

Capital Regional District 2021 Statement of Financial Information

British Columbia, Canada
Fiscal year ended December 31, 2021

CRD
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**Capital Regional District
Capital Region Housing Corporation**

STATEMENT OF FINANCIAL INFORMATION APPROVAL

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

A handwritten signature in black ink, appearing to read 'Nelson Chan', positioned above a horizontal line.

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

A handwritten signature in black ink, appearing to read 'Colin Plant', positioned above a horizontal line.

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

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



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INDEPENDENT AUDITORS' REPORT

To the Chair and Directors of the Capital Regional District

Opinion

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

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

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the District as at December 31, 2021, and its consolidated results of operations, its consolidated change in net debt, its consolidated remeasurement gains and losses, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

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Other Information

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

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

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

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

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

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

We have nothing to report in this regard.

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

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

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

We also:

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

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

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

KPMG LLP

Chartered Professional Accountants

Victoria, Canada

May 11, 2022



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Capital Regional District Capital Region Housing Corporation

MANAGEMENT REPORT

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

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

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

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

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

A handwritten signature in black ink, appearing to read 'N. Chan', is written over a horizontal line.

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

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

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

Consolidated Statement of Financial Position

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

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

Contractual obligations (Note 11)

Contractual rights (Note 12)

Contingencies (Note 13)

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



Nelson Chan, MBA, FCPA, FCMA
Chief Financial Officer

Consolidated Statement of Operations

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

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

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

Consolidated Statement of Change in Net Debt

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

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

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

Consolidated Statement of Remeasurement Gains and Losses

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

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

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

Consolidated Statement of Cash Flows

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

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

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

Capital Regional District

Notes to the Consolidated Financial Statements

For the year ended December 31, 2021

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

1. SIGNIFICANT ACCOUNTING POLICIES

a) BRITISH COLUMBIA REGIONAL DISTRICTS

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

b) BASIS OF CONSOLIDATION

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

c) BASIS OF ACCOUNTING

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

d) TAXATION

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

e) INTEREST

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

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

1. SIGNIFICANT ACCOUNTING POLICIES continued

f) GOVERNMENT TRANSFERS

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

g) DEFERRED REVENUE

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

h) CASH AND CASH EQUIVALENTS

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

i) FINANCIAL INSTRUMENTS

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

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

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

1. SIGNIFICANT ACCOUNTING POLICIES continued

i) FINANCIAL INSTRUMENTS continued

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

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

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

j) LONG-TERM DEBT

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

k) EMPLOYEE FUTURE BENEFITS

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

l) LANDFILL LIABILITY

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

1. SIGNIFICANT ACCOUNTING POLICIES continued

m) NON-FINANCIAL ASSETS

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

i. Tangible Capital Assets

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

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

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

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

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

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

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

ii. Contributions of Tangible Capital Assets

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

1. SIGNIFICANT ACCOUNTING POLICIES continued

m) NON-FINANCIAL ASSETS continued

iii. Works of Art and Cultural and Historic Assets

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

iv. Interest Capitalization

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

v. Leased Tangible Capital Assets

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

vi. Inventories of Supplies

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

n) CONTAMINATED SITES

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

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

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

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

p) SEGMENTED INFORMATION

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

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

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

b) INVESTMENTS

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

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

3. SHORT-TERM DEBT

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

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

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

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

4. LONG-TERM DEBT

a) DEBT

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

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

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

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

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

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

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

4. LONG-TERM DEBT continued

a) DEBT continued

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

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

b) DEMAND NOTES - CONTINGENT LIABILITY

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

4. LONG-TERM DEBT continued

c) LONG-TERM DEBT PAYABLE/MATURING

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

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

5. MFA DEBT RESERVE FUND

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

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

6. DEFERRED REVENUE

Continuity of deferred revenue is as follows:

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

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

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

7. LANDFILL CLOSURE AND POST-CLOSURE LIABILITY

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

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

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

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

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

8. OTHER LIABILITIES

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

a) **SICK LEAVE BENEFITS**

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

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

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

b) **CONTAMINATED SITES**

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

9. TANGIBLE CAPITAL ASSETS

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

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

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

9. TANGIBLE CAPITAL ASSETS continued

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

Notes to the Consolidated Financial Statements continued

10. ACCUMULATED SURPLUS

	2021	2020
Surplus:		
Invested in tangible capital assets	\$ 1,526,372,142	\$ 1,441,084,439
Operating Funds:		
CRD	156,134,162	97,615,680
CRHC	2,039,855	2,041,596
Total surplus	1,684,546,159	1,540,741,715
Reserve funds set aside for specific purposes:		
	2021	2020
Regional		
Equipment Replacement Fund	29,544,673	25,707,292
Feasibility Study Reserve Fund	150,241	29,737
Office Facilities & Equipment Reserve Fund	6,368,658	7,576,315
Regional Parks Capital Reserve Fund	12,915,923	10,511,571
Solid Waste Capital Reserve Fund	8,730,881	3,468,437
Regional Parks Land Capital Reserve Fund	1,103,934	1,087,386
Regional Parks Legacy Operating Reserve Fund	15,885	15,150
Regional Parks Operating Reserve Fund	94,704	93,285
Regional Planning Services Operating Reserve Fund	2,298,461	2,026,801
Regional Growth Strategy Operating Reserve Fund	1,569,948	1,420,679
Climate Action & Adapt Operating Reserve Fund	85,456	53,001
Regional Source Control Operating Reserve Fund	515,778	483,375
Land Bank & Housing Operating Reserve Fund	206,353	99,447
HAZMAT Incident Response Operating Reserve Fund	106,444	34,589
Emergency Response 911 Communications Project Operating Reserve Fund	172,903	236,840
Solid Waste Operating Reserve Fund	39,976,688	38,784,614
GIS Data Maintenance Operating Reserve Fund	367	(1,231)
IW ES Ops Operating Reserve Fund	979,879	965,190
ES Water Quality Operating Reserve Fund	398,285	347,455
ES HQ Admin Operating Reserve Fund	44,741	44,071
ES Engineering Operating Reserve Fund	447,017	440,316
ES Protection Operating Reserve Fund	785,349	773,577
Leg&Gen Operating Reserve	2,227,560	1,152,089
Regional Emergency Program Operating Reserve Fund	91,024	93,130
Facility Management Operating Reserve Fund	106,277	91,684
HQ Facility Operating Reserve Fund	56,600	55,752
Sub-Regional		
Royal Theatre Capital Reserve Fund	867,191	1,042,318
S.P.W.W.S. Sewer Debt Reserve Fund	1,812,916	1,936,757

10. ACCUMULATED SURPLUS continued

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

10. ACCUMULATED SURPLUS continued

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

10. ACCUMULATED SURPLUS continued

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

11. CONTRACTUAL OBLIGATIONS

a) CAPITAL PROJECTS AND OPERATING CONTRACTS

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

b) LONG TERM LEASES

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

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

c) PUBLIC PRIVATE PARTNERSHIP

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

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

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

12. CONTRACTUAL RIGHTS

a) THIRD PARTIES AGREEMENTS

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

b) LONG TERM LEASES

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

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

13. CONTINGENCIES

a) LAWSUITS

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

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

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

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

14. BUDGET DATA

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

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

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

15. GOVERNMENT TRANSFERS

The following government transfers have been included in revenues:

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

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

16. PENSION PLAN

The District and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2020, the plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from local governments.

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

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

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

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

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

17. RELATED PARTY TRANSACTIONS

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

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

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

18. GVLRA - CUPE LONG-TERM DISABILITY TRUST

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

19. SEGMENTED REPORTING

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

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

Water Services:

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

Sewer Services:

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

Environmental Health Services:

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

Recreation and Cultural Services:

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

19. SEGMENTED REPORTING continued

General Government Services:

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

Capital Region Housing Corporation:

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

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

19. SEGMENTED REPORTING continued

Year ended December 31, 2021

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

Notes to the Consolidated Financial Statements continued

19. SEGMENTED REPORTING continued

Year ended December 31, 2020

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

20. FINANCIAL RISKS AND CONCENTRATION OF RISK

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

a) CREDIT RISK

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

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

b) MARKET AND INTEREST RATE RISK

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

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

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

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

c) LIQUIDITY RISK

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

20. FINANCIAL RISKS AND CONCENTRATION OF RISK continued

d) FOREIGN EXCHANGE RISK

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

21. COMPARATIVE INFORMATION

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

Capital Regional District

Schedule of Remuneration & Expenses: Employees

For the year ended December 31, 2021

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

Schedule of Remuneration & Expenses: Employees continued

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

Schedule of Remuneration & Expenses: Employees continued

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

Schedule of Remuneration & Expenses: Employees continued

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

Schedule of Remuneration & Expenses: Employees continued

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

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

Schedule of Remuneration & Expenses: Employees continued

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

Schedule of Remuneration & Expenses: Employees continued

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

Schedule of Remuneration & Expenses: Employees continued

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

Schedule of Remuneration & Expenses: Employees continued

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

Schedule of Remuneration & Expenses: Employees continued

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

Capital Regional District

Schedule of Remuneration & Expenses: Directors & Alternate Directors

For the year ended December 31, 2021

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

Capital Regional District

Schedule of Remuneration & Expenses: Committee & Commission Members

For the year ended December 31, 2021

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

Capital Regional District

Schedule of Remuneration & Expenses: Project Board Members

For the year ended December 31, 2021

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

Capital Regional District

Severance Agreements

For the year ended December 31, 2021

\$15,000.00

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

Capital Regional District

Schedule of Payments to Suppliers for Goods and Services

For the year ended December 31, 2021

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Schedule of Payments to Suppliers for Goods & Services continued

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

Capital Regional District

Schedule of Guarantee & Indemnity Agreements

For the year ended December 31, 2021

NIL

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



| **Capital Regional District**

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