

An aerial photograph of a coastal town and golf course. The town is nestled in a valley, surrounded by dense evergreen forests. A large golf course with green fairways and scattered trees is visible in the middle ground. In the background, a large body of blue water stretches towards the horizon, with several islands and a range of mountains under a clear sky.

MUNICIPALITY OF  
**NORTH**  
Cowichan

# Annual Report 2015

For the Year Ended December 31, 2015  
North Cowichan, British Columbia, Canada

# The Corporation of the District of North Cowichan

## 2015 ANNUAL REPORT

North Cowichan, British Columbia

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The Annual Report is produced by the Financial Services Department of the Municipality of North Cowichan in cooperation with all civic departments.

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# MAYOR'S MESSAGE

The 2015 Annual Report provides an excellent review of the work done by Council and staff to make North Cowichan a better place to live, as well as basic facts about our municipality and how it is run. Please take some time to read through the report and consider our progress.

Over the last few years, we have been undertaking revitalization in the Chemainus downtown. With the majority of that work complete, we moved on to planning for our other core areas. Two major plans, the award-winning University Village Local Area Plan and the Crofton Local Area Plan were completed in 2015. These plans, developed with strong community support, provide a road map for development in targeted urban growth centres, looking ahead several decades. Our goal is to create sustainable communities that have high levels of service in a compact design, with less harmful environmental impact and reduced per capita energy use and greenhouse gas emissions, as called for in our Climate Action and Energy Plan.

We continue to add services to those areas, a new skate park in Chemainus, a synthetic turf field on Sherman Road, diking protection for the core, enhanced trail systems—all of which help to build communities that appeal to all ages. Our work building and maintaining infrastructure is essential to attracting people and families to live, to work and to visit.

Not all our work is large in scale. We were able to donate an aged fire truck to Firefighters Without Borders, who will put the truck back in service in a needy community in South America.

We provided many grants to not-for-profit organizations who dedicate significant amounts of time supporting the betterment of our community.

Behind the scenes, all the day-to-day work of running a wide-spread District Municipality has carried on. Core services such as water, sewer, recreation, police, fire, and roads, all require attention, from small projects to large ones like the million dollar replacement of a water main on Henry Road.

When I think about what has been accomplished in the last year, I am very thankful for our professional and hard-working staff, and the direction Council has provided to them. I trust you will see our efforts as having improved our community.



Jon Lefebure, Mayor

## 2015 OFFICIALS

### MAYOR

Jon Lefebure

### COUNCILLORS

Joyce Behnsen  
 Rob Douglas  
 Maeve Maguire  
 Kate Marsh  
 Al Siebring  
 Tom Walker

### AUDITORS

Hayes Stewart Little & Co.

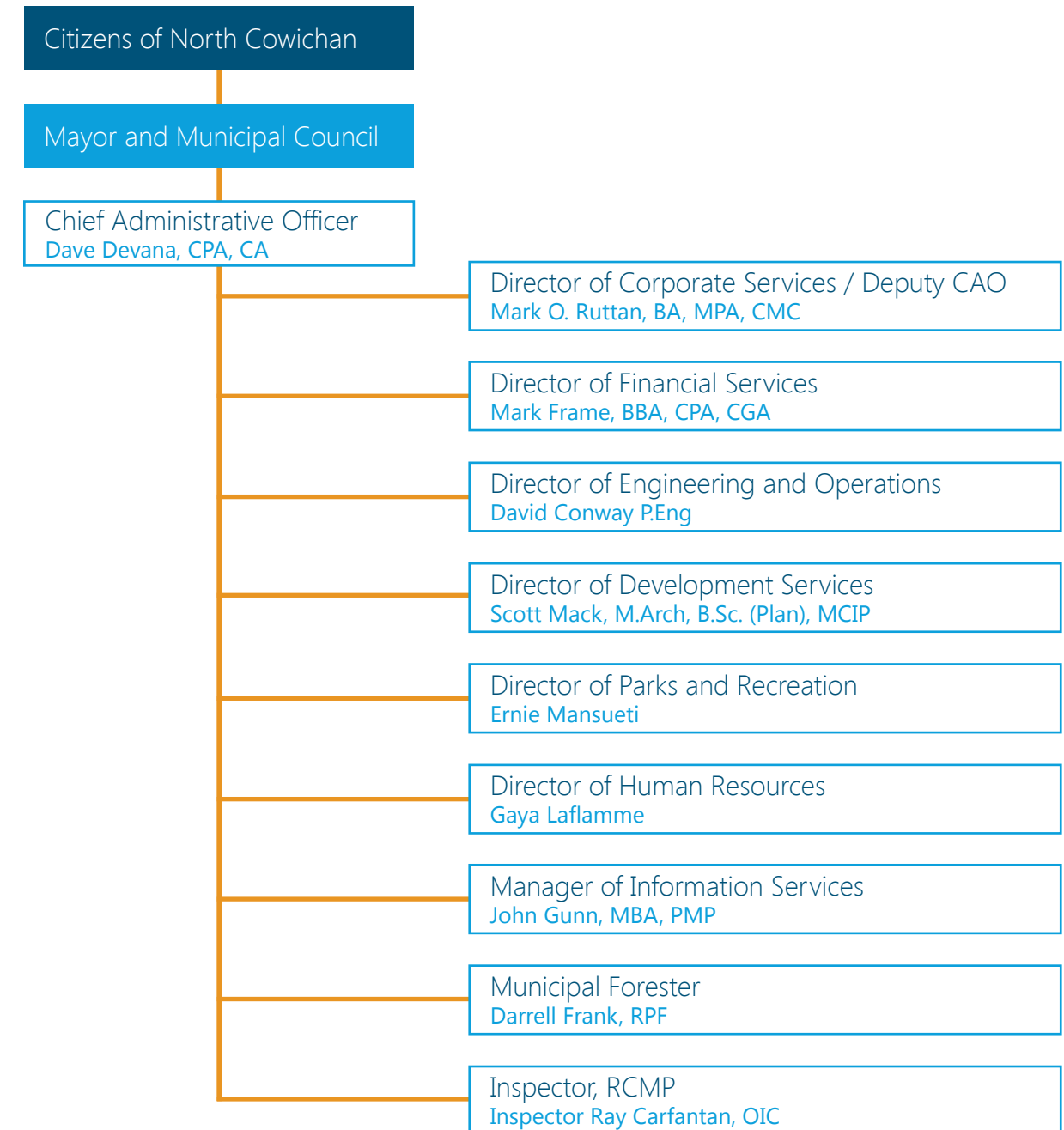
### BANKERS

Royal Bank of Canada

### SOLICITORS

Young Anderson  
 Taylor Granitto

## ORGANIZATIONAL STRUCTURE



## ELECTED OFFICIALS

### 2014-2018 MAYOR & MUNICIPAL COUNCIL

The Municipal Council is North Cowichan's governing body. North Cowichan's Municipal Council is comprised of a Mayor and six Councillors. Each member of the Municipal Council was elected in November 2014 for a four-year term. Under the *Community Charter*, Council's role is to provide good government; services its citizens need and want; stewardship of its public assets; and a positive economic, social and environmental climate.

Council usually holds two regular council meetings each month, which are open to the public. Meeting agendas and schedules are available from the Municipal Hall and on the website at [www.northcowichan.ca](http://www.northcowichan.ca).



JON LEFEBURE

MAYOR



JOYCE BEHNSEN

COUNCILLOR



ROB DOUGLAS

COUNCILLOR



MAEVE MAGUIRE

COUNCILLOR



KATE MARSH

COUNCILLOR



AL SIEBRING

COUNCILLOR



TOM WALKER

COUNCILLOR

## COUNCIL APPOINTMENTS

### COMMITTEES, COMMISSIONS AND BOARDS

#### INTERNAL COMMITTEES, BOARDS, AND PANELS

---

Agricultural Advisory Committee  
Audit Committee  
Board of Variance  
Chemainus Advisory Committee  
Community Planning Advisory Committee  
Environmental Advisory Committee  
Forestry Advisory Committee  
Joint Utilities Board  
Parcel Tax Roll Review Panel  
Parks and Recreation Advisory Committee  
Protective Services Committee  
Public Works Committee  
Sports Wall of Fame Nomination Committee

#### EXTERNAL APPOINTMENTS

---

BC Forest Discovery Centre  
Chemainus Festival of Murals Society  
Chemainus and District Chamber of Commerce  
City of Duncan Tourism Advisory Committee  
Cowichan Communities Health Network  
Cowichan Region Community Policing Advisory Committee Society  
Cowichan Success-By-Six  
Cowichan Valley Regional District Board  
Cowichan Valley Regional District Community Safety Advisory Commission  
Cowichan Valley Welcoming Communities Advisory Committee  
Crofton Community Centre Society  
Duncan - Cowichan Chamber of Commerce  
Islands Agriculture Show Steering Committee  
Island Savings Centre Commission  
Maple Bay Community Association  
Mayor's Advisory Committee on Disabilities (City of Duncan)  
Social Planning Cowichan Board  
Somenos Management Committee  
Vancouver Island Regional Library Board  
Regional Recreation Select Committee (CVRD)  
Island Corridor Foundation Local Government Liason Committee

# PAST REEVES & MAYORS

## SINCE INCORPORATION IN 1873

T.J. Skinner	1873
A.H. Green	1874
J. Morley	1875-1877
W. Drinkwater	1878-1879, 1888-1893
W.H. Lomas	1880-1882
W.C. Duncan	1883
J.N. Evans	1884, 1886-1887, 1900-1903, 1915-1917, 1923-1928
H.O. Wellburn	1885
S.H. Davie	1894-1895, 1904-1906
T.A. Wood	1896-1899
H. Bonsall	1907
J.Mc.L. Champbell	1908
A.C. Aitken	1909-1911, 1922-1923
P.W. Anketell Jones	1912-1913
J.I. Mutter	1914, 1918-1919
A.A.D. Herd	1920
E.W. Paitson	1921-1922
G.A. Tisdall	1929-1937
D.D. Chapman	1938-1949
A.E. Beasley	1950-1953
C.A.P. Murison	1954-1959
D.C. Morton	1960-1969
G.C. Smith	1970-1977
G.W. Whittaker	1978-1979
G.P. Bruce	1980-1987
H.R. Hollett	1988-1996, 2000-2002
A. Murray	1997-1999
J. Lefebure	2002-2008, 2011-Current
T. Walker	2008-2011

# MAP OF NORTH COWICHAN

Located on the east coast of Vancouver Island in the Cowichan Valley Regional District, North Cowichan is centrally located between the cities of Victoria to the south, and Nanaimo to the north. Vancouver is located to the east, separated by the Salish Sea. Spanning 195 square kilometers, North Cowichan is the largest District Municipality by area on Vancouver Island. A "Community of Communities," the core communities include Chemainus, Crofton, and the South End which is comprised of smaller neighbourhoods such as Maple Bay, Westholme, and University Village centered in the greater-Duncan area.



# OBJECTIVES AND MEASURES

Prepared in compliance with sections 98 (2) (d) and (f) of the *Community Charter*, this statement sets out Council's broad objectives for 2016 and 2017, corresponding performance measures, and progress achieved during the previous year. Council's primary objectives are to foster North Cowichan's social, economic and environmental well-being in order to be the best place on Vancouver Island to live, work and play.

## Objective 1

Foster Social Well-being – *Healthy, Safe, Inclusive and Vibrant Communities*

Performance Measure	2013	2014	2015
1 Crime rates <sup>i</sup>	6.92%	7.07%	<b>8.03%</b>
2 Vehicle accidents <sup>ii</sup>	279	284	<b>295</b>
3 Boil water advisories <sup>iii</sup>	0	0	<b>1</b>
4 Fire calls <sup>iv</sup>	809	725	<b>765</b>
5 Trails built <sup>v</sup>	10.28 km	.125 km	<b>21 km</b>
6 Parks added	Unavailable	39.15 ha	<b>19.78 ha</b>

## Objective 2

Foster Economic Well-being – *Flourishing and Diverse Local Economy*

Performance Measure	2013	2014	2015
1 Housing starts <sup>vi</sup>	102	103	<b>89</b>
2 New commercial building permits <sup>vii</sup>	12	21	<b>9</b>
3 New business starts <sup>viii</sup>	138	136	<b>140</b>
4 Unemployment rate <sup>ix</sup>	7.5%	5.6%	<b>5.3%</b>
5 Assessment base <sup>x</sup>	\$4.41 billion	\$4.33 billion	<b>\$4.28 billion</b>
6 General residential tax rate <sup>xi</sup>	4.09	4.34	<b>4.57</b>
7 Average general municipal home taxes	\$1,332	\$1,369	<b>\$1,425</b>

## Objective 3

Foster Environmental Well-being – *Environmental Protection and Quality Green Spaces*

Performance Measure	2013	2014	2015
1 Net carbon emissions <sup>xii</sup>	986	0	<b>0</b>
2 Trees planted in forest reserve	46,563	60,969	<b>42,380</b>



## Notes

- i. The crime rate is a reflection of community safety and security, as well as an indicator of other social and economic problems. The crime rate includes actual confirmed crimes against persons, crimes against property, and other Criminal Code offences per 100 population.
- ii. The number of vehicle accidents is a measure of traffic safety. These measures include fatalities and damages over \$1,000.
- iii. The number of boil water advisories is a measure of the health and safety of municipal water systems. There has been 1 boil water advisory (June 15-17, 2015) since the completion of the Chemainus wells in October 2010.
- iv. The number of response calls to the North Cowichan Fire Department is an indicator of building safety.
- v. The kilometres of trails built includes formal trails built by or for the Municipality.
- vi. Housing starts includes new single and multi-family home starts. This figure is considered a good leading indicator for home sales and a major indicator of economic activity and consumer confidence.
- vii. The number of new commercial building permits issued is one important measure of a jurisdiction's economic activity and attractiveness to investors.
- viii. The number of new business licences issued is an important measure of economic and entrepreneurial activity.
- ix. The unemployment rate is estimated by Statistics Canada based on 5.8% for Victoria and 4.7% for Nanaimo, with the average being 5.3%. It comprises the number of unemployed persons expressed as a percentage of the labour force. Source: Statistics Canada Tables 282-0129 and 282-0134 - Labour force survey estimates.
- x. The total net taxable assessment base for North Cowichan provides an estimate of the market value of all land and improvements assessed for general municipal purposes, according to BC Assessment's revised roll (expressed as billions of dollars).
- xi. Competitive property tax rates are an important measure of economic well-being. This figure represents the general portion of the residential property tax rate per \$1,000 of assessed value.
- xii. Net carbon emissions are the amount of net greenhouse gas emissions per equivalent tonne of carbon dioxide emitted by North Cowichan's municipal operations. This figure includes offsets from Municipal initiatives to reduce corporate emissions.

Photo: Kevin Rothbauer | Cowichan Valley Citizen



SHERMAN ROAD ARTIFICIAL TURF FIELDS

## OPENING OF SHERMAN ROAD ARTIFICIAL TURF FIELDS

A new, multi-sport synthetic turf field at Sherman Road was completed on December 1, 2015. This project was a significant undertaking in partnership with the Cowichan Valley Soccer Association.

There are many benefits to the new synthetic turf. In particular, it ensures that the field remains open through periods of significant rainfall, providing consistent game and practice times that are not subject to weather cancellations. It can also withstand more hours of play than traditional grass fields, thereby accommodating more teams and increasing the number of registered participants in sports activities. The field has been busy and in demand since its opening day.

## CHEMAINUS SKATE PARK

Opening up two months ahead of schedule, the long-awaited Chemainus Skate Park was officially opened in January 2015 on a portion of the old Chemainus Elementary School site. The park is used heavily and provides a much needed recreational area for skateboarders, inline skaters, and scooter enthusiasts alike—and they've given it rave reviews!



## MUNICIPAL FORESTRY PARTNERSHIP

Through 2015, North Cowichan partnered with Cowichan Tribes and School District 79 on an innovative alternative education program called "Story Trails." This program provides high-school students with access to the Municipal Forest Reserve where they work on teambuilding and trail building for credit! The program also includes cultural activities with First Nation carvers to produce structures that may be used at trail sites. North Cowichan is excited and passionate about this positive partnership with youth in the community.



Photo: Susan Down



# 2015 ACCOMPLISHMENTS



FIREFIGHTERS WITHOUT BORDERS CANADA DONATION

# REPORT ON MUNICIPAL SERVICES AND OPERATIONS

## NORTH COWICHAN FIRE DEPARTMENT

Fire protection is a significant and critical service delivered by North Cowichan. We have four well-provisioned fire halls throughout the Municipality and approximately 120 firefighters. These paid-on-call firefighters dedicate a significant amount of time to training, practicing and maintaining equipment – all while balancing their work and family schedules.

In 2015, Council supported the donation of a 1984 Mack Pumper Truck to Firefighters Without Borders Canada. After serving the community of Crofton for 30 years, the truck has now found a new home in South America. North Cowichan was proud to support Firefighters Without Borders Canada, which assists emergency services agencies in developing countries.

As part of our fire truck rotation program, we replaced a 32-year old mini pumper from our Maple Bay Hall. Proceeds from the disposal of this fire apparatus will be reinvested into the reserve fund that is used to keep our fire fleet running smoothly.

## TRANS-CANADA HIGHWAY CORRIDOR MANAGEMENT PLAN

This Plan, adopted by Council in March 2015, makes recommendations for improvements to traffic and infrastructure patterns along the Trans-Canada Highway from Boys Road to Beverly Street.

The recommendations are based on extensive public consultation, and propose to address traffic congestion and access management issues with specific, targeted actions and collaboration between North Cowichan, the City of Duncan, and the Ministry of Transportation and Infrastructure. North Cowichan will be using the Plan to guide decisions about improvements to roads and sidewalks over the coming years.



## FREEMAN OF THE MUNICIPALITY

In December 2015, North Cowichan presented former Councillor George W. Seymour with the Freedom of the Municipality award. This award recognizes an individual's contributions to the betterment of their community and can only be conferred by the unanimous vote of Council. Mr. Seymour is the tenth recipient of the award in the 142 years since the Municipality's incorporation. Mr. Seymour had many accomplishments during his long tenure as Councillor, including establishing the Cowichan Garry Oak Preserve and championing the importance of a new Cowichan Branch of the Vancouver Island Regional Library.





STONE HILL PENINSULA

## STONE HILL ROAD CONSTRUCTION

After decades of discussion between residents and Council, construction was started on a new road into the Stoney Hill area in early 2015. The new road is just over seven kilometres long and provides road access to numerous properties that were previously accessible only by water. The road was largely completed in 2015, with the finishing touches to be completed in 2016.

## ROAD WIDENING PROJECTS IN THE SOUTH END AREA

In order to better service the growing neighbourhoods in North Cowichan's South End, improvements were made on Somenos Road and Lane Road, in addition to ongoing road maintenance in the area. Projects included road widening and new sidewalks to allow for safer pedestrian access to the local schools, playgrounds and trails, as well as recently upgraded municipal facilities such as Evans Park and the Sherman Road Sports Fields.

## FLOOD PROTECTION WORKS

The flood protection network is designed to protect public health by preventing the flooding of homes and critical infrastructure in the urban core of North Cowichan, the City of Duncan, and a portion of Cowichan Tribes' Reserve lands. In 2015, North Cowichan and the City of Duncan continued investing in flood protection infrastructure along Canada Avenue, Seine Road, and the Trans-Canada Highway. Also, North Cowichan supported completion of approximately 600 meters of new dike (cost \$1.5M).

Looking ahead to 2016, North Cowichan and the City of Duncan will complete the flood protection works north of the Cowichan River by constructing 120 metres of concrete floodwall, and a new flood pump station at Canada Avenue (cost \$6.0M).



## REVITALIZATION INITIATIVES

Continuing revitalization of our community spaces is a significant priority for North Cowichan. Waterwheel Square in Chemainus was completed in 2014 and has truly proven to be the heart of the downtown. In 2015, the Square was further improved by the installation of new benches and garbage cans, and the landscaping was enhanced to create a beautiful, yet functional community hub.

Directly adjacent to Waterwheel Square, renovations to the Chemainus Museum and Visitor Information Centre were also undertaken. The updates have resulted in a more modern building that is better equipped to welcome the many visitors this vibrant community receives.



## RELOCATION OF CHEMAINUS COMMUNITY ORGANIZATIONS

With plans to donate a lot to the Vancouver Island Regional Library for a new Chemainus Branch, both the Chemainus Chamber of Commerce/Visitor Information Centre (VIC), and the Cowichan Neighbourhood House Association (CNHA) needed to find a new home. Luckily, the Chamber and VIC were able to walk across the street to the newly-renovated Chemainus Museum building. After being housed in the old fire hall since 1997, North Cowichan was able to help the CNHA find a new and improved home just next door.

# REPORT

## FROM THE DIRECTOR OF FINANCIAL SERVICES

May 4, 2016

Mayor and Council  
Municipality of North Cowichan

Your Worship and Members of Council,

I am pleased to present the Municipality of North Cowichan's 2015 Annual Financial Report for the fiscal year ended December 31, 2015, as required by section 98 of the *Community Charter*.

This report includes the auditor's report, the 2015 financial statements, and supplementary information for the Municipality of North Cowichan.

The Consolidated Financial Statements are the responsibility of the management of the Municipality of North Cowichan and were prepared by municipal staff in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, and have been applied on a basis consistent with that of the preceding year.

The Municipality maintains a system of internal accounting controls designed to safeguard the assets of the Corporation and to provide reliable financial information. We confirm and test these systems on a cyclical basis by contracted audit services.

The audit firm Hayes, Stewart, Little and Company was appointed by Council and is responsible for expressing an opinion as to whether the consolidated financial statements fairly present the financial position of the Municipality of North Cowichan and the results of its 2015 operations.

The 2015 audited financial statements were presented to and approved by Council.

As at December 31, 2015, the Municipality had an accumulated surplus of \$276.6 million, an increase of \$4.2 million for the year. This is largely comprised of net investments in tangible capital assets (\$242 million), which includes land, park infrastructure, roads, and utility assets. Debenture debt increased by \$.7 million to \$21.8 million. Temporary borrowing increased by \$1.5 million related to the Henry Road water main and Flood Protection Works. The reserves decreased by \$.5 million to \$7.3 million.

Consolidated revenues decreased by \$.1 million, taxation increased by \$1.1 million, gain on sale decreased by \$.9 million and collections from developers and others increased by \$.1 million. Expenses increased by \$.3 million.

Capital expenditures for the year were \$11.4 million including \$2.48 million in roads projects, \$1.4 million for a new all-weather field, \$1.8 million on the Maple Bay Peninsula Road, \$1.4 million on Flood Protection Works, \$1.4 million on Henry Rd. water main, and \$1.3 million in infrastructure contributed by developers.

In 2015, North Cowichan increased the budget for tax supported capital from \$3.16 million to \$3.27 million. This amounted to 12.7% of 2015 property taxes being allocated to general capital compared to 12.8% in 2014. This is consistent with Council's Revenue, Tax and Budget Policy adopted in 2010 requiring adequate capital funding of 10-15% of property tax revenues.

Respectfully,



Mark Frame, CPA, CGA  
Director of Finance

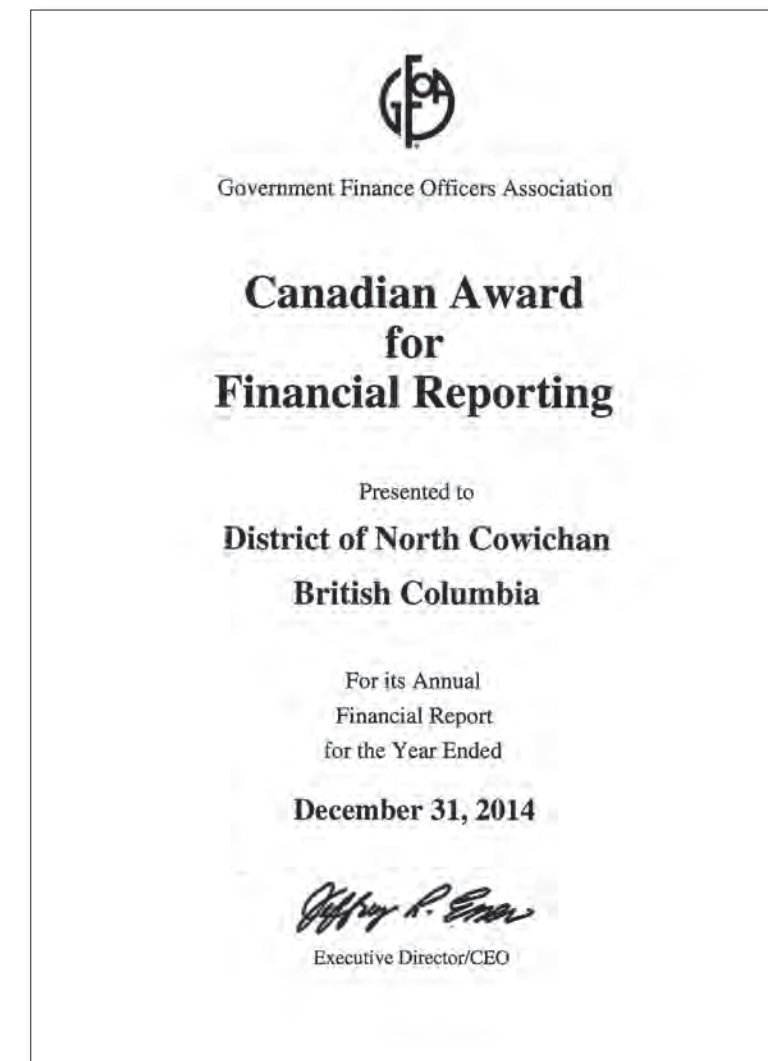
# FINANCIAL REPORTING AWARD

## CANADIAN AWARD FOR FINANCIAL REPORTING

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the District of North Cowichan for its Annual Report of the fiscal year ended December 31, 2014. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles, and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to GFOA.





# The Corporation of the District of North Cowichan

## CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

[AUDITED]  
DECEMBER 31, 2015

## Statement of Responsibility



The accompanying consolidated financial statements are the responsibility of the management of the District of North Cowichan and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board of The Chartered Professional Accountants of Canada.

In carrying out its responsibilities, management maintains appropriate systems of internal and administrative control designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

The North Cowichan Municipal Council met with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters before approving the consolidated financial statements.

Hayes Stewart Little & Company, as the Municipality's appointed external auditors, has audited the consolidated financial statements. The Auditor's report is addressed to the Mayor and members of Council and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the consolidated financial statements are free of material misstatement and present fairly the financial position and results of the Municipality in accordance with Canadian public sector accounting standards.

Dave Devana  
Chief Administrative Officer  
May 3, 2016

### INDEPENDENT AUDITOR'S REPORT

To the Mayor and members of Council of  
**THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN**

#### *Report on Consolidated Financial Statements*

We have audited the accompanying consolidated financial statements of The Corporation of The District of North Cowichan, which comprise the consolidated statement of financial position as at December 31, 2015, and the consolidated statement of operations, change in net financial assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Consolidated Financial Statements*

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

#### *Auditor's Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. These standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluation of the overall presentation of the consolidated financial statements.

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

#### *Opinion*

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of The Corporation of The District of North Cowichan as at December 31, 2015 and its operations, changes in its net debt, and its cash flow for the year then ended in accordance with Canadian public sector accounting standards.

Duncan, BC  
May 2, 2016

Chartered Professional Accountants

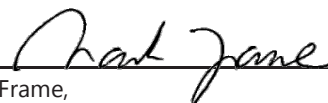


THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Consolidated Statement of Financial Position**  
AS AT DECEMBER 31, 2015, WITH COMPARATIVE FIGURES FOR 2014

	2015 <u>Actual</u>	2014 <u>Actual</u>
<b>Financial Assets</b>		
Cash and cash equivalents (Notes 3 and 5)	\$ 5,158,191	\$ 4,093,011
Temporary investments (Notes 3 and 5)	40,232,902	37,268,605
Accounts receivable (Note 6)	4,654,694	3,684,556
Property acquired for taxes (Note 3)	843,814	531,347
Deposit - Municipal Finance Authority (Note 9)	1,307,194	1,249,589
	<u>52,196,795</u>	<u>46,827,108</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 7)	5,018,220	3,780,489
Employee future benefits and wages payable (Note 3)	3,605,919	3,610,549
Unearned revenue (Note 8)	3,264,231	3,212,808
Reserve - Municipal Finance Authority (Note 9)	1,307,194	1,249,589
Restricted reserves (Note 11)	6,989,093	6,902,151
Debenture debt (Note 13)	21,790,273	21,056,814
Temporary financing (Note 14)	1,534,260	-
	<u>43,509,190</u>	<u>39,812,400</u>
<b>Net financial assets</b>	<u>8,687,605</u>	<u>7,014,708</u>
<b>Non-financial assets</b>		
Tangible capital assets (Schedule X)	265,022,774	262,555,120
Inventory of supplies (Note 3)	579,915	599,309
Prepaid items	77,975	35,873
Property acquired for taxes (Note 3)	2,206,004	2,206,004
	<u>267,886,668</u>	<u>265,396,306</u>
<b>Accumulated surplus (Note 16)</b>	<u>\$ 276,574,273</u>	<u>\$ 272,411,014</u>

Commitments and Contingent Liabilities (Note 15)

Approved by:

  
M. Frame,  
Director of Finance

See accompanying notes to the financial statements.

THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Consolidated Statement of Operations**  
FOR THE YEAR ENDED DECEMBER 31, 2015, WITH COMPARATIVE FIGURES FOR 2014

	2015 <u>Budget</u> (Note 17)	2015 <u>Actual</u>	2014 <u>Actual</u>
<b>Revenue</b>			
Taxation (Schedule I)	\$ 31,067,284	\$ 30,944,355	\$ 29,877,572
Sales of services (Schedule II)	10,202,315	9,934,036	9,988,716
Other revenue from own sources (Schedule III)	2,702,442	1,290,799	1,290,676
Net gain on sale	-	-	907,014
Return on investments	382,374	537,184	485,004
Grants and government transfers (Schedule IV)	6,378,671	3,044,440	3,039,959
Collections from developers and others	757,719	1,445,735	1,538,496
Actuarial adjustment to debt	-	318,574	268,697
	<u>51,490,805</u>	<u>47,515,123</u>	<u>47,396,134</u>
<b>Expenses</b>			
General government services (Schedule V)	3,481,875	3,524,570	3,501,452
Protective services (Schedule VI)	8,605,658	8,204,382	8,028,316
Engineering and public works (Schedule VII)	10,474,937	9,516,588	9,912,682
Environmental health services (Schedule VIII)	1,559,498	1,362,455	1,361,621
Forestry services	1,677,700	1,293,708	1,345,038
Community development	1,291,855	1,101,461	1,340,289
Recreation and cultural services (Schedule IX)	10,142,954	10,465,129	9,921,212
Net loss on sale	-	220,972	-
Water	4,100,985	3,991,686	4,080,995
Sewer	4,552,408	3,670,914	3,529,976
	<u>45,887,870</u>	<u>43,351,864</u>	<u>43,021,581</u>
<b>Annual Surplus</b>	<u>\$ 5,602,935</u>	<u>4,163,259</u>	<u>4,374,553</u>
<b>Accumulated surplus, beginning of year (Note 16)</b>		<u>272,411,014</u>	<u>268,036,461</u>
<b>Accumulated surplus, end of year (Note 16)</b>		<u>\$ 276,574,273</u>	<u>\$ 272,411,014</u>

See accompanying notes to the financial statements.



## Consolidated Statement of Changes in Net Financial Assets

FOR THE YEAR ENDED DECEMBER 31, 2015, WITH COMPARATIVE FIGURES FOR 2014

	2015 Budget (Note 17)	2015 Actual	2014 Actual
<b>Annual Surplus</b>	\$ 5,602,935	<b>\$ 4,163,259</b>	\$ 4,374,553
Acquisition of tangible capital assets	(22,123,033)	<b>(11,390,752)</b>	(11,308,931)
Amortization of tangible capital assets	8,709,200	<b>8,678,052</b>	8,594,212
Net loss (gain) on sale of tangible capital assets	-	<b>220,972</b>	(907,014)
Proceeds on sale of tangible capital assets	-	<b>19,121</b>	1,459,219
Write-downs of tangible capital assets	-	<b>4,952</b>	45,269
	<u>(13,413,833)</u>	<u><b>(2,467,655)</b></u>	<u>(2,117,245)</u>
(Increase) Decrease in prepaids	-	<b>(42,101)</b>	19,047
Decrease in inventories	-	<b>19,394</b>	14,844
	<u>-</u>	<u><b>(22,707)</b></u>	<u>33,891</u>
<b>Change in net financial assets</b>	(7,810,898)	<b>1,672,897</b>	2,291,199
<b>Net financial assets at beginning of year</b>	7,014,708	<b>7,014,708</b>	4,723,509
<b>Net financial assets at end of year</b>	<u>\$ (796,190)</u>	<u><b>\$ 8,687,605</b></u>	<u>\$ 7,014,708</u>

See accompanying notes to the financial statements.

## Consolidated Statement of Cash Flow

FOR THE YEAR ENDED DECEMBER 31, 2015, WITH COMPARATIVE FIGURES FOR 2014

	2015 Actual	2014 Actual
<b>Operating transactions</b>		
Annual surplus	\$ 4,163,259	\$ 4,374,553
Non-cash items included in surplus:		
Amortization of tangible capital assets	<b>8,678,052</b>	8,594,212
Actuarial adjustment to debt	<b>(318,574)</b>	(268,697)
Write-downs of tangible capital assets	<b>4,952</b>	45,269
Net loss (gain) on sale of tangible capital assets	<b>220,972</b>	(907,014)
	<u>12,748,661</u>	<u>11,838,323</u>
Accounts receivable	<b>(970,138)</b>	2,088,075
Inventory of supplies	<b>19,394</b>	14,844
Prepaid items	<b>(42,101)</b>	19,047
Property acquired for taxes	<b>(312,467)</b>	1,399,858
Accounts payable	<b>1,237,731</b>	(2,224,132)
Accumulated sick leave	<b>(4,630)</b>	164,647
Unearned revenue	<b>51,423</b>	(72,520)
Restricted reserves	<b>86,942</b>	136,997
	<u>12,814,816</u>	<u>13,365,140</u>
Cash provided by operating transactions		
<b>Capital transactions</b>		
Proceeds on sale of tangible capital assets	<b>19,121</b>	1,459,219
Cash applied to acquire tangible capital assets	<b>(11,390,752)</b>	(11,308,931)
	<u>(11,371,631)</u>	<u>(9,849,712)</u>
Cash applied to capital transactions		
<b>Investing transactions</b>		
Temporary investments	<b>(2,964,297)</b>	(888,320)
	<u>(2,964,297)</u>	<u>(888,320)</u>
Cash applied to investing transactions		
<b>Financing transactions</b>		
Proceeds from debenture debt	<b>2,000,000</b>	-
Proceeds from temporary debt	<b>1,534,260</b>	-
Repayment of debenture debt	<b>(947,967)</b>	(947,166)
	<u>2,586,293</u>	<u>(947,166)</u>
Cash applied to financing transactions		
<b>Change in cash and cash equivalents</b>	<b>1,065,182</b>	1,679,942
<b>Cash and Cash equivalents, beginning of year</b>	<u>4,093,011</u>	<u>2,413,069</u>
<b>Cash and Cash Equivalents, end of year</b>	<u><b>\$ 5,158,191</b></u>	<u>\$ 4,093,011</u>

See accompanying notes to the financial statements.



THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**1. GENERAL**

The Corporation of the District of North Cowichan (the Corporation) was incorporated in 1873 under a statute of the Province of British Columbia and operates under the provisions of the Local Government Act and the Community Charter of British Columbia. The principal activities include community development, parks and recreation, police and fire protection, road transportation, forestry management, cemetery, solid waste, water utility, sewer utility, and fiscal services.

**2. CHANGES IN SIGNIFICANT ACCOUNTING POLICIES**

On January 1, 2015, the Corporation adopted PS 3260 Liability for Contaminated Sites. The standard was applied on a retroactive basis to January 1, 2014 and did not result in any adjustments to financial liabilities, tangible capital assets or accumulated surplus of the Corporation.

**3. SIGNIFICANT ACCOUNTING POLICIES**

It is the Corporation's policy to follow Canadian public sector accounting standards and to apply such principles consistently. The following is a summary of the Corporation's significant policies:

**a) BASIS OF PRESENTATION**

These consolidated financial statements consolidate the following operations:

- General Capital Fund
- General Revenue Fund
- Reserve Fund
- Water Systems Capital Fund
- Water Systems Revenue Fund
- Sewer Systems Capital Fund
- Sewer Systems Revenue Fund

The Corporation has an interest in a significant cost sharing arrangement; the Duncan - North Cowichan Joint Utilities Board. Adjustments have been made to these consolidated statements to include the Corporation's proportionate share of assets, liabilities and net revenues over expenditures of the administrative body at approximately the following percentage:

Duncan-North Cowichan Joint Utilities Board	52.8%
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**b) BASIS OF ACCOUNTING**

The Corporation follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of the delivery of goods or services and/or upon the creation of a legal obligation to pay. Expenses paid in the current period and attributable to a future period are recorded as prepaid.

**c) INVESTMENTS**

Investments are recorded at cost which at December 31, 2015, would approximate market value. Investments consist of cash on deposit in the Municipal Finance Authority ("MFA") investment funds that are highly liquid, readily convertible to cash, and are subject to an insignificant risk of change in value.

**3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**d) REVENUE RECOGNITION**

- i) Taxation revenues are recognized at the time of issuing the property tax notices for the fiscal year.
- ii) Sale of services and user fee revenues are recognized when the service or product is rendered by the Corporation.
- iii) Grant revenues are recognized when the funding becomes receivable.
- iv) Revenue unearned in the current period is recorded as deferred revenue.
- v) Government transfers are recognized 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.

**e) CASH AND CASH EQUIVALENTS**

Cash and cash equivalents consist of cash on deposit in qualifying institutions as defined in the community charter.

**f) PROPERTY ACQUIRED FOR TAXES – DEEDED TO MUNICIPALITY**

Property acquired for taxes is presented at estimated historical values as either financial assets or non-financial assets. Properties that are presented as a financial asset are those which are readily available for sale during the subsequent period. Properties that are presented as non-financial assets are those that are either not saleable or will not be ready for sale within the subsequent period.

	2015	2014
Properties available for sale	<u>\$843,814</u>	<u>\$531,347</u>
Properties not available for sale	<u>2,206,004</u>	<u>2,206,004</u>
	<u><b>\$3,049,818</b></u>	<u><b>\$2,737,351</b></u>

**g) EMPLOYEE FUTURE BENEFITS AND WAGES PAYABLE**

The Corporation and its employees make contributions to the Municipal Pension Plan. The Corporation's contributions are expensed as paid.

Sick leave cash-out and severance benefits accrue to the Corporation's employees. The liability relating to these benefits is determined in accordance with Section PS 3255 of the Public Sector Accounting Handbook of the Chartered Professional Accountants of Canada. Actuarial gains and losses are amortized on a straight-line basis over the average remaining service life of employees.

The following amounts are the accrued liabilities in respect of Employee Future Benefits and wages payable:

	2015	2014
Lieu time payable	<u>\$713,119</u>	<u>\$640,399</u>
Sick leave cash-out and severance benefits	<u>2,892,800</u>	<u>2,970,150</u>
	<u><b>\$3,605,919</b></u>	<u><b>\$3,610,549</b></u>





THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**g) EMPLOYEE FUTURE BENEFITS AND WAGES PAYABLE (CONTINUED)**

Under the terms of the union contract, sick leave not taken in a year is carried forward to a maximum accumulation for 180 working days for each employee. On retirement or termination of employment after 5 years of service, sick leave accumulated is paid out at the employee's prevailing wage rate.

The Corporation also provides 30 days of paid leave at retirement, as prescribed by the Pension (Municipal) Act, at the employee's prevailing wage rate.

The liabilities for sick leave cash-out and severance benefits are based on an actuarial valuation as at December 31, 2015.

	2015	2014
Accrued benefit obligation	<b>\$3,211,400</b>	\$2,887,584
Unamortized actuarial gain/(loss)	<b>318,600</b>	82,570
Accrued benefit liability	<b>\$2,892,800</b>	\$2,970,154
Benefit expense:		
Current service cost	<b>\$279,700</b>	\$251,691
Interest cost	<b>62,000</b>	81,739
Amortization of net actuarial (gain)/loss	<b>(3,200)</b>	(5,736)
	<b>\$338,500</b>	\$327,694

Significant actuarial assumptions as at December 31<sup>st</sup> include:

	2015	2014
Valuation interest rate	<b>2.00%</b>	2.20%
Rate of compensation increase	<b>3.10%</b>	3.50%
Expected coverage remaining service life (in years)	<b>10</b>	9.9

**h) APPROPRIATED SURPLUS – GENERAL REVENUE FUND**

General Revenue Fund appropriations are non-statutory reserves established at the discretion of Council. These reserves are outlined in Note 16.

- i) The reserve for property acquired for taxes is an amount set aside to offset the carrying value of property acquired for taxes.
- ii) Reserves for future expenditures are amounts set aside from past and current operations for future operating and capital expenditures.
- iii) The reserve for uncollected taxes is an amount set aside to offset uncollected taxes.
- iv) The reserve for the Joint Utilities Board is an amount set aside for future capital expenditures, established at the discretion of the Board.

THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**i) USE OF ESTIMATES**

The preparation of financial statements in accordance with Canadian generally accepted accounting principles as recommended by PSAB requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditure during the reporting period. Significant areas requiring the use of management estimates relate to the determination of accrued sick benefits and retirement liability, collectability of accounts receivable, amortization of capital assets, deferred charges and provisions for contingencies. Actual results could differ from those estimates. Adjustments, if any, will be reflected in operations in the period of settlement.

**j) LEASES**

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to the ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses incurred.

**k) NON-FINANCIAL ASSETS**

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

**l) TANGIBLE CAPITAL ASSETS**

Tangible capital assets are recorded at cost less accumulated amortization and are classified according to their functional use. Cost includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. Donated assets are recorded at their estimated fair value upon acquisition. Certain tangible capital assets for which historical cost information was not available were recorded at the current fair market values, in the year of recognition, discounted by a relevant inflation factor. Certain assets are disclosed at a nominal value as the determination of current fair market value was not available. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

<b>Land</b>	<b>Indefinite</b>
Land Improvements	10 to 30 years
Buildings	15 to 50 years
Engineering Structures	10 to 60 years
Machinery & Equipment	5 to 40 years
Capital Works In Progress	Life determined when complete

Amortization is charged on a monthly basis, starting the month following the date of acquisition and ending in the month of disposition. Capital works in progress are not amortized until the asset is available for productive use.



THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**I) TANGIBLE CAPITAL ASSETS (CONTINUED)**

Certain assets, which have historical or cultural value including works of art, historical documents, as well as historical and cultural artifacts, are not recognized as tangible capital assets because a reasonable estimate of the future benefits associated with such property cannot be made. Intangibles, Crown lands that have not been purchased by the Corporation, water, and other natural resources, are not recognized as tangible capital assets.

Tangible capital assets received as contributions are recorded at their estimated fair value at the date the Corporation acquires ownership and are recorded as revenue.

Land and infrastructure assets contributed to the Corporation in 2015 totaled \$924,780 (2014 - \$1,385,676) and were capitalized at their fair value at the time of receipt.

**m) MATERIALS AND SUPPLIES**

Inventories of materials and supplies are valued at weighted average cost with allowance made for damaged or obsolete goods.

**4. FINANCIAL INSTRUMENTS**

The Corporation's financial instruments consist of cash and cash equivalents, temporary investments, accounts receivable, accounts payable and accrued liabilities, restricted reserves, temporary financing and debenture debt. The carrying amount of these financial instruments approximates their fair value because they are short-term in nature or because they bear interest at market rates.

Unless otherwise noted, it is management's opinion that the Corporation is not exposed to significant interest or credit risks arising from these financial instruments.

**5. CASH AND INVESTMENTS**

Cash and investments are comprised of cash on hand, cash on deposit at financial institutions and investments held in the Municipal Finance Authority of British Columbia investments funds.

	<u>2015</u>	<u>2014</u>
Cash	<b>\$5,158,191</b>	\$4,093,011
Temporary Investments	<b>40,232,902</b>	37,268,605
	<b><u>\$45,391,093</u></b>	<u>\$41,361,616</u>

Temporary Investments consist of short-term investments in the Municipal Finance Authority of BC money market and intermediate funds and the market value is equal to the carrying value. Temporary Investments have yields ranging from 1.09% to 1.28%.

Included in investments are the following restricted amounts that can only be expended in accordance with the terms of the Reserve and Restricted Reserve Funds.

	<u>2015</u>	<u>2014</u>
Restricted Investments	<b><u>\$14,313,974</u></b>	<u>\$14,691,724</u>

THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**6. ACCOUNTS RECEIVABLE**

	<u>2015</u>	<u>2014</u>
Property taxes	<b>\$2,259,689</b>	\$2,126,090
Water rates	<b>150,094</b>	152,477
Federal government	<b>310,125</b>	158,780
Provincial government	<b>1,037,738</b>	55,185
Local government	<b>376,259</b>	686,426
General	<b>520,789</b>	505,598
	<b><u>\$4,654,694</u></b>	<u>\$3,684,556</u>

**7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	<u>2015</u>	<u>2014</u>
General	<b>\$4,103,336</b>	\$3,068,836
Salaries and wages	<b>713,874</b>	512,525
Accrued Interest	<b>201,010</b>	199,128
	<b><u>\$5,018,220</u></b>	<u>\$3,780,489</u>

**8. UNEARNED REVENUE**

	<u>2014</u>	<u>Contributions and interest</u>	<u>Revenue earned or refunded</u>	<u>2015</u>
Prepaid taxes and licenses	\$1,512,404	\$3,219,804	\$3,135,723	<b>\$1,596,485</b>
Service fees and deposits	1,422,938	702,614	740,702	<b>1,384,850</b>
Aquatic Centre unearned revenue	180,622	491,036	470,640	<b>201,018</b>
General unearned revenues	87,731	6,479	32,436	<b>61,774</b>
Tax sale property subject to redemption	9,113	20,268	9,277	<b>20,104</b>
	<u>\$3,212,808</u>	<u>\$4,440,201</u>	<u>\$4,388,778</u>	<b><u>\$3,264,231</u></b>

**9. MUNICIPAL FINANCE AUTHORITY – RESERVE DEPOSITS**

The Corporation issues debt instruments through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds are withheld by the Municipal Finance Authority as a debt reserve fund. The Corporation also executes demand notes in connection with each debenture whereby the Corporation may be required to loan certain amounts to the Municipal Finance Authority.

The details of the cash deposits and demand notes at year end are as follows:

	<u>2015</u>	<u>2014</u>
Cash deposits	<b>\$402,696</b>	\$372,765
Demand notes	<b>904,498</b>	876,824
	<b><u>\$1,307,194</u></b>	<u>\$1,249,589</u>



THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**10. FUNDS HELD IN TRUST**

These funds account for assets, which must be administered as directed by agreement or statute for certain beneficiaries. In particular, these funds are for the Cemetery Trust Fund. In accordance with PSAB recommendations on financial statement presentation for local governments, trust funds are not included in the Corporation's Consolidated Financial Statements. A summary of trust fund activities by the Corporation is as follows:

	2015	2014
Assets		
Cash and short term investments	<b>\$342,955</b>	\$329,255
Equity		
Opening balances	<b>\$329,255</b>	\$310,979
Contributions	<b>13,700</b>	22,463
Transfer to general revenue fund	-	(4,187)
	<b>\$342,955</b>	\$329,255

**11. RESTRICTED RESERVES**

Receipts which are restricted by the legislation of senior governments are deferred and reported as liabilities. Included in liabilities are reserves for development cost charges, the use of which, with any earnings thereon, is restricted by legislation or agreement with external parties. These amounts are recognized as revenue in the period in which corresponding expenditures are incurred.

	2015	2014
<b>Development Cost Charges</b>		
Opening balances	<b>\$6,902,151</b>	\$6,765,155
Contributions	<b>357,726</b>	193,639
Return on investment	<b>101,216</b>	89,607
Transfer to capital	<b>(372,000)</b>	(146,250)
	<b>\$6,989,093</b>	\$6,902,151

**12. FEDERAL GAS TAX AGREEMENT FUNDS**

Gas Tax funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the Corporation 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.

	2015	2014
<b>Federal Gas Tax Agreement Funds</b>		
Opening balance of unspent funds	<b>\$416,000</b>	\$0
Add: Amount received during the year	<b>1,226,412</b>	1,226,412
Add: Return on investment	<b>4,943</b>	
Less: Amount spent	<b>(1,647,355)</b>	(810,412)
Closing balance of unspent funds	<b>\$0</b>	\$416,000

THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**13. DEBENTURE DEBT**

The Corporation issues debt instruments through MFA, pursuant to security issuing bylaws under the authority of the Community Charter, to finance certain capital expenditures. Sinking fund balances, managed by MFA, are used to reduce long-term debt.

	M.F.A Issue Number	Interest Rate	Maturity Date	Originally Approved	<b>2015 Net Unmatured</b>	2014 Net Unmatured
<b>General Capital Fund</b>						
Maple Bay Fire Hall	95	1.80%	Apr 12, 2025	\$1,600,000	<b>\$954,902</b>	\$1,031,378
Maple Bay Fire Hall	103	4.65%	Apr 23, 2028	500,000	<b>367,381</b>	388,626
Cowichan Aquatic Ctr	104	5.15%	Nov 20, 2028	15,000,000	<b>11,021,422</b>	11,658,797
Cowichan Aquatic Ctr	106	4.13%	Oct 12, 2029	2,265,500	<b>1,760,867</b>	1,853,429
Duncan Curling Club	N/A	4.00%	Jan 15, 2032	551,500	<b>473,889</b>	494,469
Tier 2 Flood Protection	121	2.90%	Oct 4, 2032	745,475	<b>667,328</b>	694,405
Tier 2 Flood Protection	124	3.15%	Apr 8, 2033	1,000,000	<b>931,493</b>	966,418
Municipal Hall Expansion	126	3.85%	Sep 26, 2033	1,500,000	<b>1,397,240</b>	1,449,627
Stoney Hill Road	131	2.20%	Apr 8, 2040	2,000,000	<b>2,000,000</b>	-
				<u>25,162,475</u>	<b><u>19,574,522</u></b>	<u>18,537,149</u>
<b>Water Systems Capital Fund</b>						
Chemainus	64	4.43%	Sep 25, 2016	300,000	<b>22,927</b>	44,761
Chemainus	110	4.50%	April 8, 2030	1,750,000	<b>1,431,693</b>	1,500,444
Crofton	106	4.13%	Oct 13, 2029	530,000	<b>411,944</b>	433,599
South End	63	4.00%	Dec 1, 2016	590,000	<b>45,089</b>	88,030
South End	63	4.00%	Dec 1, 2016	200,000	<b>15,284</b>	29,841
				<u>3,370,000</u>	<b><u>1,926,937</u></b>	<u>2,096,675</u>
<b>Sewer Systems Capital Fund</b>						
Chemainus	65	4.55%	Apr 24, 2017	1,207,000	<b>180,089</b>	263,754
Crofton	65	4.55%	Apr 24, 2017	728,700	<b>108,725</b>	159,236
				<u>2,935,700</u>	<b><u>288,814</u></b>	<u>422,990</u>
				<u>\$31,418,17</u>	<b><u>\$21,790,273</u></b>	<u>\$21,056,814</u>



THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**13. DEBENTURE DEBT (CONTINUED)**

Future payments on net outstanding debt over the next five years and thereafter are as follows:

Year	General	Water	Sewer	Total
Principal repayments:				
2016	\$837,170	\$109,531	\$58,541	\$1,005,242
2017	838,043	76,566	58,540	973,149
2018	838,951	76,566	-	915,517
2019	839,896	76,566	-	916,462
2020	840,881	76,566	-	917,447
Thereafter	7,919,436	747,867	-	8,667,303
	<u>12,114,377</u>	<u>1,163,662</u>	<u>117,081</u>	<u>13,395,120</u>
Actuarial sinking fund earnings:				
2016	217,188	67,789	82,343	367,320
2017	257,842	21,215	89,390	368,447
2018	300,099	25,127	-	325,226
2019	344,022	29,194	-	373,216
2020	389,677	33,425	-	423,102
Thereafter	5,951,317	586,525	-	6,537,842
	<u>7,460,145</u>	<u>763,275</u>	<u>171,733</u>	<u>8,395,153</u>
	<u>\$19,574,522</u>	<u>\$1,926,937</u>	<u>\$288,814</u>	<u>\$21,790,273</u>

Interest paid during the year was \$1,393,717 (2014 - \$1,376,857).

**14. TEMPORARY FINANCING**

The Corporation issues temporary debt instruments through MFA, pursuant to security issuing bylaws under the authority of the Community Charter. Temporary financing is due on demand and will be repaid in April 2016 when MFA issues its debenture debt.

	M.F.A Issue Number	Interest Rate	Maturity Date	Originally Approved	<b>2015 Net Unmatured</b>	2014 Net Unmatured
Water Capital Fund	580-1	1.37%	On demand	\$864,000	<b>\$855,360</b>	\$-
General Capital Fund	580-1	1.37%	On demand	1,700,000	<b>678,900</b>	-
				<u>\$2,564,000</u>	<u><b>\$1,534,260</b></u>	<u>\$-</u>

THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**15. COMMITMENTS AND CONTINGENT LIABILITIES**

- a) The Cowichan Valley Regional District debt is, under the provisions of the Local Government Act, a direct, joint and several liability of the Corporation and other local governments within the Cowichan Valley Regional District.
- b) Loan agreements with the Cowichan Valley Regional District and the Municipal Finance Authority provide that if at any time the scheduled payments provided for in the agreements are not sufficient to meet the Municipal Finance Authority's obligations in respect to such borrowings; the resulting deficiencies become a liability of the Corporation.
- c) The Corporation has guaranteed a commercial loan to a maximum of \$400,000 to the Duncan-Cowichan Chamber of Commerce. The loan matures January 1, 2020.
- d) The Corporation and its employees contribute to the Municipal Pension Plan (Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2015 The Plan has about 185,000 active members and approximately 80,000 retired members. Active members include approximately 173 contributors from the Corporation.  
  
Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated rate is based on an entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate is then adjusted to the extent there is amortization of any funding deficit.  
  
The most recent actuarial valuation as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits a going concern basis. The next valuation will be as at December 31, 2015, with results available in 2016. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, Plan assets and cost to individual employers participating in the Plan.  
  
The Corporation paid \$1,130,109 (2014 - \$1,060,309) for employer contributions, which represents .066% of the total plan contributions, while employees contributed \$967,956 (2014 - \$910,975) to the Plan in fiscal 2015.
- e) At the end of the year the Corporation was involved in a number of legal actions the outcomes of which are indeterminate at this time. The Corporation carries liability insurance with a current deductible of \$25,000.
- f) The Corporation has entered into two operating leases for photocopiers with terms ranging from 36 to 60 months. Under the operating leases, the Corporation is required to make monthly lease payments calculated by a formula specified in the agreement. Payments in 2015 totaled \$4,688. As at December 31, 2015 the estimated balance outstanding was \$3,571.



THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**16. ACCUMULATED SURPLUS**

	2015	2014
<b>Operating Funds</b>		
Unappropriated:		
General	<b>\$1,847,845</b>	\$1,289,214
Water Systems	<b>3,339,623</b>	2,729,199
Sewer Systems	<b>11,908,219</b>	10,655,227
	<b>17,095,687</b>	14,673,640
Appropriated:		
Reserves for property acquired for taxes:		
Property deeded to municipality	<b>2,871,685</b>	2,728,238
Reserves for future expenditures	<b>4,931,768</b>	3,847,924
Reserve for uncollected taxes	<b>1,295,091</b>	1,295,091
Reserve for Joint Utilities Board	<b>647,454</b>	578,242
	<b>9,745,998</b>	8,449,495
	<b>26,841,685</b>	23,123,135
<b>Capital Funds</b>		
General Capital	<b>192,238,472</b>	190,171,431
Water Capital	<b>26,572,082</b>	26,972,064
Sewer Capital	<b>22,378,791</b>	23,110,202
Joint Utility Board Capital	<b>1,218,362</b>	1,244,609
	<b>242,407,707</b>	241,498,306
<b>Reserve Funds</b>		
Land Sales	-	385,917
Machinery and Equipment	<b>2,274,357</b>	1,820,232
Local Area Service	<b>938,331</b>	1,216,897
Forest	<b>1,571,361</b>	1,537,081
Park Development	<b>195,792</b>	192,995
Parkland Purchase	<b>373,298</b>	332,587
Chemainus Parking	<b>149,743</b>	147,604
Agriculture	<b>80,953</b>	50,225
Self-Insurance	<b>116,454</b>	114,790
Climate Action and Energy Plan	<b>279,395</b>	256,763
Maple Bay Sewer	<b>86,475</b>	159,358
Aquannis Centre	<b>134,191</b>	121,054
Cowichan Aquatic Centre	<b>64,812</b>	21,500
Evans Park	<b>161,366</b>	159,060
Fuller Lake Arena	<b>68,314</b>	67,338
Harbours General	<b>25,767</b>	25,398
Harbours Chemainus	<b>334,662</b>	321,502
Mural Protection	<b>40,690</b>	32,370
Gas Tax	-	416,000
Gravel Pits	<b>428,920</b>	410,902
	<b>7,324,881</b>	7,789,573
	<b>\$276,574,273</b>	\$272,411,014

THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**17. BUDGET DATA**

The budget data presented in these financial statements is based upon the 2015-2019 Financial Plan Bylaw adopted by council May 6, 2015. The chart below reconciles the approved budget to the budget figures reported in these financial statements.

Financial Plan Bylaw surplus for the year	\$0
Add back:	
Principal debt repayment	1,025,734
Capital expenditures	22,123,033
Less:	
Amortization	(8,709,200)
Proceeds from borrowing	(4,564,000)
Budgeted transfers from reserve funds	(1,278,555)
Budgeted transfers from accumulated surplus	(2,994,077)
Adjusted Annual Surplus	<b>\$5,602,935</b>

**18. JOINT UTILITIES BOARD**

The Duncan – North Cowichan Joint Utilities Board operates and maintains joint sewer lagoons on behalf of the City of Duncan and the District of North Cowichan. The distribution of expenditures related to operations is based on the number of users in each municipality as well as users from surrounding areas in the Cowichan Valley Regional District and the Cowichan Tribes.

The Joint Utilities Board leases the sewage lagoon lands under an operating lease which expires July 31, 2060. The Corporation's proportionate share of the future minimum lease payments is \$160,618 per annum with an estimated annual increase of 2.2%.

Because the percentage of units owned by the partners changes from year-to-year which produces different cost shares for each partner, there is a write down or write up of asset balances. In 2015 the Corporation recorded a write down of assets in the amount of \$0 (2014 - \$8,515)

Financial results for the Joint Utilities Board are consolidated into the Corporation's financial statements proportionately based on the units owned by each partner. In 2015 the Corporation's proportion for consolidation purposes was 52.8% (2014 – 52.8%) Condensed financial information for the Joint Utilities Boards is as follows:

	2015	2014
Net financial assets	<b>\$1,226,162</b>	\$1,095,088
Non-financial assets	<b>2,307,362</b>	2,357,072
Accumulated Surplus	<b>\$3,533,524</b>	\$3,452,160
Revenues	<b>\$1,050,466</b>	\$986,629
Expenses	<b>969,103</b>	908,469
Annual Surplus	<b>\$81,363</b>	\$78,160



THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**19. SEGMENT REPORTING**

The Corporation's operations and activities are organized and reported by fund. Services are provided by departments and their activities are reported in these funds. Certain departments have been separately disclosed in the segmented information, which is outlined in Schedule XI, along with the services they provide as follows:

**General Government Services**

This segment includes Administration, Finance, Information Technology and other corporate services.

**Protective Services**

This segment includes police protection, fire protection, building and plumbing inspections, animal control, weed control, and other protective services.

**Engineering and Public Works**

This segment is responsible for the construction and maintenance of the Corporation's infrastructure, including drainage and transportation systems.

**Environmental Health Services**

This segment is comprised of garbage and recycling collection and the Mountain View Cemetery.

**Forestry Services**

This segment is responsible for the maintenance and management of the Municipal Forest Reserve.

**Community Development**

This segment includes planning and development, which includes processing development applications and developing related policies and regulations.

**Recreation and Culture Services**

The Parks and Recreation department manages, facilitates, and maintains a system of services, facilities, and parks to enhance the quality of life for the citizens of North Cowichan.

**Water**

This segment includes all of the operating activities related to the treatment and distribution of water throughout the Corporation.

**Sewer**

This segment includes all of the operating activities related to the collection and treatment of wastewater (sewage) throughout the Corporation.

**Reserve Funds**

These funds have been created to hold assets for specific future requirements pursuant to the *Community Charter*.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Taxes, grants-in-lieu of taxes and any revenues not directly attributable to a segment are apportioned to the General Revenue Fund service based on the net annual budget.

THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Notes to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

**20. LISTING OF OPERATING EXPENDITURES BY OBJECT TYPE**

The following provides a summary of operating expenses by object:

	<u>2015</u>	<u>2014</u>
Salaries, wages and benefits	<b>\$16,055,345</b>	\$15,765,079
Contract services	<b>12,160,941</b>	12,134,545
Amortization	<b>8,678,052</b>	8,594,212
Materials and supplies	<b>4,837,885</b>	5,150,889
Interest	<b>1,393,717</b>	1,376,856
Loss on sale of tangible capital assets	<b>220,972</b>	-
Write down of tangible capital assets	<b>4,952</b>	-
Total expense	<b><u>\$43,351,864</u></b>	<u>\$43,021,581</u>

**21. COMPARATIVE FIGURES**

Certain comparative figures have been reclassified to conform to the current year financial statement presentation.

\$177,148 has been reclassified from unappropriated surplus to Parkland Purchase to more accurately reflect the nature of the contributions.

**22. SUBSEQUENT EVENTS**

Subsequent to the year end the Corporation demolished the old Chemainus fire hall at a cost of \$211,232.



## Schedule to the Consolidated Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### TAXATION

### SCHEDULE I

	2015 Budget (Note 17)	2015	2014
<b>Municipal Purposes:</b>			
General taxation	\$ 25,751,333	\$ 25,684,821	\$ 24,663,175
Business Improvement Area	117,000	85,234	116,259
Utilities	957,545	957,552	950,383
Grants-in-lieu of taxes	263,675	234,182	256,764
Water systems	1,760,909	1,756,169	1,728,587
Sewer systems	2,216,822	2,226,397	2,162,404
Total Municipal Taxes	<u>31,067,284</u>	<u>30,944,355</u>	<u>29,877,572</u>
<b>Collections For Other Governments:</b>			
School	12,900,440	12,214,842	12,388,510
Cowichan Valley Regional Hospital District	2,900,000	2,823,891	2,664,297
Cowichan Valley Regional District	6,855,300	7,090,899	6,685,258
BC Assessment	399,800	363,022	378,365
Municipal Finance Authority	1,140	1,050	1,059
Total Collections for other governments	<u>23,056,680</u>	<u>22,493,704</u>	<u>22,117,489</u>
	<u>54,123,964</u>	<u>53,438,059</u>	<u>51,995,061</u>
Deduct: requisitions remitted to other taxing authorities	<u>(23,056,680)</u>	<u>(22,493,704)</u>	<u>(22,117,489)</u>
Total Taxes Levied	<u>\$ 31,067,284</u>	<u>\$ 30,944,355</u>	<u>\$ 29,877,572</u>

## Schedule to the Consolidated Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### SALES OF SERVICES

### SCHEDULE II

	2015 Budget (Note 17)	2015	2014
General government service	\$ 30,300	\$ 48,232	\$ 71,638
Protective services	257,050	267,092	243,585
Fire protection	161,850	162,293	171,523
Transportation service	108,992	109,441	97,047
Residential garbage - municipal	1,150,058	1,169,655	1,232,252
Forestry	1,915,505	1,662,246	1,766,780
Cowichan Aquatic Centre	1,939,499	1,969,897	1,849,086
Fuller Lake Arena	306,030	273,060	269,270
Other recreation	35,371	55,964	60,232
Wharves	217,000	211,589	197,715
Miscellaneous	121,930	95,767	97,517
Cemetery	138,080	102,871	173,239
Water	2,229,670	2,167,061	2,169,838
Sewer	1,590,980	1,638,868	1,588,994
	<u>\$ 10,202,315</u>	<u>\$ 9,934,036</u>	<u>\$ 9,988,716</u>

## Schedule to the Consolidated Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### OTHER REVENUE FROM OWN SOURCES

#### SCHEDULE III

	2015 Budget (Note 17)	2015	2014
Licences and Permits	\$ 704,250	\$ <b>611,515</b>	\$ 640,194
Tax Penalties and Interest	335,000	<b>340,367</b>	341,160
Fines	1,920	<b>5,858</b>	3,100
Rentals	291,604	<b>294,126</b>	284,239
Land Sales	1,360,000	-	-
Water	9,668	<b>38,933</b>	21,983
	<u>\$ 2,702,442</u>	<u>\$ <b>1,290,799</b></u>	<u>\$ 1,290,676</u>

## Schedule to the Consolidated Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### GRANTS AND GOVERNMENT TRANSFERS

#### SCHEDULE IV

	2015 Budget (Note 17)	2015	2014
<b>Operating Grants</b>			
Traffic Fines Revenue	\$ 196,000	\$ <b>320,368</b>	\$ 195,915
Other Grants	519,669	<b>284,337</b>	249,896
	<u>715,669</u>	<u><b>604,705</b></u>	<u>445,811</u>
<b>Capital Grants</b>			
Fuel Tax	1,207,000	<b>1,226,412</b>	1,226,412
<i>Infrastructure Grants (Prov/Fed)</i>			
Chemainus River Bridge	-	-	203,333
York Flood Pump Station	-	-	843,047
Diking	4,146,002	<b>878,323</b>	62,856
	<u>4,146,002</u>	<u><b>878,323</b></u>	<u>1,109,236</u>
<i>ICBC Grants</i>	-	<b>25,000</b>	58,500
<i>Provincial and other Grants</i>			
Cowichan Valley Soccer Association	300,000	<b>300,000</b>	-
Chemainus Skate Park	10,000	<b>10,000</b>	-
Chemainus Festival Square	-	-	200,000
	<u>310,000</u>	<u><b>310,000</b></u>	<u>200,000</u>
	<u>\$ 6,378,671</u>	<u>\$ <b>3,044,440</b></u>	<u>\$ 3,039,959</u>



## Schedule to the Consolidated Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### GENERAL GOVERNMENT SERVICES

#### SCHEDULE V

	2015 Budget (Note 17)	<b>2015</b>	2014
Legislative	\$ 245,120	\$ <b>235,003</b>	\$ 227,645
Administration	1,311,865	<b>1,359,693</b>	1,299,267
Financial services	1,556,350	<b>1,518,040</b>	1,517,110
Common services	487,110	<b>422,070</b>	436,319
Other government services	138,010	<b>246,566</b>	281,967
Administration recoveries	(517,580)	<b>(517,230)</b>	(524,085)
Interest	57,750	<b>58,231</b>	58,255
Amortization	203,250	<b>202,197</b>	204,974
	<u>\$ 3,481,875</u>	<u>\$ <b>3,524,570</b></u>	<u>\$ 3,501,452</u>

## Schedule to the Consolidated Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### PROTECTIVE SERVICES

#### SCHEDULE VI

	2015 Budget (Note 17)	<b>2015</b>	2014
Police protection:			
R.C.M.P. contract	\$ 4,472,551	\$ <b>4,007,544</b>	\$ 3,903,019
Municipal employees	1,239,324	<b>1,305,573</b>	1,226,965
Crime Prevention	7,000	<b>7,000</b>	7,000
Building maintenance	222,605	<b>223,702</b>	198,597
Bylaw enforcement	70,586	<b>76,920</b>	64,123
	<u>6,012,066</u>	<u><b>5,620,739</b></u>	<u>5,399,704</u>
Fire protection:			
General fire protection	84,631	<b>82,867</b>	137,352
Chemainus fire hall	302,881	<b>321,212</b>	291,809
Crofton fire hall	261,281	<b>276,561</b>	262,182
Maple Bay fire hall	264,621	<b>292,222</b>	255,070
South End fire hall	367,801	<b>386,849</b>	380,229
	<u>1,281,215</u>	<u><b>1,359,711</b></u>	<u>1,326,642</u>
Other protection:			
Building and plumbing inspections	549,750	<b>493,550</b>	540,540
Animal control	144,150	<b>140,095</b>	141,914
Weed control	9,257	<b>9,284</b>	10,383
Mosquito control	31,760	<b>20,538</b>	17,784
	<u>734,917</u>	<u><b>663,467</b></u>	<u>710,621</u>
Interest	89,970	<b>81,763</b>	89,970
Amortization	487,490	<b>478,702</b>	501,379
	<u>577,460</u>	<u><b>560,465</b></u>	<u>591,349</u>
	<u>\$ 8,605,658</u>	<u>\$ <b>8,204,382</b></u>	<u>\$ 8,028,316</u>

## Schedule to the Consolidated Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### ENGINEERING AND PUBLIC WORKS

#### SCHEDULE VII

	2015 Budget (Note 17)	<u>2015</u>	<u>2014</u>
Administration	\$ 1,408,742	\$ 1,226,403	\$ 1,237,517
Small tools and equipment	49,750	52,939	57,031
Workshop and yard maintenance	150,030	125,149	160,478
Roads - construction	332,978	294,264	310,613
Roadway surfaces maintenance	1,875,131	1,669,596	1,831,442
Snow and ice removal	389,958	282,885	490,320
Bridge - maintenance	5,450	20,933	17,556
Street lighting	440,830	433,421	456,876
Signs and line painting	275,816	262,137	257,796
Drainage	600,263	639,111	518,896
Sidewalk maintenance	32,400	31,913	48,367
Other transportation	216,080	142,487	175,010
Engineering and public works recoveries	(288,660)	(537,469)	(335,967)
Interest	108,949	85,245	53,119
Amortization	4,877,220	4,787,574	4,633,628
	<u>\$ 10,474,937</u>	<u>\$ 9,516,588</u>	<u>\$ 9,912,682</u>

## Schedule to the Consolidated Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### ENVIRONMENTAL HEALTH SERVICES

#### SCHEDULE VIII

	2015 Budget (Note 17)	<u>2015</u>	<u>2014</u>
Garbage collection and recycling	\$ 1,056,900	\$ 1,030,533	\$ 1,022,935
Mountain View Cemetery	173,310	146,198	138,673
Energy Manager	68,225	65,969	60,454
Energy Upgrades Buildings	137,953	(107)	21,510
Amortization	123,110	119,862	118,049
	<u>\$ 1,559,498</u>	<u>\$ 1,362,455</u>	<u>\$ 1,361,621</u>

THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Schedule to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015  
**RECREATION AND CULTURAL SERVICES**

**SCHEDULE IX**

	2015 Budget (Note 17)	<b>2015</b>	<u>2014</u>
Administration	\$ 103,300	\$ <b>85,305</b>	\$ 87,430
Crofton swimming pool	56,560	<b>72,870</b>	60,663
Cowichan Aquatic Centre	3,344,130	<b>3,437,675</b>	3,348,309
Fuller Lake Arena	927,850	<b>933,561</b>	936,641
Parks common services	54,170	<b>36,734</b>	50,429
Community recreation program	88,320	<b>95,676</b>	81,458
Chemainus parks and playgrounds	455,080	<b>559,376</b>	380,102
Crofton parks and playgrounds	193,870	<b>203,305</b>	182,770
South end parks and playgrounds	1,290,580	<b>1,466,190</b>	967,105
Wharves	145,900	<b>154,961</b>	151,456
Library	1,314,733	<b>1,314,732</b>	1,264,824
Grants-in-aid	267,062	<b>206,611</b>	534,978
Interest	885,469	<b>885,433</b>	886,239
Amortization Expense	1,015,930	<b>1,012,700</b>	988,808
	<u>\$ 10,142,954</u>	<u>\$ <b>10,465,129</b></u>	<u>\$ 9,921,212</u>

THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Schedule to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015  
**TANGIBLE CAPITAL ASSETS**

**SCHEDULE X**

	COST				ACCUMULATED AMORTIZATION				NET BOOK VALUE	
	Balance December 31, 2014	2015 Additions	2015 Disposals	2015 Write-downs	Balance December 31, 2015	Balance December 31, 2015	2015 Disposals	2015	2014	2015
Land	\$ 40,858,541	\$ 1,039,073	\$ -	\$ -	\$ 41,897,614	-	-	-	\$ 40,858,541	\$ 41,897,614
Land Improvements	9,663,249	1,895,953	-	-	11,559,202	-	-	-	6,027,211	7,479,698
Buildings	46,476,214	472,854	215,511	-	46,733,557	60,200	-	-	31,413,907	30,528,563
Engineering Structures	267,734,393	3,804,861	245,332	-	271,293,922	5,459,629	163,825	-	166,011,547	164,275,272
Machinery & Equipment	34,314,841	520,081	165,680	-	34,669,242	1,572,070	-	-	17,287,896	16,232,633
Work In Progress	956,018	4,034,016	376,088	4,952	4,608,994	-	-	-	956,018	4,608,994
	<u>\$ 400,003,256</u>	<u>\$ 11,766,838</u>	<u>\$ 1,002,611</u>	<u>\$ 4,952</u>	<u>\$ 410,762,531</u>	<u>\$ 8,678,052</u>	<u>\$ 386,431</u>	<u>\$ 145,739,757</u>	<u>\$ 262,555,120</u>	<u>\$ 265,022,774</u>





THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
**Schedule to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

SCHEDULE XI

For the Year ended December 31, 2015

OPERATIONS BY SEGMENT

	General government services	Protective services	Engineering and Public Works	Environmental health services	Forestry services	Community Development	Recreation and cultural services	Waterworks	Sewer System	Reserve Funds	Capital	Consolidated
<b>Revenues</b>												
Taxes	\$ 2,654,749	\$ 5,818,847	\$ 8,361,787	\$ 179,654	\$ -	\$ 824,946	\$ 6,197,232	\$ 1,756,169	\$ 2,226,397	\$ -	\$ 2,924,574	\$ 30,944,355
Sales of service	143,999	429,385	109,441	1,272,526	1,662,246	-	2,510,510	2,167,061	1,638,868	-	-	9,934,036
Other revenue from own source	369,879	735,716	26,665	-	-	115,622	3,984	38,933	-	-	-	1,290,799
Return on investments	20,874	45,751	65,745	1,413	-	6,486	48,726	37,747	155,095	155,347	-	537,184
Provincial and other government grants	-	327,367	1,258,027	-	-	215,103	-	-	-	-	1,213,323	3,044,440
Collections from developers and others	-	-	-	-	-	-	30,620	-	-	35,776	1,409,959	1,445,735
Actuarial adjustment to debt	2,015	27,200	3,386	-	-	-	150,131	60,207	75,635	-	-	318,574
	3,191,516	7,384,265	9,825,051	1,453,593	1,662,246	1,162,159	8,941,203	4,060,117	4,095,995	191,122	5,547,856	47,515,123
<b>Expenses</b>												
Wages and salaries	2,884,433	2,547,880	2,659,498	468,604	313,871	856,985	4,242,876	1,229,123	852,074	-	-	16,055,344
Contracted services	443,604	4,418,586	1,703,360	524,994	901,723	197,835	2,638,332	419,500	913,007	-	-	12,160,941
Material and supplies	(63,895)	677,452	280,911	248,995	75,272	46,641	1,685,788	1,168,534	718,188	-	-	4,837,886
Amortization	202,197	478,702	4,787,574	119,862	2,842	-	1,012,700	1,010,139	1,064,036	-	-	8,678,052
Loss on sale and write downs of capital assets	58,231	81,763	43,709	-	-	-	155,311	4,952	21,952	-	-	225,924
Interest	3,524,570	8,204,382	9,560,297	1,362,455	1,293,708	1,101,461	10,620,440	3,991,686	3,692,865	-	-	43,351,864
Excess of revenues over expenses	\$ (333,054)	\$ (820,117)	\$ 264,754	\$ 91,138	\$ 368,538	\$ 60,698	\$ (1,679,237)	\$ 68,431	\$ 403,130	\$ 191,122	\$ 5,547,856	\$ 4,163,259

For the Year ended December 31, 2014

	General government services	Protective services	Engineering and Public Works	Environmental health services	Forestry services	Community Development	Recreation and cultural services	Waterworks	Sewer System	Reserve Funds	Capital	Consolidated
<b>Revenues</b>												
Taxes	\$ 2,598,218	\$ 5,876,482	\$ 8,047,558	\$ 42,315	\$ 1,766,780	\$ 957,574	\$ 5,919,413	\$ 1,728,587	\$ 2,162,404	\$ -	\$ 2,545,021	\$ 29,877,572
Sales of service	169,156	415,108	97,047	1,405,491	1,766,780	-	2,376,302	2,169,838	1,588,994	-	-	9,988,716
Other revenue from own source	372,525	744,878	18,902	-	-	128,488	3,900	21,983	-	-	-	1,290,676
Gain (loss) on sale	-	-	(31,548)	96,925	851,156	-	-	(2,911)	(6,608)	-	-	907,014
Return on investments	20,442	46,238	63,321	333	-	7,535	46,576	26,932	122,935	150,692	-	485,004
Provincial and other government grants	-	202,914	1,279,945	-	-	204,737	5,500	-	-	-	1,346,863	3,039,959
Collections from developers and others	-	-	-	-	-	-	-	-	-	10,000	1,528,496	1,538,496
Actuarial adjustment to debt	-	23,441	1,001	-	-	-	122,057	52,952	69,246	-	-	268,697
	3,160,341	7,309,061	9,476,226	1,545,064	2,617,936	1,298,334	8,473,748	3,997,381	3,936,971	160,692	5,420,380	47,396,134
<b>Expenses</b>												
Wages and salaries	2,915,523	2,435,835	2,901,641	462,315	313,271	849,866	3,926,684	1,185,604	774,340	-	-	15,765,079
Contracted services	408,864	4,315,049	1,679,814	533,267	935,251	455,202	2,889,643	548,473	968,982	-	-	12,134,545
Material and supplies	(86,164)	686,083	644,480	247,990	94,385	35,221	1,829,838	1,133,633	565,423	-	-	5,150,889
Amortization	204,974	501,379	4,633,628	118,049	2,131	-	988,808	1,050,541	1,094,702	-	-	8,594,212
Interest	58,255	89,970	53,119	-	-	-	886,239	162,744	126,529	-	-	1,376,856
Excess of revenues over expenses	\$ (341,111)	\$ (719,255)	\$ (436,456)	\$ 183,443	\$ 1,272,898	\$ (41,955)	\$ (1,447,464)	\$ (83,614)	\$ 406,995	\$ 160,692	\$ 5,420,380	\$ 4,374,553

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# DUNCAN - NORTH COWICHAN JOINT UTILITIES BOARD

## CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

[AUDITED]  
DECEMBER 31, 2015

## Statement of Responsibility



### INDEPENDENT AUDITOR'S REPORT

To the Duncan - North Cowichan Joint Utilities Board,

#### *Report on Financial Statements*

We have audited the accompanying financial statements of the Duncan - North Cowichan Joint Utilities Board, which comprise the statement of financial position as at December 31, 2015, and the statement of operations for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

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

#### *Auditor's Responsibility*

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. These standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluation of the overall presentation of the financial statements.

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

#### *Opinion*

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Duncan - North Cowichan Joint Utilities Board as at December 31, 2015 and its operations for the year then ended in accordance with Canadian public sector accounting standards.

Duncan, BC  
May 2, 2016

Chartered Professional Accountants

The accompanying financial statements are the responsibility of the management of the Duncan - North Cowichan Joint Utilities Board and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board of The Chartered Professional Accountants of Canada.

In carrying out its responsibilities, management maintains appropriate systems of internal and administrative control designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

The North Cowichan Municipal Council met with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters before approving the financial statements.

Hayes Stewart Little & Company, as the Duncan - North Cowichan Joint Utilities Board's appointed external auditors, has audited the financial statements. The Auditor's report is addressed to the Duncan - North Cowichan Joint Utilities Board and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the financial statements are free of material misstatement and present fairly the financial position and results of the Duncan - North Cowichan Joint Utilities Board in accordance with Canadian public sector accounting standards.

Dave Devana  
Chief Administrative Officer  
May 3, 2016



## Statement of Financial Position

AS AT DECEMBER 31, 2015, WITH COMPARATIVE FIGURES FOR 2014

	<u>2015</u>	<u>2014</u>
<b>Financial Assets</b>		
Investments (Notes 3 and 6)	\$ <u>1,226,162</u>	\$ <u>1,095,088</u>
<b>Net Financial Assets</b>	<u>1,226,162</u>	<u>1,095,088</u>
<b>Non-financial assets</b>		
Tangible capital assets (Schedule I)	<u>2,307,362</u>	<u>2,357,072</u>
<b>Accumulated surplus</b>	\$ <u><u>3,533,524</u></u>	\$ <u><u>3,452,160</u></u>



M. Frame,  
Director of Finance

See accompanying notes to the financial statements.

## Statement of Operations

AS AT DECEMBER 31, 2015, WITH COMPARATIVE FIGURES FOR 2014

	<u>2015 Budget</u>	<u>2015</u>	<u>2014</u>
<b>Revenue</b>			
Contributions from:			
The Corporation of the District of North Cowichan	\$ 1,368,228	\$ <b>530,618</b>	\$ 498,420
The Corporation of the City of Duncan	812,802	<b>325,518</b>	305,968
Cowichan Valley Regional District	336,554	<b>160,285</b>	152,306
Cowichan Tribes	46,939	<b>18,171</b>	17,265
Interest received	<u>9,000</u>	<u><b>15,873</b></u>	<u>12,670</u>
	<u>2,573,523</u>	<u><b>1,050,466</b></u>	<u>986,629</u>
<b>Expenses</b>			
Administration	38,500	<b>42,492</b>	39,960
Amortization	-	<b>49,710</b>	49,710
Sewer lagoon operation and maintenance	<u>963,823</u>	<u><b>876,901</b></u>	<u>818,799</u>
	<u>1,002,323</u>	<u><b>969,103</b></u>	<u>908,469</u>
<b>Annual Surplus</b>	1,571,200	<b>81,363</b>	78,160
<b>Accumulated surplus, beginning of year</b>	<u>3,452,160</u>	<u><b>3,452,160</b></u>	<u>3,374,000</u>
<b>Accumulated surplus, end of year</b>	\$ <u><u>5,023,360</u></u>	\$ <u><u><b>3,533,523</b></u></u>	\$ <u><u>3,452,160</u></u>

See accompanying notes to the financial statements.

## Notes to the Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### 1. SUMMARY OF OPERATIONS

The Duncan – North Cowichan Joint Utilities Board operates and maintains joint sewer lagoons on behalf of the City of Duncan and the District of North Cowichan. The distribution of expenditures related to operations is based on the number of users in each municipality.

### 2. SIGNIFICANT ACCOUNTING POLICIES

It is the Board's policy to follow Canadian public sector accounting standards and to apply such principles consistently. The following is a summary of the Corporation's significant policies:

#### a) BASIS OF ACCOUNTING

The Board follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of the delivery of goods or services and/or upon the creation of a legal obligation to pay. Expenses paid in the current period and attributable to a future period are recorded as prepaid.

#### b) REVENUE RECOGNITION

- i) Contributions from partners are recognized when invoiced.
- ii) Government transfers are recognized 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.

#### c) CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of cash on deposit in qualifying institutions as defined in the community charter.

#### d) USE OF ESTIMATES

The preparation of financial statements in accordance with Canadian generally accepted accounting principles as recommended by PSAB requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditure during the reporting period. A significant area requiring the use of management estimates relate to the determination of amortization of capital assets. Actual results could differ from those estimates. Adjustments, if any, will be reflected in operations in the period of settlement.

#### e) NON-FINANCIAL ASSETS

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

## Notes to the Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### 2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### f) TANGIBLE CAPITAL ASSETS

Tangible capital assets are recorded at cost less accumulated amortization and are classified according to their functional use. Cost includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. Donated assets are recorded at their estimated fair value upon acquisition. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

Engineering Structures	10 to 60 years
------------------------	----------------

Amortization is charged on a monthly basis, starting the month following the date of acquisition and ending in the month of disposition. Capital works in progress are not amortized until the asset is available for productive use.

### 3. INVESTMENTS

Investments are carried at cost, which at December 31, 2015, would approximate market value. The balance of investments has been internally restricted by the Board and is to be expended in accordance with the terms of the reserve for capital expenditure.

### 4. OPERATING LEASE

The Board leased the sewage lagoon lands under an operating lease which expires July 31, 2060. Future minimum lease payments are \$310,894 per annum with an estimated annual increase of 2.2%.

### 5. FINANCIAL INSTRUMENTS

The Board's financial instruments consist of investments. The carrying amount of these financial instruments approximates their fair value because they are short-term in nature or because they bear interest at market rates.

Unless otherwise noted, it is management's opinion that the Board is not exposed to significant interest or credit risks arising from these financial instruments.

### 6. CAPITAL RESERVE FUNDS

The Capital reserve funds are non-statutory reserves, for the purpose of future capital expenditures, established at the discretion of the Board. Balances and changes are outlined as follows:

	2015	2014
Balances, beginning of year	<b>\$1,095,088</b>	\$967,218
Add: transfer from current operations	<b>131,074</b>	127,870
Balance, end of year	<b>\$1,226,162</b>	\$1,095,088





## Notes to the Financial Statements

FOR THE YEAR ENDED DECEMBER 31, 2015

### 7. LISTING OF OPERATING EXPENDITURES BY OBJECT TYPE

The following provides a summary of operating expenses by object:

	2015	2014
Salaries, wages and benefits	<b>\$118,898</b>	\$118,673
Contract services	<b>151,755</b>	101,267
Amortization	<b>49,710</b>	49,710
Materials and supplies	<b>337,846</b>	334,618
Land Rent	<b>310,894</b>	304,201
Total expense	<b>\$969,103</b>	\$908,469

### 8. STATEMENT OF CASH FLOWS

A statement of cash flows has not been prepared as it is not considered to provide any additional information.

DUNCAN - NORTH COWICHAN JOINT UTILITIES BOARD  
**Schedule to the Consolidated Financial Statements**  
 FOR THE YEAR ENDED DECEMBER 31, 2015

TANGIBLE CAPITAL ASSETS

COST		ACCUMULATED AMORTIZATION			NET BOOK VALUE		
		Balance December 31, 2014	2015 Additions	2015 Disposals	Balance December 31, 2015	2014	2015
\$ 2,485,490	-	128,418	\$ 49,710	-	178,128	\$ 2,357,072	\$ 2,307,362

Engineering Structures

SCHEDULE I





# The Corporation of the District of North Cowichan

## STATISTICAL INFORMATION

FOR THE YEAR ENDED DECEMBER 31, 2015

[UNAUDITED]

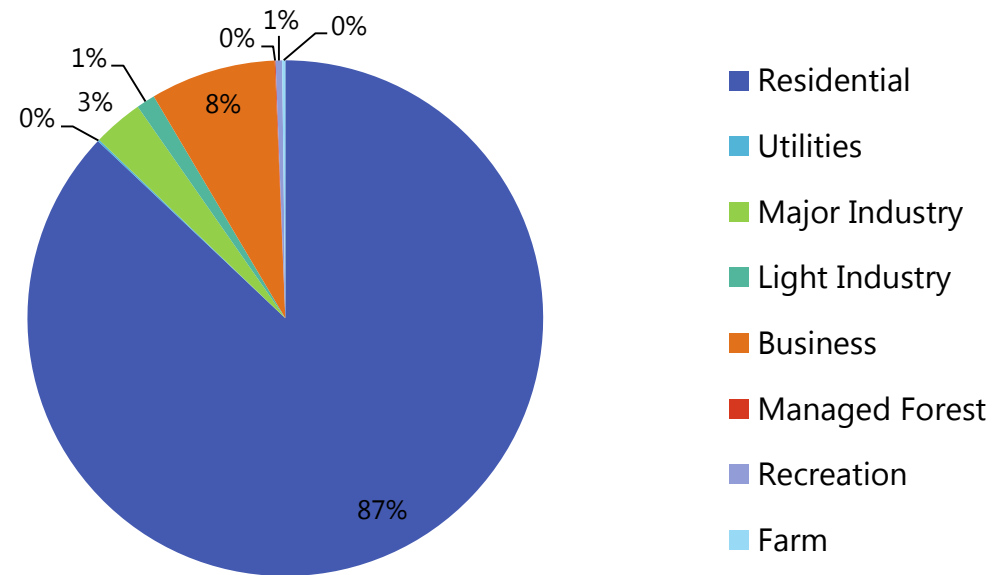
### Statistical Information

FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### TAXABLE ASSESSMENTS OF LAND AND IMPROVEMENTS 2011-2015 (IN THOUSANDS)

Property Class	2011	2012	2013	2014	2015
Residential	\$ 3,952,085	\$ 3,940,355	\$ 3,855,900	\$ 3,764,441	\$ 3,722,536
Utilities	4,966	5,008	5,053	5,270	4,683
Major Industry	140,001	139,792	138,177	134,371	134,286
Light Industry	59,294	55,841	57,710	54,388	50,327
Business	285,121	304,847	330,410	336,491	336,459
Managed Forest	1,842	1,730	2,206	2,028	2,201
Recreation	13,071	12,410	12,872	20,423	17,405
Farm	8,119	8,324	8,414	8,215	8,352
	<b>\$ 4,464,499</b>	<b>\$ 4,468,307</b>	<b>\$ 4,410,742</b>	<b>\$ 4,325,627</b>	<b>\$ 4,276,249</b>

#### Assessment by Property Class



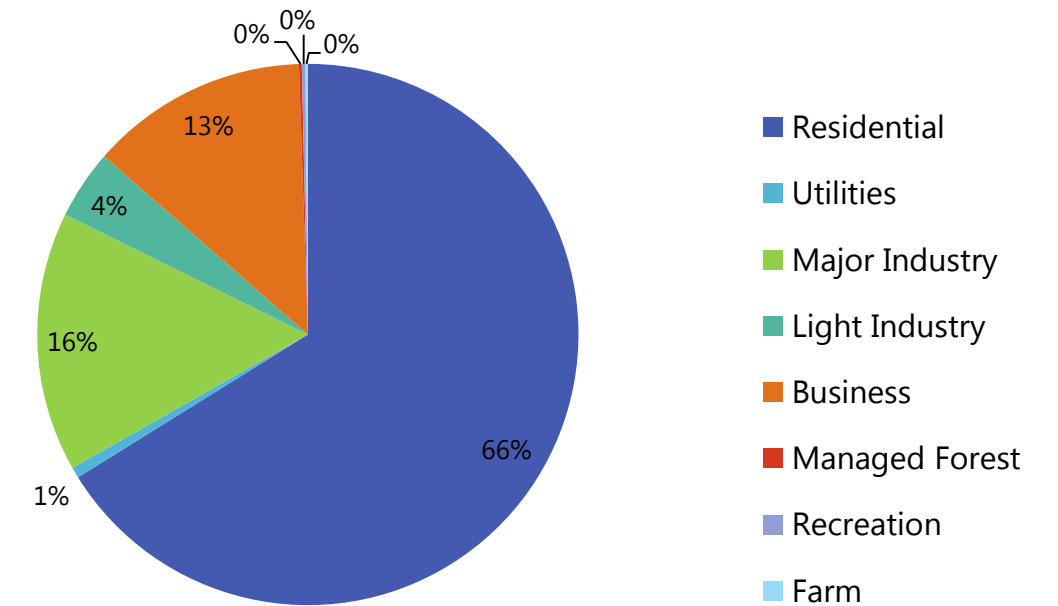
### Statistical Information

FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### TAX REVENUE BY PROPERTY CLASS 2011-2015

Property Class	2011	2012	2013	2014	2015
Residential	\$ 11,278,037	\$ 15,048,039	\$ 15,773,792	\$ 16,320,213	\$ 16,990,317
Utilities	145,100	153,043	158,711	157,310	166,089
Major Industry	6,329,325	3,604,805	3,743,516	3,841,964	3,982,720
Light Industry	1,051,981	959,972	1,037,669	1,050,450	1,063,172
Business	2,390,129	2,628,819	2,902,512	3,144,707	3,347,424
Managed Forest	47,319	29,734	40,770	40,991	43,497
Recreation	37,305	36,879	47,310	71,723	54,998
Farm	58,042	31,801	32,916	35,817	36,604
	<b>\$ 21,337,238</b>	<b>\$ 22,493,092</b>	<b>\$ 23,737,196</b>	<b>\$ 24,663,175</b>	<b>\$ 25,684,821</b>

#### 2015 Tax Revenue by Property Class

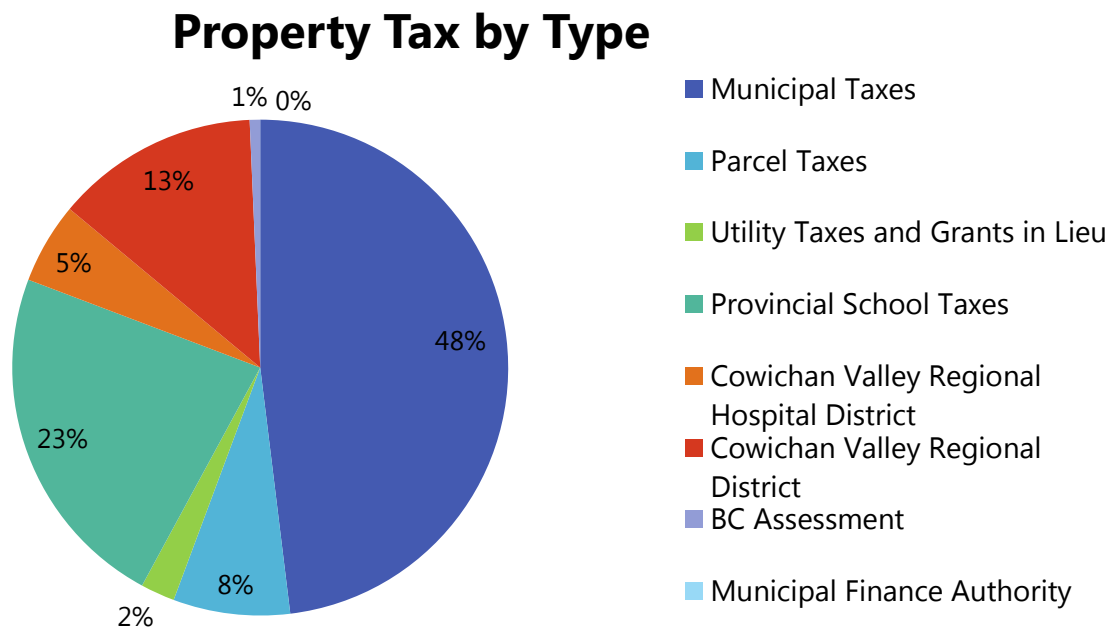


### Statistical Information

FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### PROPERTY TAX LEVIED AND COLLECTED 2011-2015

	2011	2012	2013	2014	2015
Municipal Taxes	\$ 21,337,238	\$ 22,493,092	\$ 23,737,196	\$ 24,663,175	\$ 25,684,821
Parcel Taxes	3,651,488	4,003,340	3,907,627	4,007,250	4,067,800
Utility Taxes and Grants in Lieu	972,800	1,073,324	1,147,859	1,207,147	1,191,734
Provincial School Taxes	12,057,995	12,155,133	12,400,567	12,388,510	12,214,842
Cowichan Valley Regional Hospital District	1,575,368	1,900,740	2,388,779	2,664,297	2,823,891
Cowichan Valley Regional District	5,550,043	6,036,143	6,462,047	6,685,258	7,090,899
BC Assessment	389,030	381,558	385,024	378,365	363,022
Municipal Finance Authority	1,076	1,082	1,077	1,059	1,050
	<u>\$ 45,535,038</u>	<u>\$ 48,044,412</u>	<u>\$ 50,430,176</u>	<u>\$ 51,995,061</u>	<u>\$ 53,438,059</u>
Total Current Taxes Levied	\$ 45,535,038	\$ 48,044,412	\$ 50,430,176	\$ 51,995,061	\$ 53,438,059
Total Current Taxes Collected	<u>43,962,985</u>	<u>46,579,824</u>	<u>48,875,118</u>	<u>50,573,959</u>	<u>52,016,957</u>
Outstanding	<u>\$ 1,572,053</u>	<u>\$ 1,464,588</u>	<u>\$ 1,555,058</u>	<u>\$ 1,421,102</u>	<u>\$ 1,421,102</u>
Percentage Collected	<u>96.5%</u>	<u>97.0%</u>	<u>96.9%</u>	<u>97.3%</u>	<u>97.3%</u>



### Statistical Information

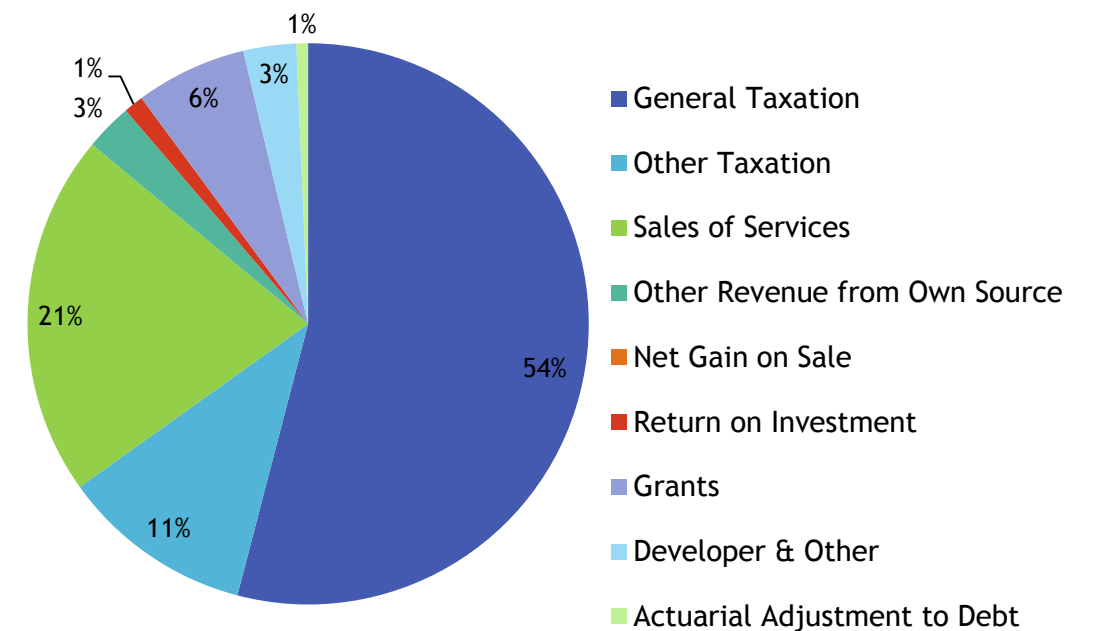
FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### SOURCES OF REVENUE 2011-2015

	2011	2012	2013	2014	2015
General Taxation	\$ 21,337,238	\$ 22,493,092	\$ 23,737,196	\$ 24,663,175	\$ 25,684,821
Other Taxation	5,126,499	5,403,951	5,055,486	5,214,397	5,259,534
Sales of Services	8,659,886	8,900,641	10,152,123	9,988,716	9,934,036
Other Revenue from Own	1,068,696	1,041,398	1,393,689	1,290,676	1,290,799
Net Gain on Sale	2,510	15,726	10,889	907,014	
Return on Investment	515,044	497,351	518,519	485,004	537,184
Grants	4,274,832	2,589,619	8,106,819	3,039,959	3,044,440
Developer & Other	8,208,308	2,173,267	1,713,654	1,538,496	1,445,735
Actuarial Adjustment to Debt	617,175	287,724	779,480	268,697	318,574
	<u>\$ 49,810,188</u>	<u>\$ 43,402,769</u>	<u>\$ 51,467,855</u>	<u>\$ 47,396,134</u>	<u>\$ 47,515,123</u>

Source: North Cowichan Finance Department

#### 2015 Sources of Revenue



### Statistical Information

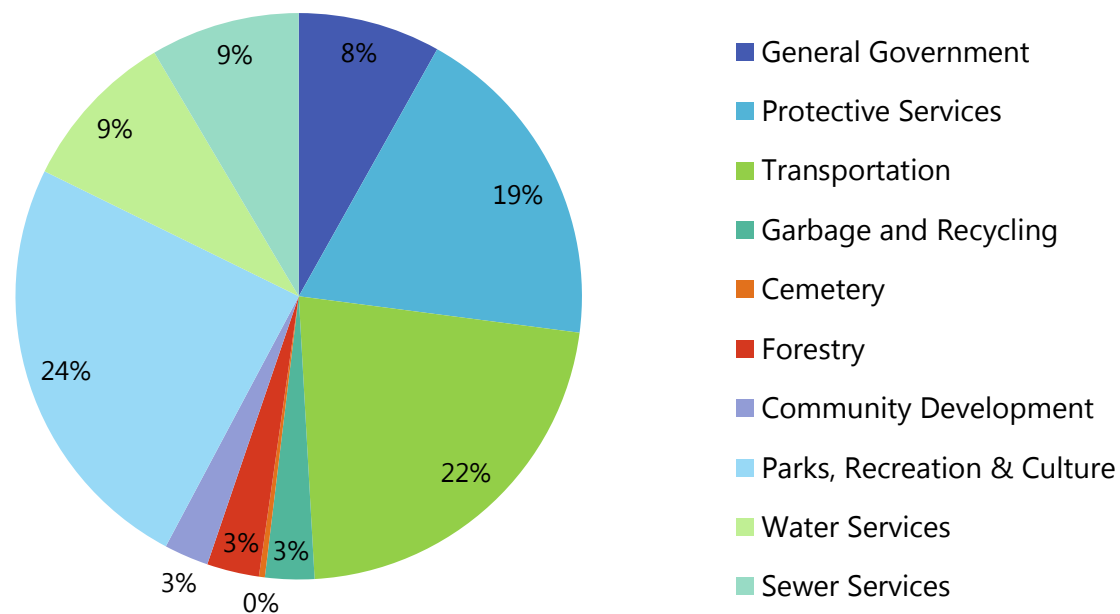
FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### EXPENSES BY FUNCTION 2011-2015

	2011	2012	2013	2014	2015
General Government	\$ 2,939,517	\$ 3,033,567	\$ 3,314,040	\$ 3,501,452	\$ 3,524,570
Protective Services	7,604,723	7,454,153	8,209,668	8,028,316	8,204,382
Transportation	9,174,558	9,256,695	8,963,242	9,912,682	9,560,297
Garbage and Recycling	1,122,537	1,491,797	1,306,716	1,222,948	1,216,257
Cemetery	173,891	127,699	139,066	138,673	146,198
Forestry	1,323,529	1,214,269	1,459,565	1,345,038	1,293,708
Community Development	863,639	928,357	1,032,004	1,340,289	1,101,461
Parks, Recreation & Culture	8,825,029	8,731,752	9,346,503	9,921,212	10,620,440
Water Services	3,041,508	3,346,724	3,477,279	4,080,995	3,991,686
Sewer Services	2,844,983	3,254,810	3,117,937	3,529,976	3,692,865
	<b>\$ 37,913,914</b>	<b>\$ 38,839,823</b>	<b>\$ 40,366,020</b>	<b>\$ 43,021,581</b>	<b>\$ 43,351,864</b>

Source: North Cowichan Finance Department

#### 2015 Expenses



### Statistical Information

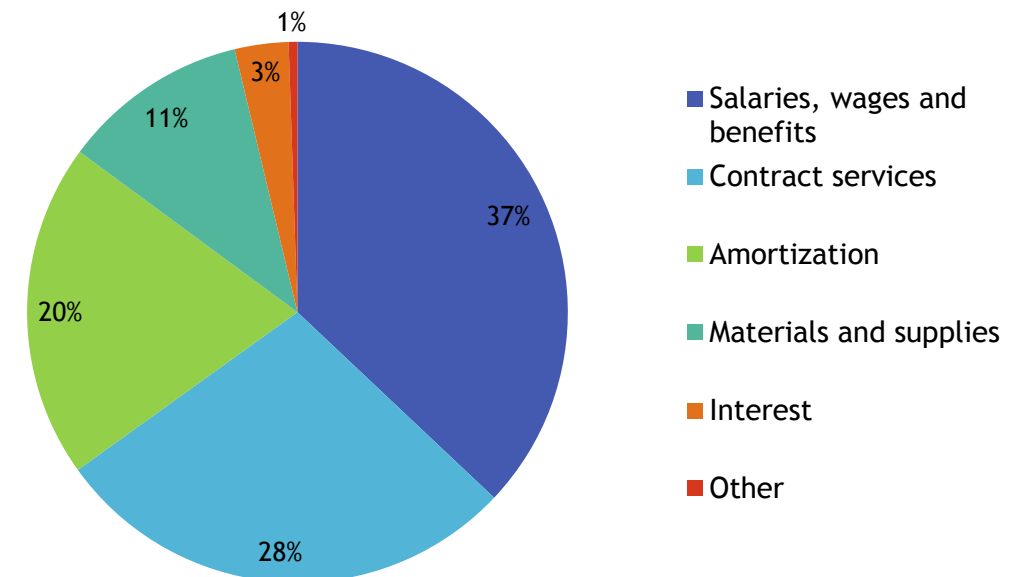
FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### EXPENSES BY OBJECT 2011-2015

	2011	2012	2013	2014	2015
Salaries, wages and benefits	\$ 13,415,581	\$ 14,410,936	\$ 14,841,612	\$ 15,765,079	\$ 16,055,345
Contract services	11,434,673	10,488,458	11,448,716	12,134,545	12,160,941
Amortization	7,487,622	7,825,301	8,198,485	8,594,212	8,678,052
Materials and supplies	5,674,503	4,764,748	4,506,994	5,150,889	4,837,885
Interest	1,470,697	1,126,246	1,370,213	1,376,856	1,393,717
Other	-1,569,162	224,134			225,924
	<b>\$ 37,913,914</b>	<b>\$ 38,839,823</b>	<b>\$ 40,366,020</b>	<b>\$ 43,021,581</b>	<b>\$ 43,351,864</b>

Source: North Cowichan Finance Department

#### 2015 Expenses by Object



### Statistical Information

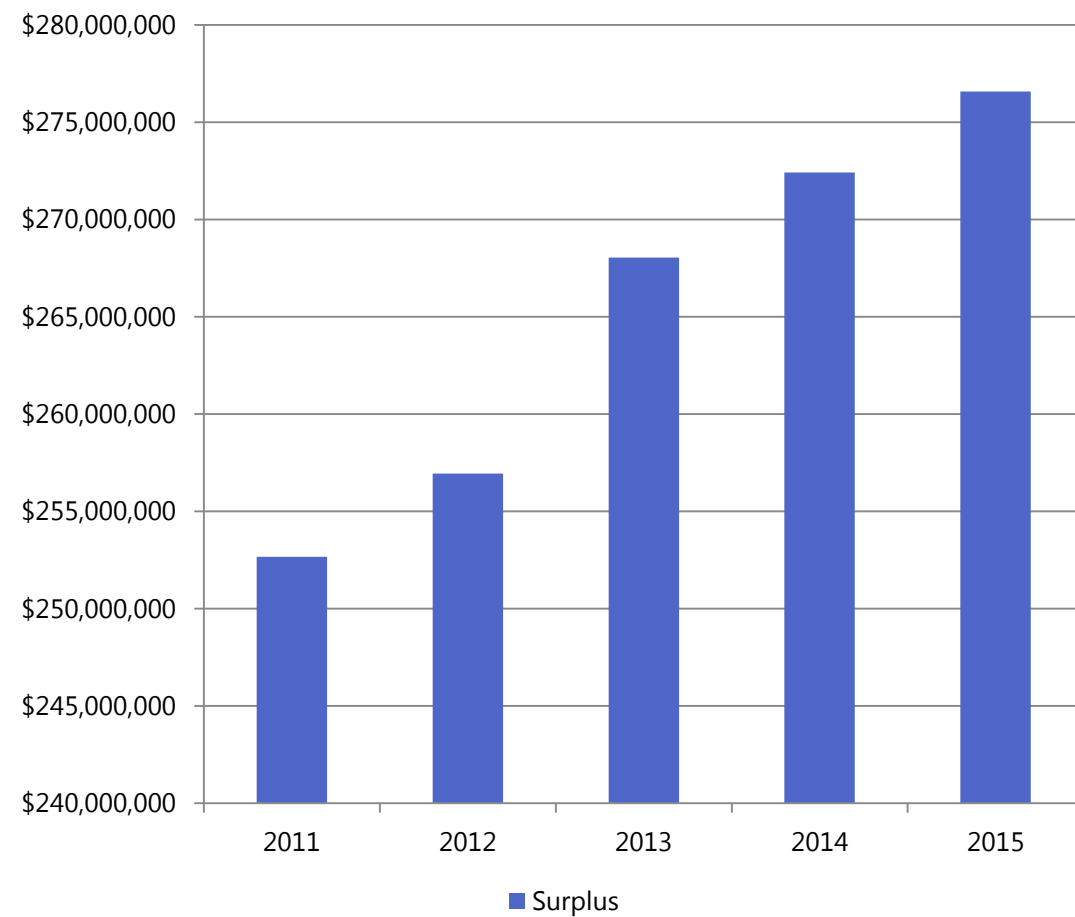
FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### ACCUMULATED SURPLUS

	2011	2012	2013	2014	2015
Accumulated Surplus	\$ 252,659,404	\$ 256,934,626	\$ 268,036,461	\$ 272,411,014	\$ 276,574,273
Annual Surplus	\$ 11,279,099	\$ 4,275,222	\$ 11,101,835	\$ 4,374,553	\$ 4,163,259

Source: North Cowichan Finance Department

#### Accumulated Surplus



### Statistical Information

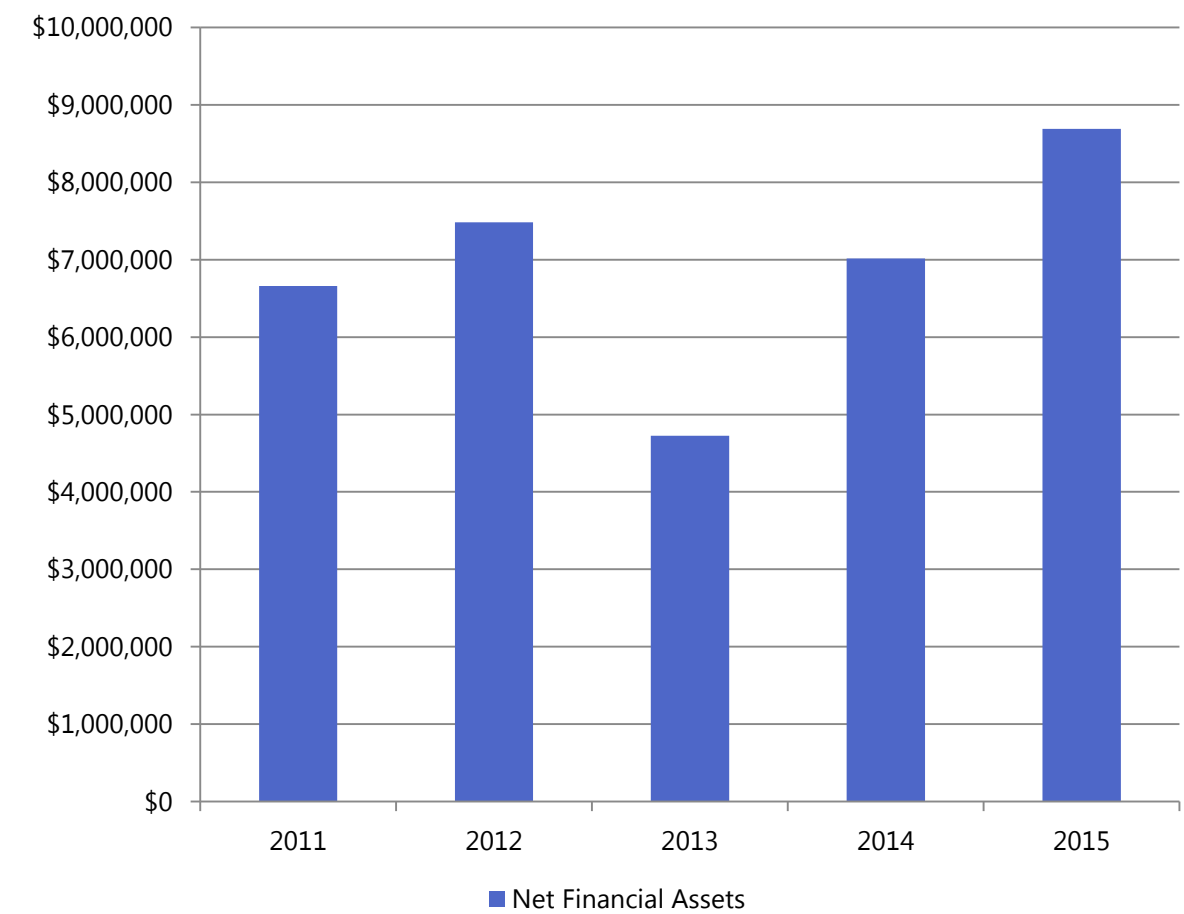
FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### NET FINANCIAL ASSETS

	2011	2012	2013	2014	2015
Net Financial Assets	\$ 6,660,325	\$ 7,481,296	\$ 4,723,509	\$ 7,014,708	\$ 8,687,605

Source: North Cowichan Finance Department

#### Net Financial Assets



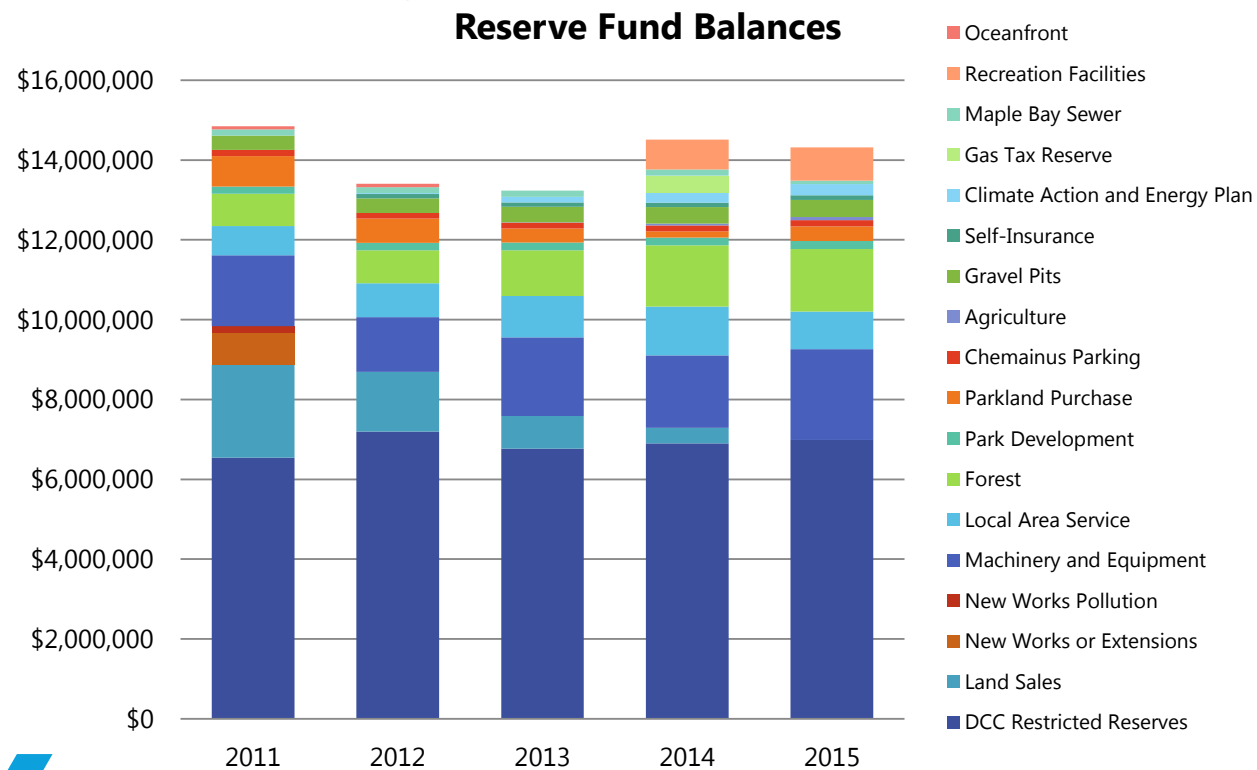
### Statistical Information

FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### RESERVE FUND BALANCES

	2011	2012	2013	2014	2015
DCC Restricted Reserves	\$ 6,543,479	\$ 7,195,898	\$ 6,765,155	\$ 6,902,151	\$ 6,989,093
Land Sales	2,331,708	1,499,182	820,481	385,917	0
New Works or Extensions	806,528	0	0	0	0
New Works Pollution	155,520	0	0	0	0
Machinery and Equipment	1,779,890	1,371,486	1,968,575	1,820,232	2,274,357
Local Area Service	729,242	846,899	1,039,722	1,216,897	938,331
Forest	807,139	825,324	1,148,454	1,537,081	1,571,361
Park Development	185,292	187,797	190,499	192,995	195,792
Parkland Purchase	756,651	603,298	352,891	155,439	373,298
Chemainus Parking	160,402	142,102	145,695	147,604	149,743
Agriculture	0	0	10,000	50,225	80,953
Gravel Pits	357,043	366,010	384,897	410,902	428,920
Self-Insurance	0	111,698	113,306	114,790	116,454
Climate Action and Energy Plan	0	18,700	136,969	256,763	279,395
Gas Tax Reserve				416,000	0
Maple Bay Sewer	152,998	155,066	157,297	159,358	86,475
Recreation Facilities				748,222	829,802
Oceanfront	82,125	83,235	0	0	0
<b>Total</b>	<b>\$ 14,848,017</b>	<b>\$ 13,406,695</b>	<b>\$ 13,233,941</b>	<b>\$ 14,514,576</b>	<b>\$ 14,313,974</b>

Source: North Cowichan Finance Department



### Statistical Information

FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### DEBENTURE DEBT

	2011	2012	2013	2014	2015
Debenture Debt	\$ 21,971,921	\$ 21,503,802	\$ 22,272,673	\$ 21,056,814	\$ 21,790,273
Debt per Capita	747	736	760	709	726

Source: North Cowichan Finance Department

#### LIABILITY SERVICING

	2011	2012	2013	2014	2015
Liability Servicing Limit	\$ 9,027,106	\$ 9,398,637	\$ 10,270,490	\$ 10,467,636	\$ 10,764,589
Total Liability Servicing Cost	2,760,466	2,609,840	2,856,862	2,719,018	2,670,299
Liability Servicing Capacity Available	\$ 6,266,640	\$ 6,788,797	\$ 7,413,628	\$ 7,748,618	\$ 8,094,290

Source: North Cowichan Finance Department

#### TAXES COLLECTED FOR OTHER AGENCIES

	2011	2012	2013	2014	2015
School	\$ 12,057,995	\$ 12,155,133	\$ 12,400,567	\$ 12,388,510	\$ 12,214,842
CVRHD	1,575,368	1,900,740	2,388,779	2,664,297	2,823,891
CVRD	5,550,043	6,036,143	6,462,047	6,685,258	7,090,899
BC Assessment	389,030	381,558	385,024	378,365	363,022
MFA	1,076	1,082	1,077	1,059	1,050
<b>Total</b>	<b>\$ 19,573,512</b>	<b>\$ 20,474,656</b>	<b>\$ 21,637,494</b>	<b>\$ 22,117,489</b>	<b>\$ 22,493,704</b>

Source: North Cowichan Finance Department



### Statistical Information

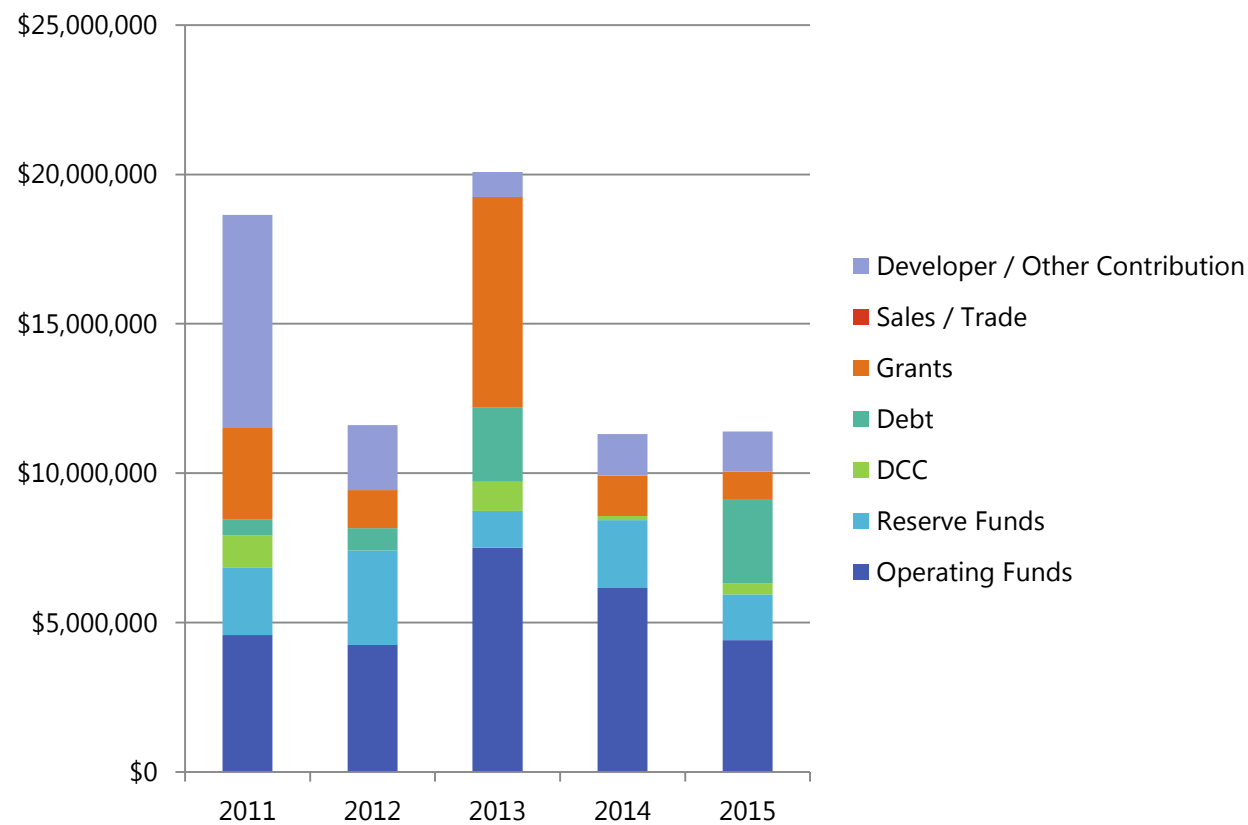
FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### CAPITAL EXPENDITURES BY SOURCES OF FINANCING

	2011	2012	2013	2014	2015
Operating Funds	\$ 4,582,019	\$ 4,256,479	\$ 7,511,079	\$ 6,158,480	\$ 4,413,185
Reserve Funds	2,253,520	3,156,986	1,224,538	2,275,092	1,529,485
DCC	1,074,972	-	977,600	133,200	372,000
Debt	551,500	745,475	2,500,000	-	2,824,800
Grants	3,049,194	1,275,731	7,034,261	1,346,863	913,323
Sales / Trade	-	-	-	-	-
Developer / Other	7,133,337	2,173,267	835,729	1,395,296	1,337,959
	<b>\$ 18,644,542</b>	<b>\$ 11,607,938</b>	<b>\$ 20,083,207</b>	<b>\$ 11,308,931</b>	<b>\$ 11,390,752</b>

Source: North Cowichan Finance Department

#### Capital Expenditures by Source of Funding



### Statistical Information

FIVE-YEAR STATISTICAL REVIEW 2011-2015

#### NEW CONSTRUCTION

	2011	2012	2013	2014	2015
Building Permits Issued	262	296	251	308	249
Construction Value	\$ 41,480,281	\$ 44,012,722	\$ 41,849,005	\$ 36,958,060	\$ 32,299,000

Source: North Cowichan Finance Department

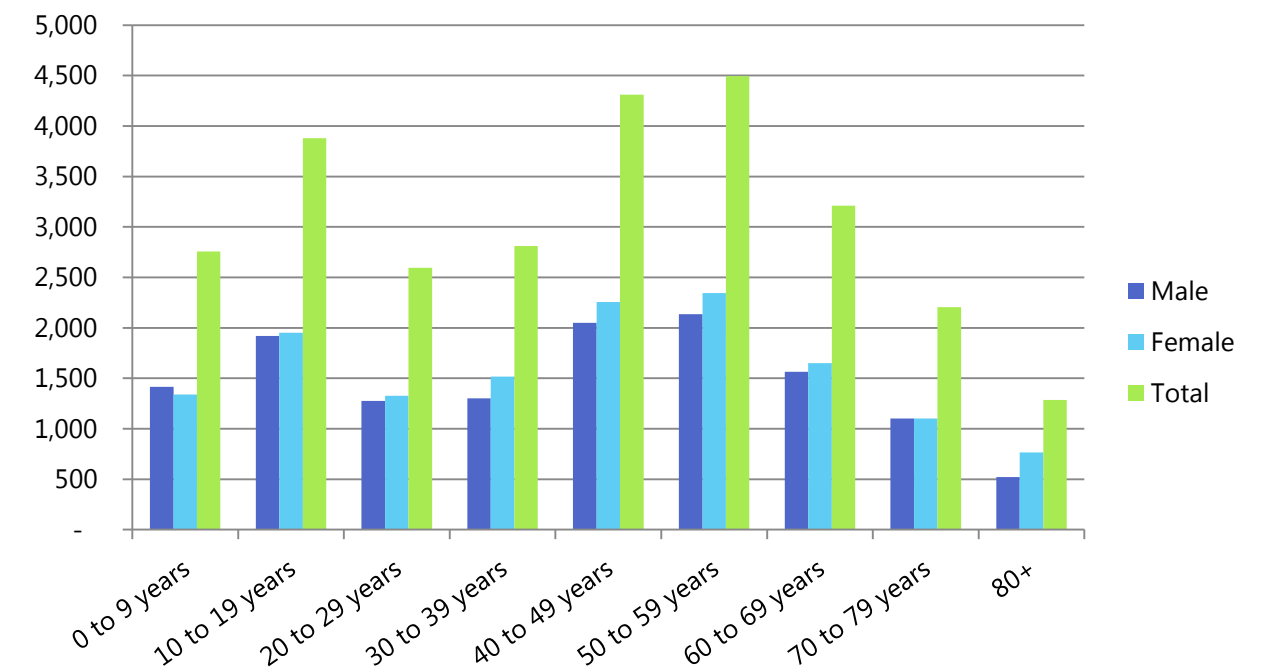
#### TOTAL POPULATION

	2011	2012	2013	2014	2015
Total population estimates	29,401	29,232	29,291	29,704	29,999
% Change from prior year	0.9%	-0.6%	0.2%	1.4%	1.0%

Source: BC Stats

#### 2011 POPULATION BY AGE GROUP

#### Population by Age Group



Median age of population 47.1 years

Source: Statistics Canada Census





## Statistical Information

### TOP 10 PRINCIPAL CORPORATE TAXPAYERS

<b>Taxpayer</b>	<b>Industry</b>	<b>Tax Contribution</b>
Catalyst Paper Corporation	Industry	\$3,618,187
Calloway Reit (Cowichan) Inc.	Retail	611,357
Western Forest Products Inc.	Industry	558,975
Riocan Holdings Inc.	Retail	491,341
Cowichan Town Centre Market Inc.	Retail	228,965
Island Timberlands GP Ltd	Industry	125,336
Chemainus Village Square Ltd	Retail	95,630
Centra Gas BC Inc	Utility	88,085
Baljet Car Co. Ltd.	Retail	85,306
Alpine-Pacific Leasing Ltd	Retail	82,870
<b>Total Tax Contribution from Top 10 Taxpayers</b>		<b>\$5,986,052</b>
<b>Total Municipal Tax</b>		<b>\$25,684,821</b>
<b>Proportion of municipal tax paid by top ten</b>		<b>23.3%</b>

Source: North Cowichan Finance Department

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# The Corporation of the District of North Cowichan

## OTHER INFORMATION

FOR THE YEAR ENDED DECEMBER 31, 2015

### Permissive Tax Exemptions

Amount of Municipal Property Taxes that would have been imposed if no tax exemption in dollars.

Roll #	Property Address	Owner or Occupant	Taxes
24001-000	3790 Gibbins Rd	744 (Cowichan) Squadron Admin Society	960
00403-000	5905 Indian Rd	Abbeyfield Houses Society of Duncan	2,635
15117-000	Victoria Rd	Anglican Synod Diocese of BC (St. Michael's and All Angels' Anglican Church)	1,345
16124-000	2852/2858 Mill St	Anglican Synod Diocese of BC (St. Michael's and All Angels' Anglican Church)	1,221
00362-000	5795 Church Rd	Anglican Synod Diocese of BC (St. Peter's Anglican Church)	8,198
00001-000	5800 Church Rd	Anglican Synod Diocese of BC (St. Peter's Anglican Church)	667
01881-000	3441 Gibbins Rd	BC Corporation of Seventh-Day Adventist Church (Duncan)	1,659
05105-060	7550 Bell McKinnon Rd	BC S.P.C.A..	4,343
05469-001	2892 Drinkwater Rd.	BC Forest Discovery Centre	3,136
05977-000	Drinkwater Rd	BC Forest Discovery Centre	1,107
01608-000	2085 Maple Bay Rd	Bishop of Victoria (Queen of Angels School)	10,440
16108-100	9727 and 9745 Elm St	Bishop of Victoria (St. Joseph's Elementary School)	4,911
08630-001	Water Licence 106188	Camp Qwanoes	3
08630-002	Water Licence 108939	Camp Qwanoes	3
08633-000	1148 Smith Rd	Camp Qwanoes	4,845
08633-001	1 - 1148 Smith Rd	Camp Qwanoes	175
08076-000	PID 009-625-399	Camp Qwanoes	2,470
08630-000	1148 Barnes Rd	Camp Qwanoes	5,013
08630-050	1148 Barnes Rd	Camp Qwanoes	726
09542-000	1186 Barnes Rd	Camp Qwanoes	1,703
16487-000	3318 River Rd	Canadian Baptists of Western Canada (Calvary Baptist Church)	4,835
15642-005	9796 Willow St	Chemainus Chamber of Commerce	771
15642-000	9796 Willow St	Chemainus Festival of Murals Society	1,781
15152-100	9867 Maple St	Chemainus Health Care Auxiliary	7,780
15148-010	9906 Esplanade St	Chemainus Health Care Foundation	3,825
15148-005	9910 Esplanade St	Chemainus Health Care Housing Society	10,853
15004-005	Rifle Range	Chemainus Rod & Gun Club	293
15798-101	9758 Chemainus Rd	Chemainus Rotary Club	473
16159-000	2903 Cypress St	Chemainus Senior Citizens Housing	507
15656-000	9824 Willow St	Chemainus Seniors Drop-In Centre Society	6,814
15105-100	9737 Chemainus Rd	Chemainus Theatre Festival Society	26,587
15086-200	9574 Bare Point Rd	Chemainus Theatre Festival Society	17,881
15103-001	9745 Chemainus Rd	Chemainus Theatre Festival Foundation	1,086
15054-115	9799 Waterwheel Cres	Chemainus Valley Historical Society	413
01038-001	Beverly St	Chesterfield Sports Society	1,110
01038-002	5847 Chesterfield Ave	Chesterfield Sports Society	2,558
06503-000	6118 Lane Rd	Christian Science Society, Duncan	538
01587-000	5856 Clements St	Cowichan Valley Association for Community Living	12,751
05359-005	6124 Ryall Rd	Clements Centre Society	1,703
05359-006	6124 Ryall Rd	Clements Centre Society	3,831
01791-020	5855 Clements St	Cowichan Agricultural Society & Farmers Institute	2,665
05099-000	7380 Trans Canada Hwy	Cowichan Exhibition	43,286
15642-001	9796 Willow St	Cowichan Valley Neighborhood House Association	3,467
08548-000	1860 Herd Rd	Cowichan Rugby Club	3,481
01082-000	5810 Garden St	Cowichan Valley Basket Society	1,235
02310-000	3036 Sherman Rd	Cowichan Valley Church of the Nazarene	1,320

### Permissive Tax Exemptions - continued

Amount of Municipal Property Taxes that would have been imposed if no tax exemption in dollars.

Roll #	Property Address	Owner or Occupant	Taxes
01920-000	5860 Banks Rd	Cowichan Valley Hospice Society	1,053
15040-002	2876 Fuller Lake Rd	Cowichan Valley Minor Hockey Club	163
05999-000	3253 Sherman Rd	Cowichan Valley Soccer Assn.	2,919
05567-000	6137 Somenos Rd	Cowichan Valley Soccer Assn.	1,083
02197-001	3045 Gibbins Rd	Cowichan Valley Division of Family Practice	529
05033-000	Mt. Prevost	Cowichan War Memorial Trustees	90
08338-000	8104 Musgrave St	Crofton Community Centre Society	3,985
08333-020	Morgan St	Crofton Community Centre Society	2,102
12395-000	1675 Robert St	Crofton Community Centre Society	1,255
08333-100	8003 York Ave	Crofton Community Centre Society	3,027
12316-010	1507 Joan Ave	Crofton Old School Museum	1,771
12316-011	1507 Joan Ave	Crofton Seniors Society	4,324
00205-100	495 Beech Ave	Duncan Christian School	2,540
01918-000	5781 Chesterfield St	Duncan Christian School	2,620
00947-000	2246 and 2244 Moose Rd	Duncan Community Lodge Society (Loyal Order of the Moose)	4,024
05469-005	2986 Drinkwater Rd	Duncan-Cowichan Chamber of Commerce	2,156
06474-000	2359 Calais Rd	Franciscan Poor Clare Nuns (St. Clare's Monastery)	4,020
06355-000	Wicks Rd	Franciscan Poor Clare Nuns (St. Clare's Monastery)	4,124
06038-000	2382 Calais Rd	Franciscans of Western Canada	3,187
02246-005	2731 Boys Rd	Freshwater Fisheries Society of B.C.	669
08314-000	6722 Beaumont Ave	Friends of Cowichan Cadets Society	1,002
16273-000	9877 Esplanade St	Harbour View Housing Society	9,004
15791-000	2828 Pine St	Harbour View Housing Society	5,123
00172-001	Rail Corridor	Island Corridor Foundation	735
00180-001	Rail Corridor	Island Corridor Foundation	422
00180-002	Rail Corridor	Island Corridor Foundation	749
00184-001	Rail Corridor	Island Corridor Foundation	562
00184-002	Rail Corridor	Island Corridor Foundation	479
00186-001	Rail Corridor	Island Corridor Foundation	162
00899-001	Rail Corridor	Island Corridor Foundation	521
00900-001	Rail Corridor	Island Corridor Foundation	364
01180-025	Rail Corridor	Island Corridor Foundation	294
01180-050	Rail Corridor	Island Corridor Foundation	373
01232-003	Rail Corridor	Island Corridor Foundation	498
01232-004	Rail Corridor	Island Corridor Foundation	430
01232-005	Rail Corridor	Island Corridor Foundation	79
01232-006	Rail Corridor	Island Corridor Foundation	114
01232-007	Rail Corridor	Island Corridor Foundation	1,036
01232-008	Rail Corridor	Island Corridor Foundation	53
01232-009	Rail Corridor	Island Corridor Foundation	4
01232-010	Rail Corridor	Island Corridor Foundation	983
01232-011	Rail Corridor	Island Corridor Foundation	1,344
02222-001	Rail Corridor	Island Corridor Foundation	612
03995-000	Rail Corridor	Island Corridor Foundation	9,860
03995-001	Rail Corridor	Island Corridor Foundation	308
03995-002	Rail Corridor	Island Corridor Foundation	2,171
03995-003	Rail Corridor	Island Corridor Foundation	2,795
03995-004	Rail Corridor	Island Corridor Foundation	1,348



**Permissive Tax Exemptions - continued**

Amount of Municipal Property Taxes that would have been imposed if no tax exemption in dollars

Roll #	Property Address	Owner or Occupant	Taxes
03995-007	Rail Corridor	Island Corridor Foundation	2,635
03995-008	Rail Corridor	Island Corridor Foundation	2,710
03995-009	Rail Corridor	Island Corridor Foundation	2,015
03995-010	Rail Corridor	Island Corridor Foundation	1,337
03995-011	Rail Corridor	Island Corridor Foundation	2,032
03995-012	Rail Corridor	Island Corridor Foundation	2,483
03995-013	Rail Corridor	Island Corridor Foundation	3,100
03995-014	Rail Corridor	Island Corridor Foundation	475
03995-015	Rail Corridor	Island Corridor Foundation	2,235
03995-016	Rail Corridor	Island Corridor Foundation	2,188
03995-017	Rail Corridor	Island Corridor Foundation	1,674
03995-018	Rail Corridor	Island Corridor Foundation	1,174
03995-019	Rail Corridor	Island Corridor Foundation	2,983
03995-020	Rail Corridor	Island Corridor Foundation	7
03995-021	Rail Corridor	Island Corridor Foundation	1,004
03995-022	Rail Corridor.	Island Corridor Foundation	479
03996-000	Rail Corridor	Island Corridor Foundation	9,896
18008-001	Rail Corridor	Island Corridor Foundation	20
18008-002	Rail Corridor	Island Corridor Foundation	17
01640-005	5990 Indian Rd	Maple Bay Rowing Club	1,844
08328-000	6735 Beaumont Ave	Maple Bay Rowing Club	1,717
08595-001	1241 Maple Bay Rd	Nature Conservancy of Canada	1,784
08597-000	Aitken Rd	Nature Conservancy of Canada	2,636
00022-200	1501 Khenipson Rd	Nature Conservancy of Canada	4,323.91
08595-000	Maple Bay Rd	Nature Conservancy of Canada	6,037
00200-000	6045 Trans Canada Hwy	Nature Trust of B.C. & Ducks Unlimited	1,196
03931-010	Cowichan Bay	Nature Trust of B.C.	61
05084-000	Trans Canada Hwy	Nature Trust of B.C.	1,773
00197-100	Trans Canada Hwy	Nature Trust of B.C.	2,020
00197-101	Trans Canada Hwy	Nature Trust of B.C.	4,542
00476-000	1839 Tzouhalem Rd	New Life Community Baptist Church	4,341
12266-200	Tsussie Rd	Penelukut Development Society	360
02217-000	Arbutus Ave	Queen Margaret's School	2,959
00999-000	660 Brownsey Ave	Queen Margaret's School	11,197
00880-000	660 Brownsey Ave	Queen Margaret's School	7,132
05373-000	3248 Cowichan Valley Hwy	Somenos Community Association	2,410
00433-000	2004 and 2030 Crescent Rd	St. Peter's Crescent Society	1,434
00977-000	5814 Banks Rd	Steiner Educational Society (Island Oak High School)	3,066
00477-000	1815 Tzouhalem Rd	The Church of Jesus Christ of Latter-day Saints	2,620
06000-000	3191 Sherman Rd	Duncan Curling Club	6,475
15592-000	9471 Chemainus Rd	Pentecostal Assemblies (Chemainus Tabernacle)	372
15646-000	9814 Willow St	Trustees of the Chemainus/Crofton Pastoral Charge	582
15736-000	9775 Chemainus Rd	Royal Canadian Legion (Chemainus Legion)	3,044
01572-001	2704 James St	Trinity Evangelical Lutheran Church	1,169
00016-000	1843 Tzouhalem Rd	Vancouver Island Providence Community Assoc	6,228
00830-000	3210 Sherman Rd	Vancouver Island Sikh Cultural Soc	2,700
02227-000	3968 Gibbins Rd	Vimy Community Club	1,315
24017-000	2558 Mt Sicker Rd	Westholme School Society	2,070

**Total \$430,342**

**Revitalization Tax Exemptions**

Amount of Municipal Property Taxes that would have been imposed if no tax exemption in dollars

Roll #	Property Address	Extent of Exemption	Term	Taxes
01081-011	101-2728 James Street	Class 1 or 6 improvements	2015 - 2019	\$ 3,716
01081-012	102-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	1,696.44
01081-013	103-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	1,505.18
01081-014	201-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	3,352.04
01081-015	202-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	977.10
01081-016	203-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	1,009.98
01081-017	204-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	580.33
01081-018	205-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	573.02
01081-019	206-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	992.63
01081-020	207-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	892.63
01081-021	302-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	916.38
01081-022	303-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	1,020.02
01081-023	304-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	589.46
01081-024	305-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	580.33
01081-025	306-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	999.93
01081-026	307-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	899.94
01081-027	401-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	1,095.82
01081-028	402-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	1,109.51
01081-029	403-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	1,022.76
01081-030	404-5822 Garden Street	Class 1 or 6 improvements	2015 - 2019	1,118.65
05319-575	6157 Scott Rd.	Class 5 or 6 improvements	2015 - 2019	5,717.90

**Total \$ 30,366**



THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
Chemainus Off-Street Parking

Report prepared as required under section 906 (9) of the Local Government Act

January 1, 2015	\$ 147,604
Interest	2,139
Current Year Contributions	
Current Year Expenditures	0
	<hr/>
December 31, 2015	<u><u>\$ 149,743</u></u>

THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
Development Cost Charges

Report prepared as required under section 937.01 of the Local Government Act

	Jan. 1, 2015	Interest	Current Year Contributions	Current Year Expenditures	Dec. 31, 2015
<b>ROADS</b>	387,340	5,746	109,753	(216,000)	286,839
<b>PARKS</b>	37,327	727	32,318		70,372
<b>CHEMAINUS</b>					
WATER	291,632	4,263	12,578	(156,000)	152,473
SEWER	94,084	1,402	12,833		108,319
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	385,716	5,665	25,411	(156,000)	260,792
<b>CROFTON</b>					
WATER	107,152	1,553			108,705
SEWER	49,539	728	1,247		51,514
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	156,691	2,281	1,247	-	160,219
<b>SOUTH END</b>					
DRAINAGE	39,361	902	116,745		157,008
WATER	1,303,815	19,035	22,587		1,345,437
SEWER	4,591,901	66,860	49,665		4,708,426
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	5,935,077	86,797	188,997	-	6,210,871
<b>TOTAL</b>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	6,902,151	101,216	357,726	(372,000)	6,989,093



THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN  
Declaration of Disqualification from Office

NIL REPORT

No application has been made for any Council or former Council member to be disqualified from office under section 111 of the *Community Charter*.



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Mark O. Ruttan  
Director of Administration  
May 18, 2016

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