

2020 And 2021  
Consolidated  
Annual Report



# 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

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## Achnowledgements

We acknowledge that the Village of Cache Creek is situated on the ancestral and traditional territory of the Secwépemc and Nlaka'pamux Nations.

The Village is committed to reconciliation with these Nations, who have lived on these lands since time immemorial.





## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### What is an Annual Report?

Every year local governments have to prepare an annual report and hold an annual meeting at least 14 days after the report is made available to the public. The Village must also give notice of the date, time, and place of the annual meeting. These requirements are laid out in section 98 of the Community Charter.

Due to extenuating circumstances within the community at the normal time of preparing the report, the administration of Village of Cache Creek opted to consolidate the 2020 and 2021 Annual Report into one document.

The annual report must include:

- Financial Statements - The audited financial statements referred to in section 167 (4) of the Community Charter for the previous year
- Permissive Tax Exemptions - For each tax exemption provided by a council under Division 7 of Part 7, the amount of property taxes that would have been imposed on the property in the previous year if it were not exempt for that year
- Municipal Services and Operations Report – A report containing the status of services and operations from the previous year
- Progress Report – A report showing the progress towards previous municipal objectives
- Declarations of Disqualifications – Declarations of disqualifications made under section 111 of the Community Charter in the previous year, including identification of the council member or former council member involved and the nature of the disqualification
- Municipal Objectives and Measures – A summary of objectives and measures for the next year outlining objectives and how their progress will be measured

The Annual Report may also contain other information that council considers advisable.





## **2020 AND 2021 CONSOLIDATED ANNUAL REPORT**

### **Community Overview**

The Village of Cache Creek is a small community of just under 1,000 people located in the south-central interior of British Columbia, in the Thompson-Nicola Regional District. Surrounded by semi-arid desert and higher elevation forests, the Village sits at the crossroads of Highway 1 and 97 North, making it a hub for transportation and tourism.

Fuel stations, restaurants, and motels make up much of the downtown core and many residents are employed in the service industry in these businesses. Other major industries in the area include mining, processing, shipping, and manufacturing. In 2021 the new Campbell Hill Landfill, located adjacent to the previous Cache Creek Landfill, started operations with an expected lifespan of 30+ years based on capacity.

Cache Creek offers residents and visitors alike a chance to experience a unique climate and atmosphere. Nestled along the Bonaparte River, the community is known for low precipitation and humidity, and hot weather in the summer. Those interested in the outdoors are no more than 20 minutes away from amazing backroads, provincial parks, lakes, and scenic lookouts.



## **2020 AND 2021 CONSOLIDATED ANNUAL REPORT**

### **Mission Statement**

#### **Our Mission:**

To protect and enhance all aspects of our community's rural lifestyle in a sustainable way

#### **Our Vision:**

The Village of Cache Creek has a strong, attractive, economically vibrant downtown core, a range of housing choices, and a diversified business sector. Capitalizing on the location at the intersection of the Trans-Canada Highway and Highway 97, the downtown is known for its safe, pedestrian-friendly streets, local tourist attractions, community events, and unique identity. Residents and businesses are attracted to the community due to its welcoming, small town feel, affordability, and services.

#### **Our Guiding Principals:**

Provide Services  
Connect the Community  
Ensure Safety  
Promote Economic Development  
Foster Environment Stewardship



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Major Events in 2020 and 2021

Similar to previous years, 2020 and 2021 have seen major events that impacted the community in many different ways.

**2020 Flooding and High Water Events** – The spring freshet and above average rainfall impacted the community at different points throughout the season. Early spring saw the rise of Cache Creek which affected the municipal sanitary sewer system by exposing mainlines to risk of failure. Through the season the banks of the Bonaparte River were at capacity, and in July an increase to water levels flooded the park and touched many residents. With the help of other agencies, our Emergency Operations Centre team, Public Works, and an array of contractors were able to keep things in check and to prevent major damage to critical infrastructure.

**2021 Heat Dome** – During the Heat Dome at the end of June 2021 the Village of Cache Creek opened a Cooling Centre at the Cache Creek Community Hall. Bonaparte First Nation was instrumental in staffing the location and provided many items for attendees to be able to stay healthy and hydrated.

**2021 Tremont Creek Wildfire** – Cache Creek was put on Evacuation Alert during the response to the wildfire near Ashcroft. Cache Creek Fire Department utilized their new Structure Protection Unit to assist with structure protection on Barnes Lake road shortly after the start of the fire, and the equipment was instrumental in preventing fire spread to properties. A new practice introduced was a change in communications structure. The Fire Department lead the way during the Wildfire event and were the source of messaging to the residents of the community.





## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Mayor's Message

Residents of Cache Creek,

On behalf of Council and staff of the Village of Cache Creek, I am pleased to present the 2020 and 2021 consolidated annual report.

This has been a very challenging time with the COVID-19 pandemic and major spring and summer floods; however, our community proved to be resilient. The 2020 freshet was very trying for the Village, having lasted longer than usual and causing significant damage to infrastructure; damage that will take several years to fix. The Heat Dome and subsequent fires also impacted the Village in various ways, but our team has been working to fix the damage done.

We are very fortunate to be located in such a beautiful spot at the confluence of rivers and roads. We offer a charming and safe community for people of all ages.

The Village of Cache Creek provides various indoor facilities for recreation including a Community Hall equipped with a large kitchen and bar to cater all sorts of events, a state of the art gymnasium, that had been renovated during 2020. We now have an improved sound system, an upgraded kitchen, a commercial level community gym, and excellent internet service. Our Visitor Information Centre also has kept busy, recording high numbers of visits compared to other areas during the Pandemic. From hiking to biking to fishing to boating, there is something for everyone in Cache Creek and the surrounding area.

During the past two years, four studies have been finalized: Non-structural Flood Mitigation, Backup Well Feasibility Study, Highlift Clearwell Operational and Control Analysis, Environmental Impact Study, and the Inflow Study for the Wastewater Treatment Plant Outfall. We began work on the Economic Development Action Plan with completion in early 2022. In addition, the Asset Management for Sustainable Water and Sewer project had been completed that will allow the administration to anticipate resource allocation. We also completed a significant upgrade to the Wastewater Treatment Plant which you will read more about in this report.

During the year, the Cache Creek Community Foundation was created and will support charitable activities, projects, and programs. Council also created a Cannabis Regulatory Framework and made changes to bylaws to accommodate it. In addition, with keeping the community green, we have seen the erection of several EV charging stations from BC Hydro and Tesla.

Residents are very community oriented, with several service clubs as well as Churches and other groups supporting various activities and needs of community members. We are proud of our residents' generosity in times of need, and we appreciate everyone looking out for one another.



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Mayor's Message

The Village of Cache Creek continues to foster positive relationships with the two Indigenous communities close to Cache Creek, Bonaparte First Nation and Ashcroft Indian Band.

Home owners experienced an average increase of 6.7% in assessment values in 2020 and 9.9% in 2021 due to physical review by BC Assessment Authority. There was an influx of house sales throughout the year and while this is great news for sellers it unfortunately resulted in higher taxes for the residents. The Village is more interested in the growth of residential and commercial construction, thereby providing increased revenues to offset the cost of services, construction and replacement of our facilities. There is a new residential development in the works within the Village, a modular home strata at the end of Stage road and you are likely to see more development soon as things go through the necessary processes.

The Village would like to thank Bruce Cassidy for over 20 years of service to the Public Works team. We also thank to the many volunteers who work for the betterment of our community and those many people that are supportive of Council in making these significant changes and improvements for the future health of our community.

I encourage that you take your time reading through the information in this report. Council and Staff have spent a great deal of time in preparing this document to assist in keeping you informed, and we hope that you find the contents enlightening. After reading it if you have questions about the report or want more information on any of the subjects the team at the Village Office would be happy to help you find what you are looking for, or you are welcome to reach out to any member of Council for details as well.

Thank you,

Santo Talarico  
Mayor



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Village Services

The Village of Cache Creek provides many different services to the residents of the Community such as:

Animal Control and Licencing  
Bylaw Enforcement  
Water Services  
Wastewater Services  
Recreational Facilities

Fire Protection  
Corporate Services  
Economic Development  
Land Use Planning and Building

Operations of the Village are facilitated by a Public Works team of five full time team members, and four full time office personnel. Seasonally we add an additional person and have two casual/on-call in our people Public Works team. Each of these services are outlined over the next few pages showing the latest developments in each department.

### Land Use Planning and Building

Cache Creek has been seeing considerable growth with \$720,000 in new construction for 2020, and \$1,999,300 in 2021. Residents have no doubt noticed the low housing availability and fast turnover of properties in the area that have driven the increase in property assessments.

Council and Staff have been actively engaging developers and other levels of government in an effort to increase housing capacity with a specific focus on higher density housing. The majority of Cache Creek housing consists of single detached homes, and higher density offers lower rental costs or the opportunity for renters to make a step into home ownership.

### Corporate Services

The administration team manages all corporate services for the community. Those include activities such as creation of bylaws and policies, creation/management of council meeting documents, and overall records management.

In 2020 the Village of Cache Creek created/amended 12 bylaws.

In 2021 the Village of Cache Creek created/amended 12 bylaws and 2 policies.





## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Economic Development

In 2021 the Village had undertaken the process of creating an Economic Development Action Plan utilizing grant funding provided by the Rural Dividend Program. Through public consultation, surveys, and meetings with the consultant the plan was completed in early 2022.

Many of the suggestions were incorporated into our community's 2022 Strategic Plan (See Appendix C)

### Animal Control and Licencing

The Village of Cache Creek offers a dog licensing and animal control service for the community. A dog licence is required yearly for all residents of the community for any dog over the age of 4 months old. The Village team keeps track of owners and has contact information for each animal and regularly fields calls from people that have found lost animals, who we then assist in reuniting with to their owner. Licencing is inexpensive and offers an easy way to assist in the recovery of your animal if lost. We also share Facebook content for lost and licenced dogs within the community upon request.

We currently maintain a contract with an Animal Control Officer local to our community who does regular rounds and handles calls and complaints.

In 2021 our Animal Control Officer handled:

- 15+ Complaints
- 4 "Animal at Large" calls that located the animal
- 1 animal without a licence
- 2 calls for emergency animal care
- 1 unlicenced kennel
- 50+ community patrols for animals at large

Also for anyone wondering, the Village Office is a pet friendly office, so you are more than welcome to bring your four legged friends in with you when you stop in!

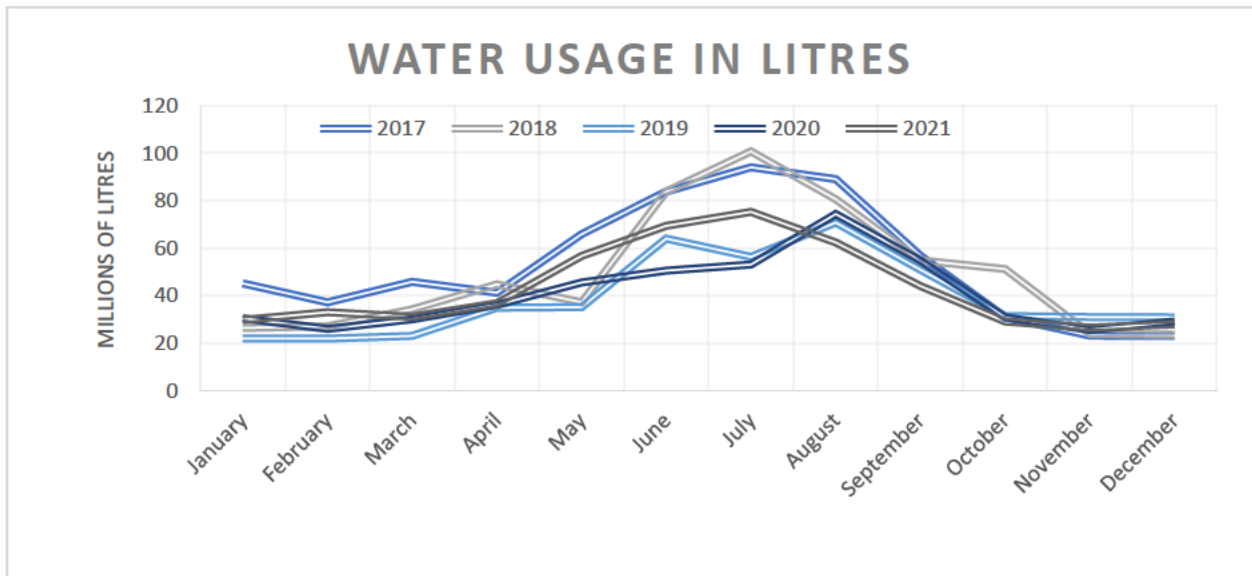


# 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

## Water Distribution Services

### Water Usage

Water usage for 2020 and 2021 stayed fairly consistent compared to previous years.



On average, Cache Creek used:

1380 litres per resident, per day in 2020  
1481 litres per resident, per day in 2021

*A 2016 study conducted by UBC concluded that British Columbians use on average 312 litres of water daily per capita.*

Near the end of 2021 Council approved Water Conservation Bylaw 3-001 with the intended purpose to assist in lowering our communities water use. The new restrictions come into effect May 1<sup>st</sup> of every year, and they specifically outline the days and times that residents should and should not be watering their lawns.

### Facility Upgrades

Following the flooding in 2020, the Village administration applied for and received 100% funding for a large infrastructure project to mitigate flood risk. This project began construction in 2021 and should see completion in 2022. The upgrade includes changes to the road construction to the Water Treatment Facility, an additional well drilled and activated, and significant upgrades to the internal infrastructure of the facility. The project also aims to incorporate the operating system of the Wastewater Treatment Facility into the same system as the Water Treatment to allow for easier use for our operators and on call team.



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Wastewater Collection and Treatment Services

#### Wastewater Collection and Treatment Upgrades

2020 was a very busy year for Wastewater Services within the Village. The upgrade included:

- Replacement of lift station on Quartz Road that services the lower portion of Quartz Road and Valleyview Drive.
- Replacement of Wastewater Treatment Plant Lift Station; the primary station for the community. All off the wastewater for the community is funneled to this one point that then feeds the Wastewater Treatment Plant.
- Basin Covers within the Wastewater Treatment Plant added covers the bio reactors, aerobic digester tanks, and bar screens. The primary purpose of this was to reduce odor, limit/control dangerous H2S gas, and improve the interior operability of the Plant.

<b>Total Project Cost:</b>	<b>Total Grant Funding:</b>	<b>Cost to Community:</b>
<b>\$ 1.49 Million</b>	<b>\$ 1.46 Million</b>	<b>\$ 30,000</b>

In addition to this upgrade we also completed replacement of our first stage of treatment at the Plant, the Muffin Monster Sewage Grinder. This device grinds down anything that makes its way to the Wastewater Treatment Plant to keep the equipment in our facility safe. The replacement of this grinder cost approximately \$38,000.

While this upgrade was a step in the right direction for odor control, there is still work to be done. Council and Staff are persistently looking at ways to mitigate and eliminate odors from the plant in future upgrades.





## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Wastewater Collection and Treatment Services

#### Influent and Effluent Quality

There are two common measures for influent and effluent quality within a Wastewater Treatment Facility:

#### CBOD – Carbonaceous Biological Oxygen Demand

An index of the amount of oxygen that will be consumed by the decomposition of organic matter in wastewater. Think of it as a measure of the strength of the wastewater. For example wastewater coming straight from a household that contains mostly water will have a much lower CBOD than waste coming from a septic holding tank. The effluent (water leaving the Wastewater Treatment Facility) standard for this measure is under 25 milligrams per litre.

#### Influent Quality

2 mg/L *	69.3 mg/L	89.9 mg/L	133 mg/L	51.1 mg/L	80.0 mg/L
Mar. 2020	Jul. 2020	Nov. 2020	Mar. 2021	Jul. 2021	Nov. 2021

- Error in testing due to equipment issue

#### Effluent Quality (Quarterly Averages)

2.3 mg/L	2.9 mg/L	2.0 mg/L	2.0 mg/L	2.6 mg/L	2.2 mg/L	1.0 mg/L	2.4 mg/L
Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021

#### TSS – Total Suspended Solids

This could be anything that floats or suspends in water such as sand, sediment, or plankton. The effluent standard for this measure is also under 25 milligrams per litre.

#### Influent Quality

137 mg/L	111 mg/L	133 mg/L	204 mg/L	132 mg/L	143 mg/L
Mar. 2020	Jul. 2020	Nov. 2020	Mar. 2021	Jul. 2021	Nov. 2021

#### Effluent Quality (Quarterly Averages)

3.3 mg/L	14.8 mg/L	3.4 mg/L	4.0 mg/L	7.2 mg/L	4.8 mg/L	1.5 mg/L	5.8 mg/L
Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021

Both of these standards are measured three times a year on the inflow side, and once a month on the outflow side.

Our team takes great pride in ensuring that these numbers are well below the legislated standard of 25mg/L for both measures. They have set an in house target of under 7 mg/L for CBOD and under 10 mg/L for TSS levels.



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### Recreational Facilities

#### Community Hall and Fitness Centre

At the start of 2020 many planned upgrades to the Community Hall were completed. Paid for mostly through grant funding, an array of changes were made:

- Upgrade sound system
- Upgrade wifi system
- Installation of a Dishwasher
- Purchase glassware and utensils
- Install locking shutters on kitchen
- Replacement of damaged tables/chairs
- Purchase of proper Gym Equipment
- Installation of electronic lock for Gym

#### **Total Project Cost**

**\$62214.09**

**Rural Dividend Fund**  
**\$48,000.00**

**Gas Tax Fund**  
**\$11,441.12**

**Tax Levy**  
**\$2,772.97**

#### Community Hall Financial Breakdown

	<b>2020</b>	<b>2021</b>
Generated hall rental revenue of	\$4,865.00	\$6,184.75
Generated Fitness Centre revenue of	\$1,620.00	\$1,682.50
Incurring expenses totalling	<u>\$22,295.61</u>	<u>\$22,550.72</u>
Final Cost	\$13,790.61	\$12,622.47

In both years the Community Hall saw consistent use, with over 120 rentals per year. This number is roughly 50% of 2019 with the drop in use attributed to Covid-19 closures.



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### Recreational Facilities

#### Cache Creek Recreational Pool

The Pool Facility was closed during the 2020 and 2021 season. During closure there was still heating and circulation costs, as well as monitoring costs.

	<u>2020</u>	<u>2021</u>
Supplies	\$1,895.07	\$982.19
Permits	505.44	494.32
Electricity	6,333.42	7,154.01
Natural Gas	6,527.65	4,353.95
Telecommunications	381.49	173.40
Repairs/Maintenance	330.95	0
Staff Costs	7,414.93	5,080.08
<b>Total Costs</b>	<b>\$23,388.95</b>	<b>\$18,237.95</b>

In early 2022 administration completed a report looking at historical data of the facility and reached out to multiple agencies for input during the process. This report is attached to the annual report. For more information see Appendix D.





# 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

## Fire Protection

### Membership

The Cache Creek Fire Department is a 100% volunteer Fire Department that is working towards full exterior operations certification.

Membership has held strong and increased slightly in the two year span:

2020 Start 14 Members	2020 End / 2021 Start 15 Members	2021 End 17 Members
--------------------------	-------------------------------------	------------------------

In 2021 long time member Don Hillyard retired from the Fire Department. During his tenure he served in many roles such as Captain and Safety Officer, but most notable was his involvement in Fire Prevention Week every year. Generations of students at Cache Creek Elementary School were fortunate enough to learn Fire Safety from Don, and at least a few went on to be career firefighters.

### Volunteer Hours

The membership spends time doing many different tasks such as training and examination, but they also spend a good deal of time working on other volunteer efforts.

Volunteer Hour Breakdown	2020	2021
Regular Practice	439	665
Exterior Operations Training	338	160
Examinations	22	44
Sandbag Work Bee	18	0
Halloween Fireworks and Easter Egg Hunts	36	43
Evacuation Alerts	0	24
Callouts	355	169
Structure Protection Unit Deployment	0	20
Total	1208	1098

Callouts include all fire call responses including fully involved structure fires, flood response, medical assist calls, vehicle fires, and false alarms.

Not included in these numbers were daily coordination calls with Emergency Management BC for flood and fire response. New in 2021 communication with the public was managed by the Fire Department during the Tremont Creek Wildfire. We anticipate this to be the practice moving forward. Members of the department were instrumental in the creation of all messaging that was sent to the public during this time. Also not included are the numerous hours that the Firefighters put towards Cache Creek Graffiti Days, an event that has occurred in the community for almost 35 years.



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### Fire Protection

#### Equipment Purchases and Upgrades

There were many changes to Fire Department equipment and systems over the recent years.

Equipment	Cost	Funded by
Self Contained Breathing Apparatus <ul style="list-style-type: none"><li>• 8 SCBAs</li><li>• 16 Bottles</li><li>• Masks for Firefighters</li></ul>	\$80,000	Covid Relief Fund
Structure Protection Unit <ul style="list-style-type: none"><li>• Includes trailer and all supplies necessary to action wildfires near a community</li></ul>	\$35,000	Firefighters Association with funding from the BC Office of Fire Commissioner
Exterior Operations Training <ul style="list-style-type: none"><li>• Multiple weekend training sessions provided by career fire department trainers</li></ul>	\$15,000	
Wildfire Gear <ul style="list-style-type: none"><li>• Includes wildfire boots and additional items for the Structure Protection Unit</li></ul>	\$20,000	Funds donated by Fraserway RV
"Rescue Russel" <ul style="list-style-type: none"><li>• Training dummy to simulate a person during a rescue</li></ul>	\$3,000	Funds donated by Belcorp

The Fire Department also worked on a charity auction that saw just under \$9000 raised for FireFit Competition participation in future years.



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### Bylaw Enforcement

#### New Bylaw Services

On August 16, 2021 new Inter-Community Bylaw Enforcement Officer Samuel Sidal started as part of a shared service agreement between the communities of Cache Creek, Ashcroft, and Clinton. BEO Sidal provided bylaw services to the Village of Cache Creek one day per week.

Since dedicated bylaw services were new to these communities, most of 2021 was spent laying the foundation for the service. Policies, procedures, forms, record keeping, and relationships with third party organizations were established. Bylaw records were consolidated and preliminary work for our Bylaw Notice Adjudication bylaw was started as well.

It was important that this new service was well received, had a positive impact and the presence was felt in the community. For this reason, BEO Sidal also spent the latter part of 2021 getting familiar with the community, local businesses and residents. Education is a key component to bylaw enforcement and BEO Sidal spent a significant amount of time meeting members of the community so they were aware and fully understood some of our existing bylaws.

If you have any question or concerns, please contact our Inter-Community Bylaw Enforcement Officer directly at: [bylaw@ashcroftbc.ca](mailto:bylaw@ashcroftbc.ca)



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### 2020 and 2021 Statement of Objectives and Measures

<b>Ensure the safety and security of the Village of Cache Creek, its volunteers, and employees</b>			
<b>PRIORITY</b>		<b>ACTION – What &amp; When</b>	<b>Project Status</b>
<b>1.</b>	Flood recovery and mitigation	<ul style="list-style-type: none"> <li>▪ Bonaparte River log jam removal</li> <li>▪ Cache Creek log jam removal</li> </ul>	Completed Cancelled (due to Section 11)
<b>2.</b>	Fire Department equipment	<ul style="list-style-type: none"> <li>▪ Turnout gear replacement</li> <li>▪ Community Emergency Preparedness Fund grant implementation</li> <li>▪ Structure Protection Unit acquisition</li> </ul>	Ongoing Completed Completed
<b>3.</b>	Village of Cache Creek Emergency Response Plan	<ul style="list-style-type: none"> <li>▪ TNRD EPC collaboration</li> <li>▪ “Self-contained” EOC and ESS opportunities identification</li> <li>▪ Crime Prevention initiatives</li> </ul>	Ongoing Cancelled Ongoing
<b>4.</b>	Public Works	<ul style="list-style-type: none"> <li>▪ Scissor lift purchase</li> <li>▪ Air compressor purchase</li> <li>▪ Safet equipment inspection and upgrade</li> </ul>	Cancelled Cancelled Ongoing





## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### 2020 and 2021 Statement of Objectives and Measures cont.

<b>Ensure the safe and uninterrupted operation of essential Village of Cache Creek Infrastructure</b>			
<b>PRIORITY</b>		<b>ACTION – What &amp; When</b>	<b>Project Status</b>
<b>1.</b>	Wastewater Treatment Facility	<ul style="list-style-type: none"> <li>▪ Finalize project funded by the UBCM Gas Tax Strategic Priorities Fund</li> </ul>	Completed
<b>2.</b>	Water System	<ul style="list-style-type: none"> <li>▪ Replace Water Treatment Facility plastic pipes to stainless steel</li> <li>▪ Inspect and report on Jackson Park Intake condition</li> <li>▪ Inspect and report on Pump House condition</li> <li>▪ Create Asset Management Plan for the site and inventory all components</li> <li>▪ Conduct leak detection</li> <li>▪ Investigate new water source</li> <li>▪ Create water use guidelines/bylaws</li> </ul>	Ongoing  Completed  Completed Ongoing  Cancelled Cancelled Completed
<b>3.</b>	Wastewater Treatment Equipment	<ul style="list-style-type: none"> <li>▪ Replace “Muffin Monster” - pre-treatment sewage grinder</li> </ul>	Completed
<b>4.</b>	Old Cariboo Road	<ul style="list-style-type: none"> <li>▪ Secure grant for project</li> <li>▪ Conduct debris flow management</li> <li>▪ Upgrade road</li> </ul>	Completed Ongoing Ongoing
<b>5.</b>	Village Facilities security system	<ul style="list-style-type: none"> <li>▪ Conduct research and obtain quotes</li> <li>▪ Install security systems</li> </ul>	Completed Ongoing



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### 2020 and 2021 Statement of Objectives and Measures cont.

Ensure the Health and Well-Being of the Citizens of Cache Creek			
	PRIORITY	ACTION – What & When	Project Status
1.	Seniors Housing Needs Assessment	<ul style="list-style-type: none"> <li>▪ Implement recommendations within the Assessment</li> </ul>	Ongoing
2.	Not-for-profit organizations	<ul style="list-style-type: none"> <li>▪ Support Equality Project and similar agencies through tax exemptions and grants</li> <li>▪ Consult with Interior Health, Healthy Communities about relevant programs and support services</li> </ul>	Ongoing  Ongoing
3.	Community Garden	<ul style="list-style-type: none"> <li>▪ Establish criteria and determine potential locations</li> <li>▪ Create a public survey</li> <li>▪ Determine Final Location</li> <li>▪ Establish a future budget for the project and funding source</li> </ul>	Ongoing  Not Started Not Started Not Started
4.	Pool	<ul style="list-style-type: none"> <li>▪ Determine current condition of facility</li> <li>▪ Determine needed repairs and maintenance</li> <li>▪ Install new sanitization system</li> </ul>	Completed Completed Cancelled
5.	Door to door pickup service for transit	<ul style="list-style-type: none"> <li>▪ Obtain information from BC Transit and Intercommunity Committee</li> <li>▪ Implement service expansion if budget can support</li> </ul>	Cancelled  Cancelled
6.	Dog park	<ul style="list-style-type: none"> <li>▪ Establish criteria to determine several possible locations</li> <li>▪ Create a public survey</li> <li>▪ Determine final location</li> <li>▪ Establish a budget for the project and funding source</li> </ul>	Ongoing  Not Started Not Started Not Started



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### 2020 and 2021 Statement of Objectives and Measures cont.

Investigate and Develop Opportunities for Economic Development			
PRIORITY		ACTION – What & When	Project Status
1.	EV charging stations	<ul style="list-style-type: none"> <li>▪ Develop and expand electric charging facilities</li> </ul>	Completed
2.	Cannabis Regulation	<ul style="list-style-type: none"> <li>▪ Approve RFP for consultant to review bylaws and recommend changes to regulate and accommodate production and retail</li> <li>▪ Consult public</li> <li>▪ Create and adopt bylaws/policies</li> </ul>	Completed  Completed Completed
3.	Campbell Hill Airport infrastructure and operations	<ul style="list-style-type: none"> <li>▪ Work on runway paving and crack sealing</li> <li>▪ Update all airport leases</li> <li>▪ Replace airport building</li> <li>▪ Replace fence</li> <li>▪ Replace entrance and exit</li> </ul>	Ongoing Ongoing Ongoing Completed Ongoing



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### 2020 and 2021 Statement of Objectives and Measures cont.

Update Critical Planning and Development Bylaws			
PRIORITY		ACTION – What & When	Project Status
1.	Official Community Plan	<ul style="list-style-type: none"> <li>▪ Include recommendations from recent studies</li> <li>▪ Consult the public for input</li> </ul>	<p>Not Started</p> <p>Not Started</p>
2.	Zoning bylaw	<ul style="list-style-type: none"> <li>▪ Work with the TNRD to create a new zoning bylaw</li> </ul>	<p>Not Started</p>
3.	Subdivision and Servicing Bylaw	<ul style="list-style-type: none"> <li>▪ Work with engineer to create a new bylaw</li> </ul>	<p>Ongoing</p>
4.	Rates, Fees, and Charges Bylaw	<ul style="list-style-type: none"> <li>▪ Work with staff to examine needed rates that need to be included and create bylaw</li> </ul>	<p>Ongoing</p>
5.	Municipal Ticketing Bylaw	<ul style="list-style-type: none"> <li>▪ Review contents with Protective Services Committee</li> <li>▪ Review Penalties</li> <li>▪ Add to Rates, Fees, and Charges Bylaw</li> </ul>	<p>Completed</p> <p>Ongoing</p> <p>Not Started</p>
6.	Permissive Tax Exemptions	<ul style="list-style-type: none"> <li>▪ Review application form with Budget and Administration Committee</li> <li>▪ Implement the new Application process once Council approves the Application Form</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### 2020 and 2021 Statement of Objectives and Measures cont.

<b>Administrative and Office Management</b>			
	<b>PRIORITY</b>	<b>ACTION – What &amp; When</b>	<b>Project Status</b>
1.	Asset Management	<ul style="list-style-type: none"> <li>▪ Work with Village of Ashcroft to coordinate creation and implementation of an Asset Management Plan</li> </ul>	Ongoing
2.	Office Organization	<ul style="list-style-type: none"> <li>▪ Hire a Casual Administrative Clerk for the purpose of holiday cover and file management.</li> </ul>	Cancelled
3.	Mission Statement	<ul style="list-style-type: none"> <li>▪ Work with council to create a new mission statement</li> </ul>	Completed
4.	Tax Rates Balancing	<ul style="list-style-type: none"> <li>▪ Work over multiple years to balance the Mill Rate appropriately between property classes</li> </ul>	Ongoing
5.	Server and IT	<ul style="list-style-type: none"> <li>▪ Replace server</li> <li>▪ Cloud server implementation for tax system</li> <li>▪ Modernize recurring subscription services</li> <li>▪ Replace phone system</li> <li>▪ Evaluate internet connections at all facilities</li> <li>▪ Retool Community Hall AV System</li> </ul>	Completed Completed Completed Completed Completed Ongoing





# 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

## Financial Report

Local governments in BC are required through provisions in the Community Charter to have balanced financial plans. Current revenue, including transfers from reserves must be sufficient to support current expenditures for each of the three funds: general operating, sewer, and water.

Village of Cache Creek’s financials for 2021 and 2020 balances \$3,475,015 and \$3,047,340 respectively, in revenues and transfers with \$3,475,015 and \$3,047,340 respectively, in expenditures.

### Municipal property taxes

The largest single source of revenue for the Village is property taxes. Property taxes are levied on owners of properties situated in Cache Creek based on the assessed value of their property.

To balance the financials:

1. A municipal residential property tax increase of 7% due to property tax assessment in 2020, with no increase in the mill rate.
2. A municipal residential property tax increase of 30% in 2021 due to a 10% average increase in assessment and 20% increase in the mill rate.
3. A water frontage increase of 30% in 2021 to allow raise in water reserve to facilitate access to grant funding for capital projects.
4. Utility rates increase of 10% in 2020 and 25% in 2021 to allow water and sewer operating funds balancing.

Including all municipal taxes and utilities, an average homeowner with a house assessed at \$250,000 in 2019 paid more in 2020 and 2021 by:

	<b>2021</b>	<b>2020</b>	<b>2019</b>
Assessment	\$294,250	\$267,500	\$250,000
Property taxes	2,828	2,451	2,322
Sewer	336	270	245
Water	276	223	202
Refuse collection	\$96	77	70
	<b>\$3,546</b>	<b>\$3,021</b>	<b>\$2,839</b>
Increase from previous year	<b>\$524</b>	<b>\$183</b>	



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Financial Report

The council also engaged in rebalancing of the mill rates across different property classes due to the big discrepancy between the assessment burden and the taxation burden between classes, such as between the residential and light industrial. For example, in 2019 the assessed light industrial comprised 0.5% of the total Village assessment in comparison to the assessed residential being 73.05%, yet the levy burden of the light industrial was 21.39% of the total municipal levy, while the residential was 42.28%. By 2021 the levy burden for the light industrial decreased to 16% and the residential levy increased to 49.16%.

<b>2019</b>	Residential	Light Industry	Business Other
Assessment	73.05%	0.50%	24.98%
Levy	42.28%	21.39%	29.97%

<b>2020</b>	Residential	Light Industry	Business Other
Assessment	73.64%	0.47%	24.40%
Levy	43.23%	20.48%	29.70%

<b>2021</b>	Residential	Light Industry	Business Other
Assessment	76.02%	0.44%	22.48%
Levy	49.16%	16.00%	28.58%



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Financial Report

#### General operating fund

The revenue funds is the net cost to maintain services at 2019 levels and continue past practices of gradually increasing tax funded capital programs to address any funding deficit.

A refuse collection fee of \$96 in 2021 and \$77 in 2020 per household was charged on the utility bill to fund refuse, garden and kitchen waste collection and disposal. The increase over the prior years is attributed to increases to labour costs, hauling and maintenance of the garbage fleet trending much higher than anticipated at acquisition. Annual cost to the average homeowner increased by \$7 from \$70 in 2019 to \$77 in 2020 and by \$19 from \$77 in 2020 to \$96 in 2021.



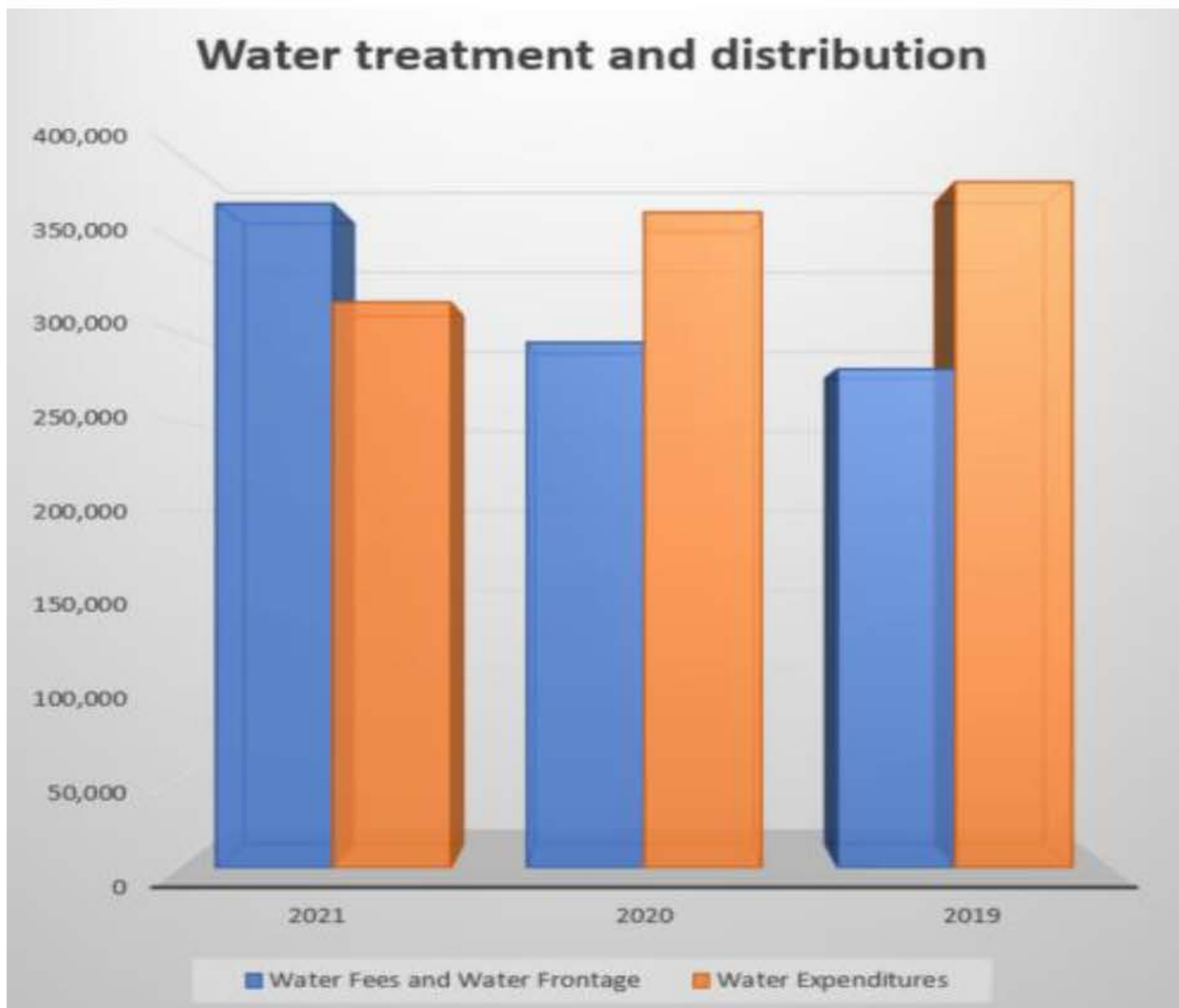


## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Financial Report

#### Water utility fund

The water utility fund provides for all operations and capital funding to support the water system. In December 2019 an 10% annual increase and in December 2020 a 25% annual increase in water rates was approved to address contracted increases in labour costs, higher contracted equipment costs used for waterline emergency repairs. Annual cost to the average homeowner increased by \$21 from \$202 in 2019 to \$223 in 2020 and by \$53 from \$223 in 2020 to \$276 in 2021.



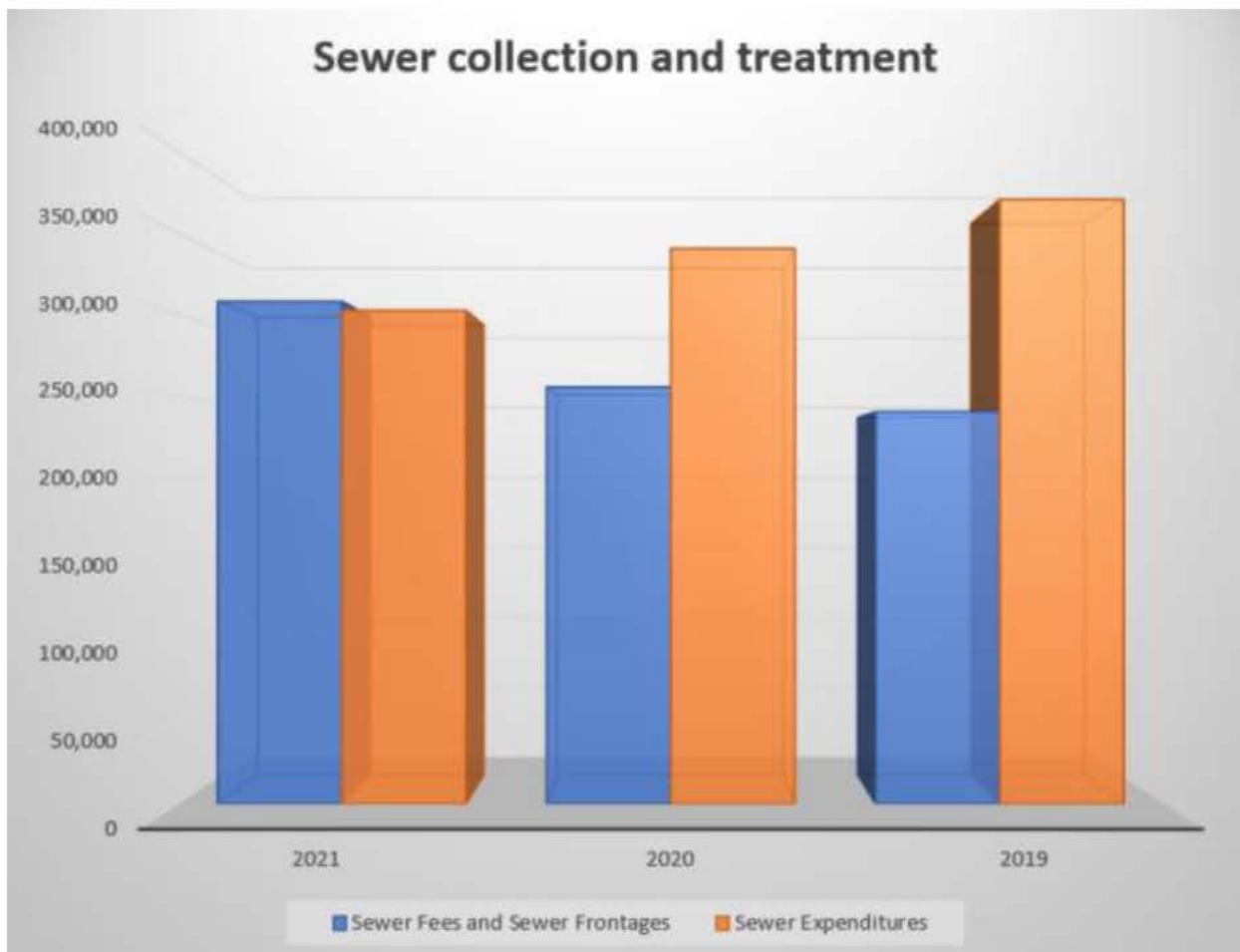


# 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

## Financial Report

### Sewer utility fund

The sewer utility fund provides for all operations and capital to support the sewage disposal and treatment system. In December 2019 a 10% annual increase and in December 2020 a 25% annual increase in sewer rates was approved to support operating costs, contracted increases to labour costs, and approved capital costs. Annual cost to the average homeowner increased by \$25 from \$245 in 2019 to \$270 in 2020 and by \$66 from \$270 in 2020 to \$336 in 2021.







# 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

## Financial Report

### Reserve fund

Reserve funds have decreased in 2020 as previously allocated funds were used to complete capital projects planned in previous years and funding was provided for equipment replacement, capital projects, and acquisitions. At the same time, \$501,475 had to be reclassified from the Landfill Legacy reserve to the Community Works Fund to correct a 2017 reporting statement.

In 2021 the reserve funds have increased by \$185,926 from previous fund of \$2,848,996.

	<b>2021</b>	<b>2020</b>	<b>2019</b>
Landfill legacy	\$1,225,434	\$1,132,706	\$2,025,686
General reserve	580,624	470,419	451,423
Water reserve	117,169	77,169	77,169
Sewer reserve	15,860	15,860	15,860
Community Works Fund	1,019,829	823,887	312,460
Covid-19 Restart Grant Reserve	76,006	328,955	0
	\$3,034,922	\$2,848,996	\$2,882,598

### Financial planning process

Financial planning is an on-going, year-round process. The cycle begins in September and continues until the following May when the plan is adopted by Council:

September – October	Council develops budget guidelines
October – January	Draft financial plan is prepared
January – March	Senior management review
April	Public meetings
May	Final financial plan and bylaws adopted

A work plan that contains major activities to accomplish in the coming year, including those initiatives contained in the Strategic Plan, is being created. Based on those activities and while adhering to the budget guidelines, departmental budgets are created outlining expected costs and associated revenues. The departmental budgets are compiled to create a draft financial plan to be reviewed by council.

Public meeting/s are scheduled upon finalization of the draft financial plan. As council discusses financial plan priorities, the proposed financial plan is revised until a final version is reached. This becomes the document the Village uses to develop the Financial Plan Bylaw. The property tax revenue requirement established in the Financial Plan Bylaw forms the basis for the tax rates approved through the property tax bylaw.



## 2020 AND 2021 CONSOLIDATED ANNUAL REPORT

### Permissive Tax Exemptions

There were five organizations that received Permissive Tax Exemptions in 2020 and 2021. The Village of Cache Creek offers these types of exemptions to places of worship and registered not-for-profits organizations in return for the services that they provide offer to residents. These groups are required to submit an application and financial information every year.

Organization	2021	2020
Equality Project Society	\$ 825.46	\$ 753.57
Roman Catholic Bishop of Kamloops	\$ 5,021.13	\$ 1,831.27
Pentecostal Assemblies of Canada	\$ 4,978.63	\$ 2,268.70
South Cariboo Sportsmen Association	\$ 1,395.24	\$ 518.86
Ash Creek TV Society	\$ 182.50	\$ 162.87
Total	\$ 12,402.96	\$ 5,535.26

No other organizations received a Permissive Tax Exemption in either year.



## ***2020 AND 2021 CONSOLIDATED ANNUAL REPORT***

### **Declaration of Disqualifications**

There were no declarations of disqualifications under Section 111 of the Community Charter for the Year 2020 or 2021.



## STATEMENT OF FINANCIAL INFORMATION APPROVAL

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

Name: Cristina Martini

Chief Financial Officer

Date: July 21, 2020

Name: Santo Talarico

Mayor

Date: July 21, 2020

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



## Schedule of Guarantee and Indemnity Agreements For the year ended December 31, 2020

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As per Schedule 1, section 5(3) & (4) of the Financial Information Act Regulation

The Village of Cache Creek has not given any guarantees or indemnities under the Guarantees and Indemnities Regulations

Name: Cristina Martini

Chief Financial Officer

Date: June 21, 2021

Name: Santo Talarico

Mayor

Date: June 21, 2021



# VILLAGE OF CACHE CREEK

Schedule of Payments to Suppliers of Goods and Services  
For the Year Ended December 31, 2020

## 1. SUPPLIERS WHO RECEIVED AGGREGATE PAYMENTS EXCEEDING \$25,000

Supplier Name	Aggregate amount paid to supplier
UBCM	\$ 375,000
RECEIVER GENERAL - PAYROLL	\$ 259,005
THOMPSON-NICOLA REGIONAL DISTRICT	\$ 179,471
MINISTER OF FINANCE	\$ 168,617
TRUE CONSULTING LTD	\$ 143,891
B.C. HYDRO	\$ 143,790
STANTEC CONSULTING	\$ 140,612
COAST RANGE CONCRETE LTD	\$ 100,961
ASSOCIATED FIRE SAFETY	\$ 86,976
H & M EXCAVATING LTD	\$ 71,690
THOMPSON REGIONAL HOSPITAL DISTRICT	\$ 64,043
GREAT-WEST LIFE ASSURANCE COMPANY	\$ 56,222
BC INTERIOR COMMUNITY FOUNDATION	\$ 50,000
THIBEAULT CONTRACTING LTD	\$ 45,096
MUNICIPAL INSURANCE ASSOCIATION OF B.C.	\$ 43,719
BREE CONTRACTING LTD	\$ 41,446
CENTRAL SQUARE CANADA SOFTWARE INC	\$ 38,794
ASSOCIATED ELECTRICAL SERVICES	\$ 38,740
IBEX CIVIL EXCAVATING	\$ 34,002
MEQUIPCO LTD.	\$ 31,223
CACHE CREEK VOLUNTEER FIRE DEPARTMENT	\$ 28,500
ROYAL BANK VISA PAYMENT CENTRE	\$ 27,247
Total aggregate amount paid to suppliers	\$ 2,169,046

## 2. Consolidated total paid to suppliers who received aggregate payments of \$25,000 or less

	\$ 364,340
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## 3. Total of payments to suppliers for grants and contributions exceeding \$25,000

Consolidated total of grants exceeding \$25,000	\$ 942,393
Consolidated total of contributions exceeding \$25,000	\$ 29,925
Consolidated total of all grants and contributions exceeding \$25,000	\$ 972,318

## 4. Reconciliation

Total of aggregate payments exceeding \$25,000 paid to suppliers	\$ 2,169,046
Consolidated total payments of \$25,000 or less paid to suppliers	\$ 364,340
Consolidated total of all grants and contributions exceeding \$25,000	-\$ 972,318
Amortization	\$ 612,115
GST	-\$ 57,570
Salaries and wages	\$ 1,016,356
Total per Statement of Revenue and Expenditure	\$ 3,131,968
Variance	\$ 0



Cristina Martini - CFO



Santo Talarico - Mayor

# VILLAGE OF CACHE CREEK

Schedule of Remuneration and Expenses  
For the Year Ended December 31, 2020

## 1. SCHEDULE OF COUNCIL REMUNERATION

NAME	POSITION	REMUNERATION	EXPENSE	TOTAL
Pittman, Annette	Council	\$ 8,960	\$ -	\$ 8,960
Dafoe, Lisa	Council	\$ 8,960	\$ -	\$ 8,960
Coomber, Wendy	Council	\$ 8,960	\$ -	\$ 8,960
Peters, Susan	Council	\$ 8,960	\$ -	\$ 8,960
Talarico, Santo	Mayor	\$ 12,844	\$ 448	\$ 13,293
<b>TOTAL: elected officials remuneration</b>		<b>\$ 48,685</b>	<b>\$ 448</b>	<b>\$ 49,133</b>

## 2. SCHEDULE OF EMPLOYEE REMUNERATION

NAME	POSITION	REMUNERATION	EXPENSE	TOTAL
Dalsin, Martin	CAO	\$ 115,689	\$ 517	\$ 116,207
Martini, Cristina	CFO	\$ 95,718	\$ 3,431	\$ 99,150
Peacock, Steve	Water treatment plant operator	\$ 94,279	\$ 2,927	\$ 97,206
Billy, Shayne	Foreman	\$ 87,295	\$ 30	\$ 87,325
Cumming, Jordan	Utility operator	\$ 83,661	\$ 636	\$ 84,296
<b>Consolidated total of other employees with</b>		<b>\$ 334,303</b>	<b>\$ 3,537</b>	<b>\$ 337,840</b>
<b>TOTAL: employee remuneration</b>		<b>\$ 810,945</b>	<b>\$ 11,078</b>	<b>\$ 822,023</b>

## 3. RECONCILIATION

Total remuneration - elected officials	\$ 48,685
Total remuneration - other employees	\$ 810,945
<b>SUBTOTAL</b>	<b>\$ 859,630</b>
Group benefits and employer portion of remittance	\$ 156,726
<b>Total per Statement of Revenue and Expenditure</b>	<b>\$ 1,016,356</b>
<b>Variance</b>	<b>\$ -</b>



Cristina Martini - CFO  
21-Jun-21



Santo Talarico - Mayor  
21-Jun-21



## Statement of Severance Agreements For the year ended December 31, 2020

There were no severance agreements made between the Corporation of the Village of Cache Creek and its non-unionized employees during the 2020 fiscal year.

Name: Cristina Martini

Chief Financial Officer

Date: June 21, 2021

Name: Santo Talarico

Mayor

Date: June 21, 2021

**Village of Cache Creek**  
**Financial Statements**  
For the year ended December 31, 2020

**Village of Cache Creek**  
**Financial Statements**  
For the year ended December 31, 2020

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## Management's Responsibility for Financial Reporting

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The accompanying financial statements of the Village of Cache Creek are the responsibility of management and have been approved by the Mayor and Council of the Village.

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly, in all material respects.

The Village of Cache Creek maintains systems of internal accounting and administrative controls of sufficient quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the Village's assets are appropriately accounted for and adequately safeguarded.

The Village of Cache Creek is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. Council carries out this responsibility principally through its Finance committee.

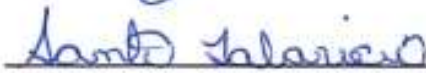
The Mayor and Council review the Village's financial statements and recommend their approval. The Mayor and Council meet periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the annual report, the financial statements and the external auditor's report. The Mayor and Council takes this information into consideration when approving the financial statements for issuance to the ratepayers. The Mayor and Council also appoint the engagement of the external auditors.

The financial statements have been audited by BDO Canada LLP in accordance with Canadian public sector accounting standards on behalf of the ratepayers. BDO Canada LLP has full access to the Council and management.



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CFO



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Mayor

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## Independent Auditor's Report

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To the Mayor and Council of the Village of Cache Creek

### Opinion

We have audited the financial statements of Village of Cache Creek (the Village), which comprise the statement of financial position as at December 31, 2020, and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Village as at December 31, 2020, and the statements of operations, change in net financial assets, and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Village in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Matter

We have not audited, reviewed or otherwise attempted to verify the accuracy or completeness of the Schedule 3 on page of 26 of these financial statements.

### Responsibilities of Management and Those Charged with Governance 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.

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

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

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Village's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Village's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Village to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*BDO Canada LLP*

Chartered Professional Accountants

Kamloops, British Columbia

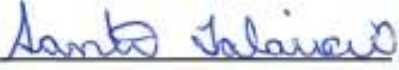
April 6, 2021

**Village of Cache Creek  
Statement of Financial Position**

As at December 31	2020	2019
<b>Financial assets</b>		
Cash	\$ 1,442,159	\$ 888,534
Short-term investments (Note 2)	1,669,028	1,646,605
Accounts receivable (Note 4)	206,558	949,724
	<b>3,317,745</b>	<b>3,484,863</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	278,462	281,519
Deferred revenue (Note 5)	105,585	342,820
	<b>384,047</b>	<b>624,339</b>
<b>Net financial assets</b>	<b>2,933,698</b>	<b>2,860,524</b>
<b>Non-financial assets</b>		
Tangible capital assets (Note 6)	13,589,240	13,758,986
Prepaid expenses	44,397	32,457
	<b>13,633,637</b>	<b>13,791,443</b>
<b>Accumulated surplus (Note 7)</b>	<b>\$16,567,335</b>	<b>\$ 16,651,967</b>

Contingent liabilities (Note 9)  
Commitments (Note 10)

  
 \_\_\_\_\_ CFO

  
 \_\_\_\_\_ Mayor



**Village of Cache Creek**  
**Statement of Operations**

<b>For the year ended December 31</b>	<b>Budget 2020</b>	<b>2020</b>	<b>2019</b>
	(Note 12)		
<b>Revenue (Schedule 1)</b>			
Municipal taxation and grants-in-lieu of taxes (Note 8)	\$ 784,169	\$ 780,180	\$ 748,438
Sales of services	448,216	447,502	423,189
Revenue from own sources	97,759	124,430	173,418
Transfers from other governments	1,964,555	1,622,694	1,945,077
Landfill royalties	61,050	72,534	54,493
	<u>3,355,749</u>	<u>3,047,340</u>	<u>3,344,615</u>
<b>Expenses (Schedule 2)</b>			
General administration and legislative services	768,620	725,634	727,708
Transportation and protective services	945,976	1,087,806	661,969
Environmental and health services	1,111,348	1,100,763	1,097,083
Recreation and cultural services	264,056	217,769	336,065
	<u>3,090,000</u>	<u>3,131,972</u>	<u>2,822,825</u>
<b>Annual surplus (deficit)</b>	<b>265,749</b>	<b>(84,632)</b>	<b>521,790</b>
<b>Accumulated surplus, beginning of year</b>	<b>16,651,967</b>	<b>16,651,967</b>	<b>16,130,177</b>
<b>Accumulated surplus, end of year</b>	<b>\$16,917,716</b>	<b>\$16,567,335</b>	<b>\$ 16,651,967</b>

**Village of Cache Creek**  
**Statement of Change in Net Financial Assets**

<b>For the year ended December 31</b>	<b>Budget 2020</b>	<b>2020</b>	<b>2019</b>
	(Note 12)		
<b>Annual surplus (deficit)</b>	<b>\$ 265,749</b>	<b>\$ (84,632)</b>	<b>\$ 521,790</b>
Acquisition of tangible capital assets	(659,260)	(488,193)	(1,596,176)
Amortization of tangible capital assets	577,000	612,115	601,648
Gain on sale of tangible capital assets	-	-	(9,168)
Proceeds on sale of tangible capital assets	-	-	96,220
Loss on disposal of tangible capital assets	-	45,834	-
	<b>183,489</b>	<b>85,124</b>	<b>(385,686)</b>
Change in prepaid expenses	-	(11,950)	(23,889)
<b>Increase (decrease) in net financial assets</b>	<b>183,489</b>	<b>73,174</b>	<b>(409,575)</b>
<b>Net financial assets, beginning of year</b>	<b>2,860,524</b>	<b>2,860,524</b>	<b>3,270,099</b>
<b>Net financial assets, end of year</b>	<b>\$ 3,044,013</b>	<b>\$ 2,933,698</b>	<b>\$ 2,860,524</b>

**Village of Cache Creek**  
**Statement of Cash Flows**

<b>For the year ended December 31</b>	<b>2020</b>	<b>2019</b>
<b>Operating transactions</b>		
Annual surplus (deficit)	\$ (84,632)	\$ 521,790
Items not involving cash		
Amortization	612,115	601,648
Gain on disposal of tangible capital assets	-	(9,168)
Changes in non-cash operating balances		
Accounts receivable	743,166	(609,438)
Prepaid expenses	(11,950)	(23,889)
Accounts payable and accrued liabilities	(3,057)	(493,399)
Deferred revenue	(237,235)	(80,180)
	<u>1,018,407</u>	<u>(92,636)</u>
<b>Capital transactions</b>		
Acquisition of tangible capital assets	(488,193)	(1,596,176)
Proceeds on disposal of tangible capital assets	-	96,220
Loss on disposal of tangible capital assets	45,834	-
	<u>(488,193)</u>	<u>(1,499,956)</u>
<b>Investing transaction</b>		
Purchase of short-term investments	<u>(22,423)</u>	<u>(39,872)</u>
<b>Net change in cash</b>	<b>553,625</b>	<b>(1,632,464)</b>
Cash, beginning of year	<u>888,534</u>	<u>2,520,998</u>
<b>Cash, end of year</b>	<b>\$ 1,442,159</b>	<b>\$ 888,534</b>

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**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2020**

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**1. Significant accounting policies**

**Government Reporting Entity**

The Village of Cache Creek (the "Village") was incorporated in 1967 under statutes of the Province of British Columbia. It now operates as a municipality under the provisions of the Community Charter of British Columbia. Its principal activities include the provision of local government services to the residents of the incorporated area. These include administrative, protective, transportation, environmental, recreational, water, sewer, and fiscal services.

**Basis of Presentation**

The financial statements of the Village have been prepared in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

**Cash and Cash Equivalents**

Management considers all highly liquid investments with maturity of three months or less at acquisition to be cash equivalents.

**Short-Term Investments**

Short-term investments are recorded at cost unless there has been a decline in the market value which is other than temporary in nature in which case the investments are written down to market value.

**Tangible Capital Assets**

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing once the asset is available for productive use as follows:

Buildings	20 to 70 years
Machinery and equipment	5 to 15 years
Pool	50 years
Roads	25 to 50 years
Storm sewer	100 years
Plant and facilities	20 to 70 years
Underground networks	100 years

**December 31, 2020**

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**1. Significant accounting policies (continued)**

**Collection of Taxes on  
Behalf of Other Taxation  
Authorities**

The Village collects taxation revenue on behalf of other entities. Such levies, other revenues, expenses, assets and liabilities with respect to the operations of entities are not reflected in these financial statements.

**Reserve Funds**

Reserves represent amounts set aside for specific or future expenditures. Statutory reserves require the passing of a by-law before funds can be expended. Reserve accounts require an approved council budget and resolution.

**Trust Funds**

Trust funds held in trust by the Village, and their related operations, are not included in these financial statements. The financial activity and position of the trust funds are reported separately.

**Retirement Benefits and  
Other Employee  
Benefit Plans**

The Village's contributions due during the period to its multi-employer defined benefit plan are expensed as incurred. The costs of other pensions and other retirement benefits that accumulate over the period of service provided by employees are actuarially determined using the projected benefit method prorated on services based on management's best estimate of retirement ages, inflation rates, investment returns, wage and salary escalation, insurance and health care costs trends, employee turnover and discount rates. Actuarial gains and losses are amortized on a straight-line basis over the expected average remaining service life of the employee group.

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**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2020**

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**1. Significant accounting policies (continued)**

- Deferred Revenue** Funds received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the statement of financial position. The revenue is recognized in the statement of operations in the year in which it is used for the specified purpose.
- Government Transfers** Government transfers, which include legislative grants, are recognized in the financial statements in the period in which events giving rise to the transfers occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amount can be made.
- Revenue Recognition** Taxes are recognized as revenue in the year they are levied.  
Charges for sewer and water usage are recorded as user fees when invoiced. Connection fee revenues are recognized when the connection has been established.  
Conditional grant revenue is recognized to the extent the conditions imposed on it have been fulfilled. Unconditional grant revenue is recognized when monies are receivable.  
Grants for the acquisition of tangible capital assets are recognized in the period in which eligible expenditures are made.  
Sales of service and other revenue is recognized on an accrual basis.
- Contaminated Sites** Governments are required to accrue a liability for the costs to remediate a contaminated site. Liabilities are recognized when an environmental standard exists, contamination exceeds the standard, the government has responsibility for remediation, future economic benefits will be given up and a reasonable estimate can be made.
- Use of Estimates** The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.



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**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2020**

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**2. Short-term Investments**

Short-term investments are comprised of:

	<u>2020</u>	<u>2019</u>
MFA CIBC	\$ 1,653,874	\$ 1,631,451
MFABC Money Market Fund	15,154	15,154
	<u>\$ 1,669,028</u>	<u>\$ 1,646,605</u>

The income from Short-term investments for the year was \$25,118 (2019 - \$48,252). The carrying value and market value of the Village's marketable securities was \$1,669,028 (2019 - \$1,646,605).

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**3. Employee Future Benefits**

Municipal Employees Retirement System

The Village and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2019, the plan has about 213,000 active members and approximately 106,000 retired members. Active members include approximately 41,000 contributors from local governments.

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

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

The Village paid \$56,759 (2019 - \$48,512) for employer contributions while employees contributed \$50,382 (2019 - \$42,136) to the plan in fiscal 2020

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

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

**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2020**

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**4. Accounts Receivable**

Accounts receivable are comprised of:

	2020	2019
Property taxes and utilities receivable	\$ 17,004	\$ 45,200
Accounts receivable	138,983	818,424
Landfill receivable	11,573	-
Goods and Services Tax rebates	38,998	86,100
	\$ 206,558	\$ 949,724

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**5. Deferred Revenue**

Deferred revenue represents amounts that relate to a subsequent period. A breakdown of deferred revenue is as follows:

	2020	2019
UBCM - Emergency preparedness fund	\$ 73,585	\$ -
UBCM - Structural flood mitigation	-	329,175
Project BC Rural Dividend Program		
Community Hall upgrade	-	13,645
Economic Development Action Plan	32,000	-
	\$ 105,585	\$ 342,820

**Village of Cache Creek  
Notes to Financial Statements**

**December 31, 2020**

**6. Tangible Capital Assets**

	General					Water		Sewer		Construction in Progress		2020
	Land	Buildings	Equipment	Roads	Parks	Plant & Facilities	Underground System	Plant & Facilities	Underground System	Amount	Total	
Cost, beginning of year	\$ 624,666	\$ 3,106,596	\$ 2,253,804	\$ 5,785,108	\$ 1,159,737	\$ 3,333,487	\$ 2,587,703	\$ 1,014,487	\$ 2,422,919	\$ 1,241,304	\$ 23,529,811	
Additions	-	5,880	38,082	39,443	163,823	26,104	-	40,548	-	174,313	488,193	
Disposals	-	-	-	-	-	-	-	-	-	(45,824)	(45,824)	
Reallocation of Construction in progress	-	-	75,407	-	-	-	-	-	-	(75,407)	-	
Cost, end of year	\$ 624,666	\$ 3,112,476	\$ 2,367,293	\$ 5,824,551	\$ 1,323,560	\$ 3,359,591	\$ 2,587,703	\$ 1,055,035	\$ 2,422,919	\$ 1,294,386	\$ 23,972,180	
Accumulated amortization, beginning of year	\$ -	\$ 1,641,345	\$ 876,470	\$ 2,415,891	\$ 596,312	\$ 750,984	\$ 1,753,620	\$ 662,245	\$ 1,073,958	\$ -	\$ 9,770,825	
Amortization	-	77,737	154,035	145,121	49,667	64,799	51,754	20,544	48,458	-	612,115	
Accumulated amortization, end of year	\$ -	\$ 1,719,082	\$ 1,030,505	\$ 2,561,012	\$ 645,979	\$ 815,783	\$ 1,805,374	\$ 682,789	\$ 1,122,416	\$ -	\$ 10,382,940	
Net carrying amount, end of year	\$ 624,666	\$ 1,393,394	\$ 1,336,788	\$ 3,263,539	\$ 677,581	\$ 2,543,808	\$ 782,329	\$ 372,246	\$ 1,300,503	\$ 1,294,386	\$ 13,589,240	

**Village of Cache Creek  
Notes to Financial Statements**

**December 31, 2020**

**6. Tangible Capital Assets (continued)**

	General					Water		Sewer		Construction in Progress		2019
	Land	Buildings	Equipment	Roads	Parks	Plant & Facilities	Underground System	Plant & Facilities	Underground System	Amount	Total	
Cost, beginning of year	\$ 624,666	\$ 3,049,291	\$ 2,190,415	\$ 5,768,891	\$ 1,159,737	\$ 3,247,231	\$ 2,587,703	\$ 984,002	\$ 2,422,919	\$ -	\$ 22,034,855	
Additions	-	57,305	63,389	16,217	-	187,476	-	30,485	-	1,241,304	1,596,176	
Disposals	-	-	-	-	-	(101,220)	-	-	-	-	(101,220)	
Cost, end of year	\$ 624,666	\$ 3,106,596	\$ 2,253,804	\$ 5,785,108	\$ 1,159,737	\$ 3,333,487	\$ 2,587,703	\$ 1,014,487	\$ 2,422,919	\$ 1,241,304	\$ 23,529,811	
Accumulated amortization, beginning of year	\$ -	\$ 1,564,396	\$ 728,329	\$ 2,271,466	\$ 549,923	\$ 699,453	\$ 1,701,866	\$ 642,412	\$ 1,025,500	\$ -	\$ 9,183,345	
Amortization	-	76,949	148,141	144,425	46,389	65,699	51,754	19,833	48,458	-	601,648	
Disposals	-	-	-	-	-	(14,168)	-	-	-	-	(14,168)	
Accumulated amortization, end of year	\$ -	\$ 1,641,345	\$ 876,470	\$ 2,415,891	\$ 596,312	\$ 750,984	\$ 1,753,620	\$ 662,245	\$ 1,073,958	\$ -	\$ 9,770,825	
Net carrying amount, end of year	\$ 624,666	\$ 1,465,251	\$ 1,377,334	\$ 3,369,217	\$ 563,425	\$ 2,582,503	\$ 834,083	\$ 352,242	\$ 1,348,961	\$ 1,241,304	\$ 13,758,986	

The Village holds various works of art and historical treasures. These items are not recognized as tangible capital assets in the financial statements because a reasonable estimate of the future benefits associated with such property cannot be made.

**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2020**

**7. Accumulated Surplus**

The Village segregates its accumulated surplus in the following categories:

	<u>2020</u>	<u>2019</u>
Invested in tangible capital assets	<b>\$13,635,063</b>	\$ 13,758,986
General fund	-	-
Water fund	<b>27,523</b>	-
Sewer fund	<b>45,370</b>	-
Statutory reserves	<b>10,383</b>	10,383
Reserves set aside by Council		
Landfill Legacy	<b>1,132,706</b>	2,025,686
General reserve	<b>470,419</b>	451,423
Water reserve	<b>77,169</b>	77,169
Sewer reserve	<b>15,860</b>	15,860
Community works fund	<b>823,887</b>	312,460
COVID-19 Restart Grant Reserve	<b>328,955</b>	-
	<b><u>\$16,567,335</u></b>	<b><u>\$ 16,651,967</u></b>

The investment in tangible capital assets represents amounts already spent and invested in infrastructure and other non-financial assets.

Reserve funds represent funds set aside by by-law or council resolution for specific purposes.

**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2020**

**8. Municipal taxation and grants-in-lieu of taxes**

	Budget 2020	2020	2019
	(Note 12)		
Property taxes and payments-in-lieu	\$ 784,169	\$ 781,256	\$ 751,372
Collections for other governments			
Province of British Columbia - school tax	280,621	280,097	347,282
Regional Hospital District	63,844	63,737	65,076
Thompson Nicola Regional District	129,777	129,537	135,878
Municipal Finance Authority	30	30	29
British Columbia Assessment Authority	7,091	7,081	6,416
Police Tax	54,824	54,736	50,661
	<u>1,320,356</u>	<u>1,316,474</u>	<u>1,356,714</u>
Transfers			
Province of British Columbia - school tax	(280,621)	(279,130)	(348,653)
Regional Hospital District	(63,844)	(64,256)	(65,486)
Thompson Nicola Regional District	(129,777)	(130,584)	(136,706)
Municipal Finance Authority	(30)	(31)	(29)
British Columbia Assessment Authority	(7,091)	(7,132)	(6,452)
Police Tax	(54,824)	(55,161)	(50,950)
	<u>(536,187)</u>	<u>(536,294)</u>	<u>(608,276)</u>
Available for general municipal purposes	<u>\$ 784,169</u>	<u>\$ 780,180</u>	<u>\$ 748,438</u>



**December 31, 2020**

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**9. Contingent Liabilities**

- (a) Debts of the Thompson-Nicola Regional District (TNRD) are, under the provisions of the British Columbia Community Charter, a direct, joint and several liability of the TNRD and each member municipality within the TNRD, including the Village of Cache Creek.
- (b) The Village is a participant in the Municipal Insurance Association of British Columbia. Should the Association pay out claims in excess of premiums received, it is possible the Village, along with other participants, would be required to contribute towards the deficit.
- (c) From time to time the Village is brought forth as defendant in various lawsuits. The Village reviews its exposure to any potential litigation for which it would not be covered by insurance and assesses whether a successful claim against the Village would materially affect the consolidated financial statements of the Village. The Village reserves a portion of its operating surplus for future payment of insurance deductibles and payment of claims for which it would not be covered by insurance. The Village is currently not aware of any claims brought against it that if not defended successfully would result in a material change to the financial statements of the Village.
- (d) The Village has an unused line of credit in the amount of \$14,000 in 2020 (2019 - \$14,000).

**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2020**

**10. Landfill Closure and Post-Closure Liability Fund**

The Village was formerly under contract with Metro Vancouver Regional District ("MVRD") to allow the MVRD to dispose of its solid waste in the Village's solid waste landfill in exchange for a per tonne royalty. The Cache Creek landfill was closed in December 2016. Under the terms of the contract, the MVRD is required to fund the post closure liability of the solid waste landfill, and the fund is being administered by BC Investment Management Corporation. Accordingly, the MVRD contributed to the post closure landfill trust fund. While the contract indemnifies the Village for any post closure liabilities it may incur which are not covered by this fund, it is anticipated that the fund is sufficient to cover the majority of such costs. The closure and post-closure liability and annual expense is calculated based on the ration of actual utilization to total expected utilization of the site's capacity at the date of closure. In 2020 - Nil (2019 - Nil) in closure costs were paid by the MVRD. The present value of the District's estimated future liability for closure and post-closure is as follows:

	<u>2020</u>	<u>2019</u>
Opening balance	\$16,091,490	\$ 15,768,931
Impact due to change in:	-	-
Closure costs paid	-	-
Assumptions	(572,083)	322,559
Closing balance	<u>15,519,407</u>	<u>16,091,490</u>
Less: Post-closure fund	<u>(15,519,407)</u>	<u>(16,091,490)</u>
Closure liability	<u>\$ -</u>	<u>\$ -</u>

The liability is based on significant estimates and assumptions adopted in measuring the closure and post-closure liability and are as follows:

	<u>2020</u>	<u>2019</u>
Current actual utilization (in tonnes)	\$10,318,780	\$ 10,318,780
Expected utilization at closure (in tonnes)	10,318,780	10,318,780
Permitted capacity (in tonnes)	10,371,594	10,371,594
Discount rate	3.03%	3.03%
Expected post-closure period	<u>30 years</u>	<u>30 years</u>

At the end of the closure period, any residual funds remaining the post-closure fund will revert back to the Village.

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**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2020**

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**11. Funds Held in Trust**

The Village operates a cemetery in accordance with the Cremation, Interment and Funeral Services Act of British Columbia. These funds are not included in these financial statements. The Village holds the assets for the benefit of and stand in fiduciary relationship to the beneficiaries. At December 31, 2020, the Village held \$67,352 (2019 - \$67,352) in trust.

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**12. Budget**

The Financial Plan (Budget) By-Law adopted by Council on May 21, 2020 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards now require a full accrual basis. The budget figures anticipated use surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues to \$nil. As a result, the budget figures presented in the statements of financial activities and change in net financial assets represent the Financial Plan adopted by Council on May 21, 2020 with adjustments.

	<u>2020</u>
Financial Plan (Budget) By-Law surplus for the year	\$ -
Add:	
Capital expenditures	659,260
Transfers to reserves	195,389
Less:	
Amortization	(577,000)
Transfers from reserves	<u>(11,900)</u>
Budget surplus per statement of operations	<u>\$ 265,749</u>

December 31, 2020

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### 13. Segmented Information

The Village is a diversified municipal government institution that provides a wide range of services to its citizens such as transit, police, fire and water. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

#### **General Administrative and Legislative Services**

This item relates to the revenues and expenses that relate to the operations of the Village itself and cannot be directly attributed to a specific segment.

#### **Protective Services**

Protective services is comprised of police services and fire protection. The police services work to ensure the safety and protection of the citizens and their property. The fire department is responsible to provide fire suppression service, fire prevention programs, training and education. The members of the fire department consist of volunteers.

#### **Transportation Services**

Transportation is responsible for providing the Village's transit services.

#### **Environmental and Public Health**

Environmental and public health services are comprised of water, sewer, waste removal, and health services. Water provides the Village's drinking water. The Village processes and cleans sewage and ensures the water system meets all Provincial standards. Waste removal services consists of providing waste disposal to citizens. Health services are comprised of public health services which works to improve the overall health of the population and overcome health inequalities by providing services to individuals and communities.

#### **Recreation and Cultural Services**

This service area provides services meant to improve the health and development of the Village's citizens. Recreational programs and cultural programs like swimming and skating lessons and English as a second language are provided at arenas, aquatic centres and community centres. Also, the Village provides library services to assist with its citizens' informational needs.

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**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2020**

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**14. Expenses by Object**

	<b>Budget</b>		
	<b>2020</b>	<b>2020</b>	<b>2019</b>
	(Note 12)		
Amortization	\$ 577,000	\$ 612,115	\$ 601,648
Insurance	61,031	70,290	58,484
Office and operations	1,223,922	1,313,352	850,652
Repairs and maintenance and supplies	153,654	119,855	243,921
Salaries and benefits	1,074,393	1,016,356	1,068,122
	<b>\$ 3,090,000</b>	<b>\$ 3,131,968</b>	<b>\$ 2,822,827</b>

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**15. Comparative Figures**

Certain of the comparative figures have been restated to conform with the current year financial statement presentation.

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**16. Global Pandemic**

As the impacts of COVID-19 continue, there could be further impact on the Village, its citizens, employees, suppliers and other third party business associates that could impact the timing and amounts realized on the Village's assets and future ability to deliver services and projects. Although the disruption from the virus is expected to be temporary, given the dynamic nature of these circumstances, the duration of disruption and the related financial impact cannot be reasonably estimated at this time. The Village's ability to continue delivering non-essential services and employ related staff, will depend on the legislative mandates from the various levels of government. The Village will continue to focus on collecting receivables, managing expenditures, and leveraging existing reserves and available credit facilities to ensure it is able to continue providing essential services to its citizens.

**Village of Cache Creek  
Schedule 1: Fund Revenue**

**December 31, 2020**

	General Operating	Sewer	Water	2020 Total	2019 Total
<b>Tax levies</b>					
Real property taxes	\$ 544,203	\$ -	\$ -	\$ 544,203	\$ 515,793
Parcel taxes	-	53,763	126,230	179,993	179,626
Grants in lieu of taxes	55,984	-	-	55,984	53,019
	600,187	53,763	126,230	780,180	748,438
<b>Crown lease</b>					
	72,534	-	-	72,534	54,493
<b>Sale of services</b>					
Refuse, waste and landfill	72,823	-	-	72,823	68,636
Pool, recreation and sundry	4,865	-	-	4,865	14,310
User fees	-	201,730	168,084	369,814	340,243
	77,688	201,730	168,084	447,502	423,189
<b>Revenues from own sources</b>					
Licences and permits	16,557	-	-	16,557	17,018
Miscellaneous revenues	68,669	-	-	68,669	71,935
Investment income	30,091	-	-	30,091	78,307
Penalties and interest on taxes	9,113	-	-	9,113	6,158
	124,430	-	-	124,430	173,418
<b>Transfers from other governments</b>					
BC Small Communities Protection	396,567	-	10,000	406,567	393,323
Provincial	1,018,714	101,734	-	1,120,448	1,355,015
Federal	95,679	-	-	95,679	196,739
	1,510,960	101,734	10,000	1,622,694	1,945,077
<b>Total revenue</b>	\$ 2,385,799	\$ 357,227	\$ 304,314	\$ 3,047,340	\$ 3,344,615



**Village of Cache Creek**  
**Schedule 2: Fund Expenses**

**December 31, 2020**

	General Operating	Sewer	Water	2020 Total	2019 Total
<b>General administrative and legislative services</b>					
Legislative	57,084	-	-	57,084	72,186
General administration	514,513	-	-	514,513	547,386
Amortization	154,037	-	-	154,037	108,136
	725,634	-	-	725,634	727,708
<b>Transportation and protective services</b>					
Public works and common services	223,728	-	-	223,728	227,579
Roads, street lights and airport	119,794	-	-	119,794	142,427
Flood control and repairs	530,174	-	-	530,174	61,969
Fire protection	68,989	-	-	68,989	67,792
Amortization	145,121	-	-	145,121	162,202
	1,087,806	-	-	1,087,806	661,969
<b>Environmental and public health</b>					
Waste collection and landfill	206,793	-	-	206,793	206,449
Cemetery care and maintenance	5,585	-	-	5,585	8,700
Water collection and distribution	-	-	250,687	250,687	266,919
Sewage collection system	-	271,309	-	271,309	302,244
Economic development	103,096	-	-	103,096	31,369
Amortization	77,738	69,002	116,553	263,293	281,402
	393,212	340,311	367,240	1,100,763	1,097,083
<b>Recreation and cultural services</b>					
Swimming pool and recreation	111,136	-	-	111,136	234,441
Parks and community hall	56,967	-	-	56,967	51,716
Amortization	49,666	-	-	49,666	49,908
	217,769	-	-	217,769	336,065
<b>Total expenses</b>	<b>\$ 2,424,421</b>	<b>\$ 340,311</b>	<b>\$ 367,240</b>	<b>\$ 3,131,972</b>	<b>\$ 2,822,825</b>

**Village of Cache Creek**  
**Schedule 3: COVID-19 Safe Restart Grant**  
**(Unaudited)**

<b>For the year ended December 31</b>	<b>2020</b>
<b>Revenue</b>	
COVID-19 Safe Restart Grant	<b>\$ 461,000</b>
<b>Expenses</b>	
Facility reopening and operating costs	14,320
Fire protection	85,393
Other related costs	3,530
Technology costs	28,802
	<b>132,045</b>
<b>Surplus for the year</b>	<b>328,955</b>
<b>Surplus, beginning of year</b>	<b>-</b>
<b>Surplus, end of year</b>	<b>\$ 328,955</b>



# **Village of Cache Creek**

Statement of Financial Information (SOFI)

For the Year Ended December 31, 2021

**STATEMENTS OF FINANCIAL INFORMATION (SOFI)**  
Prepared under the Financial Information Act  
For the Year Ended December 31, 2021

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**STATEMENTS OF FINANCIAL INFORMATION (SOFI)**

Prepared under the Financial Information Act

For the Year Ended December 31, 2021

# MANAGEMENT REPORT

*Prepared under the Financial Information Regulation, Schedule 1, Section 9*

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

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

The Council is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control.

The external auditors, BDO Canada LLP, conduct an independent examination, in accordance with Canadian Generally Accepted Auditing Standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the Act. Their examination includes a review and evaluation of the municipality's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to Council.

On behalf of the Village of Cache Creek

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Cristina Martini, CPA, CMA, B.Eng.

Chief Financial Officer

STATEMENTS OF FINANCIAL INFORMATION (SOFI)  
Prepared under the Financial Information Act  
For the Year Ended December 31, 2021

## STATEMENT OF FINANCIAL INFORMATION APPROVAL

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

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Cristina Martini, CPA, CMA, B.Eng.  
Chief Financial Officer

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Santo Talarico  
Mayor

**STATEMENTS OF FINANCIAL INFORMATION (SOFI)**  
 Prepared under the Financial Information Act  
 For the Year Ended December 31, 2021

## SCHEDULE OF REMUNERATION AND EXPENSES

*Prepared Under the Financial Information Regulation, Schedule 1, Section 6*

### 1. SCHEDULE OF COUNCIL REMUNERATION

NAME	POSITION	REMUNERATION	EXPENSE	TOTAL
PITTMAN, ANNETTE G	Council	\$ 9,934		\$ 9,934
DAFOE, LISA R	Council	\$ 9,934		\$ 9,934
COOMBER, WENDY	Council	\$ 9,934		\$ 9,934
PETERS, SUSAN JEAN	Council	\$ 9,934		\$ 9,934
TALARICO, SANTO	Mayor	\$ 14,256		\$ 14,256
<b>TOTAL: elected officials' remuneration</b>		<b>\$ 53,993</b>	<b>\$ -</b>	<b>\$ 53,993</b>

### 2. SCHEDULE OF EMPLOYEE REMUNERATION

NAME	POSITION	REMUNERATION	EXPENSE	TOTAL
MARTINI, CRISTINA	CFO	\$ 107,178	\$ 1,993	\$ 109,170
CUMMING, JORDAN D	Utility operator	\$ 82,291	\$ 2,621	\$ 84,912
DALSIN, MARTIN	CAO	\$ 81,622	\$ -	\$ 81,622
BILLY, SHAYNE	Foreman	\$ 75,950	\$ 187	\$ 76,137
<b>Consolidated total of other employees with remuneration of \$75,000 or less</b>		<b>\$ 395,891</b>	<b>\$ 12,182</b>	<b>\$ 408,073</b>
<b>TOTAL: employee remuneration</b>		<b>\$ 742,933</b>	<b>\$ 16,982</b>	<b>\$ 759,915</b>

STATEMENTS OF FINANCIAL INFORMATION (SOFI)

Prepared under the Financial Information Act

For the Year Ended December 31, 2021

## SCHEDULE OF REMUNERATION AND EXPENSES

*Prepared Under the Financial Information Regulation, Schedule 1, Section 6*

<b>3. RECONCILIATION</b>	Remuneration	Expenses
Remuneration - Mayor and Council	\$ 53,993	\$ -
Total employees with remuneration greater than \$75,000	\$ 347,042	\$ 4,800
Total employees with remuneration lower than \$75,000	\$ 395,891	\$ 12,182
<b>Total remuneration and expenses</b>	<b>\$ 796,926</b>	<b>\$ 16,982</b>

The variance between the Schedule of Remuneration and Expenses and the wage and benefits expense reported in the financial statements is due to the following factors:

1. The remuneration schedule is based on actual payments made during the year while the financial statements are prepared on an accrual basis.
2. Wages and benefits include benefits that are recorded at full cost in the financial statements. This include items such as the employer portion of federal deductions, retirement benefits and medical benefits.

Expenses as defined by the Financial Information Act to include travel expenses, memberships, tuition, extraordinary hiring expenses, registration fees, and similar amounts paid to the employee, or to a third party on behalf of the employee, and which has not been included in "remuneration".

Expenses are not limited to those that are generally perceived as perquisites, or bestowing personal benefit, and include expenditures required for employees to perform their job functions, and exclude benefits of a general nature applicable to all employees pursuant to an agreement such as medical, dental, counselling, insurance and similar plans.



STATEMENTS OF FINANCIAL INFORMATION (SOFI)  
Prepared under the Financial Information Act  
For the Year Ended December 31, 2021

## STATEMENT OF SEVERANCE AGREEMENT

*Prepared Under the Financial Information Regulation, Schedule 1, Section 6 (8)*

There was 1 severance agreement that was finalized between the Village of Cache Creek and its non-unionized employee during the fiscal year ending December 31, 2021.

**This agreement represents 22 weeks' compensation.\***

\*"Compensation" means that the agreement was determined based on the value of the salary and benefits. The benefits included extended health, dental, life and accidental death and dismemberment and dependant life insurance.

STATEMENTS OF FINANCIAL INFORMATION (SOFI)

Prepared under the Financial Information Act

For the Year Ended December 31, 2021

## SCHEDULE OF PAYMENTS TO VENDORS

*Prepared Under the Financial Information Regulation, Schedule 1, Section 7*

### 1. SUPPLIERS WHO RECEIVED AGGREGATE PAYMENTS EXCEEDING \$25,000

Supplier Name	Aggregate amount paid to supplier
BREE CONTRACTING LTD	\$ 506,705
TRUE CONSULTING LTD	\$ 363,312
MINISTER OF FINANCE	\$ 277,337
A&H DRILLING LTD.	\$ 217,859
THOMPSON-NICOLA REGIONAL DISTRICT	\$ 184,947
B.C. HYDRO	\$ 172,467
VILLAGE OF ASHCROFT	\$ 147,356
STANTEC CONSULTING	\$ 93,087
RECEIVER GENERAL - PAYROLL	\$ 89,475
THOMPSON NICOLA REGIONAL HOSPITAL DISTRICT	\$ 64,982
FULTON & COMPANY LLP	\$ 48,828
MUNICIPAL INSURANCE ASSOCIATION OF B.C.	\$ 48,915
LIONS GATE CONSULTING	\$ 44,973
IRWIN AIR LTD.	\$ 35,389
PETRO CANADA SUPERPASS	\$ 34,273
MINISTER OF FINANCE	\$ 27,369
CENTRAL SQUARE CANADA SOFTWARE INC	\$ 25,628
Total aggregate amount paid to suppliers	\$ 2,382,902

### 2. Consolidated total paid to suppliers who received aggregate payments of \$25,000 or less

	\$ 528,227
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**STATEMENTS OF FINANCIAL INFORMATION (SOFI)**  
Prepared under the Financial Information Act  
For the Year Ended December 31, 2021

## SCHEDULE OF PAYMENTS TO VENDORS

*Prepared Under the Financial Information Regulation, Schedule 1, Section 7*

### 3. Reconciliation

Total of aggregate payments exceeding \$25,000 paid to suppliers	\$	2,382,902
Consolidated total payments of \$25,000 or less paid to suppliers	\$	528,227
Consolidated total of all grants and contributions exceeding \$25,000	\$	-
<b>Total suppliers and grants</b>	<b>\$</b>	<b>2,911,129</b>

The schedule of payment is based on actual disbursements through the accounts payable system and therefore the total will differ significantly from the expenditures in the financial statements which are reported on an accrual basis. There are also several disbursements that are not considered expenses, including payments for the acquisition of tangible capital assets, rebates and deposit refunds.

**STATEMENTS OF FINANCIAL INFORMATION (SOFI)**  
Prepared under the Financial Information Act  
For the Year Ended December 31, 2021

**SCHEDULE OF GUARANTEE AND INDEMNITY  
AGREEMENTS**

*Prepared Under the Financial Information Regulation, Schedule 1, Section 5*

This organization has not given any guarantees or indemnities under the Guarantees and Indemnities Regulation.

**Village of Cache Creek  
Financial Statements  
For the year ended December 31, 2021**

**Village of Cache Creek**  
**Financial Statements**  
For the year ended December 31, 2021

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## Management's Responsibility for Financial Reporting

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The accompanying financial statements of the Village of Cache Creek are the responsibility of management and have been approved by the Mayor and Council of the Village.

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly, in all material respects.

The Village of Cache Creek maintains systems of internal accounting and administrative controls of sufficient quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the Village's assets are appropriately accounted for and adequately safeguarded.

The Village of Cache Creek is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. Council carries out this responsibility principally through its Finance committee.

The Mayor and Council review the Village's financial statements and recommend their approval. The Mayor and Council meet periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the annual report, the financial statements and the external auditor's report. The Mayor and Council takes this information into consideration when approving the financial statements for issuance to the ratepayers. The Mayor and Council also appoint the engagement of the external auditors.

The financial statements have been audited by BDO Canada LLP in accordance with Canadian public sector accounting standards on behalf of the ratepayers. BDO Canada LLP has full access to the Council and management.



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CFO



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Mayor



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BDO Canada LLP  
300 - 275 Lansdowne Street  
Kamloops, BC V2C 6J3

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## Independent Auditor's Report

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To the Mayor and Council of the Village of Cache Creek

### Opinion

We have audited the financial statements of the Village of Cache Creek (the Village), which comprise the statement of financial position as at December 31, 2021, and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Village as at December 31, 2021, and the statements of operations, change in net financial assets, and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Village in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Matter

We have not audited, reviewed or otherwise attempted to verify the accuracy or completeness of the Schedule 3 on page of 26 of these financial statements.

### Responsibilities of Management and Those Charged with Governance 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.

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

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





## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Village's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Village's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Village to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*BDO Canada LLP*

Chartered Professional Accountants

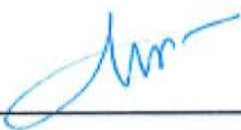
Kamloops, British Columbia

March 21, 2022

**Village of Cache Creek  
Statement of Financial Position**

As at December 31	2021	2020
<b>Financial assets</b>		
Cash	\$ 1,496,912	\$ 1,442,159
Short-term investments (Note 2)	1,682,613	1,669,028
Accounts receivable (Note 4)	474,422	206,558
	<b>3,653,947</b>	<b>3,317,745</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	363,101	278,462
Deferred revenue (Note 5)	700	105,585
	<b>363,801</b>	<b>384,047</b>
<b>Net financial assets</b>	<b>3,290,146</b>	<b>2,933,698</b>
<b>Non-financial assets</b>		
Tangible capital assets (Note 6)	14,118,842	13,589,240
Prepaid expenses	50,475	44,397
	<b>14,169,317</b>	<b>13,633,637</b>
<b>Accumulated surplus (Note 7)</b>	<b>\$17,459,463</b>	<b>\$ 16,567,335</b>

Contingent liabilities (Note 9)  
Commitments (Note 10)



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CFO



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Mayor

**Village of Cache Creek  
Statement of Operations**

For the year ended December 31	Budget 2021	2021	2020
	(Note 12)		
<b>Revenue (Schedule 1)</b>			
Municipal taxation and grants-in-lieu of taxes (Note 8)	\$ 900,102	\$ 901,823	\$ 780,180
Sales of services	557,015	559,078	447,502
Revenue from own sources	62,250	114,755	124,430
Transfers from other governments	5,082,249	1,593,761	1,622,694
Landfill royalties	300,247	305,598	72,534
	<u>6,901,863</u>	<u>3,475,015</u>	<u>3,047,340</u>
<b>Expenses (Schedule 2)</b>			
General administration and legislative services	822,720	775,282	725,634
Transportation and protective services	732,107	585,794	1,021,887
Environmental and health services	1,031,789	959,705	1,100,763
Recreation and cultural services	250,721	194,839	217,769
Crown lease	60,000	67,267	65,919
	<u>2,897,337</u>	<u>2,582,887</u>	<u>3,131,972</u>
Annual surplus (deficit)	4,004,526	892,128	(84,632)
Accumulated surplus, beginning of year	<u>16,567,335</u>	<u>16,567,335</u>	<u>16,651,967</u>
<b>Accumulated surplus, end of year</b>	<u>\$20,571,861</u>	<u>\$17,459,463</u>	<u>\$ 16,567,335</u>

**Village of Cache Creek**  
**Statement of Change in Net Financial Assets**

For the year ended December 31	Budget 2021	2021	2020
	(Note 12)		
Annual surplus (deficit)	\$ 4,004,526	\$ 892,128	\$ (84,632)
Acquisition of tangible capital assets	(5,426,579)	(1,156,568)	(488,193)
Amortization of tangible capital assets	585,000	626,966	612,115
Loss on disposal of tangible capital assets	-	-	45,834
	(837,053)	362,526	85,124
Change in prepaid expenses	-	(6,078)	(11,950)
Increase (decrease) in net financial assets	(837,053)	356,448	73,174
Net financial assets, beginning of year	2,933,698	2,933,698	2,860,524
Net financial assets, end of year	\$ 2,096,645	\$ 3,290,146	\$ 2,933,698

**Village of Cache Creek  
Statement of Cash Flows**

For the year ended December 31	2021	2020
<b>Operating transactions</b>		
Annual surplus (deficit)	\$ 892,128	\$ (84,632)
Items not involving cash		
Amortization	626,966	612,115
Changes in non-cash operating balances		
Accounts receivable	(267,864)	743,166
Prepaid expenses	(6,078)	(11,950)
Accounts payable and accrued liabilities	84,639	(3,057)
Deferred revenue	(104,885)	(237,235)
	1,224,906	1,018,407
<b>Capital transactions</b>		
Acquisition of tangible capital assets	(1,156,568)	(488,193)
Proceeds on disposal of tangible capital assets	-	-
Loss on disposal of tangible capital assets	-	45,834
	(1,156,568)	(488,193)
<b>Investing transaction</b>		
Purchase of short-term investments	(13,585)	(22,423)
<b>Net change in cash</b>	54,753	553,625
Cash, beginning of year	1,442,159	888,534
<b>Cash, end of year</b>	\$ 1,496,912	\$ 1,442,159

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**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2021**

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**1. Significant accounting policies**

**Government Reporting Entity**

The Village of Cache Creek (the "Village") was incorporated in 1967 under statutes of the Province of British Columbia. It now operates as a municipality under the provisions of the Community Charter of British Columbia. Its principal activities include the provision of local government services to the residents of the incorporated area. These include administrative, protective, transportation, environmental, recreational, water, sewer, and fiscal services.

**Basis of Presentation**

The financial statements of the Village have been prepared in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

**Cash and Cash Equivalents**

Management considers all highly liquid investments with maturity of three months or less at acquisition to be cash equivalents.

**Short-Term Investments**

Short-term investments are recorded at cost unless there has been a decline in the market value which is other than temporary in nature in which case the investments are written down to market value.

**Tangible Capital Assets**

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing once the asset is available for productive use as follows:

Buildings	20 to 70 years
Machinery and equipment	5 to 15 years
Pool	50 years
Roads	25 to 50 years
Storm sewer	100 years
Plant and facilities	20 to 70 years
Underground networks	100 years



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**Village of Cache Creek  
Notes to Financial Statements**

**December 31, 2021**

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**1. Significant accounting policies (continued)**

**Collection of Taxes on  
Behalf of Other Taxation  
Authorities**

The Village collects taxation revenue on behalf of other entities. Such levies, other revenues, expenses, assets and liabilities with respect to the operations of entities are not reflected in these financial statements.

**Reserve Funds**

Reserves represent amounts set aside for specific or future expenditures. Statutory reserves require the passing of a by-law before funds can be expended. Reserve accounts require an approved council budget and resolution.

**Trust Funds**

Trust funds held in trust by the Village, and their related operations, are not included in these financial statements. The financial activity and position of the trust funds are reported separately.

**Retirement Benefits and  
Other Employee  
Benefit Plans**

The Village's contributions due during the period to its multi-employer defined benefit plan are expensed as incurred. The costs of other pensions and other retirement benefits that accumulate over the period of service provided by employees are actuarially determined using the projected benefit method prorated on services based on management's best estimate of retirement ages, inflation rates, investment returns, wage and salary escalation, insurance and health care costs trends, employee turnover and discount rates. Actuarial gains and losses are amortized on a straight-line basis over the expected average remaining service life of the employee group.

December 31, 2021

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1. Significant accounting policies (continued)

<b>Deferred Revenue</b>	Funds received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the statement of financial position. The revenue is recognized in the statement of operations in the year in which it is used for the specified purpose.
<b>Government Transfers</b>	Government transfers, which include legislative grants, are recognized in the financial statements in the period in which events giving rise to the transfers occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amount can be made.
<b>Revenue Recognition</b>	<p>Taxes are recognized as revenue in the year they are levied.</p> <p>Charges for sewer and water usage are recorded as user fees when invoiced. Connection fee revenues are recognized when the connection has been established.</p> <p>Conditional grant revenue is recognized to the extent the conditions imposed on it have been fulfilled. Unconditional grant revenue is recognized when monies are receivable.</p> <p>Grants for the acquisition of tangible capital assets are recognized in the period in which eligible expenditures are made.</p> <p>Sales of service and other revenue is recognized on an accrual basis.</p>
<b>Contaminated Sites</b>	Governments are required to accrue a liability for the costs to remediate a contaminated site. Liabilities are recognized when an environmental standard exists, contamination exceeds the standard, the government has responsibility for remediation, future economic benefits will be given up and a reasonable estimate can be made.
<b>Use of Estimates</b>	The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

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**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2021**

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**2. Short-term Investments**

Short-term investments are comprised of:

	<u>2021</u>	<u>2020</u>
MFA CIBC	\$ 1,667,459	\$ 1,653,874
MFABC Money Market Fund	15,154	15,154
	<u>\$ 1,682,613</u>	<u>\$ 1,669,028</u>

The income from Short-term investments for the year was \$15,054 (2020 - \$25,118). The carrying value and market value of the Village's marketable securities was \$1,682,613 (2020 - \$1,669,028).

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**3. Employee Future Benefits**

Municipal Employees Retirement System

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

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

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

The Village paid \$54,513 (2020 - \$56,759) for employer contributions while employees contributed \$48,199 (2020 - \$50,382) to the plan in fiscal 2021

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

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

**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2021**

**4. Accounts Receivable**

Accounts receivable are comprised of:

	2021	2020
Property taxes and utilities receivable	\$ 21,199	\$ 17,004
Accounts receivable	328,418	138,983
Landfill receivable	63,874	11,573
Goods and Services Tax rebates	60,931	38,998
	\$ 474,422	\$ 206,558

**5. Deferred Revenue**

Deferred revenue represents amounts that relate to a subsequent period. A breakdown of deferred revenue is as follows:

	2021	2020
UBCM - Emergency preparedness fund	\$ -	\$ 73,585
Project BC Rural Dividend Program		
Economic Development Action Plan	-	32,000
Development Permit Fees	700	-
	\$ 700	\$ 105,585

Village of Cache Creek  
Notes to Financial Statements

December 31, 2021

6. Tangible Capital Assets (continued)

	General					Water		Sewer	Construction in Progress		2020	
	Land	Buildings	Equipment	Roads	Parks	Plant & Facilities	Underground System	Plant & Facilities	Underground System	Amount	Total	
Cost, beginning of year	\$ 624,666	\$ 3,106,596	\$ 2,253,804	\$ 5,785,108	\$ 1,159,737	\$ 3,333,487	\$ 2,587,703	\$ 1,014,487	\$ 2,422,919	\$ 1,241,304	\$ 23,529,811	
Additions	-	5,880	38,082	39,443	163,823	26,104	-	40,548	-	174,313	488,193	
Disposals	-	-	-	-	-	-	-	-	-	(45,824)	(45,824)	
Transfers	-	-	75,407	-	-	-	-	-	-	(75,407)	-	
Cost, end of year	\$ 624,666	\$ 3,112,476	\$ 2,367,293	\$ 5,824,551	\$ 1,323,560	\$ 3,359,591	\$ 2,587,703	\$ 1,055,035	\$ 2,422,919	\$ 1,294,386	\$ 23,972,180	
Accumulated amortization, beginning of year	\$ -	\$ 1,641,345	\$ 876,470	\$ 2,415,891	\$ 596,312	\$ 750,984	\$ 1,753,620	\$ 662,245	\$ 1,073,958	\$ -	\$ 9,770,825	
Amortization	-	77,737	154,035	145,121	49,667	64,799	51,754	20,544	48,458	-	612,115	
Accumulated amortization, end of year	\$ -	\$ 1,719,082	\$ 1,030,505	\$ 2,561,012	\$ 645,979	\$ 815,783	\$ 1,805,374	\$ 682,789	\$ 1,122,416	\$ -	\$ 10,382,940	
Net carrying amount, end of year	\$ 624,666	\$ 1,393,394	\$ 1,336,788	\$ 3,263,539	\$ 677,581	\$ 2,543,808	\$ 782,329	\$ 372,246	\$ 1,300,503	\$ 1,294,386	\$ 13,589,240	

The Village holds various works of art and historical treasures. These items are not recognized as tangible capital assets in the financial statements because a reasonable estimate of the future benefits associated with such property cannot be made.

Village of Cache Creek  
Notes to Financial Statements

December 31, 2021

6. Tangible Capital Assets

	General					Water		Sewer		Construction In Progress		2021
	Land	Buildings	Equipment	Roads	Parks	Plant & Facilities	Underground System	Plant & Facilities	Underground System	Amount	Total	
Cost, beginning of year	\$ 624,666	\$ 3,112,476	\$ 2,367,293	\$ 5,824,551	\$ 1,323,560	\$ 3,359,591	\$ 2,587,703	\$ 1,055,035	\$ 2,422,919	\$ 1,294,386	\$ 23,972,180	
Additions	-	-	52,639	10,580	90,341	-	-	24,277	-	978,731	1,156,568	
Cost, end of year	\$ 624,666	\$ 3,112,476	\$ 2,419,932	\$ 5,835,131	\$ 1,413,901	\$ 3,359,591	\$ 2,587,703	\$ 1,079,312	\$ 2,422,919	\$ 2,273,117	\$ 25,128,748	
Accumulated amortization, beginning of year	\$ -	\$ 1,719,082	\$ 1,030,505	\$ 2,561,012	\$ 645,979	\$ 815,783	\$ 1,805,374	\$ 682,789	\$ 1,122,416	\$ -	\$ 10,382,940	
Amortization	-	77,812	159,574	145,746	54,749	65,060	51,754	23,813	48,458	-	626,966	
Accumulated amortization, end of year	\$ -	\$ 1,796,894	\$ 1,190,079	\$ 2,706,758	\$ 700,728	\$ 880,843	\$ 1,857,128	\$ 706,602	\$ 1,170,874	\$ -	\$ 11,009,906	
Net carrying amount, end of year	\$ 624,666	\$ 1,315,582	\$ 1,229,853	\$ 3,128,373	\$ 713,173	\$ 2,478,748	\$ 730,575	\$ 372,710	\$ 1,252,045	\$ 2,273,117	\$ 14,118,842	

**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2021**

**7. Accumulated Surplus**

The Village segregates its accumulated surplus in the following categories:

	2021	2020
Invested in tangible capital assets	<b>\$14,167,289</b>	\$ 13,635,063
General fund	-	-
Water fund	246,869	27,523
Sewer fund	-	45,370
Statutory reserves	10,383	10,383
Reserves set aside by Council		
Landfill Legacy	1,225,434	1,132,706
General reserve	580,624	470,419
Water reserve	117,169	77,169
Sewer reserve	15,860	15,860
Community works fund	1,019,829	823,887
COVID-19 Restart Grant Reserve	76,006	328,955
	<b>\$17,459,463</b>	<b>\$ 16,567,335</b>

The investment in tangible capital assets represents amounts already spent and invested in infrastructure and other non-financial assets.

Reserve funds represent funds set aside by by-law or council resolution for specific purposes.

**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2021**

**8. Municipal taxation and grants-in-lieu of taxes**

	Budget 2021 (Note 12)	2021	2020
Property taxes and payments-in-lieu	\$ 905,316	\$ 903,878	\$ 781,256
Collections for other governments			
Province of British Columbia - school tax	363,237	363,101	280,097
Regional Hospital District	64,623	64,600	63,737
Thompson Nicola Regional District	129,882	129,839	129,537
Municipal Finance Authority	32	31	30
British Columbia Assessment Authority	7,348	7,346	7,081
Police Tax	55,104	55,085	54,736
	<u>1,525,542</u>	<u>1,523,880</u>	<u>1,316,474</u>
Transfers			
Province of British Columbia - school tax	(365,640)	(363,353)	(279,130)
Regional Hospital District	(65,275)	(64,982)	(64,256)
Thompson Nicola Regional District	(131,380)	(130,603)	(130,584)
Municipal Finance Authority	(35)	(32)	(31)
British Columbia Assessment Authority	(7,400)	(7,389)	(7,132)
Police Tax	(55,710)	(55,698)	(55,161)
	<u>(625,440)</u>	<u>(622,057)</u>	<u>(536,294)</u>
Available for general municipal purposes	<u>\$ 900,102</u>	<u>\$ 901,823</u>	<u>\$ 780,180</u>



December 31, 2021

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**9. Contingent Liabilities**

- (a) Debts of the Thompson-Nicola Regional District (TNRD) are, under the provisions of the British Columbia Community Charter, a direct, joint and several liability of the TNRD and each member municipality within the TNRD, including the Village of Cache Creek.
- (b) The Village is a participant in the Municipal Insurance Association of British Columbia. Should the Association pay out claims in excess of premiums received, it is possible the Village, along with other participants, would be required to contribute towards the deficit.
- (c) From time to time the Village is brought forth as defendant in various lawsuits. The Village reviews its exposure to any potential litigation for which it would not be covered by insurance and assesses whether a successful claim against the Village would materially affect the consolidated financial statements of the Village. The Village reserves a portion of its operating surplus for future payment of insurance deductibles and payment of claims for which it would not be covered by insurance. The Village is currently not aware of any claims brought against it that if not defended successfully would result in a material change to the financial statements of the Village.
- (d) The Village has an unused line of credit in the amount of \$14,000 in 2021 (2020 - \$14,000).

**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2021**

**10. Landfill Closure and Post-Closure Liability Fund**

The Village was formerly under contract with Metro Vancouver Regional District ("MVRD") to allow the MVRD to dispose of its solid waste in the Village's solid waste landfill in exchange for a per tonne royalty. The Cache Creek landfill was closed in December 2016. Under the terms of the contract, the MVRD is required to fund the post closure liability of the solid waste landfill, and the fund is being administered by BC Investment Management Corporation. Accordingly, the MVRD contributed to the post closure landfill trust fund. While the contract indemnifies the Village for any post closure liabilities it may incur which are not covered by this fund, it is anticipated that the fund is sufficient to cover the majority of such costs. The closure and post-closure liability and annual expense is calculated based on the ration of actual utilization to total expected utilization of the site's capacity at the date of closure. In 2021 - Nil (2020 - Nil) in closure costs were paid by the MVRD. The present value of the District's estimated future liability for closure and post-closure is as follows:

	2021	2020
Opening balance	\$15,519,407	\$ 16,091,490
Impact due to change in:		
Assumptions	742,104	(572,083)
Closing balance	16,261,511	15,519,407
Less: Post-closure fund	(16,261,511)	(15,519,407)
Closure liability	\$ -	\$ -

The liability is based on significant estimates and assumptions adopted in measuring the closure and post-closure liability and are as follows:

	2021	2020
Current actual utilization (in tonnes)	\$10,318,780	\$ 10,318,780
Expected utilization at closure (in tonnes)	10,318,780	10,318,780
Permitted capacity (in tonnes)	10,371,594	10,371,594
Discount rate	3.03%	3.03%
Expected post-closure period	30 years	30 years

At the end of the closure period, any residual funds remaining the post-closure fund will revert back to the Village.

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**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2021**

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**11. Funds Held in Trust**

The Village operates a cemetery in accordance with the Cremation, Interment and Funeral Services Act of British Columbia. These funds are not included in these financial statements. The Village holds the assets for the benefit of and stand in fiduciary relationship to the beneficiaries. At December 31, 2021, the Village held \$67,352 (2020 - \$67,352) in trust.

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**12. Budget**

The Financial Plan (Budget) By-Law adopted by Council on May 7, 2021 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards now require a full accrual basis. The budget figures anticipated use surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues to \$nil. As a result, the budget figures presented in the statements of financial activities and change in net financial assets represent the Financial Plan adopted by Council on May 7, 2021 with adjustments.

	<u>2021</u>
Financial Plan (Budget) By-Law surplus for the year	\$ -
Add:	
Capital expenditures	5,426,547
Transfers to reserves	585,000
Less:	
Amortization	(585,000)
Transfers from reserves	(837,021)
Transfers from equity	<u>(585,000)</u>
Budget surplus per statement of operations	<u>\$ 4,004,526</u>

December 31, 2021

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### 13. Segmented Information

The Village is a diversified municipal government institution that provides a wide range of services to its citizens such as transit, police, fire and water. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

#### **General Administrative and Legislative Services**

This item relates to the revenues and expenses that relate to the operations of the Village itself and cannot be directly attributed to a specific segment.

#### **Protective Services**

Protective services is comprised of police services and fire protection. The police services work to ensure the safety and protection of the citizens and their property. The fire department is responsible to provide fire suppression service, fire prevention programs, training and education. The members of the fire department consist of volunteers.

#### **Transportation Services**

Transportation is responsible for providing the Village's transit services.

#### **Environmental and Public Health**

Environmental and public health services are comprised of water, sewer, waste removal, and health services. Water provides the Village's drinking water. The Village processes and cleans sewage and ensures the water system meets all Provincial standards. Waste removal services consists of providing waste disposal to citizens. Health services are comprised of public health services which works to improve the overall health of the population and overcome health inequalities by providing services to individuals and communities.

#### **Recreation and Cultural Services**

This service area provides services meant to improve the health and development of the Village's citizens. Recreational programs and cultural programs like bingo and karate offered in areas like gyms, arenas, centres and community centres. Also, the Village provides library services to assist with its citizens' informational needs.

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**Village of Cache Creek**  
**Notes to Financial Statements**

**December 31, 2021**

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**14. Expenses by Object**

	<b>Budget</b>		
	<b>2021</b>	<b>2021</b>	<b>2020</b>
	(Note 12)		
Amortization	\$ 585,000	\$ 626,966	\$ 612,115
Insurance	69,659	53,497	70,290
Office and operations	1,035,297	837,758	1,313,352
Repairs and maintenance and supplies	174,182	127,917	119,855
Salaries and benefits	1,033,199	936,749	1,016,356
	<u>\$ 2,897,337</u>	<u>\$ 2,582,887</u>	<u>\$ 3,131,968</u>

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**15. Comparative Figures**

Certain of the comparative figures have been restated to conform with the current year financial statement presentation.

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**16. Global Pandemic**

As the impacts of COVID-19 continue, there could be further impact on the Village, its citizens, employees, suppliers and other third party business associates that could impact the timing and amounts realized on the Village's assets and future ability to deliver services and projects. Although the disruption from the virus is expected to be temporary, given the dynamic nature of these circumstances, the duration of disruption and the related financial impact cannot be reasonably estimated at this time. The Village's ability to continue delivering non-essential services and employ related staff, will depend on the legislative mandates from the various levels of government. The Village will continue to focus on collecting receivables, managing expenditures, and leveraging existing reserves and available credit facilities to ensure it is able to continue providing essential services to its citizens.

**Village of Cache Creek  
Schedule 1: Fund Revenue**

**December 31, 2021**

	General Operating	Sewer	Water	2021 Total	2020 Total
<b>Tax levies</b>					
Real property taxes	\$ 622,378	\$ -	\$ -	\$ 622,378	\$ 544,203
Parcel taxes	-	55,376	164,348	219,724	179,993
Grants in lieu of taxes	59,721	-	-	59,721	55,984
	<u>682,099</u>	<u>55,376</u>	<u>164,348</u>	<u>901,823</u>	<u>780,180</u>
<b>Crown lease</b>	305,598	-	-	305,598	72,534
<b>Sale of services</b>					
Refuse, waste and landfill	92,355	-	-	92,355	72,823
Pool, recreation and sundry	6,185	-	-	6,185	4,865
User fees	-	252,637	207,901	460,538	369,814
	<u>98,540</u>	<u>252,637</u>	<u>207,901</u>	<u>559,078</u>	<u>447,502</u>
<b>Revenues from own sources</b>					
Licences and permits	23,269	-	-	23,269	16,557
Miscellaneous revenues	53,008	-	-	53,008	68,669
Investment income	17,043	-	-	17,043	30,091
Penalties and interest on taxes	21,435	-	-	21,435	9,113
	<u>114,755</u>	<u>-</u>	<u>-</u>	<u>114,755</u>	<u>124,430</u>
<b>Transfers from other governments</b>					
BC Small Communities Protection	406,000	-	-	406,000	406,567
Provincial	200,944	200,358	-	401,302	1,120,448
Federal	195,942	-	590,517	786,459	95,679
	<u>802,886</u>	<u>200,358</u>	<u>590,517</u>	<u>1,593,761</u>	<u>1,622,694</u>
<b>Total revenue</b>	\$ 2,003,878	\$ 508,371	\$ 962,766	\$ 3,475,015	\$ 3,047,340

**Village of Cache Creek  
Schedule 2: Fund Expenses**

**December 31, 2021**

	General Operating	Sewer	Water	2021 Total	2020 Total
<b>General administrative and legislative services</b>					
Legislative	61,981	-	-	61,981	57,084
General administration	553,726	-	-	553,726	514,513
Amortization	159,575	-	-	159,575	154,037
	<u>775,282</u>	<u>-</u>	<u>-</u>	<u>775,282</u>	<u>725,634</u>
<b>Crown lease</b>	<b>67,267</b>	<b>-</b>	<b>-</b>	<b>67,267</b>	<b>65,919</b>
<b>Transportation and protective services</b>					
Bylaw enforcement	16,166	-	-	16,166	-
Public works and common services	223,980	-	-	223,980	157,809
Roads, street lights and airport	113,772	-	-	113,772	119,794
Flood control and repairs (recovery)	(545)	-	-	(545)	530,174
Fire protection	86,675	-	-	86,675	68,989
Amortization	145,746	-	-	145,746	145,121
	<u>585,794</u>	<u>-</u>	<u>-</u>	<u>585,794</u>	<u>1,021,887</u>
<b>Environmental and public health</b>					
Waste collection and landfill	208,903	-	-	208,903	206,793
Cemetery care and maintenance	9,754	-	-	9,754	5,585
Water collection and distribution	-	-	200,067	200,067	250,687
Sewage collection system	-	230,216	-	230,216	271,309
Economic development	43,868	-	-	43,868	103,096
Amortization	77,812	72,271	116,814	266,897	263,293
	<u>340,337</u>	<u>302,487</u>	<u>316,881</u>	<u>959,705</u>	<u>1,100,763</u>
<b>Recreation and cultural services</b>					
Swimming pool and recreation	99,673	-	-	99,673	111,136
Parks and community hall	40,417	-	-	40,417	56,967
Grants-in-aid	-	-	-	-	-
Amortization	54,749	-	-	54,749	49,666
	<u>194,839</u>	<u>-</u>	<u>-</u>	<u>194,839</u>	<u>217,769</u>
<b>Total expenses</b>	<b>\$ 1,896,252</b>	<b>\$ 302,487</b>	<b>\$ 316,881</b>	<b>\$ 2,582,887</b>	<b>\$ 3,131,972</b>

**Village of Cache Creek**  
**Schedule 3: COVID-19 Safe Restart Grant**  
**(Unaudited)**

<u>For the year ended December 31</u>	<u>2021</u>	<u>2020</u>
<b>Revenue</b>		
COVID-19 Safe Restart Grant	\$ -	\$ 461,000
<b>Expenses</b>		
Facility reopening and operating costs	128,402	14,320
Fire protection	48,588	85,393
Other related costs	13,663	3,530
Revenue shortfalls	61,264	-
Technology costs	1,033	28,802
	<u>252,950</u>	<u>132,045</u>
<b>Surplus, for the year</b>	<b>(252,950)</b>	<b>328,955</b>
<b>Surplus, beginning of year</b>	<u>328,955</u>	-
<b>Surplus, end of year</b>	<u>\$ 76,005</u>	<u>\$ 328,955</u>



# Strategic Plan 2022

Village of Cache Creek



Our Mission: To protect and enhance all aspects of our community's rural lifestyle in a sustainable way.





# Strategic Plan Development Timeline



# Pillars For The 2022 Strategic Plan



## Safety

Create a safe community

## Growth

Prepare ourselves for growth



## Communication

Change and clarify how we engage the community

## Spirit

Build Community Spirit







## Safety

Create a safe  
community



# Crime Reduction

Why we will do this

Crime is on the rise locally and abroad. While we cannot make sweeping change to the system, we can work to improve conditions in our community and focus on problem locations.

What We Will Do

Engage government agencies regarding this topic and see where there is room to make change. Stakeholders would include RCMP, Ambulance, Interior Health, Mental Health, MCFD, Ministry of Public Safety and Solicitor General, Probation, and Crown Counsel.

When to Expect It

Meetings to begin in February, with regular reports to council when available.





# Pedestrian Crossing Safety

Why we will do this

Our main intersection has some spaces that can be dangerous to pedestrians.

What We Will Do

Discuss with Ministry of Transportation and Infrastructure areas of concern, the pedestrian crosswalks at the intersection. Determine with them the best course of action to ensure safety.

When to Expect It

Consultation to begin in February.



# Speed Reduction / Traffic Control

Why we will do this

With our three highway entrances into the community road safety is critical. We need to evaluate our speeds coming into town and make changes if the information recommends it.

What We Will Do

Liaison with RCMP, Ministry of Transportation and Infrastructure, ICBC, and Bonaparte First Nation to discuss the speeds of the highway corridor around us. Work on signage and physical mitigation.

When to Expect It

Process will be ongoing through 2022, with expected results in the fall of 2022.





# Community Lighting

## Why we will do this

Proper lighting provides a safer community for people to enjoy outside activities in the evening and the dark. Modernizing old systems can also provide long term cost savings or better performance for value.

## What We Will Do

Survey all current exterior lighting on municipal structures and determine costs for changes to lighting. Inform community members on ways to assist with remediation of streetlight outages, since members of the public are first to notice.

## When to Expect It

Process has already started with lighting changes to the Community Hall and Fire Hall. Community education on remediation should be in place in the Spring/Summer.



# Community Preparedness

Why we will do this

We have been subject to many natural disasters in recent years. We need to focus on assisting the public with finding the information they need to assist themselves in these events.

What We Will Do

Create a series of videos outlining things that can assist community members during emergencies. Pass along tips in the Newsletter regarding emergency preparedness recommendations.

When to Expect It

Tips will begin in the first newsletter, with seasonal videos and links shared based on emergencies to be prepared for at that time of year.



# Cache Creek Remediation

## Why we will do this

After numerous flooding issues, the Cache Creek Waterway needs to be mitigated to protect against future flooding issues.

## What We Will Do

Culverts must be dealt with, from downstream up. While MOTI is working on their culvert, we can start works on planning for what the watercourse will look like.

## When to Expect It

Already started and ongoing. The process of solving this issue will take years to complete, but we are committing to continuous work on the project.





# Critical Infrastructure Security

Why we will do this

Critical Infrastructure like water and sewer treatment facilities are just that, critical. For the safety and wellbeing of community members we must ensure that these assets are safe and secure.

What We Will Do

Reevaluate current security measures in all municipal structures and data systems. After analysis is complete, create a comprehensive list of actions to take and implement.

When to Expect It

Some items are already completed, but full process should be complete by December 2022.



## Growth

Prepare  
ourselves for  
growth





# Communicate with Brownsites

Why we will do this

Our downtown is the core of our community, and it is not appealing. Many former fuel service properties are vacant and look abandoned, detracting from the appeal of the community.

What We Will Do

Communicate with every landowner one on one the need for change on these types of sites. Gauge interest in remediation, development, or disposal of the sites.

When to Expect It

Process will be ongoing, but initial reach out to occur by summer.



# Vacant Land Maintenance

Why we will do this

Cache Creek has an abundance of vacant property, residential and commercial, that must be maintained to be appealing, and safe from wildfire.

What We Will Do

Institute communication with vacant land owners the requirements for weed control, grass control, and unsightly premises. Issue specific dates that work must be completed by and remediate as needed.

When to Expect It

We are expecting two public facing timelines for this, an initial deadline for work completion of late May, then another for August.



# Asset Management

Why we will do this

All of our assets need to be appropriately inventoried and assessed. Many items, like vehicles, buildings, and even underground utilities, need regular maintenance, and there are not currently any effective means to manage this.

What We Will Do

Create an Asset Management program from the ground up. A proper program would include maintenance schedules for all serviceable items and components, and also recommended replacement dates for all critical infrastructure.

When to Expect It

Work is underway. Expected completion date for basic operations would be September, but this program will be constantly changed, updated, and revised.





# Promote our Airport

## Why we will do this

Our Airport is a local asset that is underutilized. We need to foster development of the space, which has the potential to be an economic driver.

## What We Will Do

Work on acquiring federal funding for infrastructure at the site.  
Work with local stakeholders and create shovel-ready projects that could have an impact on usage at the site.

## When to Expect It

This project will be ongoing through 2022, but initial consultations and process should be completed by September 2022.



# Re-Align Mill Rates

Why we will do this

Our Community has a misalignment in Mill Rates that heavily tax industrial lands in the community and discourage buy in from commercial enterprises.

What We Will Do

During budgeting we will work to better align these numbers with area and provincial normal levels. A cap on residential tax burden percentage will be decided as well.

When to Expect It

These changes were started in 2021 and will be part of the 2022 budget creation process.



# Business Licence Revisit

Why we will do this

The current business licence categories do not fall in line with the needs of area businesses. Pricing and types of licences need to be evaluated.

What We Will Do

During 2022 we will review and revise the business license bylaw to better align with the needs of the area.

When to Expect It

Draft bylaw that would be effective for 2023 should be within Council Chambers in the summer.

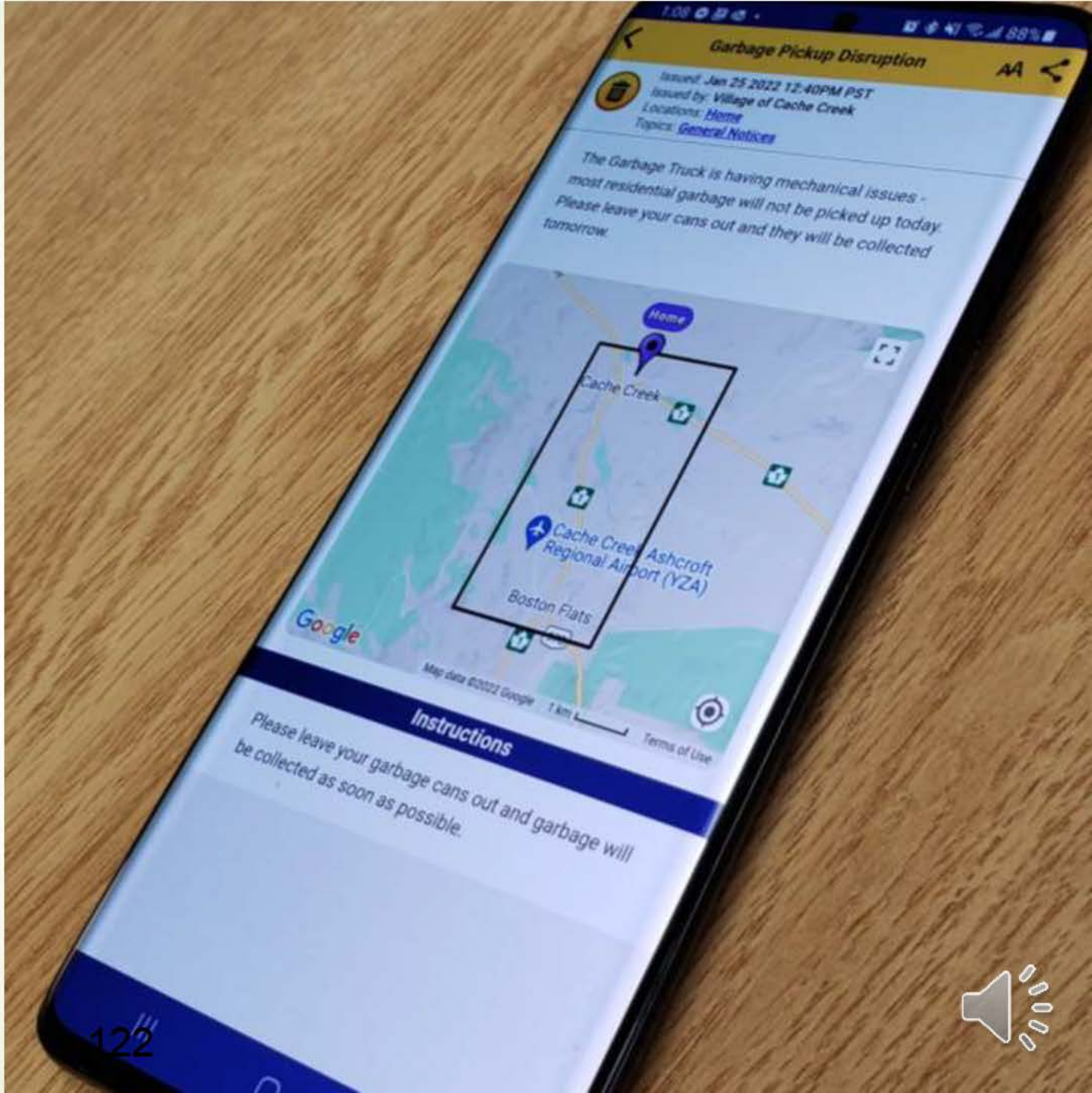






## Communication

Change and clarify how we engage the community



# Monthly Newsletter

Why we will do this

Communication between the Village and Public is an issue that we recognise.

What We Will Do

Create a Newsletter to inform residents as to what is happening in the community. The Newsletter will be distributed monthly via mail drop, our website, social media, and email.

When to Expect It

Expect to see the first issue in the beginning of February!





# Communication Policy

Why we will do this

Communication is key. There needs to be clear and defined ways that we communicate with the community.

What We Will Do

Create a policy to outline how the Village will communicate with the public. This would include specifics on all methods of communication and what platforms will be used.

When to Expect It

Expect to see council deliberating on the topic by April.



# Spirit

Build  
Community  
Spirit





# Downtown Beautification

## Why we will do this

Our downtown is not always appealing to look at, and we want to create a way for residents to make their mark on the community.

## What We Will Do

Complete an assessment of the highway corridors irrigation system. Fix and replace the system as necessary.

## When to Expect It

Institute an “Adopt a Planter” program! Groups, businesses and individuals will be able to adopt a planter and arrange it how they like within a set of guidelines.

Assessment completed by mid March.  
Work on irrigation completed by May.  
Adopt a Planter to begin mid May.





# Recreate Recreation Policies

Why we will do this

We need activities! Due to Covid-19 and other factors, many activities in the area were stopped, and we have to create an environment to usher in new things to do.

What We Will Do

Revise the Facilities and Events Bookings Policy to enable the creation of “Community Champions,” residents of the community that facilitate events and drop in uses of facilities at scheduled dates and times to allow more use of the spaces.

When to Expect It

This project has a lot of moving parts such as communication with insurance providers, engaging the public, and changing policies. Expect to see more news regarding this in summer and early fall.



# Love Cache Creek!

Why we will do this

We have to encourage and support local, small businesses.

What We Will Do

Work with NDIIT to facilitate the program that has started to promote small independent businesses through their Love Northern BC Program.

When to Expect It

Already in effect! Reach out to the Community Champion for the project, Councillor Wendy Coomber, for more details.





# Clay Day Cleanup Event



Why we will do this

In honor of late Fire Chief Clayton Cassidy, we want to create an event that fosters the spirit of helping others. The Village can act as a catalyst, but we need help to do it.



What We Will Do

Create and facilitate a community cleanup day where members of the public donate their time and services to assist fellow community members and downtown.



When to Expect It

Planning for the first day to be in early May.





# Local Government Day

Why we will do this

Children are our future. We have to take steps to encourage their growth and participation in our community, and one way is through teaching about local government.

What We Will Do

Work with our School and PAC to create a Local Government Day, where students learn about what our Village is and does.

When to Expect It

Planning to begin in the fall, with a plan to have the day in October during Local Government Week



# Encourage Community Love

Why we will do this

Community can be seen as a sense of pride. We want everyone in our community to care about it and have the opportunity to wear their pride on their sleeve, literally.

What We Will Do

Create a series of clothing and accessories available to the public that promote the community. Profits generated from sales will be used for Village lead initiatives that promote the community.

When to Expect It

Design will be ongoing as time permits through the spring and summer, with launch hopefully in the early fall. If you are a local maker and want to collaborate on this project, let us know!





# Thank you!

This Plan is the result of numerous hours of input. We would like to take a moment to thank the following groups and individuals that assisted on this project

Northern Development Initiative Trust  
Gold Country Communities Society  
Rose Cassidy and Family  
Bill Elliott  
Cory Lepine, RCMP  
Wendy Coomber

And everyone that attended meetings and submitted feedback!







March 2022

# Outdoor Recreational Pool

## Research and Report



Damian Couture  
VILLAGE OF CACHE CREEK

## **Background**

The Village of Cache Creek, a small community in British Columbia's interior, has operated an outdoor pool facility for nearly 50 years. The service is supported by tax revenue from the local population of 969. The outdoor pool typically operates from May Long Weekend until Labour Day Weekend in September but has not been open to the public since the 2019 season. With average outdoor temperatures in the community between 21 and 28 degrees Celsius and exceptionally low average rainfall during these months, an outdoor pool is well suited to the environment and has been well enjoyed by residents and visitors since construction was completed.

The facility is home to six swimming lanes with two diving boards and a smaller, separate tot pool. At the deepest point, the main pool has a depth of 12 feet. The pool is located on the northern edge of the Community and is part of the Cache Creek Recreational Park. The park hosts a playground, a covered sports facility, two baseball diamonds, and a considerable amount of open field. There is also a walking trail that borders the park and totals just under 1KM in length.

This normally perfect location is one of the key reasons why the pool must be filled year-round. The park is adjacent to the Bonaparte River, and the pool structure is only slightly above the water table during the lowest point of the year. As recent as the 2020 freshet, the water level has climbed to a point that most of this park was covered in water. This constant issue forces the community to keep the pool full and circulating for the entire year to prevent issues caused by hydrostatic pressure and inundation from the high-water table. If not kept full, these forces have the potential to push in the sides of the pool or fill it with groundwater depending on the weather.

## **Historical and Current Condition**

Originally constructed in 1973, the facility was built with reinforced concrete topped with a ½" layer of a marsite plaster finish. Glazed ceramic tile was used as a border at water level and also as lane markers. The next major improvement to the shell was in 1991 which saw the plaster replaced with a Fibretech (fiberglass) liner. This liner was not long lasting; issues of deterioration started to present themselves as early as 1994. Repairs were made in 1995 but deterioration continued with the liner detaching and pieces then going into the pool water and treatment system. Spot patches were completed regularly until this issue was solved at the beginning of 2011 when the liner was replaced with tile. The tile is still what is present today and is in relatively good condition.

The heating system is another critical component to the pool system, especially so considering that the system is flowing during the winter months. The most recent replacement occurred in 2005 and included a full replacement of the three boilers to modernize the system. Installed in 2011, there is also a solar heating system present to supplement the boilers, but it is currently not in use as there was a critical failure many years ago that has not been repaired. The boilers are an item that the team pays particular

attention to as multiple pool technicians have noted they are likely to be the first point of failure in this system.

The general upkeep of the visible pool facilities has been acceptable over the years. The site needs painting, minor concrete work to the deck due to settling, and a few repairs to the plumbing/structure, but for the most part the publicly observable components are in good repair. Perhaps the most concerning component though is the inherent risk of operating a structure that is 50 years old. Much of the plumbing is located below the pool itself. With pipe systems that are original to the site and a water chemistry that is prone to leaving calcium deposits on the interior of piping, it is reasonable to speculate that an issue could occur that would be a significant cost to repair. Depending on the location, a leak fix has the potential to cost tens of thousands of dollars, and the community is already in financial trouble without this potential issue.

### **Sanitization and Water Chemistry**

For the long history of this facility, it has operated using a Chlorine Gas disinfection system. Chlorine gas was used extensively in the past in various locations but has lost popularity due to the inherent hazards of gaseous chlorine. There is a significant amount of training necessary to operate the system safely and the current disinfectant of choice, sodium or calcium hypochlorite, is much easier to use and handle. In 2018 after issues were experienced with the chlorine gas system, the Village installed a calcium hypochlorite system. While functional, the system did not meet the necessary requirements for the Health Authority and to continue to use this system the Village would be required to do significant additional work to reach compliance, or replace this system.

The chemical makeup of the treated water in Cache Creek poses its own unique challenges in addition to Health Authority requirements. One such challenge is exceptionally hard water. A national survey of Canadian surface waters from 1975 to 1977 concluded that the average level of hardness for British Columbia is 7 to 180 mg/L of calcium in a system, and Cache Creek is currently in excess of 500mg/L. With a system that is already beyond the high end of the hardness scale, adding Calcium Hypochlorite to maintain chlorine levels or sporadically to shock the system increases the risk of issues caused by scale build up. When looking at the alternative liquid, Sodium Hypochlorite has the potential to interact poorly with metal piping, an item that should not be in the system but has been observed by operators and is known to exist in at least some of the concrete components. Sodium hypochlorite has the potential to leak through threaded fittings and attack or decompose metals. There is also the option of stabilized chlorine in the form of pucks similar to a residential pool system, but while effective with our raw water the cost of chemical consumption is exponentially higher. Depending on bather counts, estimates come in at around \$100.00+ per day in operation for this solution, and during peak periods with chlorine gas costs for disinfection were only \$15.00 to \$25.00 per day.

Based on this information Chlorine Gas has the best value proposition for a Sanitization System at this site. Conversely it is the most dangerous, and our Public Works and Pool Staff would require extensive of training to operate and use the chemical to ensure the safety of themselves and the public.

## Financials

The financials of the pool facility can tell many stories over the years, but there are some key milestones that are important to acknowledge regarding finances within the community.

Starting in 2013 the decision was made to stop collecting admission at the gate from users. Between admission and long term passes this accounted for approximately \$4500 to \$6500 a year in revenue. When this change occurred, facility rental income dropped as well from \$1000 to \$3500 a year to approximately \$500 year over year. Revenue from swim lessons fluctuated but remained relatively stable, with dips in revenue corresponding to years where certified instructors were less available.

Historically the Village of Cache Creek was heavily reliant on revenues from the Cache Creek Landfill. This facility shut down on December 15<sup>th</sup>, 2016, and the Community lost this revenue stream. Tax and Utility rates have seen sharp increases year over year to compensate for this lost income that was also subsidizing other community services.

While high level, the details in the chart below show an increasing year over year cost.

Year	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Income	5734	8539	6745	9608	7362	5414	6646	10873	11828	19176
Expense	119016	122191	112768	119134	104702	93863	112170	111621	101471	101490
Deficit	-113282	-113652	-106023	-109526	-97340	-88449	-105524	-89643	-82315	-99579
Cap Ex.		203331	81685		11250					

The telling item for this chart is the deficit line. There is no expectation that this facility will be revenue neutral; that is not the goal of the site. The troubling point is that comparable sites see a final operating cost of \$30,000 to \$80,000 a year. Examples in this range include the Lavington Outdoor Pool near Coldstream and the Ashcroft Outdoor Swimming Pool. Both locations are supported by a higher tax base, and cost significantly less to operate.

In 2015, 2017, 2018, 2020, and 2021 the community experienced different natural disasters that impacted the area. While each event was different, each of them imposed a significant burden on community resources and finances. The costs attributed to flooding in 2020 totaled nearly \$500,000 and typically only 80% of that is recoverable through Disaster Financial Assistance. A sudden cost of up to \$100,000 for disaster mitigation imposes a substantial tax on residents in and of itself.

Below is a breakdown of the cost represented as a percentage of tax collected in the community.

Year	2019	2018	2017	2016	2015
Collected Tax	515793	519217	448896	428069	318136
Pool Cost	119016	122191	112768	119134	104702
Percent of Tax	23%	24%	25%	28%	33%

23% to 33% of every dollar collected was allocated towards the swimming pool over the timespan shown.

### Capital Expenses Required to Proceed

Between the items listed above and a few others, there is quite a list for items that need to be completed before the pool could be opened to the public again.

Chlorination System	
The chlorination system needs a complete rebuild from the ground up. There is the option of Chlorine Gas or Sodium Hypochlorite, but both are not without complications at this location. Both pools need a new system.	Est. \$20000 - \$50000 Depending on setup, labour, and training. On higher end if both pools are setup.
Deck Repairs	
There are areas along the concrete deck that are lifting and require grinding to prevent tripping hazards.	Est. \$1000 - \$2000
Shower Unit Replacement	
Current units have severe leaks behind wall surfaces. Retrofit with exterior showers mounted to the current wall surface rather than damaging the tile.	Est. \$3000 - \$6000 For Materials and Labour
Tile Replacement Within Pool	
Majority of the tile is fine, but there have been reports of individual tiles missing in areas of the pool posing a cut risk to users. There is also extensive scale buildup that could result in tile needing replacement. Estimate heavily depends on condition, which can only be determined by removing cover.	Est. \$3000 - \$5000
Change to Permitting with Department of Fisheries and Oceans	
Previously there was a permit to backwash the filter system into the nearby Bonaparte River, but that permit is no longer valid, and experts are concerned it may not be able to be recertified for that	Est. \$1000 for staff time and consulting for a permit

use. There is also the option to backwash into the wastewater system, but there are issues with capacity at a nearby lift station due to the large volume of water and time needed to backwash. If the permit is an option, this is an easy fix, if not we would need a backwash holding tank that can be filled during the process, then slowly released into the wastewater system.	Est. \$30000 - \$60000 for a backwash holding tank and system, as an add on to the building would be needed to house such a container.
Building Painting	
Much of the paint on the buildings is faded or peeling. While not immediately necessary, it would be prudent to take care of as exposed surfaces can be damaged by the elements, and it detracts from the overall aesthetic.	Est. \$2000 - \$4000
Misc. Repairs	
There are many little items that must be taken care of within the site. Things like faucets must be replaced, light fixtures that are burnt out, plumbing repairs, etc. I would recommend an increased year 1 maintenance budget to ensure the site is safe to open, then two years of an increased budget to ensure remaining issues are addressed.	\$10000 year 1, \$5000 per subsequent year for 2 years
Backup Primary Pump	
The primary pump for the facility has a few issues that indicate a full replacement is necessary. A spare pump is already on site and can be used to solve this issue, but it would be wise to purchase another spare if the system is to remain operational.	Est. \$10000
Staff Training	
The existing team currently has two people who are certified as a pool operator, but they are primarily designated to other utilities and not available for pool work. It would be wise to train and certify at least 2 operators to effectively maintain the system to ensure there is always someone within the team capable of the work that needs to be done.	Est. \$5000



There are also a few items that would not be initially required to reopen but are necessary to achieve 100% operations.

<b>Tot Tub Repairs</b>	
As mentioned before, the chlorination system needs to be rebuilt in both pools. The tot tub also needs a new pump and likely a new sand filter. Upon inspection of the pump building, there are also many pipes connected to this system that may not be required anymore that could pose issues and should be inspected to ensure the system is configured correctly. Since this pool has been out of use for a considerable time, the estimate includes costs that could arise from unforeseen issues.	Est. \$5000 - \$10000
<b>Solar System Repair or Replacement</b>	
There are many leaks in the solar system that supplements the heating of pool water. This system is decommissioned during the winter but has not been in use for at least four years. Due to the number of leaks, it may be more efficient to replace the entire system which is now ten years old.	Est. \$25000 - \$30000 to replace.

### **Benefits to Reopening the Facility**

Many of the items outlined thus far show one thing: a burden. It is important to put into context the goal of a pool facility. A pool is not a revenue stream, it is a service to the people that pay for it through taxes. Yes, you can impose fees, but if this facility were paid for solely through usage the price would be astronomical. Nobody would use it. There are so many positives to a pool like providing a place for children to learn to swim and play, being a fitness facility for all ages, or bringing travelers into the community for them to stop and spend a couple of dollars.

### **Alternatives**

A necessary part to an evaluation of a service is looking at what alternatives are available or could be made available and weigh those options in the process.

New Splash Park: using the existing footprint, the Village could rebuild the site as a splash park. Using the same site would mean we could utilize the buildings that are already constructed for water treatment, washrooms, and a change room. A splash park would not require lifeguards and could be decommissioned in the fall, cutting facility costs drastically. This facility could also be reduced to the size

of the tot pool footprint and another type of venue could be placed in the larger pool space. Est. Cost - \$100,000 to \$500,000.

Replace with a new inground outdoor pool: again using the same footprint, the community could remove the existing pool and replace it with something similar in the same space. This could be in the same format or could remove some of the lanes and replace them with more family friendly options like a lazy river or more space in the 2-4ft depth. Modern materials would result in lower operating costs, and if depth is appropriately managed, we could avoid the issue of hydrostatic pressure. Est. Cost - \$750,000 to \$1,250,000.

New Indoor Facility: the largest cost in all these ideas, an indoor facility could be operated year round. Depending on scope for the project, this could be in the same area or somewhere else within the community. While it would likely be utilized, a large facility has operating costs that would exceed our current facility that is already difficult to afford. A small facility attached to another structure could benefit from shared costs and be offset by usage fees. Depending on use, a smaller facility could still be used for extracurricular activities and see classes all year round. Est. Cost – \$100,000 - \$2,500,000+. A large facility would not be recommended due to ongoing operating costs.

Invest in transportation to utilize Ashcroft Facility: this option is unique in that the Village would not take ownership of a facility but would instead subsidize a transit system that would operate parallel to the scheduling of the Ashcroft Outdoor Pool. This would allow residents that do not drive to be able to participate at this other facility and would increase profitability for the Ashcroft Outdoor Pool to assist with the long-term sustainability of that site. While it is not a traditional fix, it would in theory address the problem for members of the community. The cost of this option would be heavily dependent on frequency of travel and if the Village could convince other areas like the TNRD or the Village of Clinton to participate.

While good to look forward to, most of these require a significant capital investment. With the amount of other sizable infrastructure projects that require immediate attention, these all seem out of reach. When given the opportunity to weigh in on this subject, community members must be conscious of the fact that we are low on reserves and have aging infrastructure that needs replacement. Whichever direction that is decided upon be it repair, replacement, or retirement will have implications for years to come on the residents of the community and the Village must make sure that everyone is informed before making decision.