Capital Regional District
Victoria, British Columbia, Canada

## 2006 comprehensive Annual Financial lieport Fiscall year ended December 31, 2006

## Table of Contents

Introduction
Message from the Board Chair ..... 4
Message from the Chief Administrative Officer .....  6
Message from the General Manager of Corporate Services .....  7
About the Capital Regional District .....  9
Regional Map ..... 10
2006 Statistics ..... 11
Administrative Structure ..... 12
Board of Directors ..... 13
Corporate Planning Committee ..... 15
Standing Committees. ..... 17
Committees \& Commissions. ..... 20
Community ..... 23
Mission ..... 25
2006 Year in Review ..... 27
Awards ..... 36
Overview of CRD Departments ..... 38
Goals for 2007 ..... 50
Graphs ..... 55
Financial Sections
CRD Consolidated Statements
Management's Report ..... 57
Auditors' Report ..... 59
Financial Statements
1 Consolidated Financial Position ..... 60
2 Consolidated Financial Activities ..... 61
3 Consolidated Changes in Financial Position ..... 62
Notes to Consolidated Financial Statements ..... 63
Schedules
Auditors' Report on Supplementary Information ..... 71
A Changes in Fund Balances ..... 73
B Consolidated Debt Charges ..... 75
C Long Term Debt: General Capital Fund ..... 76
D Long Term Debt: Sewer Capital Fund ..... 87
E Long Term Debt: Water Capital Fund. ..... 94
F Capital Funds: Physical Assets ..... 98
Unaudited Supplementary Statements
Consolidated Statement of Financial Position. ..... 100
Consolidated Statement of Financial Activities ..... 102
General Revenue Fund Operating Expenditures (Last five years comparison) ..... 104
Sewer Revenue Fund Operating Expenditures (Last five years comparison) ..... 105
Water Revenue Fund Operating Expenditures (Last five years comparison). ..... 106
General, Sewer and Water Revenue Funds:
Combined Operating Expenditures / (Last five years comparison) ..... 107
General, Sewer and Water Revenue Funds
Expenditures by Function / (Last five years comparison) ..... 108
Capital Assets Acquired(Last five years comparison). ..... 111
Statistical Information
Assessment Statistics ..... 112
Total Assessment Values: Graph. ..... 113
Total Assessment Values, Number of Folios: Graph ..... 114
CRD Tax Requisition Statistics ..... 115
Consolidated Statement of Financial Position (Last five years comparison) ..... 116
Physical Assets and Work in Progress (Last five years comparison) ..... 117
Consolidated Statement of Financial Activities (Last five years comparison) ..... 118
Consolidated Statement of Expenditures by Object (Last five years comparison)119Annual Percentage of Total (Last five years comparison)120
Consolidated Fund Balances/equity/surplus (Last five years comparison) ..... 121
Capital Funds Expenditure for Fixed Assets (Last five years comparison) ..... 122
Outstanding Debt (Last five years comparison) ..... 123
Debt Analysis (Last five years comparison) ..... 124
Population/workforce in Capital Region: Graph ..... 125
Requisition per Capita: Graph ..... 126
General, Water, Sewer Funds:
Change in Revenue \$ by Type: Graph ..... 127
Revenue Types as \% of Total Revenues: Graph ..... 128
Program Expenditures as \% of Total Budget: Graph ..... 129
Change in Program Expenditures \$: Graph. ..... 130
Saanich Peninsula Water Trust Fund
Auditors' Report ..... 131
Financial Statements
1 Statement of Financial Position ..... 132
2 Changes in Fund Balance (SPWT) ..... 133
Notes to Audited Financial Statements (SPWT) ..... 134

## Message from the Board Chair

The year 2006 was one of true accomplishment for the Capital Regional District. The CRD garnered a long list of achievements, some of which were: conquering the physical and logistical challenge of relocating the CRD Headquarters into our new, Gold Leeds-rated, corporate head office; implementing many new environmental initiatives; and initiating the region's biggest engineering project everour wastewater treatment upgrade and expansion.

Other environmental-related initiatives of 2006 included the CRD Composting Bylaw aimed at eliminating yard and garden waste from Hartland Landfill, as well as an organic waste curbside collection pilot project in Oak Bay and View Royal. We also distributed 45,000 apartment recycling tote bags to bring the CRD's signature Blue Box recycling service to residents living in apartment buildings. To help protect our water supply, we implemented a cross connection control program aimed at preventing contaminants from entering the drinking water system.

In a region famous for its natural beauty, the CRD cares for more than 30 parks and conservation areas. In 2006, over three million people visited CRD parks and trails. We also grew the amount of protected space by completing the Matthews Point Regional Park Reserve acquisition as well as connecting the trail between Thetis Lake Regional Park and Phelps Avenue in Langford.

Nature presented some great challenges to the Capital Region in 2006. The summer wild fire on Galiano Island was fought successfully, in part due to the CRD's assistance with the operations at the Galiano Island Emergency Operation Centre. Water Services maintained a safe water supply throughout severe winter storms. Regional Parks crews attended to significant damage in our parks in a safe and timely manner.

The CRD dedicated time in 2006 to improving the human environment through affordable housing initiatives and the expansion of the partnership of the Regional Housing Trust. With increased financial assistance and a strong partnership with four community organizations, an additional 140 transitional and family housing units were created for the region.

Internally, our new administrative team and Board worked diligently to develop the CRD's first Strategic Plan. All levels of management contributed to the plan, which highlighted six key areas of focus for the next five years.

Notably, the CRD received five safety recognition awards from the North American Occupational Safety and Health organization, including Best Program in Canada. Our safety programs have seen a $33 \%$ reduction of workplace accidents since 2005.


Denise Blackwell

Thanks to the hard work of CRD staff and the strong vision of management and the Board, 2006 proved to be a significant year of accomplishment. Our various services and initiatives will continue to serve the organization and region well.

Denise Blackwell, Board Chair, December 31, 2006


## Message from the Chief Administrative Officer

I am pleased to report our significant progress towards a number of key strategic goals in 2006. The opening of our new corporate headquarters in April 2006 signified a tangible move towards becoming a better integrated organization, as does our Strategic Plan-a first for the CRD.

Our commitment to focus, performance and accountability touched all services areas and initiatives in 2006. In particular, the six key priorities identified in the Strategic Plan were bolstered by efforts of dedicated management, keen staff and a strong Board. Our key priorities are:

- Regional Transportation
- Wastewater Treatment
- Emergency \& Disaster Response
- Growth Management
- Environmental Protection
- Organizational Performance

The past year also marks the start of the largest project ever undertaken by the CRD: upgrading the region's wastewater treatment system. By the close of 2006, the Core Area Liquid Waste Management Plan had been reviewed; the Board had appointed a Technical and Advisory Committee; engineering and planning consultants had been hired to prepare a Decision Information Report; and a Request for Expressions of Interest for wastewater treatment technology had been issued around the world.

The CRD's pursuit of excellence has been recognized by the broader community with numerous awards and public recognition. Notable awards include ones for the design of our headquarters, the restoration of the Royal Theatre and for our contribution to the restoration of the natural ecosystems of southern Vancouver Island.

None of this would have been possible without the hard work and generous spirit of all CRD staff. With a workforce of more than 500, this organization has a wealth of skill, energy and dedication as its core strength. I would like to thank each and every CRD staff member for their help in making 2006 a year of great accomplishment.

Kelly Daniels, Chief Administrative Officer, April 20, 2007



Kelly Daniels

## Message from the General Manager of Corporate Services



Diana Lokken

It is my pleasure to submit to you the Comprehensive Annual Financial Report for 2006. This report is prepared and submitted as required by the Community Charter and includes the Consolidated Statements for the Capital Regional District for the fiscal year ending December 31, 2006.

In accordance with ethical standards, this report presents fairly and accurately the financial position of the Regional District. The report has been divided into four sections for ease of interpretation:

- Introduction - an overview of the political, economic and administrative elements undertaken by the District. The Introduction includes a new reporting of the goals and accomplishments of the District's largest departments.
- Financials (Audited) - consolidated statements and Auditor's Report for the District. The consolidated statements include the financial position and financial activities for each of the District's funds and the statements used to account for the District's transactions which, as a whole, make up the consolidated financial statements. Note 1 (c) of the Notes to the Consolidated Financial Statements identifies the consolidated entities. The consolidated statements include reporting of the equity in the wholly owned subsidiary, the Capital Region Housing Corporation. The financial statements for the Saanich Peninsula Water Trust with the Auditor's report are also included in the Comprehensive Annual Report.
- Supplementary Schedules - additional information provided as a further tool for comparison of different periods and budgets.
- Comparison and Review - a variety of statistical and financial information on a multi-year comparative basis.

The preparation and presentation of the financial statements, statistics and other financial information in the Annual Report is the responsibility of the District's management team. The Statements have been prepared in conformity with Public Sector Accounting Board (PSAB) standards and are consistent with other information presented in the Annual Report. The preparation of the financial information contained herein involves the use of estimates and judgments, all of which have been based on careful assessment of the data made available through the District's information systems.

The District maintains a system of internal accounting controls designed to provide reasonable assurances for the safeguarding of assets and the reliability of financial records. Although management acknowledges the limits inherent to all systems of internal accounting control,
confidence in the District's controls is maintained as a result of routine review and revision. The reporting of the District's audit results is the responsibility of the Board's audit firm, KPMG.

Taking into consideration the increased services provided by the District due to senior government regulations, and the consequential increased demand for our resources, it is evident that the positive results for each of the three operating funds are a result of sound financial management.

- Excess 2006 Revenue over Expenditures (pre-PSAB)

General Revenue Fund \$ 6,336,281
Sewer Revenue Fund \$1,163,923
Water Revenue Fund \$5,938,513
The attached financial statements reveal that the District ended the year with consolidated net revenues of $\$ 3,261,818(2005 \$ 730,042)$.

The District's 2006 capital program included expenditures totaling \$37,312,981 (2005 \$47,180,197). These expenditures were primarily financed through long term debt, operating revenues, Equipment Replacement and Capital Acquisition Reserve Funds. Long term debt for Capital Projects is borrowed through the MFA for five, ten or fifteen year terms for long-term projects. Smaller expenditures with a shorter useful life are financed through the Annual Budget. A two-tier financing system is beneficial when addressing the various needs of commissions and committees under the District's umbrella.

The Reserve Funds are generally earmarked for equipment replacement, capital acquisition or debt retirement and will assist in funding future capital expenditures. As of December 31, 2006, the Reserve Funds position was $\$ 29,034,006$ (2005 $\$ 25,273,301$ ).

The District's 2005 financial report was awarded the Canadian Award for Financial Reporting - for the eighth time - by the Government Finance Officers Association of the United States and Canada (GFOA). This award acknowledges local governments whose annual financial reports achieve the high program standards for Canadian Government accounting and financial reporting. The 2006 financial report has been prepared on a similar basis and incorporates suggestions for improvement provided by GFOA.

In closing, I would like to acknowledge the tremendous team effort and individual dedication contributed to, not only the production of this report, but evident throughout the year by staff and management at the Capital Regional District.

Diana E. Lokken, Dip Bus Admin, CMA, General Manager, Corporate Services, April 20, 2007


## About the Capital Regional District

## Introduction

Since some local government service requirements transcended municipal boundaries and coordination between municipalities was needed for economies of scale, the BC Provincial Government decided in the 1960s to establish the "regional district" concept of local government.

As a result of this decision, 2,400 square kilometers of land at the southern tip of Vancouver Island was designated as the "Capital Region" because it included the provincial Capital - the City of Victoria. This diverse region includes urban centres, suburban communities, towns, rural areas, seaside villages and small island communities.

To serve this region, the Capital Regional District (CRD) was formed in 1966 and ensured that all residents within the region had access to water, health facilities, emergency response, sewage collection and treatment, solid waste disposal, recycling programs, parks and recreation facilities. As the scope of services evolves over time, residents receive and contribute to the funding of only those services delivered in their area.

## Regional Government Leadership

Serving 350,000 residents, the CRD is run by a Board of 22 Directors that represent 13 municipalities and three electoral areas within the Capital Region. The number of directors and the number of votes for each municipality
or electoral area are determined by population weighted representation, according to the conditions in the District Letters Patent and the Local Government Act.

On the Board, the directors:

- Represent regional residents and communities to advance the interests of the region as a whole;
- Provide a political and administrative framework for inter-municipal or subregional service delivery on a partnership basis; and
- Support the three electoral areas with local government services.


## Administrative Support

The Board is supported by the CRD's Chief Administrative Officer (CAO), who oversees General Managers in five departments: Corporate Services; Environmental Services; Parks \& Community Services; Planning \& Protective Services; and Water Services.

The CAO also oversees Senior Managers in the support areas of Corporate Communications and Human Resources.

Altogether, the CRD administers more than 200 reporting entities to the residents of the Capital Region.


## 2006 Statistics

| Municipalities | Date of Incorporation | Population* (Estimates) | Area <br> (sq. km.) | Directors | Voting Strength** |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Central Saanich | 1950 | 16,768 | 50 | Director Jack Mar | 4 |
| Colwood | 1985 | 15,470 | 21 | Director Jody Twa | 3 |
| Esquimalt | 1912 | 17,407 | 10 | Director Chris Clement | 4 |
| Highlands | 1993 | 2,130 | 40 | Director Mark Cardinal | 1 |
| Langford | 1992 | 22,229 | 42 | Director Denise Blackwell | 4 |
| Metchosin | 1984 | 5,362 | 80 | Director John Ranns | 1 |
| North Saanich | 1965 | 11,258 | 47 | Director Ted Daly | 3 |
| Oak Bay | 1906 | 18,059 | 16 | Director Christopher Causton | 4 |
| Saanich | 1906 | 110,737 | 112 | Director Susan Brice | 4 |
|  |  |  |  | Director Judy Brownoff | 4 |
|  |  |  |  | Director Vic Derman | 4 |
|  |  |  |  | Director Frank Leonard | 5 |
|  |  |  |  | Director Leif Wergeland | 4 |
| Sidney | 1952 | 11,849 | 7 | Director Don Amos | 3 |
| Sooke | 1999 | 10,436 | 69 | Director Janet Evans | 2 |
| Victoria | 1862 | 78,659 | 17 | Director Dean Fortin | 5 |
|  |  |  |  | Director Alan Lowe | 5 |
|  |  |  |  | Director Geoff Young | 5 |
| View Royal | 1988 | 8,375 | 13 | Director Graham Hill | 2 |
| Electoral Areas |  |  |  |  |  |
| Salt Spring Island | unincorporated | 9,640 | 194 | Director Gary Holman | 2 |
| Southern Gulf Islands | unincorporated | 5,101 | 216 | Director Susan DeGryp | 1 |
| Juan de Fuca | unincorporated | 4,484 | 1512 | Director Erik Lund | 2 |
| Indian Reserves |  | 4,670 |  |  |  |
| TOTAL |  | *352,584 | 2,456 |  | 72 |

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## Administrative Structure



## Board of Directors

| Capital Regional District | 2007 | 2006 |
| :---: | :---: | :---: |
| Chair | Councillor Denise Blackwell | Mayor Alan Lowe |
| Vice Chair | Mayor Chris Clement | Councillor Denise Blackwell |
| Capital Regional Hospital District |  |  |
| Chair | Mayor Chris Clement | Councillor Denise Blackwell |
| Vice Chair | Councillor Denise Blackwell | Mayor Alan Lowe |
| Electoral Area Directors |  |  |
| Area F - Salt Spring Island | Director Gary Holman | Director Gary Holman |
| Area G - Southern Gulf Islands | Director Susan DeGryp | Director Susan DeGryp |
| Area H-Juan de Fuca | Director Erik Lund | Director Erik Lund |
| Municipal Directors |  |  |
| District of Central Saanich | Mayor Jack Mar | Mayor Jack Mar |
| City of Colwood | Mayor Jody Twa | Mayor Jody Twa |
| Township of Esquimalt | Mayor Chris Clement | Mayor Chris Clement |
| District of Highlands | Mayor Mark Cardinal | Mayor Mark Cardinal |
| District of Langford | Councillor Denise Blackwell | Councillor Denise Blackwell |
| District of Metchosin | Mayor John Ranns | Mayor John Ranns |
| District of North Saanich | Mayor Ted Daly | Mayor Ted Daly |
| District of Oak Bay | Mayor Christopher Causton | Mayor Christopher Causton |
| District of Saanich | Mayor Frank Leonard | Mayor Frank Leonard |
|  | Councillor Susan Brice | Councillor Susan Brice |
|  | Councillor Judy Brownoff | Councillor Judy Brownoff |
|  | Councillor Vic Derman | Councillor Vic Derman |
|  | Councillor Leif Wergeland | Councillor Leif Wergeland |
| Town of Sidney | Mayor Don Amos | Mayor Don Amos |
| District of Sooke | Mayor Janet Evans | Mayor Janet Evans |
| City of Victoria | Mayor Alan Lowe | Mayor Alan Lowe |
|  | Councillor Dean Fortin | Councillor Dean Fortin |
|  | Councillor Geoff Young | Councillor Geoff Young |
| Town of View Royal | Mayor Graham Hill | Mayor Graham Hill |
| Total Number of Directors | 22 | 22 |

Capital Region Housing Corporation

2007 Elected Members
Councillor Frank Carson (Alternate)
Councillor Chris Coleman (Alternate)
Councillor Dean Fortin, Vice Chair
Councillor Lanny Seaton
Councillor Bob Gillespie
Councillor Jane Sterk
Councillor Kyara Kahakauwila

2007 Community Members
David Ganong, Chair
Paul Gerrard (Secretary-Treasurer)
Vicki Mulligan
Karasima Brands

## 2006 Elected Members

Councillor Frank Carson (Alternate)
Councillor Chris Coleman (Alternate)
Councillor Basil Boulton (Secretary-Treasurer)
Councillor Dean Fortin
Councillor Susan Brice
Councillor Lanny Seaton

2006 Community Members
David Ganong, Chair
Isobel Mackenzie, Vice Chair
Vicki Mulligan
Karasima Brands

## Corporate Planning Committee

## Kelly Daniels

Chief Administrative Officer
Leadership and administrative direction to the CRD Board and organization including Corporate Services, Environmental Services, Parks \& Community Services, Planning \& Protective Services, Water Services, Corporate Communications and Human Resources.

## Diana E. Lokken

General Manager, Corporate Services
Financial Services (including accounting, annual budget coordination, capital budget, multi-year financial plans, debt management, banking \& investments, financial controls, central corporate services, accounts payable and receivable), information technology, GIS, risk management and insurance, real estate and property management, arts development, business development and payroll.

## Dwayne Kalynchuk

General Manager, Environmental Services
Engineering and scientific programs: planning and designing facilities; environmental and regulatory programs, solid waste - recycling, landfill, waste reduction, outreach programs, air quality; operations and local services - operation and maintenance of wastewater treatment plants and marine outfalls; sewer and water utilities in electoral areas.
J.A. (Jack) Hull

General Manager, Water Services
Water supply planning, engineering design, construction/construction management, watershed management, water treatment, water quality monitoring, and maintenance of the water supply system in the Greater Victoria Area, the bulk distribution system on the Saanich Peninsula, and the distribution system in the Western Communities and Sooke.

## Lloyd F. Rushton

General Manager, Parks \& Community Services
Regional parks and trails: acquisition, planning, education, conservation, development, maintenance, and outreach. Community parks and recreation: local parks and recreation services.

## Robert Lapham

General Manager, Planning \& Protective Services
Regional planning, community planning, health facilities planning, bylaw and animal control, building inspection, emergency planning and 911, and housing liaison.

## Officials

- Bankers Royal Bank of Canada (RBC)
- Auditors KPMG LLP
- Solicitors Staples McDannold Stewart


## Standing Committees

## Committee of the Whole

Chair: Alan Lowe
All Directors
RESPONSIBILITIES
To provide for informal consideration and greater freedom of debate of an issue. Committee of the Whole recommendations must be adopted by the CRD Board to take effect.

## Arts Committee

Chair: Councillor Kyara Kahakauwila
Councillors: Pam Copley, Barbara Desjardins, Andrew Fall, Bob Gillespie, Pamela Madoff, and Board Chair Denise Blackwell (ex-officio)
RESPONSIBILITIES
Arts Development Office, Operating Assistance Grants, Special Project Grants, development of arts policy and regional arts planning

## Core Area Liquid Waste Management Committee

Chair: Alan Lowe
Vice Chair: Jody Twa
Directors: Denise Blackwell, Susan Brice, Judy Brownoff, Christopher Causton, Chris Clement, Vic Derman, Dean Fortin, Graham Hill, Frank Leonard, Leif Wergeland, Geoff Young RESPONSIBILITIES
Implementation of Core Area Liquid Waste Management Plan: trunk sewer design, construction and operation, delivery of environmental and scientific programs, operation of treatment plants and outfalls

## Electoral Area Services Committee

Chair: Gary Holman
Vice Chair: Erik Lund
Director: Susan DeGryp
RESPONSIBILITIES
Regulatory Services: animal control, building inspection, soil deposit and removal, noise control, nuisances and unsightly premises in Juan de Fuca, Southern Gulf Islands and Salt Spring Island electoral areas

## Environment Committee

Chair: Susan Brice
Vice Chair: Geoff Young
Directors: Judy Brownoff, Mark Cardinal, Bob Gillespie (for Leif Wergeland), Chris Graham (for Jack Mar), Graham Hill, Gary Holman, John Ranns, David Saunders (for Jody Twa) and Board Chair Denise Blackwell (ex officio)
RESPONSIBILITIES
Solid Waste: disposal, reduction, outreach initiatives, Hartland Landfill, hazardous and biomedical waste, air quality (burning)
Engineering Services: design, construction, administration
Scientific Programs: environmental assessment and regulatory programs

## Finance and Corporate Services Committee

Chair: Erik Lund
Vice Chair: Don Amos
Directors: Christopher Causton (Chair, Parks Committee), Chris Clement (Chair, Planning \& Protective Services Committee), Gary Holman (Chair, Electoral Area Services Committee), Frank Leonard, Alan Lowe (Chair, Core Area Liquid Waste Management Committee) and Board Chair Denise Blackwell (ex officio)

## RESPONSIBILITIES

Five Year Financial Plan, Five Year Capital Expenditure Plan, financial statements, personnel, corporate communications, board remuneration, vehicle fleet, financial criteria for capital projects, debt financing with Municipal Finance Authority

## Juan de Fuca Land Use Committee

Chair: Erik Lund (Juan de Fuca Electoral Area Director)
Councillors: Chris Graham (Central Saanich), John Ranns (Metchosin)
Residents: Terri Alcock (Shirley/Jordan River), Ken Douch (Otter Point), Caroline Griese (Port
Renfrew), Patrick O'Rourke (Willis Point), Ken Pogue (East Sooke), John Stewardson (Malahat) RESPONSIBILITIES
Community planning and land use control in the East Sooke, Port Renfrew, Otter Point, Shirley/Jordan River, Malahat and Willis Point areas of the Juan de Fuca Electoral Area

## Parks Committee

Chair: Christopher Causton
Vice Chair: John Ranns
Directors: Mark Cardinal, Susan DeGryp, Vic Derman, Erik Lund, Jack Mar, Geoff Young and Board Chair Denise Blackwell (ex officio)
RESPONSIBILITIES
Regional Parks: land acquisition, management of regional parks and trails, provision of visitor services

## Planning \& Protective Services Committee

Chair: Chris Clement
Vice Chair: Janet Evans
Directors: Judy Brownoff, Ted Daly, Chris Graham (Central Saanich),
Graham Hill, Gary Holman, Jason Nault (Colwood), John Ranns, Leif Wergeland and Board Chair Denise Blackwell (ex officio)
RESPONSIBILITIES
Regional Growth Strategy, planning services, transportation model, information services, emergency preparedness and health and hospital facility planning and funding approval

## Committees \& Commissions

Parks, Arts \& Recreation

- Arts Advisory Council
- Galiano Island Parks \& Recreation Commission
- Juan de Fuca Electoral Area Parks \& Recreation Commission
- Mayne Island Parks \& Recreation Commission
- Pender Island Activity Centre Allocation Committee
- Pender Island Parks Commission
- Peninsula Recreation Commission
- Royal \& McPherson Theatres Society Board
- Salt Spring Island Parks \& Recreation Commission
- Saturna Island Parks \& Recreation Commission
- Sooke \& Electoral Area Parks \& Recreation Commission
- Sooke Regional Museum (operated by the Sooke Historical Society)
- West Shore Parks \& Recreation Society
- Willis Point Recreation Facility Commission


## Fire Protection Commissions or Societies

- East Sooke Fire Protection \& Emergency Response Service Committee
- North Galiano Fire Protection Committee
- Otter Point Fire Protection Committee
- Pender Island Fire Protection Society
- Port Renfrew Local Services Committee
- Saturna Island Volunteer Fire Protection Society
- Shirley Volunteer Fire Protection Society
- South Galiano Volunteer Fire Department Society
- Willis Point Fire Protection Committee


## Sewer \& Water Systems or Utilities

- Beddis Water Service Committee
- Capital Regional District Water Advisory Committee
- Cedars of Tuam Water Service Committee
- Fernwood Water Local Services Committee
- Fulford Water Service Committee
- Ganges Sewer Local Services Committee
- Highland Water \& Sewer Local Services Committee
- Juan de Fuca Water Distribution Commission
- Lyall Harbour/Boot Cove Water Local Services Committee
- Magic Lake Estates Water \& Sewer Local Services Committee
- Port Renfrew Local Services Committee
- Port Renfrew Utility Services Committee
- Regional Water Supply Commission
- Saanich Peninsula Wastewater Committee
- Saanich Peninsula Water Commission
- Salt Spring Island Liquid Waste Disposal Local Service Committee
- Skana Water Service Committee
- Sticks Allison Water Local Service Committee
- Surfside Park Estates Water Service Committee


## Advisory Groups

- CRD Roundtable on the Environment
- CRD Traffic Safety Commission
- East Sooke Advisory Planning Commission
- Juan de Fuca Land Use Committee
- Malahat Advisory Planning Commission
- Marine Monitoring Advisory Group
- Otter Point Advisory Planning Commission
- Port Renfrew Advisory Planning Commission
- Salt Spring Island Solid Waste Advisory Committee
- Shirley/Jordan River Advisory Planning Commission
- Solid Waste Advisory Committee
- Victoria \& Esquimalt Harbours Environmental Action Program Stewardship Committee
- Willis Point Advisory Planning Commission•


## Boards of Variance

- East Sooke, Otter Point \& Shirley Area Board of Variance
- Malahat \& Willis Point Area Board of Variance


## Emergency Programs

- CREST (Capital Region Emergency Services Telecommunications)
- Juan de Fuca Electoral Area Emergency Committee
- Juan de Fuca Search \& Rescue Committee
- Salt Spring Island Emergency Program Committee
- Southern Gulf Islands Emergency Services Committee


## Miscellaneous

- Fernwood Dock Management Commission
- Juan de Fuca Economic Development Commission
- Regional Housing Trust Fund Commission
- Southern Gulf Islands Harbour Commission
- Southern Gulf Islands Public Library Committee
- Victoria Family Court \& Youth Justice Committee


## Community

## In the Community

The Capital Regional District (CRD) is located at the southern tip of Vancouver Island. This regional government serves three electoral areas and thirteen municipal governments including the City of Victoria, capital of British Columbia.

We are a region of cities and towns, of rural farmlands and ocean villages. While our communities are distinct, each has their own specific histories and challenges, we all share a common enthusiasm for living in this part of the world.

The Capital Regional District covers over 2,400 square kilometres, from Port Renfrew to the Southern Gulf Islands, and serves 350,000 people.


## Of the Community

The CRD is a regional government, made up of members of the community and designed to respond to the needs of the community. These needs vary greatly but some are common to all. Altogether, the CRD administers many services that enhance our daily lives. Some of these include managing the regional water supply, sewer collection and treatment, solid waste disposal, Blue Box recycling programs, regional parks and recreation facilities.

Once a need is expressed, the CRD consults with residents about which services it can provide and how they are to be financed. The CRD plays a key role in providing services that a single municipality could not provide on its own.

The CRD, like all local governments, is granted its powers by the Provincial Government and is governed by the Local Government Act of British Columbia. It is run by a regional district board comprised of appointed municipal representatives and elected rural representatives.

## For the Community

The Regional District System in British Columbia allows for all residents within the region to have access to services such as fire protection, recreation, recycling, affordable housing, water supply and waste disposal systems.

In a regional district, a number of local governments join together as partners so that
they can benefit from economies of scale and a regional perspective.

The Government of British Columbia established the "regional district" concept in 1966 because it recognized that some challenges transcend traditional municipal boundaries. For example, water and sewer lines cross municipal
boundaries, and other services such as solid waste disposal and water distribution benefit from a region-wide approach. Regional Districts were also created to give residents of rural communities (up to 15\% of the population in British Columbia), an effective form of local government and a voice on regional issues that are important to their lives.


## Mission



The CRD is a vision-driven federation of municipalities and electoral areas created to:

- serve as local government for electoral areas and provide contracted services;
- provide the political and administrative framework for combinations of member municipalities to collaborate in the provision of sub-regional services; and - provide services, explore issues and undertake initiatives best addressed at a regional level.


## Customer Orientation

Through a Board representing each member municipality and electoral area, the CRD is ultimately accountable to the citizens of the region. More specifically, we have a direct customer relationship with individuals,

households, businesses and institutions using our utilities and services, and with client communities that contract our services.

## Values \& Operating Philosophy

In order to excel in the work assigned to us by our member municipalities and electoral areas, we commit to encourage and support the following organizational behaviours. Together, they comprise our vision for the organization:

- Good Governance and Visionary Leadership - strong Board, working with dedicated Commissions and Committees, comprised of informed individuals, focused on a preferred future, and always willing to put the public interest before specific group or individual interests
- Mutual Respect and Collaboration
- within the Board, with Commissions and Committees, with local Councils, between policy and administrative levels, with our partners, and throughout the organization
- Strategic, Focused and Outcome Driven - committing our energies and resources toward priority results directly linked to mandate
- Open-minded, Flexible, Innovative and Entrepreneurial - always looking for more efficient and effective ways to achieve agreed upon outcomes and results
- Accountable, Productive and Fiscally Responsible - monitoring cost effectiveness/benefit and regularly reporting to local government partners, other stakeholders and customers
- A Valued Resource to Local Government Partners - determined to add value and prove the results/ benefits that can be achieved through mature partnerships
- Open, Transparent Business Conduct - backed up by exemplary communications, full access to
information, dialogue and participation processes that ensure optimal policies, plans and decisions
- Commitment to the Triple Bottom Line - our actions and decisions are consistent with the environmental, economic and social well-being of our community




## 2006 Year in Review

## Targets and Accomplishments

The Capital Regional District is administered through five main service areas and three support areas that oversee their own unique programs, services and activities. Each area is guided by the overall mission of the CRD, and each plays a distinct role in fulfilling that mission.

To measure the success of all programs, each service area sets annual targets in the form of goals and objectives. Success is measured by evaluating performance against these goals.


With strong Board leadership and dedicated CRD staff, many of the goals set out at the beginning of the year were achieved. The following provides a summary of key goals and objectives that were met by the five service areas over the course of 2006.

## Corporate Services

CRD Corporate Services is committed to ensuring the financial and internal affairs of the organization are delivered efficiently and effectively. In doing so, this department strives to ensure optimal use of systems and resources while delivering excellent customer service.

Corporate Services is responsible for exercising the statutory responsibilities of financial administration for the Board of Directors. This includes financial planning, financial reporting and financial transaction processing. The area is also responsible for central support services including real estate and facility management, information technology, risk management and coordination of arts development and a number of local services.

## 2006 Targets

Financial Services \& Risk Management

- Enhance service profiles and commission database
- Implement 18 additional loss control initiatives for the property insurance


## Arts Development

- Evaluate economic and organizational impact of new funding to client organizations
- Develop data gathering systems


## Information Technology \& GIS

- Provide web-based access to corporate financial and HR data
- Enhance corporate mapping framework


## Real Estate \& Facilities Management

- Complete construction and retail leasing of CRD Headquarters Phase 2
- Acquire new Craigflower (Shoreline) Pump Station Site and associated forcemain rights of way
- Complete corporate relocation from Yates Street to Fisgard Street


## Accomplishments

Financial Services \& Risk Management

- Enhanced service profiles and commission database
- Implemented 15 loss-control initiatives for property insurance
- All volunteer fire departments achieved Underwriters fire rating


## Arts Development

- Completed evaluation of economic and organizational impact of new funding to client organizations within the arts


## Information Technology \& GIS

- Provided web-based access to corporate financial and HR data
- Implemented additional residential scales at Hartland landfill
- Enhanced corporate mapping framework to improve corporate mapping data


## Real Estate \& Facilities Management

- Negotiated new Memorandum of Agreement for recreational water accesses
- Successfully executed a corporate relocation from Yates Street to Fisgard Street Phase 2


## Administrative Services

Human Resources, Corporate Communications and Administration provide support to the Chief


Administrative Office in the areas of staffing and training, internal and external communications, and administrative duties.

## 2006 Targets

## Human Resources

- Negotiate new collective agreement with the CRD/USWA Local 1-80
- Continue to improve proactive occupational health and safety performance

- Review and refine HR strategic plan, including implementation strategies
- Improve succession planning initiatives and program


## 2006 Accomplishments

## Human Resources

- Negotiated a new six-year CRD/USW Local 1-80 collective agreement
- Received several prestigious awards from North American Occupational Safety \& Health (NAOSH) for NAOSH Week programming
- Implemented improved safety program initiatives which contributed towards reductions in workplace accidents, employee time loss and improvement in the CRD's "merit status" premium rating with WorkSafeBC
- Implemented an integrated corporate exempt staff salary administration system



## Corporate Communications

- Established Corporate Communications department
- Provided centralized communications support to board members and the CRD's executive board and various projects throughout the organization
- Completed first phases of the CRD branding and website redesign projects
- Provided extensive support to the CRD wastewater treatment project


## Environmental Services

CRD Environmental Services is committed to helping CRD residents maintain a high quality of life within a clean and healthy environment.

Environmental Services is responsible for environmental assessment and regulatory programs, solid waste management, wastewater management, local services and other programs.

Among its many successes in 2006 are the expansion of accepted recyclable materials at the Hartland Landfill and Recycling Area and the implementation of the CRD composting bylaw.

## 2006 Targets

## Wastewater

- Implement the onsite sewage treatment program as required by the Core Area LWMP
- Complete the northeast trunk-Bowker relief sewer


## Solid Waste

- Complete full distribution of household hazardous waste ad cards throughout the CRD
- Increase the number of accepted recyclable materials at Hartland
- Implement a yard and garden waste landfill ban
- Improve participation and reduce contamination for the apartment recycling program


## Environmental Assessment and Regulatory

 Programs- Officially launch the Gorge Waterway Initiative and complete the strategic plan
- Work with the Vancouver Island Health Authority to define the human health implications of the CRD air quality guideline violations


## Local Services and Other Programs and

 Projects- Install modern diffused air flotation water treatment plants for Beddis and Fulford water systems on Salt Spring Island
- Complete restructuring of department web pages to improve usability and navigation


## Accomplishments

## Wastewater

- Successfully completed the independent scientific and technical review of the Core Area Liquid Waste Management Plan (LWMP)
- Completed the northeast trunk-Bowker relief sewer


## Solid Waste

- Expanded the number of recyclable materials accepted at Hartland
- Implemented the CRD composting bylaw and ban on yard and garden waste at Hartland
- Subsidized distribution of 2,000 backyard composters
- Distributed 45,000 apartment tote bags
- Developed organic collection pilot program


## Environmental Assessment and Regulatory Programs

- Implemented new regulations for the kitchen equipment cleaning operations
- Secured \$120,000 in funding to complete a master drainage plan for Bowker Creek

Local Services and Other Programs and Projects

- Completed the corporate headquarters contract
- Replaced the Maliview wastewater treatment plant on Salt Spring Island
- Upgraded Pender Island's Schooner Way wastewater treatment plant


## Water Services

CRD Water Services is responsible for water quality monitoring from 'source to tap' throughout Greater Victoria and Sooke, and for the regional cross connection control program. This department is responsible for water supply planning, engineering design, construction and construction management, watershed management, as well as the operation and maintenance of water infrastructure.

## 2006 Targets

- Complete the eleventh phase of the No. 1 Main Replacement Program and initiate final phase
- Replace five kilometres of aging water distribution mains in the Juan De Fuca water distribution service area
- Develop a cross connection control public information program and training program for plumbing and building inspectors
- Implement a forest fire risk management plan for the water supply area
- Replace the Deception Creek Bridge located in the Sooke water supply area
- Design a supply main from Humpback to the District of Sooke to replace the aging flowline
- Evaluate the condition of the No. 3 supply main to assess the extent of recently discovered corrosion


## Accomplishments

- Designed and constructed two new meters at Japan Gulch
- Completed the eleventh phase of the No. 1 Main Replacement Program

- Designed and constructed measuring flumes for measuring fishery releases to the Sooke River
- Implemented a regional cross-connection control program
- Completed FireSmart plans for major facilities
- Replaced and upgraded one bridge and three major culverts
- Removed fuel storage tanks from the water supply area


## Parks \& Community Services

CRD Parks \& Community Services is responsible for regional parks and trails, as well as a number of community parks and recreation facilities within the region. These responsibilities are disbursed across the geographical area from Port Renfrew to the Southern Gulf Islands.

## Regional Parks

CRD Regional Parks protects and manages more then 10,300 hectares of natural areas in 29 regional parks and two regional trails.

Regional Parks is responsible for establishing and protecting a network of ecologically and culturally significant natural areas in perpetuity. These parks and reserves represent and help maintain the diverse range of natural environments in the Capital Region.

## 2006 Targets

- Continue with the Board's Regional Parkland Acquisition Program and work closely with community funding partners
- Complete mid-term review of the CRD Parks Master Plan


## Accomplishments

- Welcomed 3.5 million visitors to the CRD's regional parks and trails
- Hosted 35,800 participants to nature programs and special events
- Completed acquisition of Matthews Point Regional Park Reserve
- Connected the trail between Thetis Lake Regional Park and Phelps Avenue


## Peninsula Recreation Commission

The Peninsula Recreation Commission provides recreation and leisure services to the residents of Central Saanich, North Saanich and Sidney. Facilities operated by the Commission include the Panorama Recreation Centre, Greenglade Community Centre (formerly Greenglade Elementary School) and the Central Saanich Cultural Centre.

## 2006 Targets

- Pursue major renovations to the Panorama Recreation Centre


## Accomplishments

- Opened Greenglade Community Centre
- Successfully fundraised \$100,000 for accessible playgrounds
- Established the funding bylaw for the renovations to Panorama Recreation Centre


## Sooke \& Electoral Area Parks \& Recreation

 CommissionSooke and Electoral Area Parks and Recreation Commission (SEAPARC) support the provision of recreation and leisure services to Sooke and Juan de Fuca Electoral Area residents.

SEAPARC is responsible for the upgrade and enhancement of recreational facilities in this area. These facilities help to promote active communities by providing excellent public spaces for area residents of all ages to participate in various sports and recreational activities.

## 2006 Targets

- Complete a communication master plan for parks in the Juan de Fuca Electoral Area
- Complete Port Renfrew Recreation Centre renovations


## Accomplishments

- Signed a new agreement with the Ministry of Transportation that grants ocean access for recreational purposes in the Juan de Fuca Electoral Area
- Opened mountain bike terrain park



## Salt Spring Island Parks \& Recreation Commission

Salt Spring Island's Parks, Arts and Recreation Commission (PARC) ensures that the parks and trails are maintained, improvements to existing facilities are made and parks are expanded. PARC is dedicated to meeting the recreational needs of the community. Its staff members are hired by the CRD and are responsible for administering daily PARC operations.

## 2006 Targets

- Construct a new indoor swimming pool and indoor tennis facility on Salt Spring Island


## Accomplishments

- Initiated construction of new swimming pool


## Planning \& Protective Services

CRD Planning \& Protective Services is responsible for a wide variety of services,

including Regional Planning, community planning for the Juan de Fuca Electoral Area, Health Facilities Planning, Building Inspection, Bylaw Enforcement \& Animal Control, Emergency Managment, and the Capital Regional Housing Corporation.

## 2006 Targets

## Regional Planning

- Assess inventory, conduct research and stakeholder negotiation to complete the TravelChoices Implementation and Investment Plan
- Prepare for the 2006 origin/ destination survey
- Complete the review of the next generation model options for the Regional Transportation Model
- Complete the Regional Housing Affordability Strategy
- Complete the Regional Context Statements and submit to board for acceptance


## Health Facilities Planning

- Acquire a second property on Carey Road
- Partner with a regional non-profit society to replace two obsolete residential care facilities
- Participate in the planning of the Patient Care Centre Project at Royal Jubilee Hospital, a project estimated at \$167 million


## Building Inspection

- Provide concentrated training for building officials to reflect changes in the 2005 building code
- Continue to provide ongoing education and certification to building officials
- Carry out public education seminars on building code changes in the CRD


## Bylaw Enforcement \& Animal Control

- Renew all municipal animal control contracts that expire at the end of 2006
- Work with a local animal welfare group to establish a privately funded or public-private partnership to establish an adoption centre for animals


## Capital Region Housing Corporation

- Partner with the CRD to expand participation of member municipalities in funding and operation of the Regional Housing Trust Fund
- Partner with the CRD to complete the Regional Housing Affordability Strategy and implement action plan by 2006
- Monitor and supervise construction and begin occupancy of more than 150 affordable housing units in the CRD
- Launch the development of additional affordable housing units working in partnership with the senior government housing agencies and other non-profit housing societies
- Successfully manage \$8.2 million of scheduled building envelope remediation involving five buildings (137 units)

Juan de Fuca Electoral Area Planning

- Finalize the Official Community Plans for East Sooke, Otter Point, Shirley/Jordan River and Malahat Planning Areas with the Ministry of Community Services
- Complete the 'rural area' Official Community Plan and submit for approval to the Ministry of Community Services
- Revise and complete the Juan de Fuca Electoral Area Zoning Bylaw


## Accomplishments

## Regional Planning

- Completed the survey phase of the Regional Origin/Destination Travel Survey
- Completed the TravelChoices Implementation and Investment Plan
- Developed a database and mapping layer of all employers in the region and updated information last collected in 2001
- Revised the Regional Housing Affordability Strategy and proposed recommendations for an action plan to be presented to the committee in early 2007
- Developed a project charter and work plan for the Regional Growth Strategy Interim Update and initiated the amendment process




## Health Facilities Planning

- Purchased a second four-acre parcel of land on Carey Road for a large residential care redevelopment project
- Approved \$235,000 in planning and project development funds for the Victoria General Hospital emergency department upgrade and two residential care developments in Sooke and on Salt Spring Island
- Contributed $\$ 7.5$ million for minor capital projects and equipment for area hospitals
- Completed or continued construction on three projects with a CRD contribution of \$4.9 million


## Building Inspection

- Issued 1,958 building permits representing an increase of more than 11 per cent
- Issued 232 single family dwelling unit permits


## Bylaw Enforcement \& Animal Control

- Through the adoption program, successfully raised over \$12,000 in revenue to upgrade the pound facility
- Renewed most animal control contracts for three years with two year extensions
- Received approval to begin searching for a new pound facility location


## Capital Region Housing Corporation

- Expanded partnership with the Regional Housing Trust Fund to include nine CRD municipalities, with two additional municipalities providing financial assistance.
- The Regional Housing Trust Fund provided funding towards the development of 58 additional affordable housing units achieving a leveraging ratio of approximately 10 to 1
- Secured funding commitments from senior government sources, the private sector and individual donations to meet the full capital cost requirements for the construction of Harrison Place in Saanich
- Completed construction of the 77-unit Cridge Village Seniors Centre on behalf of the Cridge Centre for the Family
- Worked in partnership with four other community organizations to achieve development of more than 140 housing units in the CRD


## Juan de Fuca Electoral Area Planning

- Reviewed official community plans for four local areas
- Introduced bylaws for four local areas
- Prepared park plan background report for the Juan De Fuca Electoral Area
- Adopted new Board of Variance bylaws


## Emergency Management

- Developed and issued an RFP for a regional disaster response operational review and have hired a consultant to complete a report
- Assisted the Southern Gulf Islands Emergency Program responders with EOC during a wild fire on Galiano Island
- Identified and obtained Board approval to replace 9-1-1 Key Set Interface equipment
- Established a new Hazardous Materials Incident Response Service


## Awards

## Human Resources

2006 North American Occupational Safety \& Health (NAOSH) Awards

These awards acknowledge our efforts to promote safety at work, at home and in the community during NAOSH Week.

- Best Overall (Canada)
- Best Overall (British Columbia)
- Best Presentation of Theme (British Columbia)
- Best in General Industries Category (British Columbia)


## Parks and Community

 Services: Peninsula Recreation CommissionPeninsula News Review Readers' Choice Awards

Local residents recognized excellence in these services offered at Panorama Recreation Centre:

- Best Indoor Event (New Years Eve)
- Best Place to Relieve Stress
- Best Place to Meet a Mate
- Best Place to Break a Sweat


## WorkSafe BC Recognition for Young Worker Initiatives

WorkSafe recognized the CRD's excellent initiatives to raise safety awareness among young workers.

## Environmental Services

## Ecosystem Restoration Award

The University of Victoria's Restoration of Natural Systems Program recognized the CRD's contributions to the restoration of southern Vancouver Island's natural ecosystems and the organization's support of the undergraduate program.


## Corporate Services

## CanFR

Capital Regional District Comprehensive Annual Financial Report for the year ended December 31, 2005 was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA). The Certificate of Achievement is the highest form of recognition for excellence in the state and local government financial reporting.

In order to be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized comprehensive annual financial report, whose contents conform to program standards. Such CanFR must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe our CanFR continues to conform to the Certificate of Achievement program requirements and we are submitting our CanFR for the current year to the GFOA.

## PAFR

The Government Finance Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to Capital Regional District for its Popular Annual Report for the year ended December 31, 2005. The Award for Outstanding Achievement in Popular Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability and reader appeal.

An award for Outstanding Achcievement in Popular Annual Reporting is valid for a period of one year only. We believe our current report continues to conform to Popular Annual Financial Reporting requirements, and we are submitting it to GFOA.

## Overview of CRD Departments

## Corporate Services

Corporate Services provide a wide variety of services for all CRD departments, ensuring the delivery of efficient and effective operations. In doing so, Corporate Services strives to ensure optimal use of the systems and resources available while delivering excellent customer service

Corporate Services includes responsibility for the following divisions:

- Financial Services
- GIS \& Information Technology
- Real Estate \& Facilities Management
- Business Development \& Payroll
- Risk, Insurance \& Contracts
- Arts Development

The General Manager exercises statutory responsibilities as the officer assigned the responsibility of financial administration for the Board of Directors. In this role, the Financial Services Division provides financial reporting and internal controls, upholds the fiduciary responsibility to manage the assets of the District and provides guidance for the overall financial stability of the District.

Corporate Services is in charge of budgeting, the five year financial plan, accounts payable, accounts receivable, payroll, banking, financial reporting and financial statements, contracts, development and maintenance of financial information systems, investing and safeguarding financial assets. The department is also responsible for co-ordination of local
services such as a number of fire services, library services and volunteer commissions. Corporate Services also provides a variety of central support services such as Freedom of Information, printing, internal interoffice mail, central reception and switchboard services.

The Risk and Insurance division manages the risk management needs of the District. This includes insurance coverage, claims management services, risk management services and operation of a self-insurance program.

The Arts Development Office manages programs that support both new and ongoing arts activity in the region. This division operates under the Arts Committee, composed of elected representatives of the participating municipalities, and the Arts Advisory Council, a volunteer commission appointed by the Arts Committee that recommends policies to foster and promote the arts in the region.

The operating budget of the CRD is paid for by four main sources - local government transfers (mainly requisitions), user fees/sale of services and surplus monies from previous years. Requisitions are the amount of money that the CRD requires as tax revenue each year. This money is part of our property taxes and is used to provide services that are essential to us all, such as building trunk sewers and treatment plants, regional parks and water distribution systems. Paying for these services works by the principle of "forming partnerships and only paying for what you get." This means that the cost of a given service is shared, by an

agreed upon formula, between the participants, municipalities and/or electoral areas actually receiving the service. Revenue derived from such service is part of the budget for that service.

The CRD has over 200 totally separate budgets paid for by 30 different cost sharing formulas. Each service has a separate budget and funds cannot be transferred between services, so separate "books" are kept for each and every service.

The five-year financial plan must be adopted by the CRD Board on or before March 31 each year. Expenditures not provided for in the financial plan for the current year are unlawful. Regional districts are required to operate with balanced budgets (all 200 of them) and any deficit must be repaid immediately in the following year by the affected service.

The CRD, together with the other regional districts in BC, owns the Municipal Finance


Authority (MFA). All long-term borrowings of the individual municipalities within the boundaries of CRD are processed by the CRD, guaranteed by the CRD, and included in the CRD budget. The joint and several guarantees of the municipalities and regional districts, and our conservative financial practices have resulted in our long-term debt/bond ratings being Moody's AAA and Standard \& Poor's AAA.

## Environmental Services

Environmental Services is responsible for liquid and solid waste management and related environmental assessment and regulatory programs as well as local service water and sewer utilities in CRD electoral areas.

The department designs, builds and operates sewage collection treatment and disposal systems that serve about 350,000 people living in 13 Capital Regional District (CRD) municipalities and three electoral areas. The sewage is treated to a degree that ensures the protection of human health and the environment. The level of treatment varies from preliminary treatment for sewage generated in the core area and the West Shore to secondary treatment on the Saanich Peninsula and the Southern Gulf Islands. All discharges are through carefully designed and monitored outfalls to marine receiving waters. All of these waters are suitable for swimming and extensive monitoring indicates that they are in good ecological health. Environmental programs (source control, stormwater quality, marine monitoring, harbours and watersheds initiatives and trucked liquid waste) have been implemented to ensure the continuation of a healthy aquatic environment in the CRD.

The department also provides municipal solid waste disposal and recycling services. In recent years, about $33 \%$ of the solid waste generated in the region has been diverted from disposal, with the remaining $67 \%$ deposited at Hartland landfill. In 2006, about 160,000 tonnes of garbage was landfilled in an environmentally sound manner. Groundwater and surface water are protected through the collection and removal of leachate, and greenhouse gases are substantially reduced through the collection of landfill gas which contains methane produced by decaying garbage. The methane is converted into electrical energy to service about 1,600 homes in the region.

Engineering Services staff are responsible for planning, designing, constructing and project managing new, or improvements to, wastewater, water and solid waste facilities and structures.

Scientific Programs staff are responsible for implementing environmental assessment and regulatory programs for liquid waste and solid waste management. This includes the assessment of the effects of CRD wastewater outfalls, Hartland landfill, contaminated sites, stormwater discharges and regulation of contaminated discharges to sanitary sewers.

Operations and local services staff provide expertise to operate and maintain the extensive trunk sewer network and disposal system for the core and West Shore areas; the wastewater treatment and biosolids disposal system for the Saanich Peninsula; wastewater collection and treatment systems for four communities in the three electoral areas; water supply, treatment and distribution systems for twelve communities in the electoral areas and the
septage disposal system for Salt Spring Island. The division, under contract with CRD Water Services, also operates and maintains the system to supply bulk water to the Saanich Peninsula municipalities.

Solid Waste staff administer and manage all municipal solid waste disposal for the Capital Region at Hartland Iandfill, waste reduction and recycling programs at Hartland, Salt Spring Island, Southern Gulf Islands and Port Renfrew. Staff also deliver public outreach and awareness programs designed to encourage waste reduction, protect human health and the environment and encourage sustainability. The division administers curbside residential recycling collection (blue box) contract services for all single-family dwellings (98,000 homes) and provides annual funding to apartment owners to assist them with recycling programs (44,000 apartments). All funding is drawn from Hartland tipping fees and revenues from the sale of recyclables and other sources. There is zero requisition (no funds are drawn from property taxes to support the Solid Waste programs).

Headquarters and Administrative Services staff assist with the coordination of the Core Area and West Shore Sewage Treatment project and provide administrative, financial and human resources support to all division functions.

## Water Services

## Regional Water Supply

Capital Regional District Water Services is the wholesale supplier of water to the core municipalities, the Saanich Peninsula, the Westshore Communities and Sooke. The


Department staff is responsible for water supply planning, engineering design, construction and construction management, watershed management, water quality monitoring as well as the operation and maintenance of water infrastructure.

The supply infrastructure consists of 11,500 hectares of watershed lands, the Sooke and Goldstream reservoirs and dams, the 8 km long Kapoor Tunnel, 115 km of transmission pipelines ranging in size from 450 mm to $1,525 \mathrm{~mm}$ in diameter, three water disinfection plants as well as several pressure reducing stations, metering stations and concrete storage reservoirs.

The regional water supply system is administered by the Regional Water Supply Commission, which is made up of elected representatives from the member municipalities in the region.

## Juan de Fuca Water Distribution

Water Services is also responsible for the retail distribution system supplying water to the approximately 61,000 residents in the Westshore Communities, Sooke and part of the Juan de Fuca Electoral Area. The distribution system consists of 15 storage reservoirs, 37 pumping stations, 435 km of water mains, 6,158 valves, 1,558 fire hydrants, and 18,446 retail water meters.

The retail distribution system in the Western Communities and Sooke is administered by the Juan de Fuca Water Distribution Commission, which is made up of elected representatives from the municipalities in the Westshore Communities, District of Sooke and the Juan de Fuca Electoral Area.

## Saanich Peninsula Water Distribution

Water Services is responsible for the Saanich Peninsula bulk water distribution system, which consists of 9 storage reservoirs, 8 pumping stations, 23 pressure reducing stations, 2 rechlorination plants, and 46 km of water distribution mains.

The system is administered by the Saanich Peninsula Water Commission, which is made up of 11 Commissioners appointed by Member Municipalities plus representatives from agriculture, and First Nations.

In 2006 construction of the final phase of the No 1 Transmission main replacement was commenced. In the Westshore Communities, residential development continued at a brisk pace with over 700 new service connections, along with substantial increases in the infrastructure to service new developments.

Overall water use in the region has remained largely unchanged since 1995 despite the rapid pace of development in the Region. Public participation in demand management programs continues to exceed expectations. Demand for rebates for efficient water fixtures and appliances in homes again exceeded targets. The new Industrial/Commercial/Institutional demand management program focused on audits and elimination of 'once through' cooling systems in restaurants and commercial facilities. Significant water savings are expected as the program develops

## Parks \& Community Services

## Regional Parks

Regional Parks protects and manages more than 10,500 hectares of spectacular and easily accessible natural areas in 30 regional parks and trails in the Capital Regional District. The mandate of CRD Parks is to establish and protect a network of regional parks in perpetuity that represent and help maintain the diverse range of natural environments in the region; and provide opportunities for outdoor experiences and activities that foster appreciation and enjoyment of, and respect for, the region's natural environments.

In 2006, over 3.5 million visitors experienced regional parks and trails. With visitation up 3\% from the previous year, our regional parks and trails continue to be highly valued by residents and visitors to the Capital Region. In addition to an increase in general park visits, Regional Parks' nature programs saw a jump in participation of almost $30 \%$. These environmental interpretation programs include children's program, guided hikes, special events and nature centres. School programs in particular enjoyed a surge of attendance in 2006, with over 8,000 students, parents and teachers attending 210 programs during the spring and fall, a 55\% increase over 2005. Contributing to the well-being of our regional parks and trail throughout the year were 416 volunteers who donated over 6,700 hours as wardens, naturalists, gatekeepers and community groups.

CRD Parks Administrative and Visitor Services staff connect visitors with parks, park values and opportunities to be involved in the
stewardship of regional parks and trails. The General Manager works closely with incorporated and unincorporated areas and elected officials on regional parkland issues, and has overall responsibility for the Regional Parks division.

Central Services staff provides advice and guidance on the management of regional parkland and appropriate outdoor opportunities. Working with partners and through consultation with the public, staff develops long-term plans and recommends actions for acquisition of additional parkland. Central Services staff plan and develop park facilities such as bridges, buildings and trails, and carry out infrastructure upgrading. They also oversee park safety and security, including bylaw enforcement and fire management.

Park Services staff provides day-to-day operations and maintenance for all regional

parks and trails. Staff deliver interpretive programs, coordinate volunteer participation and develop and maintain park facilities such as trails, nature centres, washrooms, beach and picnic areas, parking areas, vehicle and foot bridges, information kiosks, and trail and road signs. Staff educates park visitors about their natural and cultural heritage, enforce CRD Parks bylaws and assist with fire prevention. They ensure visitors to regional parks and trails have safe and enjoyable experiences.

## Peninsula Recreation Commission

Through Panorama Recreation, the Commission provides a wide variety of services to residents of the Saanich Peninsula. The Panorama Recreation Centre is the Commission's main facility and comprised of two arenas, an indoor swimming pool (using a salt purification system), four indoor tennis courts, two outdoor tennis courts, modern weight room and fitness studio, squash and racquetball courts and three small multi-purpose rooms.

Two thousand and six was the first year of a lease agreement between the Commission and School District \#63 (Saanich) for the operation of the Greenglade Community Centre (formerly Greenglade Elementary School). Greenglade includes a gymnasium and a variety of classroom spaces and staff have been very successful in converting this facility into a well used community asset.

The two rooms at the Central Saanich Cultural Centre are used for a variety of program and meeting purposes.

The Commission has a joint use agreement with School District \#63 (Saanich) for the use
of various gyms and classrooms for community programs, and a joint use agreement also is in place with the Saanich Indian School Board.

In late 2006, the Saanich Peninsula Lifestyle Pool Facility Service Establishment Bylaw was consented to by the District of North Saanich and the Town of Sidney and received the first three readings. This Bylaw facilitates the long awaited expansion of the 30 year old aquatic facility at the Panorama Recreation Centre.

Programs offered through Panorama Recreation cover a broad scope of interests that include such topics as fitness and weights, cooking, investing, arts and crafts, swimming/skating and tennis lessons, cardio/ stroke/accident or injury rehabilitation services, and computers.

## Sooke \& Electoral Area Parks \& Recreation Commission

The Sooke \& Electoral Area Parks and Recreation Commission (SEAPARC) creates recreational opportunities for the public through the planning, development, provision and operation of recreation facilities, programs and activities with a focus on the people of the District of Sooke and the Juan de Fuca Electoral Area.

During 2006, SEAPARC established partnerships within Sooke and the Juan de Fuca Electoral Area, including the Active Community initiatives and partnerships with local businesses, East Sooke residents, Sooke Family Resource Society, and the Port Renfrew Social Services Society in regards to the Port Renfrew recreation centre renovation project. SEAPARC also enhanced partnerships locally and intermunicipally with participation in programs such as Jump Start, LIFE, Taste of Recreation, Stepping Out, joint
website initiatives, Health and Recreation Alliance, Groovy, and more.

Throughout the 2006 ice season, the SEAPARC Leisure Complex hosted minor hockey and figure skating clubs, the Junior B Hockey "Sooke Stingers" team, and school use and private rental groups. The ice season concluded with the James Ruth Memorial Old Timers Hockey Tournament at the end of March. In April, SEAPARC hosted the Sooke Rotary Club's annual auction, craft sale and expo and the facilitywide Sooke Spring Sprint triathlon.

During the summer, SEAPARC provided numerous activities for youth including sport camps held in the arena and at Stan Jones Field. SEAPARC also co-hosted the annual Sk8 Jam with the local Rotary Club that drew participants from all parts of southern Vancouver Island. Participation rates in the aquatics programs and the summer recreation camps were exceptionally strong. In August, the ice went in at the arena as SEAPARC hosted the Ryan Wade Hockey School for the first time.

During 2006, SEAPARC staff coordinated the design and construction of a mountain bike terrain park. The estimated \$15,000 to \$20,000 project cost less than $\$ 9,000$ thanks to the volunteer involvement of local youth and contractors. The bike park is well-used, and signage, trail improvements and touch-ups to the moguls will continue into 2007.

## Salt Spring Island Parks and Recreation Commission

On Salt Spring Island the Parks and Recreation Commission (PARC) is responsible for and maintains over 100 hectares ( 250 acres) of
parks, a well as miles of trails. Centennial Park is home to the 'Market in the Park', where up to 160 Island vendors "make it, bake it, grow it" every Saturday from April through October; Mouat Park provides a disc golf course and 80 -acres of wilderness trails minutes from downtown Ganges Village; Rotary Park and the Ganges Boardwalk are the gateway for hundreds of visiting boaters; and Portlock Park is the home of athletic fields, tennis and multipurpose courts, a running track and a seasonal outdoor pool.

PARC provides and/or maintains a variety of park amenities and recreational facilities for the community including: Shelby Pool, a disc golf course in Mouat Park, soccer fields and a track at Portlock Park, ball diamonds and tennis courts in Fulford and Portlock Park, as well as children's playgrounds in Centennial, Portlock and Drummond Parks and a skateboard park close to the middle and secondary schools.


PARC also offers the 'Camp Colossal' summer drop-in day camp for kids in July and August.

Our Parks and Recreation Commission is comprised of 10 volunteer members appointed by the CRD Board from the community, plus the Regional Director. The positions of Chairperson and Vice-Chair are elected annually from within the group, and a number of standing committees, advisory groups and task forces are appointed as required. Approximately one-third of the Commission is appointed each year to provide an overlap of experience and skill development.

## Planning \& Protective Services

## Regional Planning

The Regional Planning division of the Planning \& Protective Services area supports planning and development activities in the Capital Region with information, research and strategic advice. The Regional Planning Division aims to be the Capital Region's acknowledged leader in informing and advising on trends, challenges, opportunities and choices that will support regional sustainability and quality of life. Regional Planning delivers its mandate through services in three areas:

Regional Information The division maintains a regional information base and perspective on population, employment, economic, development and land use trends; and, provides regional, sub-regional and municipal statistics, trend analysis, and research tools to member municipalities.

Transportation Planning The division manages and applies the regional transportation information system and model and provides
professional transportation planning expertise to the board, member municipalities and other partners. The division also analyzes the impacts of actual or projected changes to the transportation system related to local land development matters.

## Regional Growth Management The

 division co-ordinates with municipalities, other participating public, private agencies, neighbouring jurisdictions and regional residents in the preparation and implementation of a regional growth strategy (RGS) for the CRD, under Part 25 of the Local Government Act.
## Health Facilities Planning

The Capital Regional Hospital District (CRHD) pays this division on a cost-recovery basis, to administer the CRHD's role in sharing the capital cost of health facility development as enabled by the Hospital District Act.

Health Facilities Planning has four main functions, the first of which is to provide the local share of the capital cost of health facilities. This function involves the production, in conjunction with the Vancouver Island Health Authority (VIHA) and other agencies, of a Ten Year Capital Plan. The Plan consolidates existing and proposed project funding and forecasts future CRHD debt and property tax requisitions for approval by the Board. The 2007-2016 Capital Plan has total capital expenditures of \$586 Million and a Regional Hospital District share of \$262 Million.

The second major function aligned to capital cost sharing is the review of individual major facility projects and expenditure classes (minor capital and equipment). Individual projects are reviewed against various alternatives (which
might achieve the same effect) and for scope, cost, method of procurement and duration. After due diligence the projects are referred to the Board.

The Division also monitors approved projects, their expenditures, cash flows and processes the project claims and handles project substitutions.

Health Facilities Planning also provides expertise in preliminary project development and/or recoverable project development funding for under-resourced non-profit agencies. It also engages in land banking for future health facilities.

The third main function is to support the Board under its powers to legislate public health measures. One example is the proposed amendment to the Clean Air Bylaw (1996). The Division reviewed the recommendation of the VIHA Chief Medical Health Officer to ban smoking on patios and then carried out a public consultation process.

The fourth main function is to advance the evidence on the social determinants of health. Social determinants (education, employment, and income) and inequalities in living, adversely affect the health of lower socio-economic groups and cause additional, avoidable, costly demands on the health system. The Division initiated and co-chaired a major conference on social determinants of heath in 2006. This function led to the Division being actively involved in Regional Homeless Secretariat.

## Building Inspection

The division works to provide protection to the residents of the Capital Region by enforcing building regulations. Staff of the division are provided access to the best training available in order to provide equitable and efficient service in the most competent and knowledgeable manner possible. In addition the division provides education and provides information to the public in the area of building regulations. The division offers all these services to enhance the quality of building inspection services in the Capital Regional District.

The Division provides consultative planning and budgeting for the services offered and works cooperatively with the public and other agencies.

Responsibilities of the division include reviewing building plans and specifications for zoning to ensure compliance with the British Columbia Building Codes, Plumbing Codes, Islands Trust bylaws, and regulatory bylaws of the CRD. In addition the division coordinates the issuance of all building permits for commercial, industrial and residential construction.

Communication with builders, owners, architects, professional engineers, and other government agencies on a variety of regulatory and bylaw issues allows the division to maintain constant feedback on relevant issues. In the process of carrying out inspection of construction projects the division advises owners and/or builders of deficiencies and actions required for compliance.

Building Inspection oversees the maintenance of all building division records ensuring the

accuracy and completeness of records. In addition the division prepares an annual budget and establishes yearly revenue projections for the building inspection function.

## Bylaw Enforcement \& Animal Control

This division provides Bylaw Enforcement Services to three electoral areas and two municipalities, and internally to a number of CRD divisions.

Animal Control services are contracted, charged out or requisitioned to ten municipalities, three electoral areas and two First Nations reservations. The division also provides Poundkeeping services to the District of Saanich.

## Emergency Management

Emergency Planning Emergency Planning provides administrative and emergency planning support to the Juan de Fuca, Southern Gulf Islands and Salt Spring Island Emergency


Planning Commissions, as well as to various other CRD commissions or contracted societies that provide emergency support services such as the Emergency Planning Commission, Search and Rescue and Emergency Social Services.

In 2006, Emergency Planning initiated a Regional Disaster Response Model Study. The department also provided assistance to local and provincial response agencies during the Galiano wild fire in July, 2006.

Hazmat Response Service The Hazmat Response Service provides a system of response to Hazardous Material emergency incidents in the Capital Region.

This services was established in 2006. The first phase of creating Hazmat Response for the CRD includes equipment acquisition, training and the development of administrative structure.

9-1-1 Program The 9-1-1 Emergency Response program encompasses seven police jurisdictions, 27 fire divisions and the provincial ambulance service. Because it automatically routes to the appropriate answering point within the region, it has eliminated multiple emergency numbers and made the system efficient and user friendly.

In only a quarter of a second, an operator can pinpoint the telephone number and precise street address of the caller, and dispatch proper authorities to the scene. The entire process takes less then four minutes. In addition, the system incorporates a foreign language translation service that enables the 9-1-1 operator to deal with over 140 foreign languages on a 24 -hour interpreter response basis.

## Juan de Fuca Electoral Area Planning Services

The Juan de Fuca Electoral Area Planning Services Division provides community planning and land use control services in the electoral area of Juan de Fuca. With substantial public involvement, the division prepares, administers and amends official community plans and zoning bylaws. The division reviews various external planning matters such as subdivision applications, Land Commission referrals and Crown Land referrals.

The CRD Board, under Supplementary Letters Patent, established the Juan de Fuca Economic Development Commission. The commission is responsible for development and assisting in carrying out an overall economic development plan for the Juan de Fuca Electoral Area. The division provides technical and administrative services to the Commission.

The division looks after the following bylaws and Capital Regional Planning Boards:

- Official Community Plan bylaws
- Zoning bylaws
- Soil deposit/removal bylaws
- Advisory Planning Commissions
- Boards of Variance

The division has new Official Community Plans for the Malahat and East Sooke and pending approvals for the Otter Point and Shirley/Jordan River Official Community Plans. A Comprehensive Land Use and Development Plan has been drafted for the Rural Resource Lands in the Electoral Area. The division will be initiating a review of the Port Review Comprehensive Community Plan and be
drafting a zoning bylaw for the majority of the Juan de Fuca Electoral Area.

## Capital Region Housing Corporation

The Capital Region Housing Corporation (CRHC) is a non-profit corporation that is a whollyowned subsidiary of the Capital Regional District. The CRHC Board has four elected officials drawn from and appointed by the Regional District Board. In addition, there are three community members and one tenant representative on the Board who are appointed by the CRHC Board.

The Housing Corporation's primary mandate is the development and management of modest cost housing. Since its inception in 1982 CRHC has built over 1450 apartments and townhouses, on behalf of the Corporation and other non-profit housing organizations, providing quality accommodation for seniors, families and persons with special needs.

CRHC is the largest provider of non-profit housing in the region and is funded by the federal and provincial governments. Since 1996 CRHC has been exploring public/private partnerships as a vehicle to develop more affordable housing. Also in recent years partnerships with nonprofit housing societies has resulted in the development of a number of senior and special purpose facilities. The senior Corporation staff lends their abilities and expertise to various federal and provincial agencies and committees dealing with affordable housing issues.

CRHC worked with Regional Planning Services on the development of a Regional Housing Affordability Strategy and the corresponding Regional Housing Trust Fund. CRHC acts as the
administrator for the Regional Housing Trust Fund Commission. Since 2005 funding has been allocated to six housing societies in the amount of $\$ 1,126,000$ to facilitate the development of 84 affordable housing units.

## Local Board of Health

The Capital Regional District is authorized to assume and exercise the powers and duties as the Local Board of Health for the area of the Capital Regional District. In delivering the services authorized for the Local Board of Health, the Capital Regional District adopts healthrelated bylaws for which the education and enforcement are contracted to the Vancouver Island Health Authority (VIHA).

Tattoo Bylaw: A bylaw regulating tattoo premises was adopted in 1978 at a time when tattoos were far less prevalent than they are today.

Food Handler Bylaw: A bylaw to regulate the operation of food service establishments was adopted in 1992 and establishes that, during operating hours, every food service establishment must have at least one supervisor on duty who has obtained a certificate indicating successful completion of the Food Safe Training and Certificate program. Within the first seven years of operating with the bylaw, approximately 39,000 food handlers were Food Safe trained. The public health inspectors attribute this bylaw with contributing significantly to the low rates of food poisoning incidents in the CRD compared to other urban centres.

Clean Air Bylaw: The Clean Air Bylaw prohibits smoking in the workplace, public premises and educational institutions including schoolyards.

## Goals for 2007

## Corporate Services

- Develop business plans
- Tangible capital assets project - Phase 1 (compliance with PSAB standards)
- Implement new Time On Line for exception time reporting
- Implement electronic funds transfers for vendors
- Implement five or more quality improvement initiatives
- Annual financial report to meet statutory guidelines
- Develop IT Emergency Operations and Business Resumption plans
- Coordination of Emergency Response with GIS
- Upgrade bird proofing of Fisgard HQ Phase 2 building (year 1 of 3) to reduce maintenance costs
- Develop operational procedures for new HQ facility for effective operation and maintenance
- Financial and administrative stability in the operation of the region's arts organizations for deficit free operations in funded entities
- Encourage best practices in arts organizations through support of organization development and planning initiatives ( $95 \%$ completion rate of funded Board development or planning initiatives)


## Administrative Services

## Human Resources

- Negotiation of new Collective Agreement - CRD/CUPE Local 1978
- Development of an integrated and strategic corporate human resource plan linking best human resource practices, employee performance and recognition, corporate orientation, training, succession planning and culture development
- Develop and implement an Employee Feedback Survey and program
- Continued focus on improvement of organizational health and safety performance and corporate wellness initiatives, focused at keeping staff safe, healthy, at work and reducing corporate costs
- Improve human resource reports to facilitate the management of human resources with respect to strategic and operational initiatives


## Corporate Communications

- Launch strategic new brand direction for the CRD along with redesigned website
- Complete Phase 1 of the Communications Strategy for the Wastewater Treatment Project
- Develop and implement a communications strategy for the Thetis Lake redevelopment, Emergency Preparedness and the Regional Pesticide Educational Plan
- Implement Phase 2 of the Sea to Sea public consultation process
- Develop a publications strategy for Regional Parks
- Provide communications support to the Clean Air Bylaw Project and the Regional Housing Strategy
- Develop communications partnerships with municipalities
- Launch and implement the Residential Regional Source Control campaign


## Environmental Services

## Engineering Services

- Complete, by June 30, the wastewater treatment amendment to the Core Area Liquid Waste Management Plan as required by the Minister of Environment
- Develop plans, using the triple bottom line approach, for selecting and evaluating

candidate sewage treatment plant sites to serve the Core Area and West Shore
- Construct trunk sewer system improvements to prevent sewage overflows to Bowker Creek, including the Trent Street pump station and forcemain
- Install a standby power generator at Macaulay Point pump station to prevent sewage overflows during power outages
- Upgrade seven water systems in the CRD's three electoral areas
- Install new screens at Humber and Rutland overflow outfalls


## Solid Waste

- Expand types of recyclable materials accepted at Hartland to include film plastic, Styrofoam and e-waste orphans
- Implement organic collection pilot in View Royal and continue pilot in Oak Bay


## Scientific Programs

- Improve CRD Natural Areas Atlas
- Complete the Bowker Creek Master Drainage Plan


## Operations and Local Services

- Commission the Trent Street pump station
- Install modern defused air flotation water treatment plants for Beddis and Fulford water systems on Salt Spring Island


## Administrative Services

- Core Area sewage treatment project
- organize the administration of the project; e.g., committee support, project files, task follow-up system, material resources, etc.


## Water Services

- Complete the final phase of the No. 1 Main replacement and celebrate the completion of this project which started in 1995 and has cost over \$35M
- Design the new transmission main and disinfection facility to service the District of Sooke and award construction contracts
- Assess the storm damage within the watershed and implications for wildfire risk
- Complete the Sooke Watershed Management Plan in cooperation with the T'Souke First Nation, the Provincial Ministry of the Environment and Federal Fisheries and Oceans.


## Parks \& Community Services

## Regional Parks

- Continue with the Board's Parkland Acquisition Program, working closely with community funding partners
- Carry out major planning initiative to establish trail within E\&N corridor
- Continue planning work to establish Trans Canada Trail route through Sooke Hills Wilderness Regional Park to Cowichan Valley Regional District


## Peninsula Recreation Commission

- Initiate major facility renovation project at Panorama Recreation Centre


## Sooke and Electoral Area Recreation Commission

[^1]
## Salt Spring Island Parks, Arts and Recreation Commission

- Open new pool


## Planning \& Protective Services

Regional Planning

- Complete the publication phase of the Regional Origin/Destination Travel Survey with a detailed report and presentations to municipalities
- Convert the regional transportation model to a G.I.S.-based platform, and begin the development of micro-simulation modelling capacity
- Submit an application to the Federal Gas Tax Fund to secure $\$ 5.65$ million for the Westside Rail Trail and an equal amount for transit
- Work to establish an intergovernmental implementation agreement on transportation between the Ministry of Transportation and CRD
- Continue monthly and quarterly web publication of development data while streamlining the reporting process
- Publish the Regional Growth Strategy monitoring reports for 2005 and 2006
- Complete the Regional Growth Strategy Interim Update, and amend the growth strategy bylaw
- Design an Urban Growth Model to allow analysis of different development scenarios, and provide detailed population projections for the region
- Undertake a study of long-term resource needs, including food, energy, water and aggregate materials


## Health Facilities Planning

- Recommend the District's $40 \%$ share (est. $\$ 6.4 \mathrm{M}$ ) of the Victoria General Hospital emergency department upgrade construction
- Approve planning funds (est. \$1.4 M) for the Patient Care Centre Project at the Royal Jubilee Hospital (est. at \$250 M)
- Contribute \$8 M for minor capital projects and equipment purchases for area hospitals
- Sell the Carey Road lands to the Baptist Housing Ministries Society for a major residential care redevelopment project
- Implement the Regional Housing Affordability Strategy's homelessness plan through the establishment of the Homeless Task Force, complete the Regional Homelessness Plan and various actions toward eliminating homelessness
- Conduct the public consultation process on the Clean Air Bylaw amendment and a separate public consultation on a new bylaw regulating tanning salons including preventing use by minors


## Building Inspection

- Amend the CRD Building Bylaw and review inspection procedures to implement the new (2006) Building Code and amend the CRD Building Bylaw to introduce amendments
- Increase the number of inspections in remote areas and update public information and website
- Review all outstanding incomplete files and prepare status reports to either close or conduct follow-up inspections


## Bylaw \& Animal Control

- Review regulatory bylaws to ensure they are up-to-date and relevant
- Complete an internal interdepartmental satisfaction survey to allow for review of service response issues
- Start the process to locate an appropriate site for relocation of our Pound facility to coincide with the October 1, 2011 expiry of our current lease
- Review and prepare a new Noise Bylaw for the Juan de Fuca Electoral area.
- Initiate public awareness and enforcement of the new Soil and Deposit and Removal Bylaw in cooperation with the Regional Planning


## Juan de Fuca Electoral Area Planning

- Increase community awareness with respect to Regional Growth Strategy Implications, development trends, recommended application procedures and public consultation process alternatives
- Complete the public hearing and bylaw review process for four Official Community Plans and proceed with the preparation of a new zoning bylaw
- Complete preparation of new Official Community Plan and introduce land use and subdivision regulations for balance of Electoral Area
- Prepare a new BOV Bylaw for the Port Renfrew Comprehensive Development Plan Area and any new area subject to Land Use Regulations as required by the Local Government


## Emergency Planning

- Establish Emergency Management Bylaw, Emergency Management Organization and Emergency Plans that provide an effective coordinated emergency response to local and regional emergencies
- Select appropriate Regional Disaster Response Coordination Model and seek Board support for selected model
- Review the Electoral Area Emergency Plans and Bylaws to ensure the establishment of appropriate responsibilities, roles and relationships between the CRD and other jurisdictions
- Ensure there is a high level of public awareness about emergency preparedness issues (evacuation, stay-in-place preparedness)
- Increase awareness of provincial and local authority agencies and their representatives about CRD issues and contacts to better coordinate an emergency response
- Implement the Hazardous Materials Response Service
- Conduct a comprehensive review of the 9-1-1 system and develop strategic and business plans for the function


## Capital Region Housing Corporation

- Partner with the CRD to expand the participation of member municipalities in the funding and operation of the Regional Housing Trust Fund
- Partner with the CRD in the completion of a Regional Housing Affordability Strategy and implement the action plan as scheduled for 2007
- Further strengthen the Corporation's funding partnership with the CRD for the delivery of services provided on behalf of the CRD and member municipalities
- Monitor and supervise construction and begin occupancy of over 140 affordable housing units in the Capital Region District, involving the CRHC working in partnership with five nonprofit housing societies
- With the benefit of funding under the Regional Housing Trust Fund, launch the development of additional affordable housing units working in partnership with the senior government housing agencies and other nonprofit housing societies to address the critical homelessness and family housing needs
- Continue the repair partnership with BC Housing to address an additional four buildings that have experienced "leaky condo" challenges


## Graphs

## Capital Regional District

## General, Sewer, Water Revenue Funds

## Corporate Services

The Corporate Services area provides general accounting and reporting, accounts payable, and payroll services to track the annual revenues and expenditures appointed in the Annual Budget. Accounts are kept on a fund accounting basis using a comprehensive computerized accounting system..

## Budget

Annual Budgets are adopted by the board March 31 of the current year. This provides the funding of the various functions carried out by the board.

Where the money comes from

(Total: \$135,093,684)

Where the money goes

(Total: \$135,093,684)

## Capital Regional District

General, Sewer, Water Revenue Funds
Operating Costs

(Total: \$73,047,336)

## Management's Report

The management of the Capital Regional District is responsible for the accompanying consolidated financial statements. To ensure their integrity, objectivity and reliability, management has selected appropriate accounting policies that are in accordance with Canadian generally accepted principles for local governments as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The consolidated financial statements necessarily include some amounts that are based on estimates and the judgment of management with appropriate consideration to materiality.

To assist in meeting its responsibility, management maintains accounting, budget and other internal controls. These controls provide reasonable assurance that transactions are appropriately authorized and accurately recorded, that assets are properly accounted for and safeguarded in order that the integrity of financial records is maintained.

The consolidated financial statements have been audited by the independent firm of KPMG LLP, Chartered Accountants. Their report to the Chair and Directors, stating the scope of their examination and opinion on the consolidated financial statements, follows.


Kelly Daniels
Chief Administrative Officer
April 20, 2007


Rita M. Estock
Senior Manager, Financial Services Division
April 20, 2007

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# AUDITORS' REPORT TO THE CHAIR AND DIRECTORS OF THE CAPITAL REGIONAL DISTRICT 


#### Abstract

We have audited the consolidated statement of financial position of the Capital Regional District as at December 31, 2006 and the consolidated statements of financial activities and changes in financial position for the year then ended. These financial statements are the responsibility of the Regional District's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Regional District as at December 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.




Chartered Accountants

Victoria, Canada
April 20, 2007

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2006
FINANCIAL ASSETS
Cash and investments (Note 3)
Receivables
Debt recoverable from other authorities (Note 5)

## LIABILITIES

Payable and accrued liabilities
Deferred revenue
Long-term debt (Note 5)
Other liabilities (Notes 15 and 16)
Liability of subsidiary (Note 14)

NET FINANCIAL ASSETS (LIABILITIES)

PHYSICAL ASSETS

DISTRICT POSITION
Revenue Funds
Capital Funds
Reserve Funds (Note 13)

See accompanying notes to financial statements.


Rita M. E stock, FCGA
Senior Manager
Financial Services Division


## Contractual obligations (Note 7) <br> Contingencies (Note 8)

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

 For the year ended December 31, 2006|  | Budget |  |  |  | 2005 <br> Actual |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | Actual |  |  |  |
| Revenues |  |  |  |  |  |  |
| Conditional transfers from government (Note 10) | \$ | 66,168,204 | \$ | 61,693,595 | \$ | 63,154,022 |
| Sale of services |  | 50,752,852 |  | 49,949,687 |  | 52,516,255 |
| Other revenue |  | 25,388,292 |  | 7,777,431 |  | 8,329,551 |
| Interest earnings |  | 303,293 |  | 4,500,106 |  | 3,169,877 |
| Developer contributions (Note 4) |  |  |  | 2,701,760 |  | 7,635,849 |
| Affordable housing - income of subsidiary (Note 14) |  | - |  | 4,263,062 |  | 1,642,945 |
| Grants in lieu of taxes |  | 1,694,160 |  | 1,834,017 |  | 1,807,720 |
| Actuarial adjustment of long term debt |  |  |  | 3,148,349 |  | 2,901,812 |
|  |  | 144,306,801 |  | 135,868,007 |  | 141,158,031 |
| EXPENDITURES (Note 11) |  |  |  |  |  |  |
| General government services |  | 8,319,910 |  | 10,160,729 |  | 15,957,659 |
| Grants in aid |  | 406,150 |  | 486,675 |  | 444,418 |
| Protective services |  | 9,564,366 |  | 8,404,439 |  | 8,313,918 |
| Sewer, water, and garbage services |  | 103,440,295 |  | 75,740,254 |  | 77,180,845 |
| Planning and development services |  | 1,853,557 |  | 2,163,339 |  | 1,948,271 |
| Recreation and cultural services |  | 27,344,495 |  | 15,076,248 |  | 14,245,607 |
| Other |  | 9,229,248 |  | 1,251,605 |  | 2,178,442 |
| Transportation services |  | 1,102,200 |  | 107,432 |  | 94,273 |
| Other fiscal services |  | 16,638,970 |  | 16,207,130 |  | 15,600,391 |
|  |  | 177,899,191 |  | 129,597,851 |  | 135,963,824 |
| NET REVENUES (EXPENDITURES) |  |  |  |  |  |  |
| BEFORE DISPOSAL OF ASSETS |  | $(33,592,390)$ |  | 6,270,156 |  | 5,194,207 |
| Disposal of assets |  | - |  | $(3,008,338)$ |  | $(4,464,165)$ |
| NET REVENUES (EXPENDITURES) |  | $(33,592,390)$ |  | 3,261,818 |  | 730,042 |
| Physical assets capitalization |  | 64,008,775 |  | 36,787,289 |  | 47,313,555 |
| Change in fund balances |  | 30,416,385 |  | 40,049,107 |  | 48,043,597 |
| Opening balances |  | 521,128,645 |  | 521,128,645 |  | 473,085,048 |
| CLOSING BALANCES | \$ | 551,545,030 | \$ | 561,177,752 | \$ | 521,128,645 |

[^2]CONSOLIDATED STATEMENT OF CHANGES IN FINANCIAL POSITION For the year ended December 31, 2006
$\qquad$

## CASH PROVIDED BY (USED IN):

| OPERATING ACTIVITIES |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Net Revenues | \$ | 3,261,818 | \$ | 730,042 |
| Items not affecting operating activities: |  |  |  |  |
| Income of subsidiary |  | $(4,263,062)$ |  | $(1,642,945)$ |
| Disposal of assets |  | 3,008,338 |  | 4,464,165 |
| Actuarial adjustment of long term debt |  | $(3,148,349)$ |  | $(2,901,812)$ |
|  |  | $(1,141,255)$ |  | 649,450 |
| Decrease (increase) in non-cash financial assets: |  |  |  |  |
| Increase (decrease) in short-term liabilities: |  |  |  |  |
| Accounts payable and accrued liabilities |  | $(962,514)$ |  | 4,046,283 |
| Deferred revenue |  | 2,418,187 |  | 642,734 |
| Other |  | 2,144,880 |  | 2,509,990 |
| CASH PROVIDED BY OPERATING ACTIVITIES |  | 2,328,404 |  | 7,542,281 |
| FINANCING ACTIVITIES |  |  |  |  |
| Debenture borrowings |  | 10,111,992 |  | 14,547,706 |
| R epayment of long-term debt |  | $(9,147,293)$ |  | (9,989,870) |
| CASH PROVIDED BY FINANCING ACTIVITIES |  | 964,699 |  | 4,557,836 |
| INCREASE IN CASH |  | 3,293,103 |  | 12,100,117 |
| Cash, Beginning of Year |  | 81,833,958 |  | 69,733,841 |
| CASH, END OF YEAR | \$ | 85,127,061 | \$ | 81,833,958 |

Cash is represented by cash and investments.

See accompanying notes to financial statements.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS <br> For the year ended December 31, 2006

## GENERAL

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 District are prepared by management in accordance with Canadian generally accepted accounting principles for local governments and regional districts and as recommended by the Public Sector Accounting B oard of the C anadian Institute of Chartered Accountants. 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 recorded as interfund transfers and are eliminated upon consolidation into these consolidated financial statements. The basic funds are briefly described as follows:
i. General Revenue Fund

These funds are the main funds of the District and used to reflect the normal district operating activities including collection of the requisition, administering operations, servicing general debt, etc.
ii. $\quad$ Sewer and Water Revenue Funds

The Sewer and Water Revenue F unds have been established to cover the costs of operating these utilities. The capital funds hold the capital assets and long-term debt related to these functions.
iii. Capital Funds

These funds are used to reflect capital assets and work-in-progress financed by the related long-term debt and investment in capital assets.
iv. Reserve Funds

These funds have been created to provide monies for specific future requirements with approval of the Minister of Community Services and are governed by bylaws defining their purpose.
b) BASIS OF ACCOUNTING

The basis of accounting followed in the financial statements presentation includes recording revenues in the period in which the transactions or events occurred that gave rise to the revenues and recording expenditures in the period the goods and services are acquired and a liability is incurred or transfers are due.
c) CONSOLIDATED FINANCIAL STATEMENTS

For overall financial information purposes, consolidated financial statements have been provided for all funds belonging to the one economic entity of the Regional District. These are:

| General Revenue Fund | Sooke Community Park C apital R eserve Fund |
| :---: | :---: |
| Sewer Revenue Fund | Pender Islands Fire Capital R eserve F und |
| Water R evenue F und | Pender Island Parks \& Recreation Commission Capital R eserve |
| General Capital F und | Fund |
| Sewer Capital F und | Saturna Island P arks \& R ecreation Commission Capital R eserve |
| Water Capital Fund | Fund |
| Equipment Replacement F und | Regional Parks Capital R eserve F und |
| Feasibility Study Reserve Fund | Willis Point Fire \& Recreation Capital Reserve Fund |
| Office Facilities \& Equipment R eserve Fund | Solid Waste Capital Reserve Fund |
| Royal Theatre Capital Reserve F und | Port Renfrew Solid Waste Capital Reserve Fund |
| Northwest Trunk S ewer System Debt Retirement F und | Northwest Trunk S ewer Capital Reserve Fund |
| S.P.W.W.S. Sewer Debt Reserve Fund | Northeast Trunk S ewer C apital Reserve Fund |
| Shirley Fire Reserve Fund | Trunk Sewers and Sewage Disposal Facilities Capital R eserve |
| Southern Gulf Islands Capital F und | Fund |
| Sooke Community Park C apital F und | Central Saanich Treatment Plant Capital Reserve Fund |
| Langford Community Park Reserve F und | Sidney Treatment Plant Capital R eserve Fund |
| Pender Island Park Land R eserve Fund | Magic Lake Sewerage System Capital Reserve Fund |
| Regional Parks Land Reserve Fund | Maliview Estates Sewer Capital R eserve Fund |
| Salt Spring Island Park Land Acquisition Reserve Fund | Ganges Sewer LSA Capital Reserve Fund |

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS <br> For the year ended December 31, 2006

Salt Spring Island Parks \& Recreation Capital Reserve Fund Southern Gulf Islands Small Craft Harbour Capital Reserve Fund Galiano Island Parks \& Recreation Capital Reserve Fund Saturna Island Park Land Reserve F und Mayne Island Park Land Reserve F und
J uan De Fuca Centennial Pool Capital Reserve Fund
Saanich Peninsula Ice Arena Facility Capital Reserve Fund
Beddis Water Capital R eserve Fund
McP herson Theatre Capital Reserve Fund
Cedars of Tuam Water C apital R eserve Fund

Port Renfrew Sewer System Capital Reserve Fund Fernwood Water System C apital R eserve Fund Magic Lake Estates Water System Capital Reserve F und Port R enfrew S ewer \& W ater System Capital Reserve F und Saanich Peninsula Water Supply Capital Reserve Fund Salt S pring Island (Highland) W ater System C apital Reserve Fund Lyall Harbour/Boot Cove Water Service Area Capital Reserve F und Surfside Park Estates Water Capital Reserve Fund
Skana Water Service C apital Reserve F und
Sticks Allison Water Capital Reserve Fund
Salt Spring Island Fulford Water Capital Reserve Fund Second Salt S pring Island Parks \& Recreation Service Area C apital Reserve Fund

Inter-fund transfers have been eliminated
d) PHYSICALASSETS
i. Capital Funds

Physical assets are recorded at cost in the year of acquisition. Amortization is not recorded on physical assets.
ii. Work in progress

Work-in-progress is recorded at cost incurred on each project, commencing from the date on which each project is approved by the Board of the Capital Regional District. Upon completion, the total project costs are allocated to the appropriate category in physical assets.
e) TAXATION

Each Municipality and Electoral Area within the Regional 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.
f) 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.

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

Government transfers are recognized in the consolidated financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made. Grants in lieu of taxes are recorded when received.
h) INSURANCE RESERVE

The District self-insures for its primary layers of its commercial general liability and all risk property insurance coverages as well as for physical damage to the majority of its fleet vehicles. The District carries property, vehicle liability, commercial general liability, marine, and other insurance coverages through commercial carriers.
i) INVESTMENT IN SUBSIDIARY

The wholly owned subsidiary of the District, the Capital Region Housing Corporation, is accounted for on a modified equity basis, consistent with the generally accepted accounting treatment for government business enterprises (Note 14). Under the modified equity basis, the business enterprise's accounting principles are not adjusted to conform to those of the District, and interorganizational transactions and balances are not eliminated.

## 2. MEASUREMENT UNCERTAINTY

The preparation of consolidated financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2006

contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenditures during the period. Actual results could differ from those estimates.

## 3. CASH AND INVESTMENTS

|  | 2006 |  |  |  | 2005 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Book Value |  |  | Market Value |  | Book Value |  | Market Value |
| Bank Account Balance | \$ | 21,637,590 | \$ | 21,637,590 | \$ | 37,324,617 | \$ | 37,324,617 |
| MFA Bonds |  | 1,639,360 |  | 1,639,360 |  | 1,574,940 |  | 1,574,940 |
| MFA Money Market |  | 28,211,154 |  | 28,211,154 |  | 27,135,338 |  | 27,135,338 |
| Marketable Securities |  | 33,638,957 |  | 32,436,804 |  | 15,799,064 |  | 14,924,188 |
|  | \$ | 85,127,061 | \$ | 83,924,908 | \$ | 81,833,958 | \$ | 80,959,083 |

## 4. DEVELOPER CONTRIBUTIONS

The District receives contributions from developers for the development of the water distribution infrastructure. These restricted contributions are recognized as revenue when the actual infrastructure works are preformed. Developer contributions paid in advance of infrastructure works are recorded as Deferred Revenue. The following balances are included in the totals reported for Deferred Revenue.

|  | 2006 |  | 2005 |  |
| :---: | :---: | :---: | :---: | :---: |
| Balance, beginning of year | \$ | 369,790 | \$ | 296,204 |
| Developer contributions during the year Contributions used in infrastructure works |  | $\begin{array}{r} 2,868,796 \\ (2,701,760) \end{array}$ |  | $\begin{array}{r} 7,709,435 \\ (7,635,849) \end{array}$ |
| Balance, end of year | \$ | 536,826 | \$ | 369,790 |

## 5. LONG-TERM DEBT

## a) DEBENTURE DEBT

Debenture debt principal is reported net of sinking fund balances, and interest expense is reported net of sinking fund earnings.
The loan agreements with the Municipal Finance Authority provide that, if at any time the scheduled payments provided for in the agreements for the District and other authorities are not sufficient to meet the Authority's obligation in respect to such borrowings, the resulting deficiency becomes a liability of the District and other authorities to the Authority.

The total debenture debt issued and outstanding as at December 31, 2006 was $\$ 223,046,710$ ( $2005-\$ 218,981,726$ ) of which $\$ 108,777,632$ (2005-\$102,528,999) was for other authorities. These statements include principal and interest payments on behalf of other authorities of $\$ 6,230,497$ (2005- $\$ 5,742,820$ ) and $\$ 9,332,499$ (2005- $\$ 9,159,940$ ) respectively. The total of $\$ 15,562,996$ (2005-\$14,902,760) is included as expenditures in Other Fiscal Services and recovered in Conditional Transfers from Government. The following amounts included in total debenture debt are payable over the next five years:

|  |  | 2007 | 2008 | 2009 | 2010 | 2011 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| General | \$ | 2,276,000 | 2,211,121 | 1,878,499 | 1,826,913 | 1,706,423 |
| Water |  | 3,655,307 | 3,632,136 | 3,521,841 | 3,303,105 | 3,169,640 |
| Sewer |  | 2,585,876 | 2,557,607 | 2,273,107 | 2,082,118 | 1,947,553 |
| Other authorities |  | 6,636,440 | 6,474,242 | 5,184,999 | 5,011,818 | 3,953,009 |
|  | \$ | 15,153,623 | 14,875,106 | 12,858,446 | 12,223,954 | 10,776,625 |

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS <br> For the year ended December 31, 2006

b) DEMAND NOTES

The Municipal Finance Authority holds demand notes related to the District's debenture debt in the amount of $\$ 15,415,422$ of which $\$ 6,868,876$ is held by the District for the other authorities.

## 6. DEBT RESERVE FUND

The Municipal Finance Authority of British Columbia provides capital financing for regional districts and their member municipalities. The Authority 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 Authority to the regional district. If at any time insufficient funds are provided by the regional district or their member municipalities, the Authority will then use these funds to meet payments on its obligations. When this occurs, the regional districts may be called upon to restore the fund

|  | 2006 |  |  | 2005 |
| :---: | :---: | :---: | :---: | :---: |
| Cash Deposits - Capital Regional District | \$ | 3,183,523 | \$ | 3,039,370 |
| Member Municipalities |  | 2,691,657 |  | 2,547,728 |
| Demand Notes - Capital Regional District |  | 8,546,546 |  | 8,406,303 |
| Member Municipalities |  | 6,868,876 |  | 6,640,414 |
|  | \$ | 21,290,602 | \$ | 20,633,815 |

## 7. CONTRACTUAL OBLIGATIONS

a) At December 31, 2006, the District has outstanding commitments to capital project and operating contracts totaling \$ 18,539,247.
b) The District rents facilities and leases machinery and equipment under long-term leases. Future minimum lease payments are as follows:

|  |  |  |  | MACHINERY <br> FACILITIES |  |
| :--- | :---: | :---: | :---: | :---: | :---: |

## 8. CONTINGENCIES

In the normal course of a year, the District is faced with lawsuits for damages of diverse natures. 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 expenditures.

## 9. PENSION PLAN

The District and its employees contribute to the Municipal Pension Plan (the plan), a jointly trusteed pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 140,000 active members and approximately 51,000 retired members. Active members include approximately 31,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The most recent valuation as at December 31, 2003 indicated an unfunded liability of $\$ 789$ million for basic pension benefits. The next valuation will be as at December 31, 2006 with results available in 2007 . The actuary does not attribute portions of the unfunded

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2006

liability to individual employers. The Capital Regional District paid \$1,959,766 for employer contributions to the plan in fiscal 2006 (2005-\$1,710,603). The Capital R egional District employees paid $\$ 1,756,742$ for employee contributions to the plan in fiscal 2006 (2005-\$1,547,074).
10. CONDITIONAL TRANSFERS FROM GOVERNMENT

The following government transfers have been included in revenues:

|  | 2006 |  | $\underline{2005}$ |  |
| :---: | :---: | :---: | :---: | :---: |
| Federal | \$ | 140,000 | \$ | 150 |
| Provincial |  | 2,935,305 |  | 4,513,025 |
| Local |  | 58,618,290 |  | 58,640,847 |
|  | \$ | 61,693,595 | \$ | 63,154,022 |

Local Government transfers include tax levies collected by the Province and municipalities on behalf of the District.
11. EXPENDITURES - ANALYSIS BY OBJECT

|  | 2006 |  |  | $\underline{2005}$ |
| :---: | :---: | :---: | :---: | :---: |
| Salaries and benefits | \$ | 35,177,950 | \$ | 33,174,320 |
| Consultants |  | 866,284 |  | 1,007,190 |
| Contract for services |  | 7,839,115 |  | 6,293,735 |
| Legal and audit |  | 489,896 |  | 329,269 |
| Office expenses |  | 1,920,550 |  | 1,760,364 |
| Telephone and fax |  | 832,062 |  | 834,549 |
| Travel |  | 1,546,926 |  | 1,418,323 |
| Utilities |  | 1,975,878 |  | 1,839,698 |
| Bulk Water |  | 5,204,637 |  | 4,970,575 |
| Rentals and leases |  | 817,697 |  | 1,046,553 |
| Insurance |  | 578,976 |  | 460,014 |
| Repairs and maintenance |  | 1,799,555 |  | 1,652,396 |
| Other |  | 7,991,895 |  | 8,095,589 |
| Principal on long term debt of other authorities |  | 6,230,497 |  | 5,742,820 |
| Interest on long term debt |  | 19,224,924 |  | 19,663,397 |
| Interest on temporary borrowings |  | 313,720 |  | 361,477 |
| Physical assets |  | 36,787,289 |  | 47,313,555 |
| TOTAL CONSOLIDATED EXPENDITURES | \$ | 129,597,851 | \$ | 135,963,824 |

## 12. TRUST UNDER ADMINISTRATION

The District administers the Saanich Peninsula Water Trust on behalf of third parties. As the related trust/ assets are not owned by the District, the trust has been excluded from the consolidated financial statements.

|  | 2006 |  | 2005 |  |
| :---: | :---: | :---: | :---: | :---: |
| Fund balance, beginning of year | \$ | 278,325 | \$ | 710,100 |
| Interest earnings |  | 570 |  | 9,415 |
| Transfers |  | $(278,895)$ |  | $(441,190)$ |
| Fund balance, end of year | \$ | - | \$ | 278,325 |

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS <br> For the year ended December 31, 2006

## 13. RESERVE FUNDS

The Reserve Fund balances as at December 31 are:

| Equipment Replacement Fund | \$ | 11,160,167 | \$ | 11,037,798 |
| :---: | :---: | :---: | :---: | :---: |
| Feasibility Study Reserve Fund |  | 105,012 |  | 152,649 |
| Office Facilities \& Equipment Reserve Fund |  | 713,145 |  | 254,764 |
| Royal Theatre Capital Reserve Fund |  | 157,921 |  | 313,671 |
| Northwest Trunk Sewer System Debt Retirement Fund |  |  |  |  |
| S.P.W.W.S. Sewer Debt Reserve Fund |  | 945,110 |  | 765,400 |
| Shirley Fire Reserve Fund |  | 50,445 |  | 48,274 |
| Southern Gulf Islands Capital Fund |  | 54,883 |  | 52,520 |
| Sooke Community Park Capital Fund |  | 26,186 |  | 23,088 |
| Langford Community Park Reserve F und |  | 21,268 |  | 20,525 |
| Pender Island Park Land Reserve Fund |  | 26,940 |  | 97 |
| Regional Parks Land Reserve Fund |  |  |  |  |
| Salt Spring Island Park Land Acquisition Reserve Fund |  | 55,671 |  | 472,996 |
| Salt Spring Island Parks \& Recreation Capital Reserve Fund |  | 722,811 |  | 13,340 |
| Southern Gulf Islands S mall Craft Harbour Capital Reserve Fund |  | 481,718 |  | 504,401 |
| Galiano Island Parks \& Recreation Capital Reserve Fund |  | 76,281 |  | 57,029 |
| Saturna Island Park Land R eserve F und |  | 2,380 |  | 11,153 |
| Mayne Island Park Land Reserve Fund |  | 7,146 |  | 5,936 |
| J uan De Fuca Centennial Pool Capital Reserve Fund |  | 279,834 |  | 267,788 |
| Saanich Peninsula Ice Arena Facility C apital Reserve Fund |  | 13,973 |  | 13,372 |
| Sooke Community Park Capital R eserve Fund |  | 203,254 |  | 113,590 |
| Pender Islands Fire Capital R eserve Fund |  | 82,177 |  | 13,411 |
| Pender Island P arks \& Recreation Commission Capital R eserve Fund |  | 29,654 |  | 12,035 |
| Saturna Island Parks \& Recreation Commission Capital Reserve Fund |  | 36,264 |  | 25,133 |
| Regional Parks Capital Reserve Fund |  | 1,343,424 |  | 1,157,390 |
| Willis Point Fire \& R ecreation Capital Reserve Fund |  | 79,037 |  | 68,335 |
| Solid Waste Capital Reserve Fund |  | 2,549,201 |  | 1,677,194 |
| Port R enfrew Solid Waste Capital Reserve Fund |  | 63,883 |  | 61,133 |
| Northwest Trunk Sewer Capital Reserve Fund |  | 958 |  | 917 |
| Northeast Trunk Sewer C apital R eserve Fund |  | 91,115 |  | 87,193 |
| Trunk Sewers and Sewage Disposal Facilities Capital Reserve Fund |  | 2,496,398 |  | 2,258,264 |
| Central Saanich Treatment Plant Capital Reserve Fund |  | 602,209 |  | 576,286 |
| Sidney Treatment Plant Capital Reserve Fund |  | 548,749 |  | 525,127 |
| Magic Lake Sewerage System Capital Reserve Fund |  | 202,041 |  | 212,728 |
| Maliview Estates Sewer Capital Reserve Fund |  | 358 |  | 23,883 |
| Ganges Sewer LSA C apital Reserve Fund |  | 371,017 |  | 95,455 |
| Cedars of Tuam Water C apital Reserve Fund |  | 382 |  | 9,187 |
| Port Renfrew Sewer System Capital Reserve Fund |  | 746 |  | 713 |
| Fernwood Water System Capital R eserve Fund |  | 1,453 |  | 1,391 |
| Magic Lake Estates Water System Capital Reserve Fund |  | 106,892 |  | 5,895 |
| Port R enfrew Sewer \& W ater System Capital Reserve Fund |  | 3,880 |  | 3,713 |
| Saanich Peninsula Water Supply Capital Reserve Fund |  | 3,927,340 |  | 3,346,904 |
| Salt Spring Island (Highland) W ater System Capital R eserve Fund |  | 249,459 |  | 215,174 |
| Lyall Harbour/Boot C ove Water Service Area Capital Reserve Fund |  | 12,238 |  | 13,123 |
| Surfside Park Estate Water C apital Reserve Fund |  | 2,160 |  |  |
| Skana Water Service C apital R eserve |  | 12,193 |  | 11,669 |
| Sticks Allison Water Capital Reserve Fund |  | 5,739 |  | 4,000 |
| Beddis Water Capital R eserve Fund |  | 155,093 |  | 114,603 |
| Salt Spring Island Fulford Water Capital Reserve Fund |  | 180,095 |  | 107,576 |
| Second Salt Spring Island P arks \& Recreation Service Area Capital |  |  |  |  |
| Reserve Fund |  | 330,926 |  | 316,681 |
| McP herson Theatre C apital Reserve Fund |  | 444,780 |  | 199,797 |
| TOTAL RESERVE FUNDS | \$ | 29,034,006 | \$ | 25,273,301 |

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS <br> For the year ended December 31, 2006

## 14. WHOLLY OWNED SUBSIDIARY - CAPITAL REGION HOUSING CORPORATION

The Capital Region Housing Corporation 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 corporation operates properties with 1,247 housing units. The following table provides condensed supplementary financial information for the Capital Region Housing Corporation.

|  | 2006 |  |  | 2005 |
| :---: | :---: | :---: | :---: | :---: |
| Financial Position: |  |  |  |  |
| Financial Assets |  |  |  |  |
| Cash and Investments | \$ | 3,550,356 | \$ | 3,327,817 |
| Receivables |  | 224,368 |  | 265,212 |
| Other Assets |  | 100,733 |  | 93,079 |
| Total Current Assets |  | 3,875,457 |  | 3,686,108 |
| Restricted C ash and Investments |  | 8,739,717 |  | 8,152,604 |
| Total Financial Assets |  | 12,615,174 |  | 11,838,712 |
| Liabilities and Municipal Position |  |  |  |  |
| Payables |  | 1,808,880 |  | 1,288,626 |
| Security Deposits |  | 444,687 |  | 435,490 |
| Deferred Revenue |  | 495,558 |  | 423,789 |
| Total Current Liabilities |  | 2,749,125 |  | 2,147,905 |
| Long-term Debt |  | 81,213,693 |  | 80,982,874 |
| Capital Stock |  | 1 |  | 1 |
| Total Liabilities |  | 83,962,819 |  | 83,130,780 |
| Net Financial Assets (Liabilities) |  | $(71,347,645)$ |  | $(71,292,068)$ |
| Physical Assets |  | 70,949,465 |  | 66,630,826 |
| Net Municipal Position | \$ | $(398,180)$ | \$ | $(4,661,242)$ |
| Financial Activity: |  |  |  |  |
| Revenues | \$ | 16,736,844 | \$ | 14,329,213 |
| Affordable Housing Expenditures |  | 12,473,782 |  | 12,686,268 |
| Change in Municipal Position | \$ | 4,263,062 | \$ | 1,642,945 |

## 15. LANDFILL CLOSURE AND POST-CLOSURE CARE

Included in Other Liabilities is $\$ 3,170,000(2005-\$ 2,790,000)$ of the estimated total landfill closure and post closure care costs of $\$ 5,260,180$. The estimated liability for these costs is recognized as the landfill site's capacity is used and the reported liability represents the portion of the estimated total costs recognized as at December 31, 2006 based on the cumulative capacity used to that date, compared to the total estimated landfill capacity. Estimated total cost represents the sum of the discounted future cash flows for closure and post closure care activities discounted at 3\%.

The estimated remaining capacity of the landfill site is $60 \%$ of its total capacity and its estimated remaining life is 38 years after which the period for post closure care is estimated to be 25 years.

Landfill closure and post-closure care requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, post-closure monitoring and treatment of leachate from the site. The reported liability is based on estimates and assumptions with respect to events over a 38 year period using the best information available to management. Future events may result in significant changes to the estimated total expenditures, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2006

## 16. POST EMPLOYMENT BENEFITS

The District provides sick leave and certain other 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, 2004 and updated to reflect specific changes in the adopted assumptions.

|  |  | $\underline{2006}$ |  | $\underline{2005}$ |
| :---: | :---: | :---: | :---: | :---: |
| Accrued benefit obligation: |  |  |  |  |
| Balance, beginning of year | \$ | 376,400 | \$ | 371,800 |
| Current service cost |  | 27,200 |  | 25,100 |
| Interest cost |  | 16,500 |  | 17,600 |
| Benefits paid |  | $(41,300)$ |  | $(41,000)$ |
| Actuarial Loss |  | 1,600 |  | 2,900 |
| Accrued benefit obligation, end of year | \$ | 380,400 | \$ | 376,400 |

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

|  | $\underline{\mathbf{2 0 0 6}}$ | $\underline{\underline{\mathbf{2 0 0 5}}}$ |
| :--- | ---: | ---: |
|  |  |  |
| Discount rates | $4.50 \%$ | $4.25 \%$ |
| Expected future inflation rates | $2.5 \%$ | $2.5 \%$ |
| Expected wage and salary increases | $2.58 \%$ to $4.5 \%$ | $2.58 \%$ to $4.5 \%$ |

## 17. FEDERAL GAS TAX

Included in Deferred Revenue is $\$ 431,343$ of $\operatorname{Federal}$ Gas Tax grants received for the first time in 2006. Gas Tax and Public Transit funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the Municipality and the Union of British Columbia Municipalities. Gas Tax funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements.

| Federal Gas Tax Agreement Funds |  | $\underline{2006}$ |
| :--- | :--- | ---: |
| Opening balance of unspent funds | $\$$ | - |
| Add: $\quad$ Amount received during the year |  | 420,092 |
| $\quad$ Interest earned | 11,251 |  |
| Less: $\quad$ Amount spent |  | - |
| $\quad$ Amount spent on administration |  |  |
| Closing balance of unspent funds | $\$$ |  |

## 18. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the method of financial statement presentation adopted in the current year.

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## AUDITORS＇REPORT ON SUPPLEMENTARY INFORMATION TO THE CHAIR AND DIRECTORS OF THE CAPITAL REGIONAL DISTRICT

We have audited and reported separately herein on the consolidated financial statements of the Capital Regional District as at and for the year ended December 31， 2006.

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements taken as a whole．The current year＇s supplementary information included in Schedules A through F is presented for purposes of additional analysis and is not a required part of the consolidated financial statements．Such supplementary information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and，in our opinion，is fairly stated in all material respects in relation to the consolidated financial statements taken as a whole．

Chartered Accountants

Victoria，Canada
April 20， 2007

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CHANGES IN FUND BALANCES
For the year ended December 31, 2006


## CONSOLIDATED DEBT CHARGES

## For the year ended December 31, 2006

| Principal <br> payments on <br> long-term <br> non-debenture <br> debt | Interest on <br> temporary <br> borrowings | Interest on <br> long-term <br> debt |
| :---: | :---: | :---: |

GENERAL REVENUE FUND
Issued by Municipal Finance Authority Member municipalities Capital Regional District Issued by Capital Regional District

## SEWER REVENUE FUND

Issued by Municipal Finance Authority Issued by Capital Regional District

## WATER REVENUE FUND

Issued by Municipal Finance Authority Issued by Capital Regional District

| \$ | $-\$$ $-\quad$ 661,484 | 147,539 | \$ | $\begin{array}{r} 9,332,499 \\ 2,871,622 \\ 138,873 \end{array}$ |
| :---: | :---: | :---: | :---: | :---: |
|  | 661,484 | 147,539 |  | 12,342,994 |
|  | 126,322 | 94,032 |  | $\begin{array}{r} 2,546,030 \\ 7,876 \\ \hline \end{array}$ |
|  | 126,322 | 94,032 |  | 2,553,906 |
|  |  | 16,322 |  | 4,328,024 |
|  | - | 16,322 |  | 4,328,024 |
| \$ | 787,806 \$ | 257,893 | \$ | 19,224,924 |


| Principal |
| :---: |
| payments on |
| long-term |
| debenture |
| debt |

$\qquad$ Accrued debt debt charges $\qquad$
2006
2005

| \$ | 6,230,497 | \$ | - | \$ | 15,562,996 | \$ | 14,929,561 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2,393,217 |  | 4,915 |  | 5,269,754 |  | 7,151,092 |
|  | - |  |  |  | 947,896 |  | 226,273 |
|  | 8,623,714 |  | 4,915 |  | 21,780,646 |  | 22,306,927 |
|  | 2,333,964 |  | 47,635 |  | 4,927,629 |  | 5,031,102 |
|  | - |  | - |  | 228,230 |  |  |
|  | 2,333,964 |  | 47,635 |  | 5,155,859 |  | 5,031,102 |
|  | 3,632,306 |  | 3,277 |  | 7,963,607 |  | 8,421,636 |
|  | - |  | - |  | 16,322 |  | - |
|  | 3,632,306 |  | 3,277 |  | 7,979,929 |  | 8,421,636 |
| \$ | 14,589,984 | \$ | 55,827 | \$ | 34,916,434 | \$ | 35,759,664 |

$\begin{array}{ccc}\text { Issue } & & \\ \text { Issue } & \text { MFAI } \\ \text { CMHC }\end{array}$
Interest Previous
2006 Debt
$\circ$
$\begin{array}{rr} & \\ - & - \\ - & - \\ - & 24,977 \\ 50,465 & 21,138\end{array}$
ว әпррәัэs
CAPITAL REGIONAL DISTRICT

| Issue Date | Bylaw | Issue Bylaw | MFAI CMHC Issue | Maturity Date | Original | Interest Rate | Previous Outstanding | 2006 Debt <br> Retirement | Actuarial | 2006 | Principal | $\begin{gathered} \text { Outstanding } \\ \text { December } 31 \\ 2006 \\ \hline \end{gathered}$ | Interest \& Exchange |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| North Pender Fire |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1974 | 86 | 139 | 7 | 1989 | 23,691 */** | 9.0000\% | - | - | - |  | - | - | - |
| 1974 | 86 | 139 | 8 | 1984 | 26,309 * | 8.5000\% | - | - | - |  | - | - | - |
| 1991 | 1844 | 1899 | 50 | 2006 | 80,000 | 10.2500\% | 7,340 | 7,340 | 3,633 |  | 3,707 | - | 4,100 |
| 1991 | 1844 | 1957 | 51 | 1996 | 20,000 * | 9.5000\% | - | - |  |  |  |  | - |
| Total North Pender Fire |  |  |  |  | 150,000 |  | 7,340 | 7,340 | 3,633 |  | 3,707 | - | 4,100 |
| South Galiano Fire |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1975 | 140 | 186 | 12 | 1995 | 56,283 */**/4* | 9.8500\% | - | - | - |  | - | - | - |
| 1975 | 140A | 186 | 12 | 1995 | 3,934 */**/4* | 9.8500\% | - | - | - |  | - | - | - |
| 1983 | 1062 | 1125 | 33 | 1988 | 25,000 * | 10.5000\% | - | - | - |  | - | - | - |
| Total South Galiano Fire |  |  |  |  | 85,217 |  | - | - | - |  | - | - | - |
| Otter Point Fire |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1980 | 626 | 698 | 27 | 2000 | 80,000 ** | 9.3750\% | - | - | - |  | - | - | - |
| Total Otter Point Fire |  |  |  |  | 80,000 |  | - | - | - |  | - | - | - |
| South Pender Fire |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Total South Pender Fire |  |  |  |  | 24,700 |  | - | - | - |  | - | - | - |
| North Pender Fire - 2nd Service Debt |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2001 | 2805 | 2868 | 74 | 2016 | 582,720 | 5.9300\% | 466,325 | 32,825 | 5,820 |  | 27,005 | 433,500 | 34,555 |
| Total North Pender Fire - 2nd Service Debt |  |  |  |  | 582,720 |  | 466,325 | 32,825 | 5,820 |  | 27,005 | 433,500 | 34,555 |
| Seaparc Ice Arena |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1976 | 195 | 269 | 18 | 1996 | 362,790 */**/** | 8.8750\% | - | - | - |  | - | - | - |
| 1976 | 195 | 269 | 19 | 1996 | 18,924 */**/ж* | 8.7000\% | - | - | - |  | - | - | - |
| Total Seaparc Ice Arena |  |  |  |  | 381,714 |  | - | - | - |  | - | - | - |
| Seaparc Swimming Pool |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1998 | 2597 | 2632 | 69 | 2013 | 450,000 | 5.5500\% | 280,206 | 29,344 | 8,490 |  | 20,854 | 250,862 | 24,975 |
| 1999 | 2597 | 2684 | 70 | 2014 | 1,460,000 | 5.4900\% | 999,783 | 90,671 | 23,011 |  | 67,660 | 909,112 | 80,154 |
| 1999 | 2597 | 2717 | 71 | 2014 | 1,500,000 | 5.9900\% | 1,027,176 | 93,154 | 23,641 |  | 69,513 | 934,022 | 89,850 |
| 2000 | 2597 | 2764 | 72 | 2015 | 1,000,000 | 6.4500\% | 743,931 | 59,146 | 12,804 |  | 46,342 | 684,785 | 64,500 |
| Total Seaparc Swimming Pool |  |  |  |  | 4,410,000 |  | 3,051,096 | 272,315 | 67,946 |  | 204,369 | 2,778,781 | 259,479 |
| J uan de Fuca-Curling Rink |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1975 | 191 | 205 | 15 | 1995 | 311,471 * | 10.2500\% | - | - | - |  | - | - | - |
| 1975 | 191 | 205 | 16 | 1995 | 153,938 */** | 10.6500\% | - | - | - |  | - | - | - |
| 1975 | 191 | 205 | 17 | 1995 | 33,893 ***** | 9.8850\% | - | - | - |  | - | - | - |
| 1976 | 191 | 269 | 18 | 1996 | 389,152 */**/** | 8.8750\% | - | - | - |  | - | - | - |
| Total J uan de Fuca - Curling Rink |  |  |  |  | 888,454 |  | - | - | - |  | - | - | - |

CAPITAL REGIONAL DISTRICT
Schedule C

|  |
| :---: |
| Exchange |

137,250
179,700
316950
CAPITAL REGIONAL DISTRICT
ว әппрәчэ्s

|  |
| :--- |
| Exchange |

- 

$\vdots$ $\vdots$ $\vdots$ $\vdots$


,160,164

LLL'00t'Z

$\begin{array}{ll}160,941 & 21,914 \\ 160,941 & 21,914\end{array}$


\%00LE'
85L'T9S'て


| Issue <br> Date Bylaw | Issue Bylaw | MFAI <br> CMHC <br> Issue | Maturity Date | Original Debt | Interest Rate | Previous Outstanding | 2006 Debt Retirement | Actuarial | 2006 | Principal | Outstanding December 31 2006 | Interest \& Exchange |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Emergency Response - Telephone Services |  |  |  |  |  |  |  |  |  |  |  |  |
| 19881616 | 1656 | 45 | 2003 | 1,000,000 * | 5.5500\% |  |  |  |  |  |  |  |
| Total Emergency | Respons | - Teleph | Service | 1,000,000 |  |  |  |  |  |  |  |  |
| Saltspring Island - Indoor Pool |  |  |  |  |  |  |  |  |  |  |  |  |
| 20053207 | 3258 | 92 | 2020 | 2,500,000 | 4.5500\% | 2,500,000 | 124,853 |  | - | 124,853 | 2,375,147 | 113,750 | 113,750

23,371,864 2,871,622 $\qquad$
$\qquad$

$\underset{m}{m}{ }_{n}^{m}$


138,873
3,010,495

MFAI


Victoria Victoria
1974
1975
1978
1983
1989
1991
1993
1993
1995
1997
2002
2003
2003
2004
2004
2005

$7.7500 \%$
$9.1250 \%$



ò




○

malt
1973
1979



 | 0 |
| :--- |
| $\infty$ |
| 0 |
| $O_{1}$ |

MFAI MFAI Maturity
CMHC Matu Date



| MUNICIPALITIES |  |
| :---: | :---: |
| 1987 | 1531 |
| 1987 | 1554 |
| 1997 | 2532 |
| 2002 | 2999 |
| 2003 | 3092 |
| 2004 | 3198 |
| 2005 | 3293 |
| 2006 | 3369 |

Saanich

 CMHC Maturity
Issue Date

130,222
162,198
 べ $\begin{array}{r}\circ \\ \hline 1 \\ \hline 1 \\ \hline 1 \\ \hline 1\end{array}$










| Issue Date | Issue Bylaw | MFAI <br> CMHC Issue | Maturity Date | Original Debt | Interest Rate | Previous Outstanding | 2006 Debt Retirement | Actuarial | Principal | Outstanding December 31 2006 | Interest \& Exchange |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| MUNICIPALITIES |  |  |  |  |  |  |  |  |  |  |  |
| 1988 | 1608 | 44 | 2008 | 950,000 ** | 5.5000\% | - | - | - | - | - |  |
| 1993 | 2054 | 54 | 2003 | 140,000 ** | 6.2500\% | - | - | - | - | - | - |
| 1997 | 2471 | 65 | 2012 | 3,000,000 | 6.9000\% | 1,672,417 | 205,406 | 66,379 | 139,027 | 1,467,011 | 207,000 |
| 1998 | 2642 | 69 | 2013 | 110,000 | 5.5500\% | 68,495 | 7,172 | 2,075 | 5,097 | 61,323 | 6,105 |
| 2001 | 2915 | 75 | 2016 | 45,000 | 5.6900\% | 29,579 | 4,349 | 771 | 3,578 | 25,230 | 2,561 |
| 2002 | 3001 | 78 | 2012 | 16,500 | 5.3700\% | 12,365 | 1,519 | 207 | 1,312 | 10,846 | 886 |
| 2004 | 3152 | 81 | 2014 | 39,034 | 4.8600\% | 35,931 | 3,258 | 155 | 3,103 | 32,673 | 1,897 |
| 2006 | 3359 | 99 | 2021 | 770,000 | 4.4300\% | - | - | - | - | 770,000 | - |
| Total Sidney |  |  |  | 7,224,839 |  | 1,818,787 | 221,704 | 69,587 | 152,117 | 2,367,083 | 218,449 |


| Langford |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1996 | 2415 | 64 | 2011 | 965,000 | 7.4210\% | 471,889 | 69,376 | 24,656 | 44,720 |
| 1997 | 2533 | 66 | 2012 | 2,565,000 | 5.8500\% | 1,429,918 | 175,622 | 56,754 | 118,868 |
| 1998 | 2634 | 69 | 2013 | 1,006,000 | 5.5500\% | 626,416 | 65,599 | 18,979 | 46,620 |
| 1999 | 2686 | 70 | 2014 | 1,725,000 | 5.4900\% | 1,181,251 | 107,128 | 27,187 | 79,941 |
| 2000 | 2818 | 73 | 2015 | 2,358,000 | 6.3600\% | 1,754,185 | 139,466 | 30,191 | 109,275 |
| 2001 | 2915 | 75 | 2016 | 560,000 | 5.6900\% | 448,146 | 31,545 | 5,593 | 25,952 |
| Total Langford |  |  |  | 9,179,000 |  | 5,911,805 | 588,736 | 163,360 | 425,376 |
| Highlands |  |  |  |  |  |  |  |  |  |
| 1988 | 1656 | 45 | 2003 | 60,500 ** | 5.5500\% | - | - | - | - |
| 1995 | 2331 | 61 | 2010 | 175,000 | 4.0000\% | 72,995 | 13,210 | 5,100 | 8,110 |
| 2004 | 3153 | 81 | 2024 | 571,021 | 4.8600\% | 553,752 | 18,133 | 864 | 17,269 |
| Total Highlands |  |  |  | 806,521 |  | 626,747 | 31,343 | 5,964 | 25,379 |
| Colwood |  |  |  |  |  |  |  |  |  |
| 2000 | 2768 | 72 | 2010 | 775,000 | 6.4500\% | 434,532 | 78,639 | 17,023 | 61,616 |
| 2001 | 2915 | 75 | 2016 | 1,200,000 | 5.6900\% | 960,309 | 67,596 | 11,985 | 55,611 |
| Total Colwood |  |  |  | 1,975,000 |  | 1,394,841 | 146,235 | 29,008 | 117,227 |

CAPITAL REGIONAL DISTRICT
Schedule C
$\begin{array}{r}9,285,198 \\ 3,823,864 \\ \hline 13,109,062 \\ \hline \hline\end{array}$
$\Leftrightarrow \rightarrow$
LONG-TERM DEBT
General Capital Fund
Issue Issue CMHC MUNICIPALITIES
Sooke
Sooke
Total So
Total Municipal
Total General Debenture
Total General Non-Debenture
Grand Total
*Issue Paid Out
*Payment suspended
***Payable in U.S. funds
Actuarial earnings
Total debt retirement
Schedule D

CAPITAL REGIONAL DISTRICT
LONG-TERM DEBT
Sewer Capital Fund

| Issue | MFAI |  |
| :--- | :---: | :---: |
| Date |  |  | \($$
\begin{gathered}\text { Issue }\end{gathered}
$$ \begin{gathered}CMHC <br>

Bylaw <br>
Bylaw\end{gathered}\)
@ Dec 31/05




' ' ' ' ' ' ' '


13,118
13,118
n . . . . . . $\underset{\sim}{N}$







 | $\begin{array}{l}\text { Function: } 3.776 \\ \text { DEBT }\end{array}$ - WESTERN COMMUNITIES TRUNK |
| :--- |
| 1995 |
| L254 | $22324 \quad 61$

Function: 3.777
Function: 3.777
DEBT-ESQQUIMALT TRUNK UPGRADE
$\begin{array}{llll}1994 & 2180 & 2237 & 59\end{array}$
$\begin{array}{llll}1994 & 2180 & 2237 & 59 \\ 1995 & 2180 & 2285 & 60\end{array}$


CAPITAL REGIONAL DISTRICT
LONG-TERM DEB
Sewer Capital Fun

## $\begin{array}{lll} & & \text { MFAI } \\ \text { Issue } & \text { Issue } & \text { CMHC } \\ \text { Date }\end{array}$ Bylaw $\begin{array}{lll}\text { Bylaw } & \text { Issue }\end{array}$

@ Dec 31/05
interest
Rate
 Function: 3.781
DEBT - NORTHWEST TRUNK (MACAULAY) - CRAIGFLOWER
$\begin{array}{lr}200,000 * & 12.350 \% \\ 100,000 & * \\ 191,000 & 7.250 \% \\ & 6.500 \%\end{array}$

| 1983 | 1060 | 1125 | 33 | 2003 | 200,000 | $*$ | $12.350 \%$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| 1983 | 1060 | 1170 | 34 | 2003 | 100,000 | $*$ | $7.250 \%$ |
| 1984 | 1060 | 1283 | 36 | 2004 | 191,000 | $* / 4$ | $6.500 \%$ |
| Total DEBT - NORTHWEST TRUNK (Macaulay)-Craigflower |  |  |  |  |  |  |  |


CAPITAL REGIONAL DISTRICT
LONG－TERM DEBT
Sewer Capital Fund

| Issue | $\begin{array}{c}\text { MFAI } \\ \text { Issue }\end{array}$ |  | $\begin{array}{c}\text { CMHC }\end{array}$ |
| :--- | :--- | :--- | :--- |
| Date |  |  |  | interest

Schedule D

|  |  స্べ |
| :---: | :---: |
| - |  |
|  | 永桨浆 |

$\qquad$
CAPITAL REGIONAL DISTRICT
LONG-TERM DEBT
Sewer Capital Fund

|  | MFAI |  |
| :--- | :--- | :---: |
| Issue | $\begin{array}{l}\text { Issue } \\ \text { CMHC }\end{array}$ |  |
| Bylaw | Issue |  |


| 349,997 | * | 38.000\% | - | - | - | - | - | - | - | - |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 150,000 | * | 7.750\% | - | - | - | - | - | - | - | - |
| 754,354 | * | 7.250\% | - | - | - | - | - | - | - | - |
| 85,188 | */** | 9.000\% | - | - | - | - | - | - | - | - |
| 1,725 | */** | 9.000\% | - | - | - | - | - | - | - | - |
| 290,333 | */** | 9.875\% | - | - | - | - | - | - | - | - |
| 446,800 | */** | 9.440\% | - | - | - | - | - | - | - | - |
| 500,000 | */** | 9.375\% | - | - | - | - | - | - | - | - |
| 423,465 | */4** | 8.000\% | - | - | - | - | - | - | - | - |
| 28,000 | */** | 14.000\% | - | - | - | - | - | - | - | - |
| 243,000 | */** | 14.000\% | - | - | - | - | - | - | - | - |
| 236,057 | ****** | 9.750\% | - | - | - | - | - | - | - | - |
| 1,587,000 | */** | 6.900\% | - | - | - | - | - | - | - | - |
| 150,000 | */** | 6.900\% | - | - | - | - | - | - | - | - |
| 5,245,919 |  |  | - | - | - | - | - | - | - | - |

$\qquad$
CAPITAL REGIONAL DISTRICT
LONG-TERM DEBT
Sewer Capital Fund MFAI
CMHC
Issue
27
29
31
36
©
Total DEBT - SAANICH
Function: 3.794
DEBT - SAANICH (NON DEBT ASSISTANCE GRANT)
$\begin{array}{llll}1998 & 2546 & 2585 & 68\end{array}$

| 1998 | 2546 | 2585 | 68 | 2013 | 100,000 | $5.550 \%$ |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| 1998 | 2546 | 2632 | 69 | 2013 | 180,000 | $5.550 \%$ |
| 2000 | 2546 | 2764 | 72 | 2015 | 300,000 | $6.450 \%$ |
| 2003 | 2546 | 3050 | 79 | 2018 | 220,130 | $5.491 \%$ |
| Total DEBT - SAANICH (NON DEBT ASSISTANCE GRANT) | $\mathbf{8 0 0 , 1 3 0}$ | 199,083 |  |  |  |  |


$\begin{array}{rr}508,810{ }^{* * 4 * *} & 9.265 \% \\ 306,000 & * \\ 50,000 & 6.550 \% \\ 50,000 & 6.100 \% \\ 25,000 & 6.250 \% \\ 25,000 & 8.125 \% \\ 30,000 & 5.500 \% \\ 77,723 & 5.000 \% \\ 1,072,533 & 5.000 \%\end{array}$

$\begin{array}{rrr}245,000 & * * & 12.250 \% \\ 60,000 & * * & 9.375 \%\end{array}$

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CAPITAL REGIONAL DISTRICT
LONG-TERM DEBT
Sewer Capital Fund

| Issue |  | MFAI |  |
| :--- | :--- | :--- | :--- |
| Issue | CMHC |  |  |
| Date | Bylaw | Bylaw | Issue | $\begin{array}{llll}1980 & 646 & 761 & 28 \text { (in US Fund) } \\ 1981 & 646 & 841 & 29\end{array}$

Total GANGES SEWER (S.S.I.)
Function: 3.820
MALIVIEW SEWER (S.S.I.)
$\begin{array}{lllll}2004 & 2991 & 3196 & 85\end{array}$
$\begin{array}{llll}2004 & 2991 & 3196 & 85 \\ 2006 & 2991 & 3364 & 99\end{array}$
Total MALIVIEW
Function: 3.830
Function:
so/ť วəロ (c)
Rate
$8.000 \%$
$14.000 \%$
$4.975 \%$
$4.430 \%$
$14.000 \%$
$5.550 \%$
$5.490 \%$
$5.990 \%$
469,253
$32,786,720 \quad 2,546,030$

Schedule D


 No
 LONG-TERM DEBT
Water Capital Fund
CAPITAL REGIONAL DISTRICT

CAPITAL REGIONAL DISTRICT
Schedule E

CAPITAL REGIONAL DISTRICT
ョ әрпрәуэя

Interest \& Exchange | - |
| :--- |
| - |
| - |

4,328,024



|  |
| :--- |
| $\$$ |
| $\begin{array}{r}3,632,306 \\ 1,233,861 \\ \hline\end{array}$ |

> T68'6ZL'89
54,363,724 4,328,024



## CAPITAL FUNDS <br> PHYSICAL ASSETS

For the year ended December 31, 2006

| General | Sewer | Water |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Capital | Capital | Capital | Total | Total |
| Fund | Fund | Fund | 2006 | 2005 |

Physical Assets
Work in progress

| Engineering structures | $59,574,324$ | $133,834,025$ | $215,611,577$ | $409,019,926$ | $371,065,439$ |  |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| Buildings | $45,244,018$ |  | - | $6,576,883$ | $51,820,901$ | $35,482,658$ |
| Machinery and equipment | $19,395,743$ | $3,535,270$ | $24,554,996$ | $47,486,009$ | $45,139,919$ |  |
| Vehicles | $7,983,502$ | 45,215 | $3,575,304$ | $11,604,021$ | $10,785,777$ |  |
| Land | $29,115,863$ | $1,282,458$ | $5,633,771$ | $36,032,092$ | $34,288,752$ |  |
| Other assets | $4,801,363$ | 992,940 | $6,371,501$ | $12,165,804$ | $10,993,549$ |  |

\$ 183,924,983 \$ 156,158,006 \$ 273,297,045 \$ 613,380,034 \$ 579,601,082

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CONSOLIDATED STATEMENT OF FINANCIAL POSITION (UNAUDITED)
As at December 31, 2006





CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (UNAUDITED)
For the year ended December 31, 2006
REVENUES
Transfers from government
Sale of services
Recreation and cultural
Garbage collection
Other sales
Other revenue
Building permits
Other licenses and permits
Interest earnings
Other revenue
Developer contributions
Income (loss) of subsidiary
Grants in lieu of taxes
Capitalization of Debt

EXPENDITURES
General government services
Grants in aid
Protective services
Fire protection
Other
Sewer, water, and garbage services
Planning and development services
Recreation and cultural services
Swimming pools
Skating rinks and arenas
Parks and playgrounds
Other
Transportation services
Other fiscal services

## EXCESS OF REVENUES (EXPENDITURES)

Transfers to own funds
Capital Funds
Reserve Funds
Other

Transfers from own funds
General Revenue Fund
Water Revenue Fund
Sewer Revenue Fund
Capital or Revenue Funds
Reserve Funds

NET REVENUES (EXPENDITURES)
BEFORE DISPOSAL OF ASSETS
Disposal of Physical Assets
NET REVENUES (EXPENDITURES)
Physical assets capitalization
CHANGE IN FUND BALANCE
Opening balance

CLOSING BALANCE



GENERAL REVENUE FUND OPERATING EXPENDITURES (UNAUDITED) LAST FIVE FISCAL YEARS COMPARISON

## For the year ended December 31, 2006

| Analysis by Classification | 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| General government services | \$ | 5,521,822 | \$ | 6,982,543 | \$ | 5,773,663 | \$ | 6,063,783 | \$ | 6,500,981 |
| Protective services |  |  |  |  |  |  |  |  |  |  |
| Fire protection |  | 942,701 |  | 884,830 |  | 719,404 |  | 690,092 |  | 588,852 |
| Other |  | 7,463,797 |  | 7,203,681 |  | 7,208,863 |  | 6,896,837 |  | 6,901,156 |
| Recycling/Garbage services |  | 13,489,359 |  | 12,518,433 |  | 12,532,904 |  | 11,302,356 |  | 11,356,927 |
| Planning and development services |  | 1,682,681 |  | 1,541,062 |  | 1,524,214 |  | 1,487,232 |  | 1,499,880 |
| Recreation and cultural services |  |  |  |  |  |  |  |  |  |  |
| Swimming pool |  | 1,511,082 |  | 1,437,799 |  | 1,953,417 |  | 1,665,265 |  | 1,764,674 |
| Skating rinks and arenas |  | 1,353,045 |  | 1,175,502 |  | 1,713,136 |  | 1,749,505 |  | 1,828,522 |
| Parks and playgrounds |  | 6,491,081 |  | 5,641,688 |  | 5,185,436 |  | 5,427,640 |  | 4,910,979 |
| Other |  | 7,910,262 |  | 8,181,507 |  | 6,223,160 |  | 5,799,733 |  | 5,096,600 |
| Transportation services |  | 107,432 |  | 94,273 |  | 87,538 |  | 82,521 |  | 70,819 |
| Other fiscal services |  | 15,880,959 |  | 15,256,707 |  | 14,646,899 |  | 14,016,452 |  | 13,509,528 |
| Operating Expenditures |  | 62,354,221 |  | 60,918,025 |  | 57,568,634 |  | 55,181,416 |  | 54,028,918 |
| Transfers to own funds |  | 12,702,225 |  | 11,329,435 |  | 9,646,354 |  | 10,164,636 |  | 7,754,555 |
| Total Expenditures | \$ | 75,056,446 | \$ | 72,247,460 | \$ | 67,214,988 | \$ | 65,346,052 | \$ | 61,783,473 |


| Analysis by Object |  | Budget 2006 |  | Actual 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Salaries and benefits | \$ | 26,507,731 | \$ | 25,386,360 | \$ | 24,039,690 | \$ | 23,638,337 | \$ | 22,778,467 | \$ | 21,934,560 |
| Consultants |  | 945,730 |  | 464,160 |  | 576,040 |  | 553,021 |  | 720,179 |  | 681,142 |
| Contracts for services |  | 6,461,372 |  | 7,307,147 |  | 6,252,264 |  | 5,490,254 |  | 4,634,885 |  | 5,105,860 |
| Legal and audit |  | 325,571 |  | 382,373 |  | 277,899 |  | 353,997 |  | 270,535 |  | 265,599 |
| Office expenses |  | 1,332,749 |  | 1,379,573 |  | 1,291,563 |  | 1,203,178 |  | 1,015,846 |  | 1,277,005 |
| Telephone and fax |  | 500,898 |  | 505,520 |  | 494,626 |  | 427,665 |  | 399,872 |  | 373,259 |
| Travel |  | 885,654 |  | 955,942 |  | 867,678 |  | 758,243 |  | 696,478 |  | 673,890 |
| Utilities |  | 722,276 |  | 762,030 |  | 700,539 |  | 638,761 |  | 636,492 |  | 623,327 |
| Rentals and leases |  | 954,567 |  | 1,123,540 |  | 1,481,062 |  | 1,249,656 |  | 1,353,845 |  | 1,281,259 |
| Capital and other funds |  | 7,083,899 |  | 8,475,767 |  | 5,970,774 |  | 6,546,600 |  | 6,156,407 |  | 2,105,854 |
| Reserves |  | 5,146,405 |  | 4,226,458 |  | 5,358,658 |  | 3,099,754 |  | 4,008,228 |  | 5,648,701 |
| Debt - Municipal |  |  |  | - - |  | 14,929,565 |  | 14,369,470 |  | 13,728,216 |  | 13,201,741 |
| Debt - Regional |  | 21,948,260 |  | 21,780,647 |  | 7,377,365 |  | 7,414,529 |  | 7,333,521 |  | 7,137,815 |
| Insurance |  | 323,419 |  | 263,170 |  | 295,073 |  | 330,206 |  | 278,472 |  | 216,949 |
| Repairs and maintenance |  | 1,271,490 |  | 1,160,067 |  | 925,163 |  | 1,056,885 |  | 1,009,870 |  | 1,051,269 |
| Recovery/Other |  | 2,845,665 |  | 883,690 |  | 1,409,502 |  | 84,432 |  | 324,739 |  | 205,243 |
|  | \$ | 77,255,686 | \$ | 75,056,446 | \$ | 72,247,460 | \$ | 67,214,988 | \$ | 65,346,052 | \$ | 61,783,473 |

## SEWER REVENUE FUND OPERATING EXPENDITURES (UNAUDITED) <br> LAST FIVE FISCAL YEARS COMPARISON <br> For the year ended December 31, 2006

| Analysis by Classification | 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Administration | \$ | 201,782 | \$ | 190,700 | \$ | 188,287 | \$ | 201,630 | \$ | 202,893 |
| Other fiscal services |  | 240,583 |  | 230,413 |  | 104,307 |  | 189,464 |  | 171,605 |
| Deficit |  | - |  | - |  | - |  | - |  |  |
| Other |  | 15,522,472 |  | 14,615,368 |  | 14,156,644 |  | 13,396,839 |  | 13,103,393 |
| Operating Expenditures |  | 15,964,837 |  | 15,036,481 |  | 14,449,238 |  | 13,787,933 |  | 13,477,891 |
| Transfers to own funds |  | 1,388,099 |  | 844,982 |  | 1,203,991 |  | 1,163,094 |  | 1,662,707 |
| Total Expenditures | \$ | 17,352,936 | \$ | 15,881,463 | \$ | 15,653,229 | \$ | 14,951,027 | \$ | 15,140,598 |


| Analysis by Object |  | Budget $2006$ |  | Actual 2006 |  | 2005 |  | 2004 | 2003 |  | 2002 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Salaries and benefits | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - |
| Consultants |  | 353,340 |  | 161,506 |  | 124,599 |  | 102,325 |  | 85,879 |  | 173,924 |
| Contracts for services |  | 1,106,414 |  | 879,077 |  | 623,051 |  | 416,668 |  | 477,559 |  | 504,985 |
| Legal and audit |  | 24,822 |  | 38,461 |  | 34,931 |  | 18,167 |  | 32,323 |  | 11,492 |
| Office expenses |  | 21,446 |  | 108,233 |  | 42,491 |  | 31,398 |  | 44,580 |  | 41,956 |
| Telephone and fax |  | 119,891 |  | 94,902 |  | 97,044 |  | 109,257 |  | 80,568 |  | 94,741 |
| Travel |  | 1,500 |  | 7,575 |  | 11,123 |  | 11,709 |  | 6,959 |  | 9,338 |
| Utilities |  | 554,931 |  | 557,129 |  | 519,011 |  | 527,944 |  | 524,641 |  | 531,547 |
| Rentals and leases |  | 62,886 |  | 56,209 |  | 92,105 |  | 72,726 |  | 64,638 |  | 85,608 |
| Capital and other funds |  | - |  | - |  | 0 |  | 25,601 |  | 137,693 |  | 282,819 |
| Reserves |  | 293,609 |  | 1,388,099 |  | 844,983 |  | 1,178,390 |  | 1,025,401 |  | 1,379,888 |
| Debt charges |  | 5,220,189 |  | 5,108,564 |  | 5,031,101 |  | 4,907,120 |  | 4,651,936 |  | 4,726,922 |
| Insurance |  | 106,760 |  | 94,425 |  | 105,753 |  | 118,338 |  | 104,077 |  | 77,967 |
| Grants |  | - |  | - |  | - |  | - |  | - |  | - |
| Repairs and maintenance |  | 450,416 |  | 398,853 |  | 456,368 |  | 337,463 |  | 400,560 |  | 430,327 |
| Other |  | 9,516,097 |  | 8,459,904 |  | 7,898,903 |  | 7,796,124 |  | 7,314,213 |  | 6,789,084 |
|  | \$ | 17,832,301 | \$ | 17,352,936 | \$ | 15,881,463 | \$ | 15,653,229 | \$ | 14,951,027 | \$ | 15,140,598 |

WATER REVENUE FUND OPERATING EXPENDITURES (UNAUDITED)
LAST FIVE FISCAL YEARS COMPARISON
For the year ended December 31, 2006

| Analysis by Classification |  | 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Administration | \$ | 853,560 | \$ | 824,830 | \$ | 786,301 | \$ | 734,190 | \$ | 746,336 |
| Other fiscal services |  | 85,588 |  | 113,271 |  | 88,325 |  | 185,605 |  | 1,179,163 |
| Salaries and employee benefits |  | 9,739,428 |  | 9,070,781 |  | 8,745,619 |  | 8,442,409 |  | 8,696,019 |
| Other |  | 18,966,134 |  | 18,807,518 |  | 18,871,331 |  | 17,022,818 |  | 12,826,701 |
| Total Operating Expenditures |  | 29,644,710 |  | 28,816,400 |  | 28,491,576 |  | 26,385,022 |  | 23,448,219 |
| Transfers to own funds |  | 6,162,875 |  | 6,910,151 |  | 6,778,336 |  | 7,888,828 |  | 5,472,457 |

Total Expenditures
\$ $\qquad$ \$ 35,726,551 \$
$35,269,912 \$ \quad 34,273,850 \$$ $\qquad$

| Analysis by Object |  | Budget 2006 |  | Actual <br> 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Salaries and benefits | \$ | 10,157,405 | \$ | 9,739,428 | \$ | 9,070,781 | \$ | 8,745,619 | \$ | 8,442,409 | \$ | 8,696,019 |
| Consultants |  | 396,000 |  | 240,618 |  | 306,552 |  | 418,873 |  | 210,670 |  | 227,866 |
| Contracts for services |  | 879,346 |  | 986,541 |  | 808,543 |  | 690,195 |  | 674,836 |  | 845,279 |
| Legal and audit |  | 55,320 |  | 69,062 |  | 16,439 |  | 27,984 |  | 21,764 |  | 9,394 |
| Office expenses |  | 513,658 |  | 432,744 |  | 426,309 |  | 412,333 |  | 337,979 |  | 373,451 |
| Telephone and fax |  | 237,045 |  | 231,641 |  | 242,879 |  | 236,632 |  | 223,976 |  | 212,477 |
| Travel |  | 534,356 |  | 583,409 |  | 539,522 |  | 502,741 |  | 506,450 |  | 606,690 |
| Utilities |  | 823,751 |  | 656,719 |  | 620,147 |  | 558,103 |  | 382,450 |  | 377,319 |
| Bulk water |  | 5,085,857 |  | 5,204,637 |  | 4,970,575 |  | 4,951,189 |  | 4,644,561 |  | 4,465,609 |
| Rentals and leases |  | 75,605 |  | 68,328 |  | 75,106 |  | 40,375 |  | 50,050 |  | 61,207 |
| Capital and other funds |  | 111,036 |  | 0 |  | $(471,595)$ |  | 31,984 |  | 6,844,314 |  | 4,441,377 |
| Reserves |  | 5,799,627 |  | 6,162,875 |  | 7,381,746 |  | 6,746,353 |  | 1,044,514 |  | 1,031,080 |
| Debt charges |  | 8,609,898 |  | 7,979,929 |  | 8,421,635 |  | 8,595,063 |  | 8,633,014 |  | 5,739,274 |
| Insurance |  | 173,670 |  | 148,604 |  | 160,170 |  | 174,280 |  | 137,255 |  | 99,661 |
| Repairs and maintenance |  | 294,925 |  | 240,635 |  | 270,865 |  | 186,224 |  | 213,067 |  | 299,118 |
| Other |  | 3,108,827 |  | 3,062,416 |  | 2,886,875 |  | 2,951,965 |  | 1,906,541 |  | 1,434,855 |
|  | \$ | 36,856,325 | \$ | 35,807,585 | \$ | 35,726,551 | \$ | 35,269,912 | \$ | 34,273,850 | \$ | 28,920,676 |

GENERAL, SEWER AND WATER REVENUE FUNDS
COMBINED OPERATING EXPENDITURES (UNAUDITED)
LAST FIVE FISCAL YEARS COMPARISON
For the year ended December 31, 2006

| Analysis by Classification | 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| General government services | \$ | 6,577,164 | \$ | 7,998,073 | \$ | 6,748,251 | \$ | 6,999,603 | \$ | 7,450,210 |
| Protective services |  |  |  |  |  |  |  |  |  |  |
| Fire protection |  | 942,701 |  | 884,830 |  | 719,404 |  | 690,092 |  | 588,852 |
| Other |  | 7,463,797 |  | 7,203,681 |  | 7,208,863 |  | 6,896,837 |  | 6,901,156 |
| Recycling/G arbage/S ewer/Water services |  | 57,230,718 |  | 21,589,214 |  | 21,278,523 |  | 19,744,765 |  | 20,052,946 |
| Planning and development services |  | 1,682,681 |  | 1,541,062 |  | 1,524,214 |  | 1,487,232 |  | 1,499,880 |
| Recreation and cultural services |  |  |  |  |  |  |  |  |  |  |
| Swimming pool |  | 1,511,082 |  | 1,437,799 |  | 1,953,417 |  | 1,665,265 |  | 1,764,674 |
| Skating rinks and arenas |  | 1,353,045 |  | 1,175,502 |  | 1,713,136 |  | 1,749,505 |  | 1,828,522 |
| Parks and playgrounds |  | 6,491,081 |  | 5,641,688 |  | 5,185,436 |  | 5,427,640 |  | 4,910,979 |
| Other |  | 7,910,262 |  | 8,181,507 |  | 6,223,160 |  | 5,799,733 |  | 5,096,600 |
| Other fiscal services |  | 16,801,237 |  | 49,117,550 |  | 47,955,044 |  | 44,893,699 |  | 40,861,209 |
| Operating Expenditures |  | 107,963,768 |  | 104,770,906 |  | 100,509,448 |  | 95,354,371 |  | 90,955,028 |
| Transfers to own funds |  | 20,253,199 |  | 19,084,568 |  | 17,628,681 |  | 19,216,558 |  | 14,889,719 |
| Total Expenditures | \$ | 128,216,967 | \$ | 123,855,474 | \$ | 118,138,129 | \$ | 114,570,929 | \$ | 105,844,747 |

Analysis by Object
Salaries and benefits
Consultants
Contracts for services
Legal and audit
Office expenses
Telephone and fax
Travel
Utilities
Bulk water
Rentals and leases
Capital \& other funds
Reserves
Debt - Municipal
Debt - Regional
Insurance
Repairs and Maintenance
Other

| 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 35,125,789 | \$ | 33,110,471 | \$ | 32,383,956 | \$ | 31,220,876 | \$ | 30,630,579 |
|  | 866,284 |  | 1,007,190 |  | 1,074,219 |  | 1,016,727 |  | 1,082,932 |
|  | 9,172,765 |  | 7,683,857 |  | 6,597,117 |  | 5,787,280 |  | 6,456,124 |
|  | 489,897 |  | 329,269 |  | 400,148 |  | 324,622 |  | 286,485 |
|  | 1,920,550 |  | 1,760,364 |  | 1,646,909 |  | 1,398,405 |  | 1,692,412 |
|  | 832,062 |  | 834,549 |  | 773,554 |  | 704,416 |  | 680,477 |
|  | 1,546,926 |  | 1,418,323 |  | 1,272,694 |  | 1,209,886 |  | 1,289,918 |
|  | 1,975,878 |  | 1,839,698 |  | 1,724,808 |  | 1,543,583 |  | 1,532,193 |
|  | 5,204,637 |  | 4,970,575 |  | 4,951,189 |  | 4,644,561 |  | 4,465,609 |
|  | 1,248,077 |  | 1,648,273 |  | 1,362,757 |  | 1,468,533 |  | 1,428,074 |
|  | 8,475,767 |  | 5,499,180 |  | 6,604,184 |  | 13,138,414 |  | 6,830,050 |
|  | 11,777,432 |  | 13,585,387 |  | 11,024,497 |  | 6,078,143 |  | 8,059,669 |
|  | - |  | 14,929,565 |  | 14,369,470 |  | 13,728,216 |  | 13,201,741 |
|  | 34,869,140 |  | 20,830,100 |  | 20,916,712 |  | 20,618,471 |  | 17,604,011 |
|  | 506,200 |  | 560,997 |  | 622,823 |  | 519,803 |  | 394,577 |
|  | 1,799,555 |  | 1,652,396 |  | 1,580,572 |  | 1,623,496 |  | 1,780,714 |
|  | 12,406,011 |  | 12,195,280 |  | 10,832,521 |  | 9,545,497 |  | 8,429,182 |

$\$ \xlongequal{128,216,967} \$ \underline{\underline{123,855,474}} \$ \underline{\underline{118,138,129} \$ 114,570,929} \$ 105,844,747$

```
GENERAL, SEWER AND WATER REVENUE FUNDS
EXPENDITURES BY FUNCTION (UNAUDITED)
LAST FIVE YEARS COMPARISON
For the year ended December 31, }200
```

GENERAL REVENUE FUND
General government services
Legislative and general government
Environmental services
Electoral areas - elections
Electoral areas - U.B.C.M.
Total
Grants-in-aid
Langford
Southern Gulf Islands
Salt Spring Island
Sooke/J uan de Fuca
Total
Protective services
Fire protection
Durrance Road
Malahat
Pender Island
Otter Point
South Galiano Island
North Galiano Island
South Pender Island
Saturna Island
Shirley
Port Renfrew
Willis Point
Total
Other
Animal control
Building inspection
By-law enforcement
Noise control
Soil deposit removal
Nuisances and unsightly premises
Traffic safety
Southern Gulf Island emergency response
Sooke emergency response
Salt Spring Island emergency response
J DF EA Emergency Response
JDF Search and Rescue
Emergency response telephone service
CREST
Hazardous Materials
Victoria Family Court
Victims Assistance Program
Family Court Building
Port R enfrew street lighting
J DF House Numbering
Salt Spring Island House Numbering
Southern Gulf Island House Numbering
Total
Recycling/Garbage services
Port Renfrew disposal
Refuse disposal
Stormwater quality management
Total

| 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 7,488,298 | \$ | 8,415,934 | \$ | 7,804,486 | \$ | 8,484,597 | \$ | 7,406,396 |
|  | 137,687 |  | 120,859 |  | 122,735 |  | $(50,542)$ |  | 113,311 |
|  | 178,636 |  | 237,356 |  | 88,798 |  | 108,999 |  | 176,239 |
|  | 13,691 |  | 16,739 |  | 14,657 |  | 12,886 |  | 14,206 |
|  | 7,818,312 |  | 8,790,888 |  | 8,030,676 |  | 8,555,940 |  | 7,710,152 |

Grants-in-aid
Langford
Southern Gulf Islands
Salt Spring Island
Sooke/J uan de Fuca

| - | - | - | - | 232 |
| :---: | :---: | :---: | :---: | :---: |
| 52,498 | 54,533 | 49,551 | 47,260 | 60,238 |
| 36,725 | 40,266 | 52,760 | 29,642 | 73,630 |
| 28,908 | 24,513 | 28,937 | 25,999 | 56,950 |
| 118,131 | 119,312 | 131,248 | 102,901 | 191,050 |
| 1,636 | 1,665 | 1,292 | 1,308 | 1,200 |
| 42,623 | 35,022 | 22,987 | 22,585 | 22,389 |
| 530,598 | 406,360 | 367,691 | 361,660 | 300,234 |
| 190,999 | 178,283 | 187,263 | 174,165 | 178,596 |
| 129,867 | 115,052 | 98,664 | 91,377 | 82,598 |
| 104,515 | 98,510 | 95,758 | 72,484 | 60,271 |
|  | 160,351 | 138,486 | 122,077 | 79,431 |
| 109,266 | 95,908 | 76,516 | 77,654 | 74,352 |
| 82,426 | 78,034 | 70,577 | 60,473 | 60,699 |
| 36,586 | 28,339 | 19,769 | 21,659 | 13,918 |
| 98,993 | 100,717 | 90,866 | 71,985 | 71,150 |
| 1,327,509 | 1,298,241 | 1,169,869 | 1,077,427 | 944,838 |
| 927,330 | 920,743 | 896,077 | 502,099 | 495,836 |
| 1,271,398 | 1,211,734 | 1,098,859 | 1,038,188 | 1,044,289 |
| 10,649 | 20,891 | 27,388 | 292,341 | 388,768 |
| 18,603 | 12,407 | 12,352 | 17,334 | 10,331 |
| 26,619 | 6,611 | 3,609 | 2,575 | 2,301 |
| 28,339 | 25,770 | 18,976 | 30,863 | 26,368 |
| 107,811 | 55,083 | 93,286 | 67,983 | 92,751 |
| 214,356 | 203,763 | 138,005 | 194,357 | 151,629 |
| 76,627 | 29,849 | 34,385 | 76,325 | 32,408 |
| 72,631 | 46,278 | 35,171 | 31,663 | 28,542 |
| 416 |  |  |  |  |
| 34,626 | 79,396 | 33,542 | 2,915 |  |
| 732,132 | 704,601 | 669,675 | 724,602 | 831,176 |
| 3,705,721 | 3,726,188 | 3,999,271 | 3,923,847 | 3,698,563 |
| 282,482 |  |  |  |  |
| 14,656 | 14,252 | 13,247 | 12,819 | 10,852 |
| 140,083 | 124,268 | 109,083 | 93,755 | 78,588 |
| 91,900 | 187,111 | 113,783 | 101,766 | 206,277 |
| 3,821 | 3,619 | 4,051 | 3,388 | 3,685 |
| 10,913 | 32,830 | 62,208 | 19,392 | - |
| 5,370 | 3,557 | 4,288 | 3,370 | 3,810 |
| 10,509 | - | - | - | - |
| 7,786,992 | 7,408,951 | 7,367,256 | 7,139,582 | 7,106,174 |
| 50,691 | 52,015 | 56,644 | 47,909 | 45,622 |
| 17,951,931 | 15,854,546 | 14,589,074 | 14,030,635 | 12,049,220 |
| 647,870 | 623,544 | 619,528 | 516,864 | 524,544 |
| \$ 18,650,492 | 16,530,105 | 15,265,246 | 14,595,408 | 12,619,386 |


| GENERAL, SEWER AND WATER REVENUE FUNDS |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| EXPENDITURES BY FUNCTION (UNAUDITED) |  |  |  |  |
| LAST FIVE YEARS COMPARISON |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

general, sewer and water revenue funds EXPENDITURES BY FUNCTION (UNAUDITED)

LAST FIVE YEARS COMPARISON
SEWER REVENUE FUND
Septage disposal facilities
Trunk sewers \& sewage disposal
operation \& maintenance
Trunk sewers \& sewage disposal debt
Ganges sewerage system
Magic Lake sewerage system
Maliview Estates sewerage system
Port Renfrew sewerage system

TOTAL SEWER REVENUE FUND

WATER REVENUE FUND
Magic Lake Estates
Saanich Peninsula
Salt Spring Island (Highland)
Port Renfrew Snug Cove
Lyall Harbour / Boot Cove
Port Renfrew
Fernwood
Sticks Alison (Galiano Island)
Skana
Surfside
Cedars of Tuam
Beddis Water Supply
Fulford Water Supply
Regional Water supply
Regional Water distribution

TOTAL WATER REVENUE FUND

## CONSOLIDATED TOTAL

|  | 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 526,168 | \$ | 503,036 | \$ | 708,821 | \$ | 576,578 | \$ | 626,604 |
|  | 10,284,347 |  | 9,282,267 |  | 9,062,191 |  | 8,318,439 |  | 7,973,675 |
|  | 5,516,648 |  | 5,191,610 |  | 4,892,606 |  | 5,095,831 |  | 5,506,587 |
|  | 536,446 |  | 401,916 |  | 460,421 |  | 450,265 |  | 545,150 |
|  | 54,783 |  | 54,079 |  | 56,855 |  | 429,779 |  | 388,863 |
|  | 379,293 |  | 389,257 |  | 423,182 |  | 41,978 |  | 56,520 |
|  | 55,249 |  | 59,298 |  | 49,153 |  | 38,157 |  | 43,199 |
| \$ | 17,352,936 | \$ | 15,881,463 | \$ | 15,653,229 | \$ | 14,951,027 | \$ | 15,140,598 |

$\$ \xlongequal{17,352,936} \$ \underline{\underline{15,881,463} \$ 15,653,229} \$ \underline{ }$

| \$ | 744,468 | \$ | 609,485 | \$ | 599,678 | \$ | 608,031 | \$ | 506,716 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 5,636,768 |  | 5,769,115 |  | 5,758,394 |  | 6,157,880 |  | 6,233,893 |
|  | 187,855 |  | 175,192 |  | 194,884 |  | 145,924 |  | 134,583 |
|  | 32,194 |  | 32,128 |  | 14,298 |  | - |  | - |
|  | 106,272 |  | 85,857 |  | 97,296 |  | 91,049 |  | 98,693 |
|  | 87,291 |  | 57,337 |  | 82,853 |  | 66,327 |  | 66,034 |
|  | 73,938 |  | 79,471 |  | 69,272 |  | 58,339 |  | 68,679 |
|  | 31,157 |  | 28,904 |  | 28,601 |  | 31,417 |  | 29,836 |
|  | 35,291 |  | 40,860 |  | 31,307 |  | - |  | - |
|  | 76,327 |  | 60,467 |  | 55,734 |  | - |  | - |
|  | 20,570 |  | 18,415 |  | 19,397 |  | 21,470 |  | 13,887,529 |
|  | 148,670 |  | 243,842 |  | - |  | - |  | - |
|  | 192,613 |  | 177,108 |  | - |  | - |  | - |
|  | 18,048,926 |  | 19,289,089 |  | 19,151,049 |  | 18,146,687 |  | 7,894,713 |
|  | 10,385,245 |  | 9,059,281 |  | 9,167,149 |  | 8,946,726 |  | - |




Note: The amounts for debt charges and transfers to own funds are included in functions.

## CAPITAL ASSETS ACQUIRED (UNAUDITED)

LAST FIVE FISCAL YEARS COMPARISON For the year ended December 31, 2006

| CAPITAL ACQUISITIONS |  | 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| General Capital Fund |  |  |  |  |  |  |  |  |  |  |
| General government services | \$ | 3,444,640 | \$ | 11,255,090 | \$ | 4,322,935 | \$ | 6,704,068 | \$ | 5,918,837 |
| Protective services |  | 704,590 |  | 1,643,766 |  | 473,919 |  | 687,812 |  | 831,916 |
| Recycling/Garbage services |  | 3,808,216 |  | 3,194,014 |  | 5,651,777 |  | 3,950,551 |  | 1,262,324 |
| Health services |  | 19,995 |  | 4,199 |  |  |  | 46,775 |  | 53,948 |
| Planning and development services |  | 634,796 |  | 226,706 |  | 109,731 |  | 50,608 |  | 9,790 |
| Recreation and cultural services |  | 7,254,737 |  | 5,293,794 |  | 2,450,814 |  | 5,269,344 |  | 2,989,118 |
|  |  | 15,866,973 |  | 21,617,569 |  | 13,009,175 |  | 16,709,157 |  | 11,065,934 |
| Sewer Capital Fund Sewer facilities |  | 27,484,773 |  | 6,872,703 |  | 2,562,228 |  | 5,718,615 |  | 5,470,838 |
| Water Capital Fund |  |  |  |  |  |  |  |  |  |  |
| Water facilities |  | 15,489,823 |  | 19,257,703 |  | 9,746,683 |  | 20,559,713 |  | 21,364,506 |
|  | \$ | 58,841,569 | \$ | 47,747,975 | \$ | 25,318,086 | \$ | 42,987,485 | \$ | 37,901,278 |

## SOURCE OF FINANCING

Revenue Funds
Reserve Funds
Grants and contributions
Long-term debt
Other

$\$ \xlongequal{58,841,569} \$ \underline{\underline{47,747,975}} \$ \underline{ }$

## CAPITAL REGIONAL DISTRICT

## ASSESSMENT STATISTICS

1997-2006

|  | 2006 |  | 2005 | 2004 | 2003 | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Municipalities |  |  |  |  |  |  |
| Colwood | \$ | 1,784,146,436 | 1,476,298,294 | 1,139,391,500 | 1,008,451,800 | 888,137,500 |
| Victoria |  | 12,051,002,222 | 10,370,282,890 | 8,883,926,892 | 7,992,744,856 | 7,265,985,565 |
| Central Saanich |  | 2,721,326,527 | 2,298,981,501 | 1,913,045,950 | 1,675,610,000 | 1,477,922,265 |
| Esquimalt |  | 1,708,803,016 | 1,448,795,284 | 1,218,461,738 | 1,069,361,288 | 973,598,928 |
| Saanich |  | 16,436,314,046 | 13,876,025,333 | 11,572,934,609 | 10,138,194,936 | 9,097,564,470 |
| Oak Bay |  | 4,204,570,609 | 3,608,748,751 | 2,997,278,551 | 2,489,027,151 | 2,291,903,151 |
| Langford |  | 2,986,218,270 | 2,401,575,367 | 1,866,404,490 | 1,602,282,690 | 1,387,383,964 |
| North Saanich |  | 2,848,752,276 | 2,425,528,052 | 2,017,685,401 | 1,743,407,451 | 1,543,730,001 |
| Metchosin |  | 737,117,450 | 619,538,800 | 487,117,050 | 434,938,450 | 395,153,835 |
| View Royal |  | 1,187,479,913 | 1,680,883,508 | 1,370,192,057 | 692,418,633 | 622,739,692 |
| Sidney |  | 1,991,292,528 | 1,001,580,814 | 808,616,001 | 1,193,366,590 | 1,080,017,999 |
| Highlands |  | 336,254,133 | 291,385,068 | 231,947,418 | 178,855,868 | 159,005,062 |
| Sooke |  | 1,205,061,751 | 974,308,799 | 752,050,199 | 648,319,979 | 586,213,028 |
| Total Municipal |  | 50,198,339,177 | 42,473,932,461 | 35,259,051,856 | 30,866,979,692 | 27,769,355,460 |
| Electoral Areas |  |  |  |  |  |  |
| B (Langford) |  | n/a | n/a | n/a | n/a | n/a |
| D (Sooke) |  | n/a | n/a | n/a | n/a | n/a |
| F (Salt Spring Island) |  | 2,632,508,055 | 2,278,742,956 | 1,815,311,050 | 1,230,783,612 | 1,329,991,251 |
| G (South Gulf Islands) |  | 2,065,512,177 | 1,723,540,698 | 1,425,253,884 | 1,520,723,083 | 1,126,526,962 |
| H (Juan de Fuca) |  | 1,022,697,979 | 838,054,528 | 700,040,415 | 607,035,410 | 554,951,018 |
| Total Electoral Areas |  | 5,720,718,211 | 4,840,338,182 | 3,940,605,349 | 3,358,542,105 | 3,011,469,231 |
| TOTAL | \$ | 55,919,057,388 | 47,314,270,643 | 39,199,657,205 | 34,225,521,797 | 30,780,824,691 |


|  | 2001 |  | 2000 |  |  | 1999 |  | 1998 |  | 1997 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Municipalities |  |  |  |  |  |  |  |  |  |  |  |
| Colwood | \$ | 863,778,700 | \$ |  | 859,867,700 | \$ | 865,341,600 | \$ | 865,570,450 | \$ | 851,834,000 |
| Victoria |  | 7,119,835,149 |  |  | 6,988,911,439 |  | 6,942,999,775 |  | 7,045,229,719 |  | 6,844,277,332 |
| Central Saanich |  | 1,438,600,700 |  |  | 1,436,108,450 |  | 1,406,854,002 |  | 1,403,198,302 |  | 1,347,579,451 |
| Esquimalt |  | 960,563,618 |  |  | 970,580,641 |  | 991,938,127 |  | 1,004,650,566 |  | 986,093,079 |
| Saanich |  | 8,958,259,979 |  |  | 8,882,432,270 |  | 8,927,932,020 |  | 8,907,059,567 |  | 8,648,945,318 |
| Oak Bay |  | 2,256,334,851 |  |  | 2,192,541,150 |  | 2,186,546,050 |  | 2,172,240,050 |  | 2,141,874,050 |
| Langford |  | 1,331,521,344 |  |  | 1,291,068,265 |  | 1,238,364,150 |  | 1,187,792,404 |  | 1,152,770,973 |
| North Saanich |  | 1,430,759,601 |  |  | 1,412,517,000 |  | 1,387,883,750 |  | 1,386,396,400 |  | 1,350,891,450 |
| Metchosin |  | 386,864,785 |  |  | 380,473,583 |  | 376,163,785 |  | 366,738,550 |  | 355,913,200 |
| View Royal |  | 592,264,495 |  |  | 572,640,960 |  | 573,687,777 |  | 533,014,800 |  | 507,895,800 |
| Sidney |  | 1,053,380,750 |  |  | 1,033,037,771 |  | 1,039,830,071 |  | 1,040,314,773 |  | 1,013,510,601 |
| Highlands |  | 154,177,214 |  |  | 149,688,714 |  | 146,668,814 |  | 140,330,168 |  | 135,724,918 |
| Sooke |  | 577,004,626 |  |  | 565692626 |  | n/a |  | n/a |  | n/a |
| Total Municipal |  | 27,123,345,812 |  |  | 26,735,560,569 |  | 26,084,209,921 |  | 26,052,535,749 |  | 25,337,310,172 |
| Electoral Areas |  |  |  |  |  |  |  |  |  |  |  |
| B (Langford) |  | n/a |  | n/a |  |  | 75,827,165 |  | 74,659,480 |  | 70,328,165 |
| D (Sooke) |  | n/a |  | n/a |  |  | 1,014,968,480 |  | 976,605,208 |  | 955,211,495 |
| F (Salt Spring Island) |  | 1,265,976,854 |  |  | 1,210,410,706 |  | 1,206,204,054 |  | 1,185,382,865 |  | 1,162,168,699 |
| G (South Gulf Islands) |  | 1,096,335,560 |  |  | 1,093,965,107 |  | 1,095,420,256 |  | 1,095,748,607 |  | 1,073,817,614 |
| H (Juan de Fuca) |  | 545,400,804 |  |  | 528194396 |  | n/a |  | n/a |  | n/a |
| Total Electoral Areas |  | 2,907,713,218 |  |  | 2,832,570,209 |  | 3,392,419,955 |  | 3,332,396,160 |  | 3,261,525,973 |
| TOTAL | \$ | 30,031,059,030 |  |  | 29,568,130,778 |  | 29,476,629,876 |  | 29,384,931,909 |  | 28,598,836,145 |

CAPITAL REGIONAL DISTRICT

$\square$ Total Municipal $\quad$ Total Rural
Statistics from B.C. Assessment Authority
SO!|O」 f0'ON
$\underset{\text { Total Assessment Values, Number of Folios }}{\text { CAPITAL REGIONAL DISTRICT }}$ 120,000
110,000
100,000


CAPITAL REGIONAL DISTRICT
TAX REQUISITION STATISTICS
1997-2006

|  | 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Municipalities |  |  |  |  |  |  |  |  |  |  |
| Colwood | \$ | 1,071,403 | \$ | 1,308,236 | \$ | 1,243,080 | \$ | 1,275,581 | \$ | 1,154,259 |
| Victoria |  | 16,547,446 |  | 16,045,297 |  | 14,439,643 |  | 13,696,618 |  | 12,721,410 |
| Central Saanich |  | 3,921,594 |  | 4,051,569 |  | 4,035,409 |  | 4,060,704 |  | 3,904,397 |
| Esquimalt |  | 2,070,156 |  | 1,911,680 |  | 1,756,206 |  | 1,514,668 |  | 1,172,204 |
| Saanich |  | 12,761,280 |  | 12,058,601 |  | 11,716,904 |  | 11,896,673 |  | 11,842,025 |
| Oak Bay |  | 2,605,649 |  | 2,464,849 |  | 2,449,868 |  | 1,803,907 |  | 1,585,557 |
| Langford |  | 3,036,501 |  | 2,803,319 |  | 2,673,564 |  | 2,711,582 |  | 2,467,976 |
| North Saanich |  | 3,038,213 |  | 3,150,473 |  | 3,197,255 |  | 2,698,452 |  | 2,539,190 |
| Metchosin |  | 315,406 |  | 303,050 |  | 266,175 |  | 272,759 |  | 247,151 |
| View Royal |  | 872,359 |  | 583,546 |  | 543,606 |  | 552,251 |  | 616,239 |
| Sidney |  | 2,495,498 |  | 2,663,591 |  | 3,629,402 |  | 3,616,512 |  | 3,518,180 |
| Highlands |  | 198,080 |  | 189,583 |  | 144,490 |  | 137,667 |  | 121,039 |
| Sooke |  | 1,547,275 |  | 1,393,384 |  | 1,253,084 |  | 1,218,569 |  | 1,161,362 |
| Total Municipal |  | 50,480,860 |  | 48,927,178 |  | 47,348,686 |  | 45,455,943 |  | 43,050,989 |
| Electoral Areas |  |  |  |  |  |  |  |  |  |  |
| B (Langford) |  | n/a |  | n/a |  | n/a |  | n/a |  | n/a |
| D (Sooke) |  | n/a |  | n/a |  | n/a |  | n/a |  | n/a |
| F (Salt Spring Island) |  | 2,691,353 |  | 2,463,941 |  | 2,146,094 |  | 1,305,164 |  | 1,696,472 |
| G (South Gulf Islands) |  | 1,240,907 |  | 1,077,670 |  | 1,039,679 |  | 1,054,639 |  | 1,177,794 |
| H (J.D.F.) |  | 2,158,959 |  | 2,069,962 |  | 2,225,059 |  | 2,021,777 |  | 2,042,622 |
| Total Electoral Areas |  | 6,091,219 |  | 5,611,573 |  | 5,410,832 |  | 5,680,412 |  | 4,916,888 |
| Other |  | 3,105,564 |  | 2,477,500 |  | 2,477,500 |  | 2,821,689 |  | 1,777,160 |
| TOTAL | \$ | 59,677,643 | \$ | 57,016,251 | \$ | 55,237,018 | \$ | 66,865,737 | \$ | 49,745,037 |
|  |  | 2001 |  | 2000 |  | 1999 |  | 1998 |  | 1997 |
| Municipalities |  |  |  |  |  |  |  |  |  |  |
| Colwood | \$ | 1,955,784 | \$ | 1,806,329 | \$ | 1,759,918 | \$ | 1,468,171 | \$ | 1,311,415 |
| Victoria |  | 11,889,891 |  | 12,602,209 |  | 12,117,628 |  | 11,850,163 |  | 11,148,625 |
| Central Saanich |  | 4,121,687 |  | 4,208,995 |  | 3,875,457 |  | 3,655,315 |  | 3,346,459 |
| Esquimalt |  | 1,117,355 |  | 1,118,167 |  | 1,038,474 |  | 1,043,770 |  | 950,176 |
| Saanich |  | 11,604,536 |  | 12,396,747 |  | 11,899,034 |  | 11,568,319 |  | 12,046,302 |
| Oak Bay |  | 1,674,582 |  | 2,080,446 |  | 1,975,166 |  | 1,945,920 |  | 2,055,086 |
| Langford |  | 3,955,891 |  | 3,559,884 |  | 3,198,904 |  | 2,556,409 |  | 2,035,617 |
| North Saanich |  | 2,634,791 |  | 2,662,936 |  | 2,755,457 |  | 2,787,017 |  | 2,345,308 |
| Metchosin |  | 461,903 |  | 443,671 |  | 474,056 |  | 357,184 |  | 326,101 |
| View Royal |  | 651,723 |  | 935,737 |  | 885,255 |  | 887,796 |  | 1,109,431 |
| Sidney |  | 3,553,349 |  | 3,421,413 |  | 3,272,331 |  | 3,190,947 |  | 2,686,072 |
| Highlands |  | 264,744 |  | 261,099 |  | 256,858 |  | 209,028 |  | 193,978 |
| Sooke |  | 1,105,349 |  | 1,385,493 |  | n/a |  | n/a |  | n/a |
| Total Municipal |  | 44,991,585 |  | 46,883,126 |  | 43,508,538 |  | 41,520,039 |  | 39,554,570 |
| Electoral Areas |  |  |  |  |  |  |  |  |  |  |
| B (Langford) |  | n/a |  | 53,235 |  | 128,493 |  | 115,643 |  | 106,608 |
| D (Sooke) |  | n/a |  | 1,051,375 |  | 2,577,986 |  | 2,283,293 |  | 2,051,690 |
| F (Salt Spring Island) |  | 1,650,066 |  | 1,406,255 |  | 1,321,826 |  | 1,255,035 |  | 1,155,804 |
| G (Outer Gulf Islands) |  | 978,217 |  | 799,819 |  | 674,927 |  | 589,860 |  | 551,858 |
| H (J.D.F.) |  | 2,072,004 |  | 690,953 |  | n/a |  | n/a |  | n/a |
| Total Electoral Areas |  | 4,700,287 |  | 4,001,637 |  | 4,703,232 |  | 4,243,831 |  | 3,865,960 |
| Other |  | 1,933,285 |  | 1,846,320 |  | 1,647,270 |  | 1,512,150 |  | 1,561,986 |
| TOTAL | \$ | 51,625,157 | \$ | 52,731,083 | \$ | 49,859,040 | \$ | 47,276,020 | \$ | 44,982,516 |

CONSOLIDATED STATEMENT OF FINANCIAL POSITION LAST FIVE FISCAL YEARS COMPARISON
As at December 31, 2006
FINANCIAL ASSETS
Cash and short-term investments
Receivables
Long-term investments
Debt recoverable from other authorities
LIABILITIES
Payables
Deferred revenue
Long-term debt
Other liabilities
Liability of subsidiary

## NET FINANCIAL ASSETS

PHYSICAL ASSETS

DISTRICT POSITION
Revenue Funds
Capital Funds
Reserve Funds
Unfunded employee benefits

| 2006 |  |  | 2005 |  | 2004 |  | 2003 | 2002 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 85,127,060 | \$ | 81,833,958 | \$ | 69,733,841 | \$ | 67,611,538 | \$ | 70,321,726 |
|  | 7,933,432 |  | 7,802,537 |  | 12,974,764 |  | 13,961,656 |  | 13,171,410 |
|  | - |  | - |  | - |  | 498,750 |  | 498,750 |
|  | 108,777,632 |  | 102,528,999 |  | 99,797,492 |  | 91,064,253 |  | 65,521,924 |
|  | 201,838,124 |  | 192,165,494 |  | 202,650,086 |  | 193,348,604 |  | 169,741,799 |
|  | 13,218,626 |  | 14,181,140 |  | 10,134,857 |  | 11,123,513 |  | 11,645,354 |
|  | 5,630,342 |  | 3,212,155 |  | 2,569,421 |  | 1,050,259 |  | 975,606 |
|  | 223,046,710 |  | 218,981,726 |  | 214,594,194 |  | 216,902,944 |  | 189,310,288 |
|  | 11,746,548 |  | 9,601,668 |  | 7,091,678 |  | 4,206,814 |  | 3,038,204 |
|  | 398,180 |  | 4,661,242 |  | 6,304,187 |  | 6,961,075 |  | 7,058,015 |
|  | 254,040,406 |  | 250,637,931 |  | 260,838,326 |  | 260,457,012 |  | 232,255,456 |
|  | $(52,202,282)$ |  | $(58,472,437)$ |  | $(58,188,240)$ |  | $(67,108,408)$ |  | $(62,513,657)$ |
|  | 613,380,034 |  | 579,601,082 |  | 531,273,288 |  | 508,204,544 |  | 466,406,550 |
| \$ | 561,177,752 | \$ | 521,128,645 | \$ | 473,085,048 | \$ | 441,096,136 | \$ | 403,892,893 |
| \$ | 8,915,528 | \$ | 6,327,107 | \$ | 3,976,917 | \$ | 4,065,302 | \$ | 5,550,054 |
|  | 523,228,218 |  | 489,528,237 |  | 444,697,215 |  | 409,988,293 |  | 371,700,751 |
|  | 29,034,006 |  | 25,273,301 |  | 24,410,916 |  | 27,042,541 |  | 26,642,088 |
|  | 561,177,752 |  | 521,128,645 |  | 473,085,048 |  | 441,096,136 |  | 403,892,893 |
|  | - |  | - |  | - |  | - |  | - |
| \$ | 561,177,752 | \$ | 521,128,645 | \$ | 473,085,048 | \$ | 441,096,136 | \$ | 403,892,893 |

RATIO OF: CRD Long-term debt Over Physical Assets

## MEMO:

MUNICIPAL FINANCE AUTHORITY
DEBT RESERVE FUND - CRD Cash requirements

Demand note requirements

| \$ | 3,183,523 \$ | 3,039,369 \$ | 2,993,223 \$ | 2,963,049 \$ | 3,044,904 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 8,546,546 \$ | 12,531,947 \$ | 8,337,713 \$ | 8,488,448 \$ | 8,398,241 |

PHYSICAL ASSETS AND WORK IN PROGRESS
LAST FIVE FISCAL YEARS COMPARISON

## As at December 31, 2006

|  |  | 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PHYSICAL ASSETS <br> Engineering structures |  |  |  |  |  |  |  |  |  |  |
| General | \$ | 55,058,230 | \$ | 55,904,381 | \$ | 53,683,581 | \$ | 45,157,501 | \$ | 32,639,364 |
| Sewer |  | 133,834,025 |  | 112,063,451 |  | 111,586,322 |  | 104,083,019 |  | 103,404,637 |
| Water |  | 215,611,577 |  | 203,097,607 |  | 189,858,014 |  | 170,405,930 |  | 145,880,940 |
|  |  | 404,503,832 |  | 371,065,439 |  | 355,127,917 |  | 319,646,450 |  | 281,924,941 |
| Buildings |  | 51,820,901 |  | 35,482,658 |  | 27,650,885 |  | 22,900,675 |  | 22,851,475 |
| Machinery and equipment |  | 47,486,009 |  | 45,139,919 |  | 42,231,554 |  | 39,995,931 |  | 37,894,970 |
| Land |  | 36,652,203 |  | 34,288,752 |  | 31,746,764 |  | 29,303,713 |  | 27,377,222 |
| Other |  | 23,769,825 |  | 21,779,326 |  | 19,982,501 |  | 19,434,443 |  | 16,849,754 |
|  | \$ | 564,232,770 | \$ | 507,756,094 | \$ | 476,739,621 | \$ | 431,281,212 | \$ | 386,898,362 |
| WORK IN PROGRESS |  |  |  |  |  |  |  |  |  |  |
| General | \$ | 17,810,170 | \$ | 26,940,736 | \$ | 24,804,510 | \$ | 25,375,937 | \$ | 25,554,726 |
| Sewer |  | 16,468,098 |  | 32,667,768 |  | 27,457,061 |  | 32,710,674 |  | 27,996,011 |
| Water |  | 10,973,013 |  | 12,236,484 |  | 7,750,464 |  | 18,836,721 |  | 25,957,451 |
|  | \$ | 45,251,281 | \$ | 71,844,988 | \$ | 60,012,035 | \$ | 76,923,332 | \$ | 79,508,188 |
| GRAND TOTAL | \$ | 609,484,051 | \$ | 579,601,082 | \$ | 536,751,656 | \$ | 508,204,544 | \$ | 466,406,550 |
| INCREASE FROM PRIOR YEAR | \$ | 29,882,969 | \$ | 42,849,426 | \$ | 28,547,112 | \$ | 41,797,994 | \$ | 12,632,622 |

NOTE:
Fixed assets are recorded at cost.

| CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITY |  |  |  |  |  |
| :--- | ---: | :--- | :--- | :--- | :--- | :--- | :--- |
| LAST FIVE FISCAL YEARS COMPARISON |  |  |  |  |  |
| For the year ended December 31, 2006 |  |  |  |  |  |

CONSOLIDATED STATEMENT OF EXPENDITURES BY OBJECT

## LAST FIVE FISCAL YEARS COMPARISON

For the year ended December 31, 2006

|  | 2006 |  | 2005 | 2004 | 2003 | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Salaries and benefits | \$ | 35,177,950 | 33,174,320 | 32,299,257 | 31,187,246 | 30,374,079 |
| Consultants |  | 866,284 | 1,007,190 | 1,074,219 | 1,016,728 | 1,082,932 |
| Contract for services |  | 7,839,115 | 6,293,735 | 5,172,688 | 4,326,092 | 4,948,803 |
| Legal and audit |  | 489,896 | 329,269 | 400,148 | 324,622 | 286,485 |
| Office expenses |  | 1,920,550 | 1,760,364 | 1,646,909 | 1,398,405 | 1,692,412 |
| Telephone and fax |  | 832,062 | 834,549 | 773,554 | 704,416 | 680,477 |
| Travel |  | 1,546,926 | 1,418,323 | 1,272,694 | 1,209,887 | 1,289,918 |
| Utilities |  | 1,975,878 | 1,839,698 | 1,724,808 | 1,543,583 | 1,532,193 |
| Bulk Water |  | 5,204,637 | 4,970,575 | 4,951,189 | 4,644,561 | 4,465,609 |
| Rentals and leases |  | 817,697 | 1,046,553 | 761,037 | 866,813 | 1,327,788 |
| Insurance |  | 578,976 | 460,014 | 749,540 | 599,514 | 397,638 |
| Repairs and maintenance |  | 1,799,555 | 1,652,396 | 1,580,572 | 1,623,497 | 1,780,714 |
| Other |  | 7,991,895 | 8,095,589 | 7,526,181 | 5,303,700 | 11,566,206 |
| Principal on long term debt of other authorities |  | 6,230,497 | 5,742,820 | 5,772,523 | 5,787,814 | 5,695,611 |
| Interest on long term debt |  | 19,224,924 | 19,663,397 | 19,958,647 | 19,407,315 | 17,105,060 |
| Interest on temporary borrowings |  | 313,720 | 361,477 | 208,828 | 389,623 | 1,066,217 |
| Physical assets |  | 36,787,289 | 47,313,555 | 25,318,086 | 42,987,483 | 37,901,278 |
| TOTAL CONSOLIDATED EXPENDITURES | \$ | 129,597,851 | 135,963,824 | 111,190,879 | 123,321,299 | 123,193,421 |

## ANNUAL PERCENTAGE OF TOTAL

## LAST FIVE FISCAL YEARS COMPARISON

For the year ended December 31, 2006

|  | 2006 | 2005 | 2004 | 2003 | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| REVENUE |  |  |  |  |  |
| Transfers from government | 44.52 | 42.44 | 47.26 | 45.93 | 43.59 |
| Sales of services | 36.05 | 35.29 | 35.86 | 31.46 | 34.15 |
| Other revenue | 14.41 | 16.03 | 14.29 | 13.68 | 13.16 |
| Surplus from previous year | 1.95 | 5.13 | 2.06 | 8.86 | 8.85 |
| Affordable housing - income (loss) of subsidiary | 3.08 | 1.10 | 0.54 | 0.07 | 0.26 |
| Total | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |
| EXPENDITURE |  |  |  |  |  |
| General government services | 8.04 | 10.72 | 8.93 | 9.56 | 4.71 |
| Protective services | 6.41 | 6.06 | 6.17 | 4.99 | 5.31 |
| Sewer, water and garbage | 46.89 | 47.38 | 44.42 | 46.69 | 45.87 |
| Planning and development services | 1.67 | 1.39 | 1.78 | 1.46 | 6.06 |
| Recreation and cultural services | 8.74 | 9.40 | 6.29 | 8.12 | 6.41 |
| Transportation services | 0.08 | 0.07 | 0.20 | 0.32 | 0.06 |
| Debt charges |  |  |  |  |  |
| CRD | 14.93 | 13.37 | 18.81 | 16.56 | 14.29 |
| Member municipalities | 12.01 | 10.98 | 12.92 | 11.02 | 10.72 |
| Other fiscal services | 0.25 | 0.26 | 0.25 | 0.29 | 0.48 |
| Other | 0.97 | 0.36 | 0.23 | 0.03 | 0.43 |
| Disposal of assets | 0.00 | 0.00 | 0.00 | 0.96 | 5.67 |
| Total | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |


| Consumer price index |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| - Victoria | 127.5 | 125.5 | 122.8 | 120.0 | 117.4 |
| $(1992=100)$ |  |  |  |  |  |
| - Canada | 129.9 | 127.3 | 124.6 | 122.3 | 119.0 |
| (1992-100) |  |  |  |  |  |
| CRD expenditures (excl. debt charges paid for member municipalities) | 131.2 | 144.3 | 124.5 | 139.3 | 137.9 |
|  |  |  |  |  |  |
| Ratio of CRD debt to total expenditures (excl. debt charges paid for member municipalities) | 0.17 | 0.17 | 0.21 | 0.19 | 0.16 |
|  |  |  |  |  |  |

CONSOLIDATED FUND BALANCES/EQUITY/SURPLUS LAST FIVE FISCAL YEARS COMPARISON
As at December 31, 2006

|  | 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| GENERAL CAPITAL FUND | \$ | 159,790,901 | \$ | 148,434,310 | \$ | 128,736,786 | \$ | 112,022,617 | \$ | 98,319,376 |
| SEWER CAPITAL FUND |  | 132,009,583 |  | 127,099,879 |  | 122,335,935 |  | 118,802,411 |  | 114,333,348 |
| WATER CAPITAL FUND |  | 231,427,734 |  | 213,994,048 |  | 193,624,494 |  | 179,163,265 |  | 159,048,027 |
|  | \$ | 523,228,218 | \$ | 489,528,237 | \$ | 444,697,215 | \$ | 409,988,293 | \$ | 371,700,751 |
| REVENUE FUNDS |  |  |  |  |  |  |  |  |  |  |
| General Revenue Fund |  | 5,915,852 |  | 3,324,569 |  | 435,866 |  | $(264,008)$ |  | 570,529 |
| Sewer Revenue Fund |  | 1,163,923 |  | 942,423 |  | 671,049 |  | 1,280,024 |  | 1,124,182 |
| Water Revenue Fund |  | 1,835,753 |  | 2,060,115 |  | 2,870,002 |  | 3,049,286 |  | 3,855,343 |
|  | \$ | 8,915,528 | \$ | 6,327,107 | \$ | 3,976,917 | \$ | 4,065,302 | \$ | 5,550,054 |
| RESERVE FUNDS | \$ | 29,034,006 | \$ | 25,273,301 | \$ | 24,410,916 | \$ | 27,042,541 | \$ | 26,642,088 |
|  | \$ | 561,177,752 | \$ | 521,128,645 | \$ | 473,085,048 | \$ | 441,096,136 | \$ | 403,892,893 |
| RATIO OF: Capital Funds debt |  |  |  |  |  |  |  |  |  |  |
| Capital Funds Equity |  | 0.59 |  | 0.55 |  | 0.48 |  | 0.44 |  | 0.47 |

## CAPITAL FUNDS <br> EXPENDITURE FOR FIXED ASSETS <br> LAST FIVE YEARS COMPARISON <br> For the year ended December 31, 2006

GENERAL CAPITAL FUND
General government services
Protective services
Recycling/Garbage services
Health services
Planning and development services
Recreation and cultural services

|  | $\begin{aligned} & 2006 \\ & \text { Total } \end{aligned}$ |  | $\begin{aligned} & 2005 \\ & \text { Total } \end{aligned}$ |  | $\begin{aligned} & 2004 \\ & \text { Total } \end{aligned}$ |  | $\begin{aligned} & 2003 \\ & \text { Total } \end{aligned}$ |  | $\begin{aligned} & 2002 \\ & \text { Total } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 3,444,640 | \$ | 11,255,090 | \$ | 4,322,935 | \$ | 6,704,068 | \$ | 5,918,837 |
|  | 704,590 |  | 1,643,766 |  | 473,919 |  | 687,812 |  | 831,916 |
|  | 3,808,216 |  | 3,194,014 |  | 5,651,777 |  | 3,950,551 |  | 1,262,324 |
|  | 19,995 |  | 4,199 |  |  |  | 46,775 |  | 53,948 |
|  | 634,796 |  | 226,706 |  | 109,731 |  | 50,608 |  | 9,790 |
|  | 7,254,737 |  | 5,293,794 |  | 2,450,814 |  | 5,269,344 |  | 2,989,118 |
|  | 15,866,973 |  | 21,617,569 |  | 13,009,175 |  | 16,709,157 |  | 11,065,934 |
|  | 27,484,773 |  | 6,872,703 |  | 2,562,228 |  | 5,718,615 |  | 5,470,838 |
|  | 15,489,823 |  | 19,257,703 |  | 9,746,683 |  | 20,559,713 |  | 21,364,506 |
| \$ | 58,841,569 | \$ | 47,747,975 | \$ | 25,318,086 | \$ | 42,987,485 | \$ | 37,901,278 |

OUTSTANDING DEBT
LAST TEN FISCAL YEARS COMPARISON
As at December 31, 2006

|  |  | 2006 |  | 2005 |  | 2004 |  | 2003 |  | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| General Capital | \$ | 26,758,564 | \$ | 27,739,460 | \$ | 28,657,949 | \$ | 33,473,550 | \$ | 36,134,680 |
| Sewer Capital |  | 33,146,790 |  | 29,983,376 |  | 26,174,641 |  | 28,612,924 |  | 26,940,071 |
| Water Capital |  | 54,363,724 |  | 58,729,891 |  | 59,964,112 |  | 63,752,216 |  | 60,713,613 |
|  | \$ | 114,269,078 | \$ | 116,452,727 | \$ | 114,796,701 | \$ | 125,838,690 | \$ | 123,788,364 |
| Municipalities |  | 108,777,632 |  | 102,528,999 |  | 99,797,492 |  | 91,064,253 |  | 65,521,924 |
|  | \$ | 223,046,710 | \$ | 218,981,726 | \$ | 214,594,193 | \$ | 216,902,943 | \$ | 189,310,288 |


|  |  | 2001 |  | 2000 |  | 1999 |  | 1998 |  | 1997 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| General Capital | \$ | 37,005,106 | \$ | 40,101,004 | \$ | 42,055,289 | \$ | 35,204,101 | \$ | 37,397,964 |
| Sewer Capital |  | 26,197,964 |  | 27,767,423 |  | 30,984,015 |  | 34,096,405 |  | 29,920,752 |
| Water Capital |  | 46,228,707 |  | 33,877,228 |  | 31,129,300 |  | 33,181,864 |  | 27,805,642 |
|  | \$ | 109,431,777 | \$ | 101,745,655 | \$ | 104,168,604 | \$ | 102,482,370 | \$ | 95,124,358 |
| Municipalities |  | 63,872,102 |  | 69,919,981 |  | 72,682,847 |  | 78,366,584 |  | 81,744,840 |



Note: There is no statutory limitation on the global debt of the District.

## DEBT ANALYSIS

## LAST FIVE FISCAL YEARS COMPARISON

For the year ended December 31, 2006

|  | 2006 | 2005 | 2004 | 2003 | 2002 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| CRD population | 345,164 | 338,738 | 334,448 | 345,223 | 347,095 |
| CRD workforce | 182,000 | 177,100 | 169,800 | 165,400 | 160,100 |
| Persons employed in the CRD | 175,200 | 169,300 | 160,700 | 155,200 | 149,800 |


| CRD Long-term debt (at December 31) | $\$$ | $114,269,078$ | $\$$ | $116,452,727$ | $\$$ | $114,796,702$ | $\$$ | $125,838,690$ | $\$$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |


| Interest rates on MFA debentures |  |  |  |  |  |
| :--- | :---: | :---: | :---: | :---: | :---: |
| issued in year | $4.43 \%$ to | $4.07 \%$ to | $4.15 \%$ to | $4.78 \%$ to | $5.37 \%$ to |
|  | $4.66 \%$ | $4.55 \%$ | $5.51 \%$ | $5.49 \%$ | $6.06 \%$ |
| Prime bank rate during year |  |  |  | $4.5 \%$ to | $4.0 \%$ to |
|  | $5.25 \%$ to | $4.25 \%$ to | $3.75 \%$ to | 4.50 | $4.5 \%$ |

Statistics provided by CRD Regional Planning Services.

## CAPITAL REGIONAL DISTRICT

POPULATION / WORKFORCE IN CAPITAL REGION



## CAPITAL REGIONAL DISTRICT

REQUISITION PER CAPITA *


TOTAL DEBT *


DEBT PER CAPITA *


* NOTE Requisition and Debt do not include MFA debt for other jurisdictions


CAPITAL REGIONAL DISTRICT general, water, sewer revenue funds
PROGRAM EXPENDITURES AS A \% OF TOTAL BUDGET

CAPITAL REGIONAL DISTRICT
CHANGE IN PROGRAM EXPENDITURES \$


KPMG LLP

## AUDITORS' REPORT TO THE SAANICH PENINSULA WATER TRUST COMMITTEE

We have audited the statement of financial position of the Saanich Peninsula Water Trust as at December 31, 2006 and the statement of changes in fund balance for the year then ended. These financial statements are the responsibility of the Trust's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Trust as at December 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.


## Chartered Accountants

Victoria, Canada
April 20, 2007

## SAANICH PENINSULA WATER TRUST STATEMENT OF FINANCIAL POSITION

As at December 31, 2006


Sita bstucte
Rita M. Estock, FCGA
Senior Manager
Financial Services Division

## SAANICH PENINSULA WATER TRUST <br> STATEMENT OF CHANGES IN FUND BALANCE

For the year ended December 31, 2006

## REVENUES

Interest earned
2006

## EXPENDITURES

Conditional transfers to local governments (Note 4)
District of Central S aanich
District of North Saanich
Town of Sidney

102,969
98,058
77,868
278,895
168,054
151,228
121,908
441,190

## CHANGE IN FUND BALANCE

Opening balance

CLOSING BALANCE
$(278,325)$

278,325
710,100
\$ $\qquad$ - \$
\$ 278,325

## SAANICH PENINSULA WATER TRUST

## NOTES TO AUDITED FINANCIAL STATEMENTS

For the year ended December 31, 2006

## GENERAL

The Saanich Peninsula Water Trust was created pursuant to Capital Regional District Resolution No. 479, dated February 28, 1979. The Capital Regional District administers the trust on behalf and subject to the approval of the Saanich Peninsula Water Trust Committee. The trust began with a $\$ 3,000,000$ grant from the Provincial Government, Ministry of Municipal Affairs to reduce the cost of water to the users of the Saanich Peninsula Water System.

## 1. SIGNIFICANT ACCOUNTING POLICIES

## BASIS OF ACCOUNTING

Accounting is on a full accrual basis.
2. CASH AND SHORT-TERM INVESTMENTS

|  | 2006 |  | 2005 |  |
| :---: | :---: | :---: | :---: | :---: |
| Cash on Hand | \$ | 595 | \$ | 572 |
| Term Deposits, Municipal Finance Authority |  | - |  | 277,667 |
|  | \$ | 595 | \$ | 278,239 |

## 3. Commitment:

Proceeds of the Trust of $\$ 278,895$ are distributed on the bases of actual assessments to the District of Central Saanich, the District of North Saanich and the Town of Sidney.

For further information about this or other CRD programs please contact Corporate Services at 250-360-3035 or check our website at www.crd.bc.ca


[^0]:    Notes
    *Voting strength is calculated using the 2001 census including Indian Reserves. Population estimates for municipalities are as of July 1, 2006 and electoral areas and Indian Reserves are based on 2006 census as of January 1, 2006.

[^1]:    - Initiate strategic plan process

[^2]:    See accompanying notes to financial statements.

