer

  
Brian Carruthers  
Chief Administrative Officer

May 11, 2022



INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Cowichan Valley Regional District

Opinion

We have audited the financial statements of Cowichan Valley Regional District (the Entity), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the 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 financial position of the Entity as at December 31, 2021, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.





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

Management is responsible for the preparation and fair presentation of 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 Entity'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 Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity'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:

- 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 Entity's internal control.


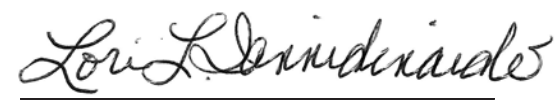


- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity'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 Entity 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.

Chartered Professional Accountants

Victoria, Canada  
May 11, 2022



COWICHAN VALLEY REGIONAL DISTRICT		STATEMENT 1
STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2021		
	2021	2020
<b>Financial Assets</b>		
Cash & Cash Equivalents (Note 1)	\$ 42,590,906	\$ 30,396,877
Portfolio Investments (Note 2)	15,606,426	15,348,092
Accounts Receivable (Note 3)	5,722,303	4,665,501
Debt Recoverable from Members (Note 4)	<u>33,936,253</u>	<u>37,028,959</u>
	<u>\$ 97,855,888</u>	<u>\$ 87,439,429</u>
<b>Liabilities</b>		
Accounts Payable & Accrued Liabilities (Note 6)	\$ 4,405,914	\$ 4,605,148
Deferred Revenue (Note 7)	2,385,172	1,320,464
Restricted Contributions and Performance Deposits (Note 8)	1,774,316	1,693,399
Employee Future Benefits (Note 9)	138,060	191,127
Landfill Closure and Post Closure Costs (Note 11)	805,634	989,481
Short-term Debt (Note 22 & 12)	2,614,113	2,254,619
Long-term Debt		
Regional District (Note 23 & 12)	13,640,038	14,815,466
Members (Note 4)	<u>33,936,253</u>	<u>37,028,959</u>
	<u>\$ 59,699,500</u>	<u>\$ 62,898,663</u>
<b>Net Financial Assets</b>	<u>\$ 38,156,388</u>	<u>\$ 24,540,766</u>
<b>Non-Financial Assets</b>		
Tangible Capital Assets (Note 21)	\$163,118,910	\$161,006,844
Inventories	19,471	22,987
Prepaid Expenses	<u>113,513</u>	<u>75,716</u>
	<u>163,251,894</u>	<u>161,105,547</u>
<b>Accumulated Surplus (Note 16)</b>	<u><b>\$201,408,282</b></u>	<u><b>\$185,646,313</b></u>
Contingent Liabilities (Note 13)		
Commitments (Note 18)		
		
Natalie Wehner, CPA, CMA Chief Financial Officer		Lori Iannidinardo Chair

The accompanying notes are an integral part of these financial statements.

COWICHAN VALLEY REGIONAL DISTRICT		STATEMENT 2
STATEMENT OF OPERATIONS FOR THE YEAR ENDED DECEMBER 31, 2021		
	2021 Budget (Note 15)	2021 Actual 2020 Actual
<b>Revenues</b>		
Tax Requisition	\$ 43,869,057	\$ 43,869,057 \$ 42,808,496
User Fees	8,847,324	4,727,264 4,475,660
Parcel Taxes	2,723,244	2,723,289 2,601,250
Government Transfers - Provincial	8,003,836	7,408,687 4,825,965
Government Transfers - Federal	3,210,966	4,877,771 3,353,423
Services Provided to Other Local Governments	61,172	61,172 59,221
Revenue from Own Sources	9,489,063	9,517,252 8,608,159
Other Revenue	1,435,413	2,329,676 1,889,468
Interest Income	151,193	494,998 386,942
Donations	<u>4,060</u>	<u>174,904</u> <u>2,339,461</u>
	<u>\$ 77,795,328</u>	<u>\$ 76,184,070</u> <u>\$ 71,348,045</u>
<b>Expenses (Note 26)</b>		
General Government Services	9,006,693	9,332,338 7,897,985
Vancouver Island Regional Library	2,044,044	2,044,044 2,021,109
Transportation Services	3,803,531	3,276,830 2,927,404
Electoral Area Services	5,330,646	4,273,590 4,393,583
Protective Services	3,983,349	3,888,305 3,907,311
Parks and Recreation	18,304,679	17,471,916 17,217,099
Environmental Services	16,282,233	13,422,213 13,418,042
Sewer and Water Utilities	<u>5,676,904</u>	<u>6,712,865</u> <u>6,337,598</u>
	<u>\$ 64,432,079</u>	<u>\$ 60,422,101</u> <u>\$ 58,120,131</u>
<b>Annual Surplus</b>	\$ 13,363,249	\$ 15,761,969 \$ 13,227,914
<b>Accumulated Surplus, Beginning of Year</b>	<u>185,646,313</u>	<u>185,646,313</u> <u>172,418,399</u>
<b>Accumulated Surplus, End of Year (Note 17)</b>	<u><b>\$199,009,562</b></u>	<u><b>\$201,408,282</b></u> <u><b>\$185,646,313</b></u>

The accompanying notes are an integral part of these financial statements.



COWICHAN VALLEY REGIONAL DISTRICT		STATEMENT 3	
STATEMENT OF CHANGES IN NET DEBT FOR THE YEAR ENDED DECEMBER 31, 2021			
	2021 Budget (Note 15)	2021 Actual	2020 Actual
Annual Surplus	\$ 13,363,249	\$ 15,761,969	\$ 13,227,914
Additions of Tangible Capital Assets	-	(8,406,136)	(8,152,922)
Contributed Tangible Capital Assets	-	-	(2,319,205)
Amortization of Tangible Capital Assets	-	6,294,070	6,666,438
Change in Inventories	-	3,516	14,632
Change in Prepaid Expenses	-	(37,797)	49,223
Increase in Net Financial Assets	13,363,249	13,615,622	9,486,080
Net Financial Assets, Beginning of Year	24,540,766	24,540,766	15,054,686
Net Financial Assets, End of Year	\$ 37,904,015	\$ 38,156,388	\$ 24,540,766

The accompanying notes are an integral part of these financial statements.

COWICHAN VALLEY REGIONAL DISTRICT		STATEMENT 4	
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2021			
	2021	2020	
OPERATING ACTIVITIES			
Annual Surplus	\$ 15,761,969	\$ 13,227,914	
Non-cash items included in surplus			
Amortization of Tangible Capital Assets	6,294,070	6,666,438	
Contributed Tangible Capital Assets	-	(2,319,205)	
Debt Actuarial Adjustment	(505,910)	(491,826)	
Employee Future Benefits	(53,067)	(43,479)	
Landfill Closure and Post Closure Costs	(183,847)	297,063	
Change in non-cash working capital balances related to operations			
Accounts Receivable	(1,056,802)	(1,590,879)	
Inventories	3,516	14,632	
Prepaid Expenses	(37,797)	49,223	
Accounts Payable and Accrued Liabilities	(199,234)	(70,085)	
Deferred Revenue	1,064,708	(854,413)	
Restricted Contributions and Performance Bonds	80,917	(159,511)	
Land Held for Resale	-	398,000	
Cash provided by operating activities	21,168,523	15,123,872	
CAPITAL ACTIVITIES			
Acquisition of Tangible Capital Assets	(8,406,136)	(8,152,922)	
Cash used in capital activities	(8,406,136)	(8,152,922)	
INVESTING ACTIVITIES			
Investment in Portfolio Investments	(258,334)	(10,100,641)	
Cash provided by investing activities	(258,334)	(10,100,641)	
FINANCING ACTIVITIES			
Debt Issued	1,719,551	508,445	
Debt Repayment	(2,029,575)	(2,163,421)	
Cash used in financing activities	(310,024)	(1,654,976)	
Increase (Decrease) in cash	12,194,029	(4,784,667)	
Cash - Beginning of Year	30,396,877	35,181,544	
Cash - End of Year (Statement 1)	\$ 42,590,906	\$ 30,396,877	
Interest Paid	\$ 668,911	\$ 759,736	

The accompanying notes are an integral part of these financial statements.



COWICHAN VALLEY REGIONAL DISTRICT

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES  
FOR THE YEAR ENDED DECEMBER 31, 2021

Summary of Significant Accounting Policies

(a) General

The Regional District was incorporated in 1967 under the provisions of the *Local Government Act*, a statute of the Province of B.C. Its principal activities are the provision of district wide local government services to the residents of the nine electoral areas and four municipalities, within its boundaries. These services include general government administration, bylaw enforcement, planning and development services, building inspection, fire protection and emergency response planning, public transportation, parks and recreation, water supply and sewage collection, wastewater disposal, solid waste/recycling collection and disposal, and street lighting.

(b) Basis of Presentation

The Financial Statements of the Cowichan Valley Regional District (the Regional District), are prepared in accordance with Canadian generally accepted accounting principles as prescribed by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The Financial Statements reflect the combined results and activities of the reporting entity. The financial statements include the financial position, operations, changes in net financial assets and cash flows of the regional district. Inter-fund and inter-departmental transactions have been eliminated on consolidation.

(c) Cash and Cash Equivalent

Cash and cash equivalents include cash on hand, demand deposits and reserves. The funds are held for the purpose of meeting short-term cash commitments rather than for investing.

(d) Portfolio Investments

Portfolio investments are comprised entirely of Municipal Finance Authority (MFA) pooled investment funds. The Regional District funds invested with MFA are pooled with other local governments and managed independently by Phillips, Hager & North Ltd. Interest income on investments has been included in deferred revenue when required by the funding government or related Act and Restricted Reserve Funds based on relative equity in each fund.

(e) Financial Instruments

Financial instruments consist of cash, portfolio investments, receivables, debt and accounts payable. Unless otherwise noted, it is management's opinion that the Regional District is not exposed to significant interest rate, currency or credit risk from these financial instruments.

COWICHAN VALLEY REGIONAL DISTRICT

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES  
FOR THE YEAR ENDED DECEMBER 31, 2021

Summary of Significant Accounting Policies (continued)

(f) Liability for Contaminated Sites

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

Management has assessed its potential liabilities, including sites that are no longer in productive use and sites for which the Regional District accepts responsibility. There is a portion of a site, at Bings Creek Drop Off Depot, which has been determined to have evidence of minor contamination due to historical use of the property. The CVRD continuously monitors the ground water at the site and no contamination in excess of an environmental standard is believed to exist, therefore no liability is recorded.

(g) Landfill Closure and Post Closure

The estimated present value of landfill closure and post-closure costs is recognized as a liability. This liability is recognized based on estimated future expenses, including estimated inflation discounted to current date and accrued based on the proportion of the total capacity of the landfill used as of the date of the statement of financial position. The change in this estimated liability during the year is recorded as an expense in operations. These estimates are reviewed and adjusted annually and any changes are recorded on the prospective basis.

(h) Long-Term Debt

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

(i) Non-Financial Assets

Non-financial assets are held for use in the provision of services and are not normally available to discharge liabilities. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year together with the net surplus (deficit) for the year, provides the change in the Financial Assets.



COWICHAN VALLEY REGIONAL DISTRICT

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES  
FOR THE YEAR ENDED DECEMBER 31, 2021

Summary of Significant Accounting Policies (continued)

(j) Tangible Capital Assets

Tangible capital assets are non-financial assets that are to be used on a continuing basis, are not for sale in the ordinary course of operations and have useful economic lives extending beyond a single year. Tangible capital assets are recorded at cost and amortized. Contributed tangible capital assets are reported at their estimated fair market value. The costs of tangible capital assets includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost recorded, less any estimated residual value, is amortized on a straight-line basis over their estimated useful lives as follows:

Asset Category	Useful Life Range (years)
Land	N/A
Building	10 - 100
Vehicles, Machinery & Equipment	5 - 20
Engineering Structures	10 - 100
Parks Infrastructure	10 - 60
Other Tangible Capital Assets	10 - 50

Assets under construction are not amortized until the asset is put into use.

(k) Inventories

Inventories of merchandise held for consumption are recorded at lower of cost and replacement cost on the Statement of Financial Position. Inventories of materials and supplies are included as expenses in the Statement of Operations when consumed.

(l) Deferred Revenue

Funds received for specific purposes which are externally restricted by regulation, legislation or agreement and are not available for general purposes, are accounted for as deferred revenue on the statement of financial position. The revenue is recognized in the statement of operations in the year in which it is used for the specified purposes.

COWICHAN VALLEY REGIONAL DISTRICT

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES  
FOR THE YEAR ENDED DECEMBER 31, 2021

Summary of Significant Accounting Policies (continued)

(m) Accrued Employee Benefits

Under the terms of various collection agreements and compensation policies, the District provides paid sick leave to eligible employees and in certain agreements allows for unused sick days to accumulate. There are no payouts of unused sick days at termination. In addition, employees acquire certain employee benefits on termination and retirement. These include days for severance based on years of service, vacation based on years of service, Worker's Compensation top-up, and a full year's vacation entitlement in the year of retirement. 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 obligation under these benefit plans is accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected average remaining service period of the related employee group, commencing the year after the gain or loss arises.

(n) Pension Liability

The District and its employees participate in the Municipal Pension Plan. The Municipal Pension Plan is a multi-employer contributory defined benefit pension plan. Payments made in the year are expensed.

(o) Revenue Recognition

Revenues are recorded on an accrual basis and are recognized in the period in which they are earned. Property tax revenues in the form of local government requisitions are recognized in the year they are levied. Parcel Taxes are recognized in the year they are levied. Interest income is recognized as earned as income in the Statement of Operations, except interest on restricted liabilities or reserves where the income is deferred until spent. Donations are recorded when received. Grants in lieu of taxes are recorded on an accrual basis when it is possible to reasonably estimate the amounts receivable. User fees, transit, tipping fees, garbage and recycling collection fees are recognized as revenue as earned. Permit fees are recognized as revenue when the permit is approved and payment is collected according to rates set in various fees and charges bylaws.

(p) Government Transfers

Government transfers, which include legislative grants, are recognized as revenue in the financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when the transfer stipulations give rise to a liability. Revenue is recognized in the statement of operations as the stipulation liabilities are settled.

When the Regional District is deemed the transferor, the transfer expense is recognized when the recipient is authorized and has met the eligibility criteria.



COWICHAN VALLEY REGIONAL DISTRICT

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES  
FOR THE YEAR ENDED DECEMBER 31, 2021

Summary of Significant Accounting Policies (continued)

(q) Expense Recognition

Expenses are recorded on an accrual basis and are recognized in the period in which the goods and services are acquired and a liability is incurred or transfers are due. Expenses include the accrual of interest payable on debt to the end of the fiscal period.

(r) Segment Disclosure

The Cowichan Valley Regional District is a diversified local government providing a wide range of services to over 83,730 residents, including general government, Vancouver Island Regional Library, Transportation services, Electoral Area services, Protective services, parks and recreation, environmental services and sewer and water utilities.

(s) Use of Estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements, as well as the reported amounts of revenues and expenses during the reporting period. Areas requiring management estimates are the determination of landfill closure and post closure liabilities, provisions for contingencies, estimation of employee future benefits, estimated useful life of tangible capital assets, and provisions for contaminated sites. Actual results may vary from those estimates and adjustments will be reported in operations as they become known.

COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

1) Cash & Cash Equivalents

	2021	2020
Restricted Cash		
Statutory Reserves	\$ 11,202,102	\$ 9,248,719
Restricted Contributions and Performance Deposits	<u>1,774,316</u>	<u>1,693,399</u>
	12,976,418	10,942,118
Unrestricted Cash	<u>29,614,488</u>	<u>19,454,759</u>
Total Cash	<u>\$ 42,590,906</u>	<u>\$ 30,396,877</u>

2) Portfolio Investments

Portfolio investments are MFA Money Market funds and BC Fossil Fuel Free bond funds. The Money Market fund balance at December 31, 2021 is \$5,299,986 (2020 - \$ 5,291,899 ). The yield on funds for 2021 was 0.15% (2020 - 0.85%). The BC Fossil Fuel bond funds balance at December 31, 2021 is \$10,306,439 (2020 - \$10,056,193).The yield on funds for 2021 was -0.92% (2020 - 0.56%).

3) Accounts Receivable

	2021	2020
Federal Governments	\$ 703,903	\$ 1,288,009
Provincial Governments	3,372,957	2,160,584
Local Governments	132,367	47,940
Other Trade Receivables	<u>1,513,076</u>	<u>1,168,968</u>
	<u>\$ 5,722,303</u>	<u>\$ 4,665,501</u>

4) Debt Recoverable from Members

Pursuant to the Local Government Act, the Regional District acts as the agent through which its members borrow funds from the Municipal Finance Authority. The annual cost of servicing the debt is recovered entirely from the borrowing member. However, the Regional District is jointly and severally liable for member debt in the event of default.

	2021	2020
City of Duncan	\$ -	\$ 683,651
District of North Cowichan	15,723,818	17,206,277
Town of Ladysmith	15,339,599	16,156,313
Vancouver Island Regional Library	<u>2,872,836</u>	<u>2,982,718</u>
	<u>\$ 33,936,253</u>	<u>\$ 37,028,959</u>



COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

5) Municipal Finance Authority Debt Reserve Fund

The Municipal Finance Authority (Authority) of British Columbia provides capital financing for Regional Districts and their Members. The Authority is required to establish a Debt Reserve Fund into which each Regional District and Members, who share in the proceeds of a debt issue through the District, are required to pay certain amounts set out in the debt agreements.

Interest earned on these funds (less administrative expenses) becomes an obligation of the Authority to the Regional District. If at any time insufficient funds are provided by the Regional District or their Members, the Authority will then use these funds to meet payments on its obligations. When this occurs, the Regional District may be called upon to restore the fund. The MFA holds demand notes related to the Regional District's debt. The demand notes are not recorded as they only become payable should debt be in default or the MFA requires the funds to meet debt obligations.

	2021	2020
Cash Deposits - Cowichan Valley Regional District	\$ 374,039	\$ 367,517
Cash Deposits - Members	674,664	682,078
Demand Notes - Cowichan Valley Regional District	712,257	711,792
Demand Notes - Members	1,287,541	1,332,811
	<u>\$ 3,048,501</u>	<u>\$ 3,094,198</u>

6) Accounts Payable & Accrued Liabilities

	2021	2020
Federal Governments	\$ 165,630	\$ 28,506
Provincial Governments	6,827	6,178
Local Governments	382,842	227,856
Accrued Payroll	1,134,808	1,043,824
Trade Payables	2,715,807	3,298,784
	<u>\$ 4,405,914</u>	<u>\$ 4,605,148</u>

COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

7) Deferred Revenue

	2020	Externally restricted receipts	Revenue earned	2021
Recreation Deposits	\$ 136,611	\$ 1,066,202	\$ (257,822)	\$ 944,991
Developer Capital Contributions	82,527	-	-	82,527
Other	136,635	373,294	(33,093)	476,836
Subtotal	355,773	1,439,496	(290,915)	1,504,354
Parkland Cash-in-lieu Contributions	964,691	6,031	(89,904)	880,818
	<u>\$ 1,320,464</u>	<u>\$ 1,445,527</u>	<u>\$ (380,819)</u>	<u>\$ 2,385,172</u>

- Recreation Deposits consists of payments in advance for recreation programs, unredeemed recreation program awards, and facility rental deposits.
- Developer Capital Contributions were contributed for improvements to the Shawnigan Lake Water System.
- Other funds include dog licenses, bus passes, and miscellaneous deferred revenue.
- Parkland Cash-in-Lieu Contributions consists of funds collected from developers under the authority of Section 941 of the *Local Government Act*, in lieu of land for parkland purposes as a condition of the subdivision. These funds are restricted for future purchases of parkland.



COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

8) Restricted Contributions and Performance Deposits

	2021	2020
Warranty Deposits	\$ 1,268,467	\$ 1,053,403
Kinsol Trestle Donations	65,397	65,347
Holdbacks	80,363	37,523
Cowichan Lake Water Protection	76,000	76,000
Arts & Sports Scholarship Fund	36,872	37,600
Nature and Habitat	50,567	50,567
Cowichan Performing Arts	70,298	58,109
Soil Security Deposits	301,600	204,868
Other	(175,248)	109,982
	<u>\$ 1,774,316</u>	<u>\$ 1,693,399</u>

- Warranty Deposits are funds received from the developer for warranty and deficiencies on various infrastructure projects and also includes developer landscape bonds. Should the funds be required they are recognized in the year of the applicable expenditure. Upon successful completion of the warranty period funds will be returned to the developer.
- Kinsol Trestle Donations are funds received for major restoration work on the Kinsol Trestle.
- Holdback funds are monies held from payments to contractors for work on the North Oyster Fire Hall, Arbutus Ridge WWTP, Kerry Park Recreation HVAC and Saltair Rail with Trail project to ensure completion of said projects.
- Cowichan Lake Water Protection funds are received when a lot is sold at Creekside Development. The interest earned on these deposits is used to fund projects for the protection of waters and riparian areas on Cowichan Lake.
- The Arts & Sports Scholarship Fund was established by monies received from the Province of B.C. as a Legacy of Appreciation for hosting the BC Festival of Arts and monies received from BC Hydro Cowichan and Chemainus Valley's Commonwealth Games Power Smart Sport and Culture Tour Committee. The interest earned is added to the fund and annually two Arts and two Sports Scholarships are provided to deserving local students.
- Nature and Habitat funds are received through voluntary contributions for projects that environmentally enhance Electoral Area I-Youbou/Meade Creek.
- Cowichan Performing Arts are funds received through a capital improvement fee on ticket sales at the Cowichan Performing Arts Centre.
- Soil Security Deposits are funds received through issuance of Soil Deposit permits.

COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

9) Employee Future Benefits

	2021	2020
Discount rates	2.50%	2.10%
Expected future inflation rates	2.00%	2.00%
Expected wages/salary increase	2.00 - 3.00%	1.00 - 2.00%

Accrued Benefit Obligation as at December 31, 2021

	2021	2020
Accrued benefit obligation - beginning	\$ 142,750	\$ 126,215
Current service cost	12,783	12,414
Interest on accrued benefit obligation	3,076	3,902
Benefits paid during the year	(18,160)	(8,178)
Actuarial loss	<u>(5,560)</u>	<u>8,397</u>
Ending benefit obligation	134,889	142,750
Unamortized net actuarial gain	<u>3,171</u>	<u>48,377</u>
Accrued Unfunded Benefit Liability	<u>\$ 138,060</u>	<u>\$ 191,127</u>

The total expense related to these benefits was:

	2021	2020
Current service costs	\$ 12,783	\$ 12,414
Interest on accrued benefit obligation	3,076	3,902
Amortization of actuarial gain	<u>(50,766)</u>	<u>(51,617)</u>
Total recovery	<u>\$ (34,907)</u>	<u>\$ (35,301)</u>

The total recovery is included in wages and benefits expense.

10) Pension Liability

The Regional District and its employees contribute to the Municipal Pension Plan (the Plan), a jointly-trusted pension plan. The Board of Trustees, representing plan members and employers, is responsible for administering the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits 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 government.



COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

10) Pension Liability (continued)

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

The Cowichan Valley Regional District paid \$1,609,372 (2020 - \$1,563,544) for employer contributions, while employees contributed \$1,427,397 (2020 - \$1,387,405) to the plan in fiscal 2021.

11) Landfill Closure and Post Closure Costs

The provincial Environmental Management Act, as well as the BC Landfill Criteria for Municipal Solid Waste (LCMSW), sets out the regulatory requirements to close and maintain active and inactive landfill sites.

Several solid waste program initiatives are included in the Cowichan Valley Regional District (CVRD) Solid Waste Management Plan (SWMP) Amendment No. 3, which was approved by the Minister of Environment in 2007. The CVRD is committed to ensuring landfills the CVRD has taken responsibility for are managed in a fiscally responsible manner, which includes setting aside funds to pay for landfill post-closure activities. During 2011, the CVRD instituted a \$2 per tonne tipping fee surcharge on all municipal solid waste received for disposal in order to fund borrowing for closure of historic landfill and ash landfill sites. These funds are held in the Remediation Reserve fund.

Although the CVRD does not operate an active landfill site, the Regional District is responsible for four former landfills, three of which are associated with old Thermal Reduction Plants (TRPs, municipal solid waste incinerators).

At the Meade Creek ashfill site, the Regional District has completed the works to consolidate and encapsulate the ash waste on site which allows for on-site risk management. There will be \$12,000 per year of post closure monitoring requirements for the landfill beginning 2019, for up to 23 years (2020 - \$12,000 annually).

COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

11) Landfill Closure and Post Closure Costs (continued)

The Peerless Road remediation and closure works were completed in 2015. The post-closure maintenance costs are estimated at \$12,000 annually for 18 years (2020 - \$12,000 annually).

The Regional District currently maintains an inactive landfill site on Koksilah Road which has been closed for 20 years. The Regional District is responsible for long-term groundwater monitoring at this location at a cost estimated at \$14,500 annually for 22 years (2020 - \$14,500 annually).

Also on Koksilah Road is a former ash landfill site. This site is on Cowichan Tribes land and was closed by Cowichan Tribes with funding provided by Aboriginal Affairs and Northern Development Canada (AANDC). A portion of the ash waste was exported to an out-of-region landfill with the remainder being encapsulated on-site. Long term monitoring is being undertaken by Cowichan Tribes. The CVRD is of the opinion that it will not be required to contribute towards any long term monitoring costs and therefore has reported no liability in respect of this site.

The table below sets out the closure and post closure liability based on consultant and senior staff estimates.

	2021	2020
Meade Creek TRP	\$ 314,838	\$ 464,192
Peerless Road TRP	220,555	384,158
Koksilah Road	270,241	403,118
Gross liability	805,634	1,251,468
Less: cash held in Remediation Reserve Fund	-	(261,987)
	<u>\$ 805,634</u>	<u>\$ 989,481</u>

The provision is determined using the following assumptions:

	2021	2020
Inflation Rates	2.00%	4.20%
Discount Rates	3.31%	2.76%
Koksilah Road Monitoring	\$14,500 per annum	\$14,500 per annum
Peerless Road Monitoring	\$12,000 per annum	\$12,000 per annum
Meade Creek Monitoring	\$12,000 per annum	\$12,000 per annum



COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

12) Debt

Debt is recorded and payable in Canadian dollars. It is the current policy of the Municipal Finance Authority to secure debt repayable only in Canadian dollars. Details of Short-term debt are summarized in Note 22. Details of Long-term debt, including debt issue numbers, maturity dates, interest rates and outstanding amounts are summarized in Note 23.

Payments of principal on issued debt of the Regional District, not including other members debt, for the next five years are:

	Short-term Debt	Long-term Debt
2022	\$ 960,507	\$ 1,027,289
2023	884,792	935,956
2024	443,164	866,398
2025	325,650	786,627
2026	-	786,627
Thereafter	-	9,237,141
	<u>\$ 2,614,113</u>	<u>\$ 13,640,038</u>

13) Contingent Liabilities

As at December 31, 2021 there existed outstanding claims against the Regional District. These claims have been referred to legal counsel and the Regional District's liability insurers. It is not possible to determine the Regional District's potential liability, if any, with respect to these matters. However, at such time that a liability becomes likely and can be reasonably estimated, it will be reflected in the Regional District's financial statements.

COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

14) Tangible Capital Assets

	2021	2020
Land	\$ 56,031,472	\$ 55,048,908
Building	22,531,063	24,177,475
Vehicles, Machinery and Equipment	5,265,084	5,485,518
Engineering Structures	52,623,722	52,341,918
Parks	6,195,063	6,909,020
Other Tangible Capital Assets	10,546,704	9,312,110
Work in Progress	9,925,800	7,731,895
	<u>\$ 163,118,910</u>	<u>\$ 161,006,844</u>

For additional information, see the Schedule of Tangible Capital Assets (Note 21).

During the year land, and sewer/water/drainage systems built by others valued at \$ Nil (2020 - \$ 2,319,205 ) were accepted and recorded as contributed assets.

15) Budget Figures

Budget figures represent the 2021 Financial Plan Bylaw adopted by the Board on February 10, 2021. The financial plan was performed on cash/funding basis, which budgeted for capital expenditures rather than amortization expense, and reflects the use of prior year operating surpluses as part of its annual budget. The carry forward of operating surpluses by the department is a requirement under the Local Government Act of BC. The financial plan forms the basis of taxation and fees and charges rates which may be required for a particular year. The following reconciliation of the "Surplus for the year" is provided to show which items must be added or removed from the budget on Statement 2 to reflect the financial plan.

	2021
Surplus for the year (Statement 2)	\$ 13,363,249
<b>Add:</b>	
Transfer from Reserves	6,249,089
Prior Year Operating Surplus	4,279,666
MFA Funding - Proceeds from Debt	8,850,400
<b>Less:</b>	
Debt Principal Repayments/Actuarial Adjustments	(2,300,238)
Transfer to Reserves	(1,819,188)
Capital Expenditures	<u>(28,622,978)</u>
Surplus, per Cowichan Valley Regional District Financial Plan Bylaw No. 4369	<u>\$ -</u>



COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

16) Accumulated Surplus

Accumulated Surplus consists of individual fund surpluses (deficits) and reserves as follows:

	2021	2020
<b>Surplus</b>		
Operating Fund Reserve Fund - Operating Surplus	\$ 31,545,172	\$ 24,184,719
Operating Fund Reserve Fund - Community Works	7,801,169	5,169,890
Operating Fund - Employee Future Benefit	(138,060)	(191,127)
Operating Fund - Landfill Post Closure Costs	(805,634)	(989,481)
Equity in Tangible Capital Assets	<u>146,864,759</u>	<u>143,936,759</u>
Total Surplus	185,267,406	172,110,760
Statutory Reserve Funds	16,140,876	13,797,540
Less: Restricted Remediation Reserve	<u>-</u>	<u>(261,987)</u>
Accumulated Surplus (Statement 1)	<u>\$ 201,408,282</u>	<u>\$ 185,646,313</u>

The Regional District tracks the unspent amounts received under the Renewed Gas Tax Agreement in the Community Works Reserve Fund. The continuity of this fund is presented in the table below:

	2021	2020
Community Works Reserve, opening balance	\$ 5,169,890	\$ 6,390,123
Add:		
Community works funds received in year	3,329,907	1,628,092
Interest earned	35,997	91,130
Less:		
Amounts spent on projects	<u>(734,625)</u>	<u>(2,939,455)</u>
Community Works Reserve, Ending Balance	<u>\$ 7,801,169</u>	<u>\$ 5,169,890</u>

COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

17) Segment Disclosure

Segmentation has been determined on a functional basis with consideration to service delivery and departmental accountabilities. Categories of service that have been separately disclosed in the segmented information on Note 24 provide the following services:

General Government

General Government is comprised of electoral area governance, general administration which includes legislative services, finance, human resources and information systems, feasibility studies and economic development.

Vancouver Island Regional Library

Vancouver Island Regional Library is comprised of the Vancouver Island Regional Library.

Transportation Services

Transportation Services is comprised of local, Handydart, and Commuter transit.

Electoral Area Services

Electoral Area Services is comprised of grants in aid, animal control, building inspection, planning, bylaw enforcement, Cowichan and South Cowichan policing, environmental fund and all street lighting.

Protective Services

Protective Services is comprised of emergency planning, victim services, and all the fire departments.

Parks and Recreation

Parks and Recreation is comprised of all parks, all recreation centres, halls and societies, and the theatre.

Environmental Services

Environmental Services is comprised of the curbside garbage/recycling collection, solid waste site and environmental initiatives.

Sewer & Water Utilities

Sewer and Water utilities are comprised of all the drainage, water and sewer systems within the Regional District.



COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

18) Commitments

911 Agreement

A five year agreement with the North Island 9-1-1 Corporation commenced June 28, 2021 to provide for emergency answering and fire dispatch services. Termination of this agreement requires 12 months notice prior to expiration. The 2022 commitment is \$281,265.

BC Transit Corporation

The Regional District’s transit includes Handydart, Commuter, Youbou, Ladysmith and local service. The remainder due on the 2021/2022 annual transit operating agreement for these services is \$663,606.

City of Duncan

A five year agreement for the delivery of fire protection services to the Eagle Heights Fire Service Area, commenced December 2003 and is currently running year to year. Termination of this agreement requires 12 months notice prior to expiration. The 2022 commitment is \$254,068.

Town of Lake Cowichan

A five year agreement for the delivery of fire protection services to the Cowichan Lake Fire Service Area, commenced March 2005 and is currently running year to year. Termination of this agreement requires 12 months notice prior to expiration. The 2022 commitment is \$348,898.

Island Corridor Foundation

The Board committed to a \$488,100 contribution for bridge and trestle upgrades along the rail line between Victoria and Courtney. The parties entered into an agreement in 2014 setting out the payment terms. The 2022 budget includes a \$488,100 that continues to be held in surplus.

Town of Ladysmith and Municipality of North Cowichan

A five year agreement for the delivery of fire protection services to Saltair Fire Service Area commenced July 1972 and is currently running year to year. Termination of this agreement requires 12 months notice prior to expiration. The 2022 commitment is \$191,941.

Regional Disposal

A three year agreement for the transportation of CVRD municipal solid waste, commencing March 2019. Termination of this agreement requires 180 days notice. The 2022 commitment is \$2,962,005.

COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

18) Commitments (continued)

Easy Living Landscape Ltd

A three year agreement for landscaping services for CVRD parks was entered in to in December 2021 and commences January 1, 2022. The 2022 commitment is \$732,910.

PSD Citywide

A five year agreement for the Citywide Asset Management Software System Implementation commenced September 30, 2021. The anticipated 2022 commitment is \$160,000, which is comprised of Year 1 implementation and maintenance fees.

19) Cowichan Valley Regional Hospital District

The Cowichan Valley Regional Hospital District is related to the Cowichan Valley Regional District since the same individuals are members of the board of directors of both organizations. As legislated by the Hospital District Act, the officers and employees of the Regional District are the corresponding officers and employees of the hospital district. The Regional District and the Hospital District are separate legal entities as defined by the separate letters patent and authorized by separate legislation.

During the year, management and administrative support services supplied to the Hospital District by the Regional District totaled \$60,000 (2020 - \$60,000 ).

20) Environmental Regulations

The Regional District is subject to environmental regulations, which apply to a number of its operations. These regulations may require future expenditures to meet applicable standards and subject the Regional District to possible penalties for violations. Amounts required to meet these obligations will be charged to operations when incurred and/or when they can be reasonably estimated.



COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

21) Tangible Capital Assets

	Engineering Structures									
	Land	Buildings	Vehicles, Machinery and Equipment	Water Engineering Structures	Sewer Engineering Structures	Other Engineering Structures	Parks	Other Tangible Capital Assets	Work in Progress	2021 Total
<b>Cost</b>										
Opening Balance	\$ 55,048,908	\$ 52,473,865	\$ 26,295,101	\$ 48,944,037	\$ 41,463,946	\$ 1,173,151	\$ 22,613,195	\$ 15,894,600	\$ 7,731,895	\$ 271,638,698
Add: Additions	982,564	24,969	684,959	475,430	2,025,704	-	16,532	2,002,073	9,925,800	16,138,031
Less: Completed W.I.P.	-	-	-	-	-	-	-	-	(7,731,895)	(7,731,895)
Less: Disposals	-	-	(157,737)	-	-	-	-	-	-	(157,737)
Closing Balance	<u>56,031,472</u>	<u>52,498,834</u>	<u>26,822,323</u>	<u>49,419,467</u>	<u>43,489,650</u>	<u>1,173,151</u>	<u>22,629,727</u>	<u>17,896,673</u>	<u>9,925,800</u>	<u>279,887,097</u>
<b>Accumulated Amortization</b>										
Opening Balance	-	28,296,390	20,809,583	21,063,351	17,843,114	332,753	15,704,175	6,582,490	-	110,631,854
Add: Amortization	-	1,671,381	905,393	1,075,314	1,097,237	46,777	730,489	767,479	-	6,294,070
Less: Disposals	-	-	(157,737)	-	-	-	-	-	-	(157,737)
Closing Balance	<u>-</u>	<u>29,967,771</u>	<u>21,557,239</u>	<u>22,138,665</u>	<u>18,940,351</u>	<u>379,530</u>	<u>16,434,664</u>	<u>7,349,969</u>	<u>-</u>	<u>116,768,187</u>
Net Book Value December 31, 2021	<u>\$ 56,031,472</u>	<u>\$ 22,531,063</u>	<u>\$ 5,265,084</u>	<u>\$ 27,280,802</u>	<u>\$ 24,549,299</u>	<u>\$ 793,621</u>	<u>\$ 6,195,063</u>	<u>\$ 10,546,704</u>	<u>\$ 9,925,800</u>	<u>\$ 163,118,910</u>

COWICHAN VALLEY REGIONAL DISTRICT

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021

21) Tangible Capital Assets (continued)

	Engineering Structures									
	Land	Buildings	Vehicles, Machinery and Equipment	Water Engineering Structures	Sewer Engineering Structures	Other Engineering Structures	Parks	Other Tangible Capital Assets	Work in Progress	2020 Total
<b>Cost</b>										
Opening Balance	\$ 53,791,488	\$ 52,201,297	\$ 25,213,766	\$ 47,406,684	\$ 40,347,944	\$ 1,173,151	\$ 22,086,158	\$ 15,632,108	\$ 3,463,095	\$ 261,315,691
Add: Additions	1,257,420	272,568	1,188,742	1,537,353	1,116,002	-	568,751	262,492	7,731,895	13,935,223
Less: Completed W.I.P.	-	-	-	-	-	-	-	-	(3,463,095)	(3,463,095)
Less: Disposals	-	-	(107,407)	-	-	-	(41,714)	-	-	(149,121)
Closing Balance	<u>55,048,908</u>	<u>52,473,865</u>	<u>26,295,101</u>	<u>48,944,037</u>	<u>41,463,946</u>	<u>1,173,151</u>	<u>22,613,195</u>	<u>15,894,600</u>	<u>7,731,895</u>	<u>271,638,698</u>
<b>Accumulated Amortization</b>										
Opening Balance	-	26,638,429	20,045,211	20,020,222	16,763,657	285,977	14,537,890	5,823,151	-	104,114,537
Add: Amortization	-	1,657,961	871,779	1,043,129	1,079,457	46,777	1,207,999	759,339	-	6,666,438
Less: Disposals	-	-	(107,407)	-	-	-	(41,714)	-	-	(149,121)
Closing Balance	<u>-</u>	<u>28,296,390</u>	<u>20,809,583</u>	<u>21,063,351</u>	<u>17,843,114</u>	<u>332,753</u>	<u>15,704,175</u>	<u>6,582,490</u>	<u>-</u>	<u>110,631,854</u>
Net Book Value December 31, 2020	<u>\$ 55,048,908</u>	<u>\$ 24,177,475</u>	<u>\$ 5,485,518</u>	<u>\$ 27,880,686</u>	<u>\$ 23,620,832</u>	<u>\$ 840,398</u>	<u>\$ 6,909,020</u>	<u>\$ 9,312,110</u>	<u>\$ 7,731,895</u>	<u>\$ 161,006,844</u>



COWICHAN VALLEY REGIONAL DISTRICT						
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2021						
22) Short-term Debt						
	Board Resolution	Maturity Dates	Originally Authorized	Principal Payment 2021	Net Balance December 31, 2021	Net Balance December 31, 2020
Building Inspection - Vehicle	19-265.6.1	2024	\$ 29,410	\$ 6,085	\$ 15,181	\$ 21,266
Bylaw	19-265.6.2	2024	28,820	5,963	14,877	20,840
Com Parks - Area B - Land	20-327.5	2026	880,000	169,530	710,470	-
Com Parks - Area E	18-224.2	2023	263,840	52,631	108,581	161,212
CLR - Chiller & Digital Sign	17-24	2022	249,947	51,258	-	51,258
Cowichan Lake Recreation	20-63.1.3	2025	168,445	35,297	133,148	168,445
Community Planning - Renovations	18-77	2023	178,680	34,081	76,522	110,603
Eng Utilities - Vans	16-69.1	2020	85,956	16,437	-	16,437
Eng Utilities - Equipment	18-81.12	2023	98,400	20,440	34,925	55,365
Eng Utilities - Equipment	18-81.12	2023	45,000	9,348	15,970	25,318
Fire Protection - North Oyster Fire Hall	19-345.6	2024	644,690	152,435	320,885	473,320
ISC - Theatre	18-85.1	2023	349,000	72,859	133,911	206,769
KPR - Parking Lot Improvements	20-244.1.3	2026	415,000	114,164	300,836	-
KPR - Utility Vehicle	19-159	2024	34,120	7,041	20,352	27,393
KPR - Ice Resurfacer	19-159	2024	173,420	35,786	103,444	139,230
KPR - Interior Upgrades	19-159	2024	75,000	12,158	48,555	60,713
Regional Parks - CVT Malahat	16-393.3	2022	450,000	49,880	-	49,880
Reg Parkland - CVT	17-502	2023	344,000	68,442	144,654	213,096
Saltair Rec - New Roof	17-472.2	2023	112,318	28,393	42,092	70,485
SLCC - Parking Lot	18-201	2026	173,325	34,665	138,660	-
SWM - Roll off Truck and Bins	17-54.4	2022	192,397	39,694	-	39,694
SWM	20-63.1.3	2025	90,000	17,800	72,200	90,000
SWM - Loader	18-125.2.1	2024	147,550	30,525	76,167	106,692
SWM - Vehicle	18-125.2.2	2024	41,010	8,484	21,170	29,654
Public Safety - SPU	19-225.2.2	2024	128,000	26,421	72,294	98,716
Shawnigan Beach Sewer - Upgrades	16-366-12	2022	44,097	9,014	9,219	18,233
				<u>\$ 1,108,831</u>	<u>\$ 2,614,113</u>	<u>\$ 2,254,619</u>

The weighted average interest rate at December 31, 2021 was 0.93% (December 31, 2020 - 1.64%).  
Regular principal payments are not required but debt must be paid within five years of borrowing.

COWICHAN VALLEY REGIONAL DISTRICT							
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2021							
23) Long-term Debt							
	L/A Bylaw	Term	Maturity Dates	Originally Authorized	Principal Payment 2021	Net Balance December 31, 2021	Interest Rate
Issued by the Municipal Finance Authority for the Regional District							
Administration Building	2252	20	2022	3,020,000	\$ 219,803	\$ 230,793	2.25 %
Cowichan Lake Recreation	3197	20	2029	2,500,000	129,244	1,238,518	2.25 %
Cowichan Lake Recreation	3197	20	2030	3,700,000	188,231	2,019,980	1.28 %
Kerry Park Recreation	2330	20	2023	1,700,000	117,838	253,647	2.85 %
Cowichan Community Centre	2320	20	2024	2,500,000	165,040	546,301	2.85 %
Malahat Fire	3630	15	2028	265,000	17,416	143,055	3.15 %
Curbside Collection	3607	15	2028	1,600,000	105,151	863,730	3.15 %
Curbside Collection	3607	15	2029	175,000	11,059	105,971	3.30 %
Solid Waste Mgmt Complex	4105	20	2038	709,700	28,021	628,063	3.15 %
Solid Waste Mgmt Complex	4174	20	2038	300,000	11,845	265,491	3.15 %
Solid Waste Mgmt Complex	4178	20	2039	1,258,300	62,915	1,101,013	4.00 %
Solid Waste Mgmt Complex	3278	20	2030	590,000	30,015	322,105	1.28 %
Solid Waste Mgmt Complex	3277	20	2030	720,000	36,629	393,077	1.28 %
Solid Waste Mgmt Complex	3277	20	2033	780,000	34,469	538,645	3.85 %
Solid Waste Mgmt Complex	3727	20	2034	871,000	37,010	639,977	3.30 %
Arbutus Ridge Water	3287	20	2031	100,000	4,780	59,681	3.25 %
Carlton Water	3628	10	2024	50,000	5,270	17,107	3.00 %
Central Youbou Water	2665	25	2033	488,000	18,761	293,169	2.90 %
Dogwood Ridge Water	3281	25	2036	94,000	3,212	66,901	3.25 %
Douglas Hill Water	3383	20	2031	150,000	7,170	89,522	4.20 %
Fern Ridge Water	2995	20	2029	23,175	1,198	11,481	2.25 %
Honeymoon Bay Water	2973	20	2030	37,000	1,882	20,200	1.28 %
Honeymoon Bay Water	3981	15	2034	325,000	17,998	289,528	2.24 %
Lambourn Water	3062	20	2030	100,000	5,087	54,594	1.28 %
Satellite Park Water	3029	20	2029	160,000	8,272	79,265	2.25 %
Burnum Water	4313	25	2045	250,000	7,805	242,195	1.99 %
Shellwood Water	3625	20	2036	85,000	3,449	68,882	2.60 %
Youbou Water	2092	20	2030	120,000	6,105	65,513	1.28 %
Arbutus Mt Sewer	4233	20	2039	153,855	5,898	142,232	2.66 %
Arbutus Ridge Sewer	3289	20	2031	125,000	5,974	74,602	3.25 %
Arbutus Ridge Sewer	4146	25	2044	2,475,000	69,920	2,337,196	2.24 %
Brulette Place Sewer	3297	15	2029	24,713	1,562	14,965	3.00 %
Cowichan Bay Sewer	2439	10	2023	600,000	41,590	89,522	2.85 %
Lambourn Sewer	3063	20	2030	150,000	7,631	81,891	1.28 %
Mesachie Lake Sewer	4151	25	2046	251,226	-	251,226	2.41 %
Shawnigan Lake Sewer	2194	20	2021	110,000	8,407	-	1.75 %
Grand Total					<u>\$1,426,657</u>	<u>\$13,640,038</u>	



COWICHAN VALLEY REGIONAL DISTRICT									
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2021									
24) Segment Disclosure									
	General Government Services	Vancouver Island Regional Library	Transportation Services	Electoral Area Services	Protective Services	Parks and Recreation	Environmental Services	Sewer and Water Utilities	2021 Consolidated
<b>Revenues</b>									
Tax Requisition	\$ 3,599,398	\$ 2,081,944	\$ 3,005,994	\$ 4,949,537	\$ 4,165,571	\$ 18,096,938	\$ 7,892,834	\$ 76,841	\$ 43,869,057
User Fees	-	-	-	2,047	-	(26,414)	1,257,553	3,494,078	4,727,264
Parcel Taxes	-	-	-	34,100	-	19,750	-	2,669,439	2,723,289
Government Transfers - Provincial	1,388,001	-	566,406	75,626	76,614	195,222	311,384	4,795,434	7,408,687
Government Transfers - Federal	3,369,582	554	441	4,487	260	80,365	1,427,080	(4,998)	4,877,771
Services Provided Other Local Govt	-	-	-	-	61,172	-	-	-	61,172
Revenue from Own Sources	493,413	-	602,151	1,256,047	38,903	2,193,120	4,879,332	54,286	9,517,252
Other Revenue	69,408	-	1,910	26,450	913,351	264,047	996,282	58,228	2,329,676
Interest Income	400,143	-	-	2,534	17,387	39,901	8,947	26,086	494,998
Donations	-	-	-	-	84,500	90,404	-	-	174,904
Services Provided to Other Functions	50,018	-	-	7,871	-	(14,871)	(644,707)	601,689	-
	9,369,963	2,082,498	4,176,902	6,358,699	5,357,758	20,938,462	16,128,705	11,771,083	76,184,070
<b>Expenses</b>									
Operations and Maintenance	2,452,414	-	24,631	911,327	1,230,425	4,587,564	4,624,161	1,992,681	15,823,203
Wages and Benefits	5,731,499	-	130,311	2,787,454	685,166	9,458,883	3,740,614	2,194,415	24,728,342
Contract for Services	100,896	-	3,121,888	100,236	723,545	261,601	4,405,768	10,576	8,724,510
Landfill Closure/Post Closure Costs	-	-	-	-	-	-	(495,380)	-	(495,380)
Debt Charges - Interest	67,950	-	-	1,366	13,539	239,228	211,609	135,219	668,911
Contributions to Community Facilities	-	-	-	-	-	125,180	-	-	125,180
Grants to Organizations	787,000	-	-	404,157	-	99,933	-	-	1,291,090
Library Services	-	2,044,044	-	-	-	-	-	-	2,044,044
Fire and Recreation Services Provided by Other Governments	-	-	-	-	756,112	372,113	-	-	1,128,225
Amortization	192,579	-	-	69,050	479,518	2,327,414	935,441	2,290,068	6,294,070
Contributions to Third Party Capital	-	-	-	-	-	-	-	89,906	89,906
	9,332,338	2,044,044	3,276,830	4,273,590	3,888,305	17,471,916	13,422,213	6,712,865	60,422,101
Net Annual Surplus/(Deficit)	\$ 37,625	\$ 38,454	\$ 900,072	\$ 2,085,109	\$ 1,469,453	\$ 3,466,546	\$ 2,706,492	\$ 5,058,218	\$ 15,761,969

COWICHAN VALLEY REGIONAL DISTRICT									
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2021									
24) Segment Disclosure (continued)									
	General Government Services	Vancouver Island Regional Library	Transportation Services	Electoral Area Services	Protective Services	Parks and Recreation	Environmental Services	Sewer and Water Utilities	2020 Consolidated
<b>Revenues</b>									
Tax Requisition	\$ 3,814,473	\$ 2,058,125	\$ 3,005,994	\$ 5,011,459	\$ 4,217,666	\$ 17,310,233	\$ 7,322,815	\$ 67,731	\$ 42,808,496
User Fees	-	-	-	1,731	-	(22,251)	1,247,591	3,248,589	4,475,660
Parcel Taxes	-	-	-	34,100	-	16,000	33,070	2,518,080	2,601,250
Government Transfers - Provincial	942,459	-	434,927	91,634	201,213	771,330	448,384	1,936,018	4,825,965
Government Transfers - Federal	1,719,785	604	485	5,550	299	112,151	1,147,133	367,416	3,353,423
Services Provided Other Local Govt	-	-	-	-	59,221	-	-	-	59,221
Revenue from Own Sources	326,164	-	589,127	1,319,202	11,800	2,136,126	4,198,194	27,546	8,608,159
Other Revenue	74,411	-	2,062	9,037	137,707	270,892	1,043,613	351,746	1,889,468
Interest Income	234,372	-	-	2,934	22,082	72,429	15,689	39,436	386,942
Donations	-	-	-	-	2,250	857,426	-	1,479,785	2,339,461
Services Provided to Other Functions	49,042	-	-	19,871	-	(26,871)	(584,974)	542,932	-
	7,160,706	2,058,729	4,032,595	6,495,518	4,652,238	21,497,465	14,871,515	10,579,279	71,348,045
<b>Expenses</b>									
Operations and Maintenance	2,074,737	-	28,992	1,230,780	1,329,146	4,292,006	4,213,635	1,822,063	14,991,359
Wages and Benefits	5,166,379	-	105,006	2,531,639	633,557	9,002,079	3,558,697	2,088,141	23,085,498
Contract for Services	94,463	-	2,793,406	98,519	745,741	258,469	4,147,526	28,360	8,166,484
Landfill Closure/Post Closure Costs	-	-	-	-	-	-	297,063	-	297,063
Debt Charges - Interest	67,950	-	-	3,117	22,746	281,682	238,958	145,283	759,736
Contributions to Community Facilities	-	-	-	-	-	125,685	-	-	125,685
Grants to Organizations	300,000	-	-	468,739	-	104,396	32,550	-	905,685
Library Services	-	2,021,109	-	-	-	-	-	-	2,021,109
Fire and Recreation Services Provided by Other Governments	-	-	-	-	718,817	361,466	-	-	1,080,283
Amortization	194,456	-	-	60,789	457,304	2,791,316	929,613	2,232,960	6,666,438
Contributions to Third Party Capital	-	-	-	-	-	-	-	20,791	20,791
	7,897,985	2,021,109	2,927,404	4,393,583	3,907,311	17,217,099	13,418,042	6,337,598	58,120,131
Net Annual Surplus/(Deficit)	\$ (737,279)	\$ 37,620	\$ 1,105,191	\$ 2,101,935	\$ 744,927	\$ 4,280,366	\$ 1,453,473	\$ 4,241,681	\$ 13,227,914



## COWICHAN VALLEY REGIONAL DISTRICT

## SCHEDULE A

**STATEMENT OF OPERATING SURPLUS BY FUNCTION**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**  
(Unaudited)

<b>Function</b>	<b>2021</b>	<b>2020</b>
General Government Services	\$ 4,519,147	\$ 3,472,400
Community Health Network	33,818	44,570
Administration Office	505,870	330,032
I.T. / H.R. / M.I.A. / G.I.S	395,236	395,236
Vancouver Island Regional Library	554	605
Commuter Transit	561,417	520,939
Transit	1,683,841	1,119,270
9-1-1	256,370	284,829
Grant in Aid	175,571	139,408
Environmental Services	886,263	640,294
Emergency Planning	645,340	568,538
Economic Development	403,897	346,344
Regional Tourism	1,055	849
Electoral Feasibility Studies	31,323	44,296
Electoral Area Services	576,213	534,344
Victim Services	212	206
Victim Services - West	20	22
Community Parks	1,051,177	820,711
Parks & Trails	169,048	107,231
Regional Parks	466,362	383,772
Kinsol Trestle	471,275	408,408
Bright Angel Park	48,043	20,739
South Cowichan Community Parks	18,348	18,346
Regional Parkland Acquisition	793,053	688,034
Animal Control	79,595	53,565
Building Inspection	383,967	247,607
Bylaw Enforcement	929,833	803,942
Community Planning	1,110,931	709,954
North Oyster Fire Protection	70,816	59,084
Mesachie Lake Fire Protection	20,645	53,086
Sahtlam Fire Protection	226,108	181,094
Malahat Fire Protection	190,151	142,799
Eagle Heights Fire Protection	17,656	42
Honeymoon Bay Fire Protection	146,757	76,983
Youbou Fire Protection	254,053	191,970
GM Community Services/Facilities	304,707	238,249
Arts & Culture	82,154	64,375
Cowichan Lake Recreation	596,056	382,833
Kerry Park Recreation	810,664	525,072
Island Savings Centre	1,055,002	934,332
Theatre - Area A	12	12

**THE FOLLOWING  
SCHEDULES ARE  
UNAUDITED**



COWICHAN VALLEY REGIONAL DISTRICT		SCHEDULE A
STATEMENT OF OPERATING SURPLUS BY FUNCTION FOR THE YEAR ENDED DECEMBER 31, 2021 (Unaudited)		
Function	2021	2020
Theatre - Area B	56	56
Cowichan Sportsplex - Area A	5	5
Mill Bay Recreation	449	508
Glenora Recreation	1,440	-
Saltair Recreation	14,814	12,856
Lake Cowichan Activity Centre	127	80
Cowichan Aquatic Centre - Area F	4	6
Shawnigan Lake Community Centre	676,352	574,683
Cobble Hill Historical Society	3	3
Shawnigan Lake Historical Society	20	19
Senior Centre Grant	33	35
Kaatza Historical Society	40	45
Mill Bay/Malahat Historical Society	3	5
Cowichan Station Assoc - Area B	6	6
Nature and Habitat - Area I	2,805	2,436
Thetis Island Wharf	88,868	74,410
Thetis Island Boat Launch	8,147	7,159
Cowichan Lake Water Protection	6,479	7,100
Cowichan Housing Association	802,263	842,977
Safer Futures	55	55
Social Planning	102	101
South Cowichan Community Policing	39	37
Cowichan Community Policing	54,494	389
Cowichan Valley Hospice	114	114
Curbside Collection Garbage/Recycling	441,561	406,083
Solid Waste Management Complex	3,150,040	1,779,073
Cowichan Flood Management	475,585	301,072
South Cowichan Water Study Plan	57,354	62,671
Drinking Water & Watershed Protection	1,045,927	604,174
Liquid Waste Plan - Central Sector	422,172	412,829
Liquid Waste Plan - South Sector	75,201	23,243
Critical Street Lighting "A"	1,766	259
Critical Street Lighting "B"	3,993	3,769
Critical Street Lighting "C"	3,000	3,212
Critical Street Lighting "D"	2,433	3,612
Critical Street Lighting "E"	1,019	1,297
Critical Street Lighting "I"	(613)	792
Mesachie Lake Street Lighting	1,557	1,535
Youbou Street Lighting	12,785	14,128
Brentwood College Street Lighting	27	17
Cowichan Bay Street Lighting	3,117	2,251

COWICHAN VALLEY REGIONAL DISTRICT		SCHEDULE A
STATEMENT OF OPERATING SURPLUS BY FUNCTION FOR THE YEAR ENDED DECEMBER 31, 2021 (Unaudited)		
Function	2021	2020
Honeymoon Bay Street Lighting	9,409	8,674
Mill Bay Street Lighting	(544)	(245)
Cobble Hill Street Lighting	2,894	2,433
Wilmot Road Street Lighting	13,010	12,065
Sentinel Ridge Street Lighting	10,224	10,174
Twin Cedars Street Lighting	7,187	5,394
Arbutus Mtn. Street Lighting	14,418	12,460
Mill Springs Street Lighting	27,925	25,878
Engineering Services	140,476	230,372
Engineering - Utilities	495,822	370,361
Asset Manager	5,638	4,830
Wilmot Road Drainage System	16,827	15,049
Sentinel Ridge Drainage System	19,889	19,206
Shawnigan Lake East Drainage System	7,250	6,729
Arbutus Mtn. Drainage System	21,997	27,585
Lanes Road Drainage System	19,248	18,168
Bald Mtn. Drainage System	14,750	14,037
Cobble Hill Drainage System	29,538	28,304
Arbutus Ridge Drainage System	38,711	15,455
Shawnigan Creek Cleanout System	19,451	13,408
Satellite Park Water System	59,433	43,332
Douglas Hill Water System	30,493	22,039
Lambourn Water System	71,550	37,925
Arbutus Mtn. Water System	16,253	20,208
Malahat Water System	15,964	(1,330)
Fern Ridge Water System	28,358	22,311
Bald Mtn. Water System	87,027	61,538
Dogwood Ridge Water System	22,670	21,475
Arbutus Ridge Water System	68,210	63,116
Carlton Water System	26,896	20,431
Shellwood Water System	2,916	820
Woodley Range Water System	14,669	16,713
Burnum Water System	41,263	51,006
Mesachie Lake Water System	19,149	12,799
Saltair Water System	442,983	242,451
Central Youbou Water Debt	34,174	23,194
Youbou Water System	143,545	178,558
Honeymoon Bay Water System	100,157	65,018
Honeymoon Bay (S.C.) Water System Debt	1,004	215
Honeymoon Bay Water (well 2) Debt	4,536	990
Cherry Point Estates Water System	30,027	26,571



COWICHAN VALLEY REGIONAL DISTRICT		SCHEDULE A
STATEMENT OF OPERATING SURPLUS BY FUNCTION FOR THE YEAR ENDED DECEMBER 31, 2021 (Unaudited)		
Function	2021	2020
Shawnigan Lake North Water System	352,595	183,160
Shawnigan Lake Weir	7,707	4,894
Kerry Village Water System	22,635	12,875
Cowichan Bay Sewer System	367,712	321,051
Brulette Place Sewer System	49,476	41,452
Sentinel Ridge Sewer System	13,711	16,426
Twin Cedar Sewer System	27,126	27,126
Lambourn Sewer System	(1,279)	(5,992)
Arbutus Mtn. Sewer System	6,925	7,009
Malahat Sewer System	17,089	(1,512)
Mesachie Lake Sewer System	100,942	123,552
Bald Mtn. Sewer System	46,518	44,497
Cobble Hill Sewer	21,713	37,733
Mill Springs Sewer System	139,175	164,699
Arbutus Ridge Sewer System	404,692	313,562
Eagle Heights Sewer System	(7,806)	63,677
Maple Hill Sewer System	58,557	57,536
Shawnigan Beach Estates Sewer System	285,636	196,785
Kerry Village Sewer System	35,715	24,056
Youbou Sewer System	94,724	84,914
Operating Fund Surplus Balance	31,545,172	24,184,719
Community Works Reserve Balance	7,801,169	5,169,890
Operating Fund Balance	\$ 39,346,341	\$ 29,354,609

COWICHAN VALLEY REGIONAL DISTRICT		SCHEDULE B
SCHEDULE OF SAFE RESTART GRANT FOR THE YEAR ENDED DECEMBER 31, 2021 (Unaudited)		
		2021
Opening Balance, December 31, 2020	\$	332,517
Safe Restart Grant received March 2021		640,000
Eligible Costs Incurred:		
Computer and technology costs to improve connectivity and virtual communications		(75,075)
Revenue shortfalls		(63,635)
General Government Services		(126,315)
Electoral Area Services		(1,950)
Protective Services		(3,022)
Parks and Recreation		(12,019)
Environmental Services		(1,808)
Sewer and Water Utilities		(129)
Total Eligible Costs Incurred		(283,952)
Ending Balance December 31, 2021	\$	688,565



2021

FINANCIAL  
STATISTICS

STATEMENT OF OPERATIONS									
REVENUE	2013	2014	2015	2016	2017	2018	2019	2020	2021
TAX REQUISITION	29,982,616	30,691,543	32,420,102	34,007,525	36,041,665	37,970,405	40,717,383	42,808,496	43,869,057
USER FEES	3,581,182	3,371,780	3,660,070	3,431,420	3,387,089	3,809,540	4,542,802	4,475,660	4,727,264
PARCEL TAXES	1,986,300	2,105,555	2,197,535	2,309,152	2,470,690	2,509,027	2,524,310	2,601,250	2,723,289
GRANTS	8,770,436	6,323,011	3,730,301	4,618,944	4,425,967	5,021,807	6,943,247	8,179,388	12,286,458
SERVICES PROVIDED TO OTHER LOCAL GOVERN	59,870	58,190	51,790	52,570	53,360	68,310	63,871	59,221	61,172
REVENUE FROM OWN SOURCES	8,264,968	8,164,611	8,485,747	9,112,444	9,478,596	9,565,657	10,579,222	8,608,159	9,517,252
OTHER REVENUE	2,956,612	2,249,199	2,839,679	1,960,835	1,958,460	2,125,960	1,937,057	1,889,468	2,329,676
INTEREST INCOME	176,066	172,879	168,635	175,073	256,738	466,237	611,357	386,942	494,998
DONATIONS	2,279,141	1,092,836	2,799,166	1,663,385	1,577,150	80,157	787,021	2,339,461	174,904
	58,057,191	54,229,604	56,353,025	57,331,348	59,649,715	61,617,100	68,706,270	71,348,045	76,184,070
EXPENSES BY FUNCTION									
GENERAL GOVERNMENT SERVICES	6,168,724	6,910,467	6,156,700	5,695,821	6,526,412	7,479,334	7,832,419	7,897,985	9,332,338
VANCOUVER ISLAND REGIONAL LIBRARY	1,483,948	1,573,705	1,648,088	1,692,096	1,781,820	1,850,776	1,925,176	2,021,109	2,044,044
TRANSPORTATION SERVICES	2,533,920	2,756,314	2,972,047	3,015,172	3,086,757	3,099,975	3,143,180	2,927,404	3,276,830
ELECTORAL AREA SERVICES	2,902,802	3,058,303	3,498,614	3,559,181	3,741,939	4,308,337	4,709,690	4,393,583	4,273,590
PROTECTIVE SERVICES	2,511,906	2,624,245	2,857,763	3,367,827	3,131,496	3,429,824	3,634,190	3,907,311	3,888,305
PARKS & RECREATION	15,914,116	16,208,096	16,564,131	16,963,700	18,021,455	18,866,770	19,913,685	17,217,099	17,471,916
ENVIRONMENTAL SERVICES	13,861,717	12,739,855	12,763,247	7,581,326	8,761,130	10,505,049	11,839,052	13,418,042	13,422,213
SEWER & WATER UTILITIES	4,579,258	4,823,124	5,186,334	5,751,480	5,952,476	6,048,148	6,077,085	6,337,598	6,712,865
	49,956,391	50,694,109	51,646,924	47,626,603	51,003,485	55,588,213	59,074,477	58,120,131	60,422,101
EXPENSES BY OBJECT									
WAGES AND BENEFITS	18,079,762	19,077,017	19,507,802	20,131,994	21,331,597	21,955,586	23,832,530	23,085,498	24,728,342
OPERATIONS AND MAINTENANCE	15,887,776	15,504,533	13,634,781	13,204,833	12,804,908	16,232,650	15,587,663	14,991,359	15,823,203
CONTRACT FOR SERVICES	6,515,111	6,259,678	6,982,660	6,902,286	6,920,813	7,023,466	8,021,055	8,166,484	8,724,510
AMORTIZATION	5,482,284	5,750,645	5,892,702	5,910,115	6,035,238	6,440,056	6,852,800	6,666,438	6,294,070
OTHER	3,991,458	4,102,236	5,628,979	1,477,375	3,910,929	3,936,455	4,780,429	5,210,352	4,851,976
	49,956,391	50,694,109	51,646,924	47,626,603	51,003,485	55,588,213	59,074,477	58,120,131	60,422,101
ACCUMULATED SURPLUS, BEGINNING OF THE YEAI	122,064,348	130,165,148	133,700,643	138,406,744	148,111,489	156,757,719	162,786,606	172,418,399	185,646,313
ANNUAL SURPLUS	8,100,800	3,535,495	4,706,101	9,704,745	8,646,230	6,028,887	9,631,793	13,227,914	15,761,969
ACCUMULATED SURPLUS, END OF THE YEAR	130,165,148	133,700,643	138,406,744	148,111,489	156,757,719	162,786,606	172,418,399	185,646,313	201,408,282



		Net Taxable Assessment Values (Final Roll)									
		2013	2014	2015	2016	2017	2018	2019	2020	2021	
ELECTORAL AREA A	Land	483,918,574	467,834,569	470,983,843	482,479,251	538,344,491	641,622,585	737,890,737	739,458,331	818,002,487	
	Improvements	421,835,508	419,165,619	425,593,105	481,269,243	541,106,382	589,848,095	654,457,193	689,782,712	727,337,398	
	Total	905,754,082	887,000,188	896,576,948	963,748,494	1,079,450,873	1,231,470,680	1,392,347,930	1,429,241,043	1,545,339,885	
ELECTORAL AREA B	Land	905,890,515	872,312,295	879,776,923	895,610,393	927,060,098	1,077,640,811	1,266,957,459	1,300,699,237	1,468,028,318	
	Improvements	641,678,521	640,535,193	645,473,079	701,061,869	815,860,616	906,555,166	1,036,969,228	1,072,936,964	1,135,841,026	
	Total	1,547,569,036	1,512,847,488	1,525,250,002	1,596,672,262	1,742,920,714	1,984,195,977	2,303,926,687	2,373,636,201	2,603,869,344	
ELECTORAL AREA C	Land	428,747,717	419,925,726	420,003,592	412,092,397	458,132,076	551,705,415	654,455,208	600,508,744	658,047,291	
	Improvements	447,084,317	437,112,792	449,569,867	505,469,567	568,316,791	602,865,830	670,803,942	706,866,518	749,898,430	
	Total	875,832,034	857,038,518	869,573,459	917,561,964	1,026,448,867	1,154,571,245	1,325,259,150	1,307,375,262	1,407,945,721	
ELECTORAL AREA D	Land	273,509,225	268,155,321	274,285,288	276,425,788	293,645,119	309,564,517	377,798,861	414,092,481	437,266,287	
	Improvements	263,455,008	254,207,203	248,927,520	280,563,716	316,012,424	389,587,902	413,554,490	423,483,329	448,552,114	
	Total	536,964,233	522,362,524	523,212,808	556,989,504	609,657,543	699,152,419	791,353,351	837,575,810	885,818,401	
ELECTORAL AREA E	Land	271,362,977	260,274,809	269,297,783	272,513,989	294,672,426	358,334,059	426,141,872	426,106,880	478,181,452	
	Improvements	298,390,233	299,031,548	302,952,959	318,615,209	371,781,885	399,696,255	436,554,970	491,887,427	522,659,132	
	Total	569,753,210	559,306,357	572,250,742	591,129,198	666,454,311	758,030,314	862,696,842	917,994,307	1,000,840,584	
ELECTORAL AREA F	Land	285,697,682	278,681,295	286,935,108	310,810,444	333,919,584	377,934,417	427,928,572	447,920,711	502,394,604	
	Improvements	125,707,110	126,451,035	128,175,296	128,526,225	150,665,450	185,987,850	202,015,962	212,221,287	218,947,550	
	Total	411,404,792	405,132,330	415,110,404	439,336,669	484,585,034	563,922,267	629,944,534	660,141,998	721,342,154	
ELECTORAL AREA G	Land	396,621,150	372,699,202	369,823,671	377,898,024	403,586,985	454,906,353	512,687,750	537,052,977	589,948,837	
	Improvements	184,632,996	187,508,833	191,291,006	211,818,769	245,781,875	269,404,017	276,822,943	307,908,039	337,574,780	
	Total	581,254,146	560,208,035	561,114,677	589,716,793	649,368,860	724,310,370	789,510,693	844,961,016	927,523,617	
ELECTORAL AREA H	Land	272,243,698	265,834,857	271,716,288	261,383,543	284,636,678	334,127,423	392,549,976	425,003,555	445,646,384	
	Improvements	270,242,700	271,052,325	270,525,676	292,138,348	310,766,965	357,816,681	388,181,313	418,161,104	446,044,321	
	Total	542,486,398	536,887,182	542,241,964	553,521,891	595,403,643	691,944,104	780,731,289	843,164,659	891,690,705	
ELECTORAL AREA I	Land	335,436,412	331,914,412	332,905,162	349,546,528	376,747,630	456,188,632	512,333,041	536,178,696	620,518,517	
	Improvements	143,186,929	149,423,879	148,359,579	165,633,713	194,248,713	230,876,413	275,878,963	287,958,463	306,014,063	
	Total	478,623,341	481,338,291	481,264,741	515,180,241	570,996,343	687,065,045	788,212,004	824,137,159	926,532,580	
CITY OF DUNCAN	Land	297,483,060	285,461,203	277,160,363	279,676,368	309,963,641	375,546,301	414,728,298	446,260,083	460,843,083	
	Improvements	308,192,725	306,183,957	316,035,497	330,736,867	344,114,942	384,902,532	418,601,235	445,717,075	482,672,800	
	Total	605,675,785	591,645,160	593,195,860	610,413,235	654,078,583	760,448,833	833,329,533	891,977,158	943,515,883	
DISTRICT OF NORTH COWICHAN	Land	2,122,379,292	2,064,804,894	2,023,356,190	2,037,995,867	2,197,076,352	2,481,246,055	2,900,560,476	3,159,419,628	3,338,571,543	
	Improvements	2,224,351,877	2,219,945,464	2,197,420,974	2,302,463,489	2,568,369,821	2,898,060,067	3,233,370,356	3,480,121,890	3,821,949,589	
	Total	4,346,731,169	4,284,750,358	4,220,777,164	4,340,459,356	4,765,446,173	5,379,306,122	6,133,930,832	6,639,541,518	7,160,521,132	
TOWN OF LADYSMITH	Land	542,298,812	552,477,381	545,322,332	557,447,713	606,569,973	700,405,664	845,221,639	876,616,777	967,209,319	
	Improvements	579,532,590	564,094,380	570,597,958	603,073,077	695,013,217	830,747,976	881,353,352	945,462,764	979,187,306	
	Total	1,121,831,402	1,116,571,761	1,115,920,290	1,160,520,790	1,301,583,190	1,531,153,640	1,726,574,991	1,822,079,541	1,946,396,625	
TOWN OF LAKE COWICHAN	Land	169,886,139	59,533,970	159,166,767	161,218,167	172,388,312	179,449,061	247,038,863	256,670,418	267,208,380	
	Improvements	207,472,212	199,807,581	204,266,084	211,695,684	243,544,839	296,890,890	316,378,488	346,328,532	382,572,570	
	Total	377,358,351	259,341,551	363,432,851	372,913,851	415,933,151	476,339,951	563,417,351	602,998,950	649,780,950	

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Gross Outstanding Long-term Debt:									
Regional District	28,441,175	29,109,888	29,109,888	29,034,888	27,984,888	27,687,588	27,399,743	27,119,743	26,560,969
Member Municipalities	39,018,175	36,068,175	38,068,175	49,100,675	48,210,675	46,274,975	54,504,975	54,084,975	54,084,975
	67,459,350	65,178,063	67,178,063	78,135,563	76,195,563	73,962,563	81,904,718	81,204,718	80,645,944
Less: Principal Payments and Actuarial Adjustments for Debt									
Regional District	9,984,054	10,952,578	12,481,590	13,900,726	14,377,751	14,579,723	11,365,589	12,304,277	13,151,724
Member Municipalities	11,329,247	9,942,277	11,570,659	11,643,658	12,727,262	12,884,718	15,040,503	17,056,016	20,148,722
Net Long-term Debt	46,146,049	44,283,208	43,125,814	52,591,179	49,090,550	46,498,122	55,498,626	51,844,425	47,345,498
General	16,300,533	16,066,688	14,689,896	13,269,608	11,892,863	11,550,462	11,686,647	10,485,050	9,059,574
Sewer	971,353	914,510	827,944	737,374	642,616	543,474	3,068,599	2,881,389	2,991,633
Water	1,185,235	1,176,112	1,110,459	1,127,180	1,071,657	1,013,929	1,278,908	1,449,027	1,358,038
Member Municipalities	27,688,928	26,125,898	26,497,516	37,457,017	35,483,413	33,390,257	39,464,472	37,028,959	33,936,253
Net Long-term Debt	46,146,049	44,283,208	43,125,814	52,591,179	49,090,550	46,498,122	55,498,626	51,844,425	47,345,498
Property Tax Supported	1,734,326	1,822,305	1,843,654	1,823,655	1,703,942	1,595,692	1,430,233	1,363,500	1,253,354
Sewer Utility	114,419	100,169	96,842	96,127	95,412	95,412	100,158	246,739	193,374
Water Utility	111,179	111,179	116,844	117,949	102,921	102,921	91,941	115,739	118,505
Total Long-term Debt Servicing Costs *	1,959,924	2,033,653	2,057,339	2,037,731	1,902,275	1,794,025	1,622,332	1,725,978	1,565,233
Total Expenses (excluding Municipality Debt payments)	49,956,391	50,694,109	51,646,924	47,626,603	51,003,485	55,588,213	59,074,477	58,120,131	60,422,101
Population	80,332	80,332	80,332	83,739	83,739	83,739	83,739	83,739	89,000
Net Long-term Debt per Capita	574	551	537	628	586	555	663	619	532
Long-term Debt Servicing per Capita	24	25	26	24	23	21	19	21	18
Long-term Debt Service as % of Expenses	3.92%	4.01%	3.98%	4.28%	3.73%	3.23%	2.75%	2.97%	2.59%
Financial Assets	53,603,655	50,458,479	55,078,573	68,375,864	72,379,204	68,793,123	83,366,089	87,439,429	97,855,888
Financial Liabilities	62,616,170	59,195,311	60,283,189	64,927,847	64,035,205	60,500,560	68,311,403	62,898,663	59,699,500
Net Financial Assets/(Net Debt)	(9,012,515)	(8,736,832)	(5,204,616)	3,448,017	8,343,999	8,292,563	15,054,686	24,540,766	38,156,388

	2013	2014	2015	2016	2017	2018	2019	2020	2021
CITY OF DUNCAN	1,244,899	1,273,726	1,376,091	1,359,871	1,409,224	1,511,036	1,535,572	1,626,435	1,642,211
DISTRICT OF NORTH COWICHAN	6,520,731	6,698,753	7,211,645	7,393,971	7,820,168	8,097,809	8,676,697	9,253,593	9,537,377
TOWN OF LADYSMITH	798,889	1,017,593	1,137,609	1,144,312	1,239,007	1,331,489	1,479,379	1,581,985	1,652,887
TOWN OF LAKE COWICHAN	925,222	923,179	958,720	928,575	956,807	988,426	1,093,019	1,184,105	1,212,707

ELECTORAL AREAS:									
ELECTORAL AREA A	2,320,314	2,342,039	2,454,371	2,648,763	2,836,118	3,043,344	3,215,864	3,336,634	3,405,592
ELECTORAL AREA B	4,657,232	4,773,110	4,936,524	5,299,136	5,534,740	5,785,921	6,277,696	6,495,921	6,735,116
ELECTORAL AREA C	2,366,280	2,413,626	2,531,916	2,708,394	3,004,234	3,011,940	3,220,219	3,230,365	3,278,431
ELECTORAL AREA D	1,790,909	1,830,859	1,909,199	2,005,122	2,063,273	2,244,910	2,377,813	2,486,646	2,488,364
ELECTORAL AREA E	1,843,357	1,887,932	1,986,324	2,053,695	2,189,824	2,338,669	2,476,082	2,677,821	2,777,254
ELECTORAL AREA F	1,920,971	1,899,483	2,054,608	2,177,665	2,277,632	2,406,552	2,614,379	2,754,402	2,758,119
ELECTORAL AREA G	927,785	937,829	978,817	1,039,774	1,110,583	1,181,302	1,248,383	1,323,352	1,373,352
ELECTORAL AREA H	867,216	895,129	981,459	1,027,640	1,062,957	1,154,094	1,260,296	1,349,236	1,358,514
ELECTORAL AREA I	1,839,202	1,889,491	1,964,652	2,118,785	2,195,781	2,403,748	2,606,951	2,797,840	2,886,795





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