



District of Saanich 2017 Annual Report

DISTRICT OF SAANICH
BRITISH COLUMBIA
YEAR ENDED DECEMBER 31, 2017

Serving the people

2017 Annual Report

YEAR ENDED DECEMBER 31, 2017
DISTRICT OF SAANICH, BRITISH COLUMBIA

Prepared by: Corporate Services Department

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Saanich

The District of Saanich is an urban and rural municipality on Vancouver Island in British Columbia. Saanich is located north of Victoria, the provincial capital. It is the largest municipality in the Greater Victoria Region with an area of 103 square kilometres (40 square miles) and is a member municipality of the Capital Regional District.

The District was incorporated on March 1, 1906. The word Saanich means “emerging land” or “emerging people.” Saanich had a population of 115,864 citizens in 2017, making it the most populated municipality on Vancouver Island, and the eighth most populated in the province.

Connect with us

In person	770 Vernon Ave. Victoria BC V8X 2W7
Website	saanich.ca Subscribe to our newsletters or RSS feeds, send us feedback or report a problem at saanich.ca/connect .
Phone	Municipal Hall general enquiries: 250-475-1775 Public Works: 250-475-5599 Fire non-emergency: 250-475-5500 Police non-emergency: 250-475-4321 General recreation enquiries: 250-475-5422 Cedar Hill Recreation Centre: 250-475-7121 Cedar Hill Golf Course: 250-475-7151 Gordon Head Recreation Centre: 250-475-7100 G. R. Pearkes Recreation Centre: 250-475-5400 Saanich Commonwealth Place: 250-475-7600
Social media	Follow us on social media to learn about Saanich news and events. Saanich Parks and Recreation Emergency Program Police Fire Department

Introduction

Saanich strives to make information relevant and easy for you to access.

Within the 2017 Annual Report you will find information about Saanich, your elected officials, strategic planning and our 2017 achievements. Included are the strategic highlights for 2017 and progress information on municipal services and operations followed by the audited financial statements.

The report presented here is available on saanich.ca and is also available in printed form at the Municipal Hall, Recreation Centres and Saanich libraries.

Your comments are welcome via the Corporate Services Department in person, by telephone at 250-475-1775 or through email to strategicplan@saanich.ca.

MUNICIPAL COUNCIL

Mayor:
Richard Atwell

Councillors:
Susan Brice
Judy Brownoff
Karen Harper
Fred Haynes
Dean Murdock
Colin Plant
Vicki Sanders
Leif Wergeland

MUNICIPAL SENIOR STAFF

Chief Administrative Officer:
Paul Thorkelsson

**Director of Building, Bylaw,
Licensing, and Legal Services:**
Brent Reems

Director of Corporate Services:
Laura Ciarniello

Director of Engineering:
Harley Machielse

Director of Finance:
Valla Tinney

Fire Chief:
Mike Burgess

**Director of Parks and
Recreation:**
Suzanne Samborski

Director of Planning:
Sharon Hvozdanski

Police Chief Constable:
Bob Downie

POLICE BOARD

Mayor Richard Atwell
Mary Collins
Glen Crawford
Bruce Hallsor, QC
Irwin Henderson
Tim Kane
Lori Staples, QC

AUDITORS

KPMG LLP

BANKERS

HSBC Bank Canada

Message from Saanich Council



Mayor Richard Atwell

We are pleased to present the District of Saanich's annual progress report. As required under the Community Charter, Section 98, a municipal Council must annually prepare a progress report that includes a brief report card on the previous year's efforts, a snapshot of municipal services and operations, financial information and the objectives and measures for the current and next year.

This progress report is based on the strategic focus for 2015 to 2018 which was developed by Council during its first year in office, formally adopted on October 26, 2015 and updated June 15, 2017. This year's report continues to use infographics and data visualizations to help tell the story of our progress during 2017.

As we collectively continue to implement the strategic plan, we advance step-by-step toward our collective vision for Saanich in the future.



Top (left to right): Councillors Vicki Sanders, Leif Wergeland, Colin Plant, Dean Murdock, Judy Brownoff, Fred Haynes
Bottom (left to right): Councillor Susan Brice, Mayor Richard Atwell, and Councillor Karen Harper

Message from the CAO

The 2015-2018 Strategic Plan, upon which this progress report is based, is aligned with the Official Community Plan (OCP) vision for the future of a sustainable Saanich. Community themes, corporate themes, initiatives, indicators, objectives and policies are used to guide actions and report progress over the term of the plan.

How does Saanich measure progress and show that it is living up to the principles in the OCP? The target is to uphold the guiding principles when making decisions and taking actions.

Strong progress has been achieved once again and I commend Saanich staff for moving many Strategic Plan initiatives forward while effectively managing the District's expansive day-to-day operations.



Paul Thorkelsson, Chief Administrative Officer



Strategic planning and reporting structure

Achieving the Saanich vision

The policies adopted by Saanich Council in the Official Community Plan (OCP) express the fundamental values and goals of the community and establish a direction to reach the collective vision. The OCP embraces three themes that Council and the community identified as core focus areas for Saanich over the next 20 years: environmental integrity, social well-being and economic vibrancy. To ensure that the Strategic Plan remains focused on these priorities, six corporate themes are aligned to the community themes: sustainable environment, balanced transportation, healthy community, safe community, vibrant connected economy, and service excellence. OCP indicators are used to measure broad outcomes that encourage the achievement of long-range targets. Progress on the long-range indicators was last reported in the 2015 Annual Report and will next be updated in the 2019 Annual Report.



Strategic focus

The six corporate themes remain as a key strategic focus. Each initiative identified in the 2015-2018 Strategic Plan is grounded in the Saanich vision, related to an OCP policy, aligned with one of the six corporate themes, and linked to one of the corporate objectives. While the initiatives do not provide an exhaustive list of municipal activities, they were carefully chosen as key priority actions to advance toward the Saanich vision.

Each corporate theme also has target indicators used to measure past achievement. Annual indicators focus on short-range progress with results measured each year to reflect current progress. Mid-range indicators help identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span. This report includes progress on annual indicators for 2017. Progress on mid-range indicators will be published in the 2018 Annual Report.

Saanich vision from OCP

(Official Community Plan)

COMMUNITY THEMES



CORPORATE THEMES



CORPORATE OBJECTIVES

Citizen perspective

- Protect and enhance air, water and land quality
- Manage growth
- Enhance transportation alternatives
- Strengthen the physical, social and cultural participation of citizens
- Enhance public safety
- Support economic development
- Foster liveable neighbourhoods

Financial perspective

- Sustain community infrastructure
- Maintain comparable taxes and fees
- Build new partnerships for funding and services
- Diversify revenue resources

Internal process perspective

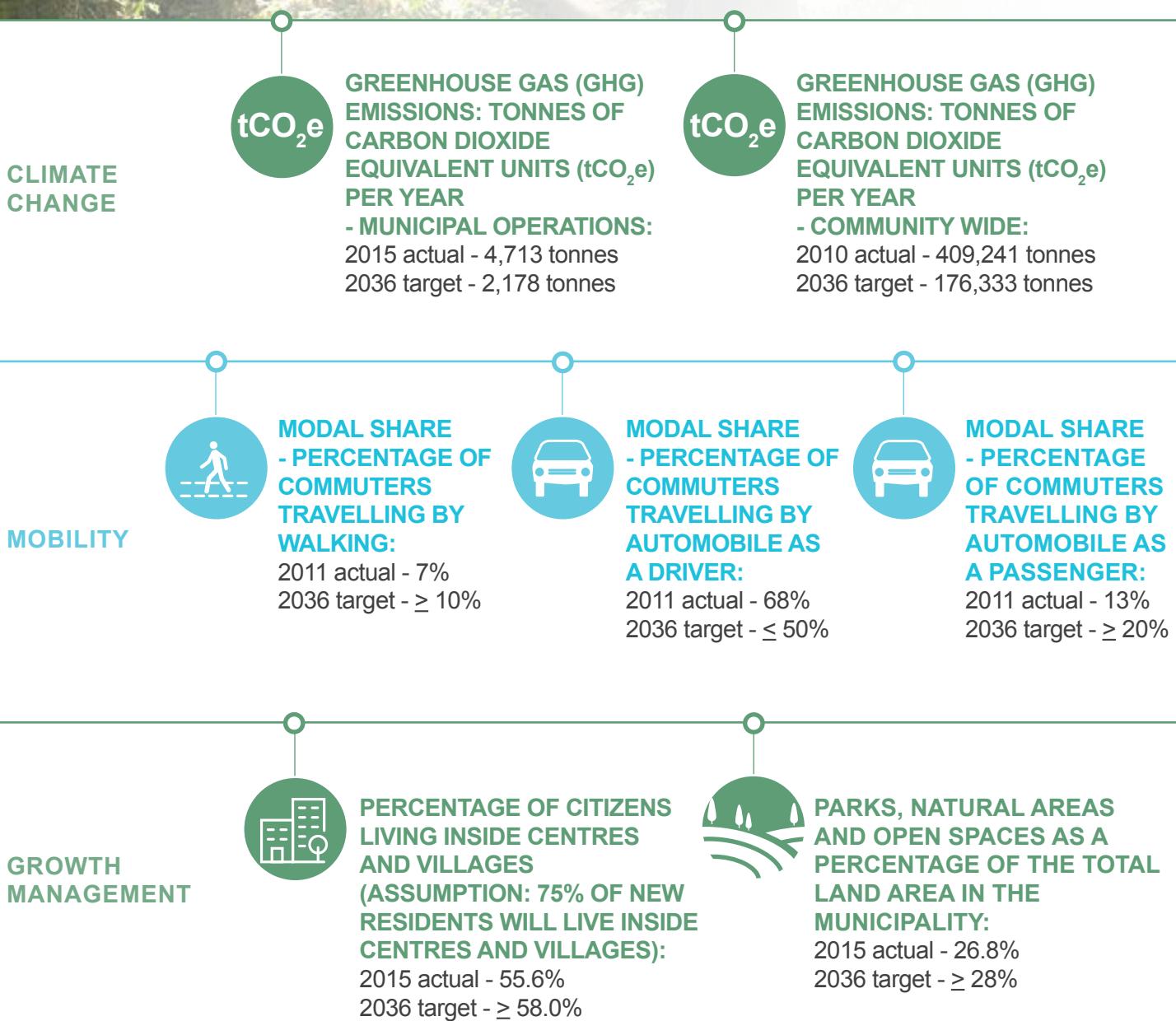
- Implement sustainability principles
- Continue community engagement
- Provide best value for money
- Monitor and report progress

Learning and growth perspective

- Develop and retain a skilled municipal workforce
- Enhance use of information technology
- Foster corporate excellence

Environmental integrity

Long-range indicators

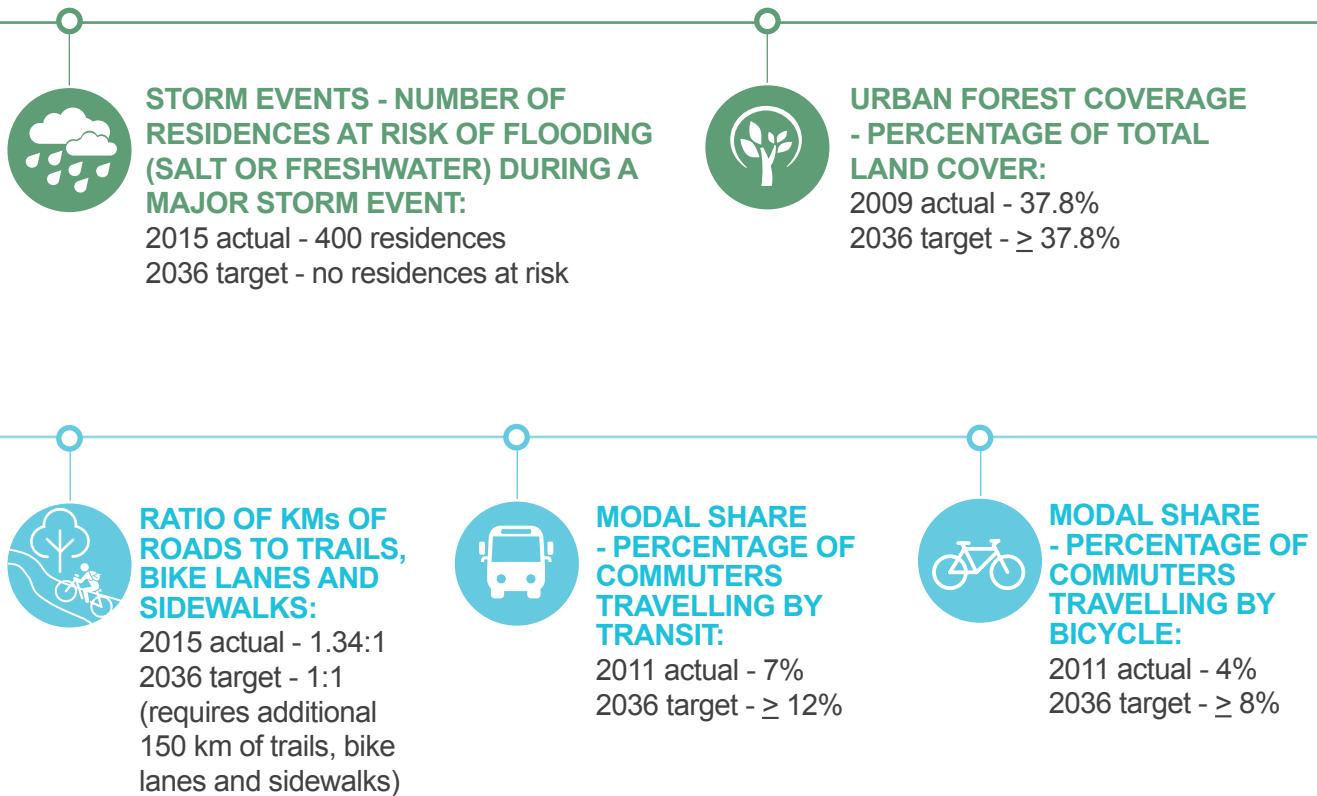


Vision of environmental integrity

Saanich is a model steward working diligently to improve and balance the natural and built environments. Saanich restores and protects air, land and water quality; the biodiversity of existing natural areas and eco-systems; and the network of natural areas, open spaces and urban forests.

Saanich responds to climate change challenges. Centres, villages and primary corridors accommodate the majority of future growth using green building practices.

Vibrant, distinct neighbourhoods provide a high quality of life for individuals and families. A variety of travel modes connect neighbourhoods and businesses, allowing for the effective, efficient and safe movement of people, goods and services. Walking, cycling and transit are viable and popular travel options, resulting in less car dependence. Rural and farm land is protected by adherence to the Urban Containment Boundary.



Sustainable environment

ANNUAL INDICATORS



NUMBER OF PROPERTIES THAT QUALIFY FOR FARM TAX STATUS:

2015 - 406

2016 - 411

2017 - 398 (TARGET \geq 410)

TARGET NOT MET

2018 target \geq 410



RESIDENTIAL GARBAGE CART COLLECTION PER YEAR (TONNES):

2015 - 8,286

2016 - 8,614

2017 - 8,867 (TARGET \leq 8,180)

TARGET NOT MET

2018 target \leq 9,300

MID-RANGE INDICATORS



NUMBER OF HECTARES IN SAANICH WITHIN THE AGRICULTURAL LAND RESERVE (ALR):

2009 - 1,872

2012 - 1,872

2015 - 1,843

2018 target \geq 1,872

2017 HIGHLIGHTS



DRAINAGE MASTER PLAN

- Further development of watershed-based models was achieved with the completion of the Blenkinsop/Swan Creek drainage model.



INVASIVE SPECIES MANAGEMENT

- The Pulling Together program increased support to 55 parks with over 200 volunteers working more than 17,000 hours to help restore disturbed natural areas. The long-term plan for minimizing the impacts of invasive species on the natural ecosystems in Saanich requires further resources to implement fully.



PARKS AND OPEN SPACES

- A draft management plan was developed for Haro Woods Park which will be completed in 2018. A draft vision for Cedar Hill Park was also developed.



URBAN FOREST STRATEGY

- Working towards achieving a sustainable urban forest, over 1,100 trees were planted. An additional watering truck was added in 2017 to ensure survival of these recently planted trees.

Saanich is a model sustainable community and steward of the environment.



RESIDENTIAL ORGANICS CART COLLECTION PER YEAR (TONNES):
2015 - 8,490
2016 - 9,151
2017 - 8,967 (TARGET \geq 8,500)
TARGET ACHIEVED
2018 target \geq 9,200

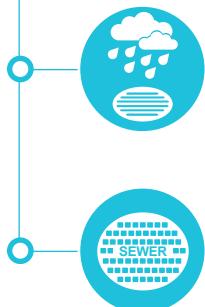


LITRES OF POTABLE WATER USED (AVERAGE PER RESIDENT/PER DAY):
2015 - 249
2016 - 244
2017 - 242 (TARGET \leq 250)
TARGET ACHIEVED
2018 target \leq 250



NUMBER OF ADDITIONAL MULTI-FAMILY UNITS:
2009 - 0
2012 - 220
2015 - 526
2018 target \geq 475

MOVING FORWARD



DRAINAGE MASTER PLAN

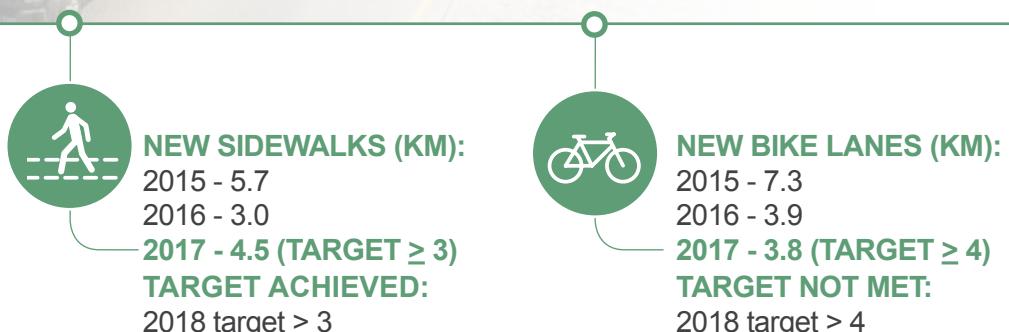
- Further improvements will be made to the storm drain network. The next stage is to develop a strategy to systematically deliver the remainder of the model developments and to establish the analysis criteria for the corporate drainage system.

WASTEWATER PLANNING PROJECT

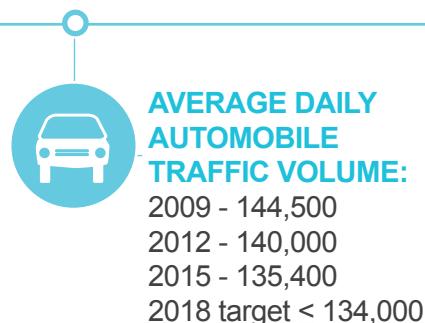
- Staff continue to provide support to the Capital Regional District project team for the construction of the residuals treatment facility, conveyance line, and attenuation tanks.

Balanced transportation

ANNUAL INDICATORS



MID-RANGE INDICATORS

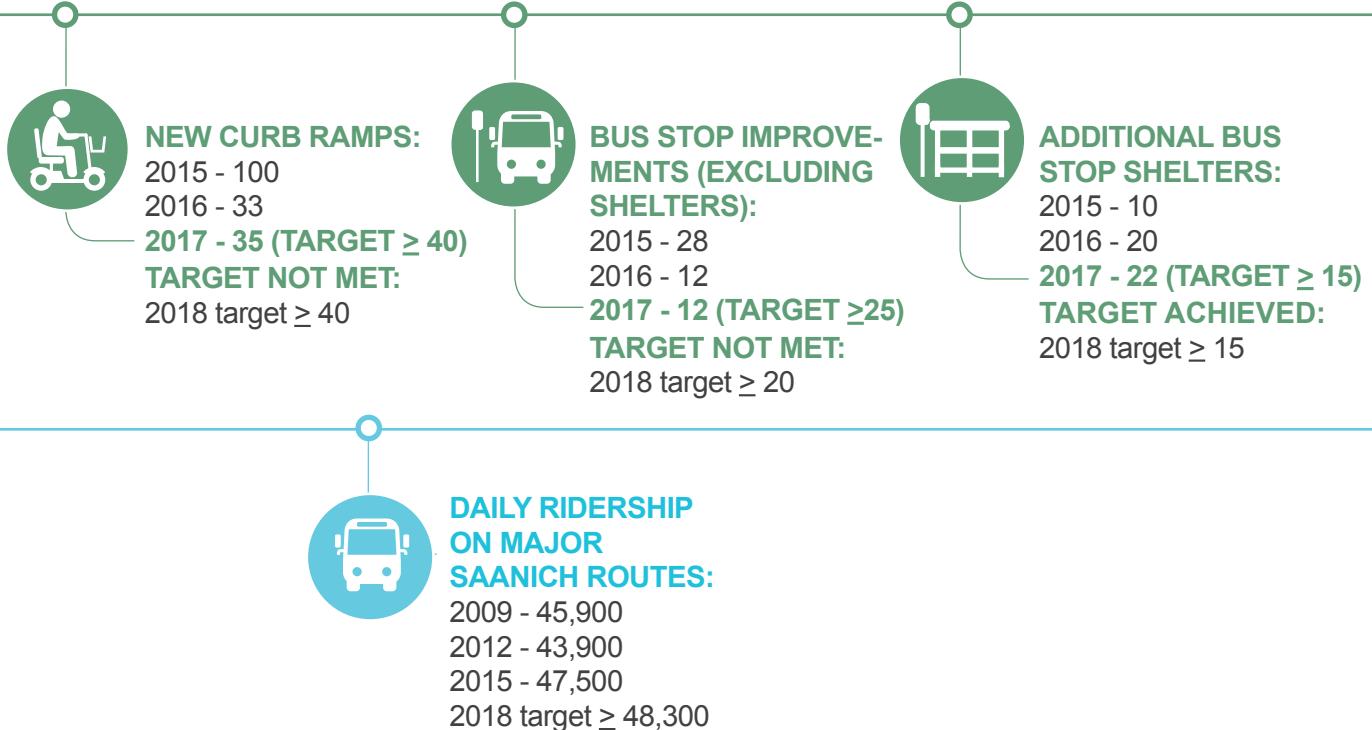


2017 HIGHLIGHTS



- Through collaboration with the Ministry of Transportation, advanced safety improvements were made as part of the McKenzie Interchange project.
- Council passed the Shelbourne Valley Action Plan as an amendment to Saanich's Official Community Plan (OCP) in May 2017, including the short term mobility improvement actions referred to as the Shelbourne Valley Project (SVP).

Saanich: People in motion!



MOVING FORWARD

- 
ACTIVE TRANSPORTATION
 - Through the Moving Saanich Forward project, and with considerable community input, the Active Transportation Plan is in the final stages of development and is expected to be presented to Council for final adoption in the second quarter of 2018.
- 
MOBILITY INITIATIVES
 - Detailed design work is underway for Phase 1 of the Shelbourne Valley Project. Construction is anticipated to commence in the second quarter of 2019.
- 
TRANSPORTATION INITIATIVES
 - Staff continue to work with BC Transit on transportation initiatives, including a further refinement to the transit exchange at Uptown Centre and the implementation of southbound bus rapid transit on Douglas Street.
- 
RELOCATE CORDOVA BAY RD WITHIN MT. DOUGLAS PARK
 - Staff are initiating the analysis and developing options to support the slope and to mitigate ongoing erosion. The first round of stakeholder and public consultation is scheduled for late 2018.



Social well-being

Long-range indicators

FOOD SECURITY



TAXABLE COMMERCIAL FARMLAND:

2011 actual - 2,222 hectares
2036 target - 2,335 hectares



BACKYARD VEGETABLE GARDEN OR POULTRY KEEPING:

2015 actual - 42% of residents
2036 target - 60% of residents

HOUSING



30% OR MORE OF FAMILY INCOME REQUIRED FOR HOUSING - PERCENTAGE OF RENTERS:

2011 actual - 44.5%
2036 target - ≤ 35%



30% OR MORE OF FAMILY INCOME REQUIRED FOR HOUSING - PERCENTAGE OF OWNERS:

2011 actual - 19.5%
2036 target - ≤ 15%

PUBLIC SAFETY



MUNICIPAL CRIME RATE (NUMBER OF INCIDENTS PER 1,000 RESIDENTS):

2015 actual - 39 per 1,000
2036 target - < 51 per 1,000



PERCENTAGE OF CITIZENS WHO AGREE THAT SAANICH NEIGHBOURHOODS ARE SAFE:

2015 actual - 96%
2036 target - ≥ 97%

COMMUNITY PARTICIPATION / VITALITY



PERCENTAGE OF CITIZENS WHO AGREE THAT SAANICH WELCOMES CITIZEN INVOLVEMENT:

2015 actual - 79%
2036 target - ≥ 85%



PERCENTAGE OF CITIZENS WHO RATE THE QUALITY OF LIFE IN SAANICH AS GOOD OR VERY GOOD:

2015 actual - 99%
2036 target - ≥ 99%

Vision of social well-being

Saanich offers opportunities for balanced, active and diverse lifestyles. Housing, public services and amenities are affordable, accessible and inclusive. Residents enjoy food security through the safeguarding of agricultural land and the promotion of community gardens and urban farming. The community's heritage is valued and promoted. Residents take advantage of various recreational, educational, civic, social, arts and cultural services.

Community activities and events generate intergenerational and intercultural interest, participation and social integration. Land-use planning, infrastructure design and service delivery continue to address public safety issues. Citizen awareness, education and collaborative involvement promote a shared responsibility and ownership of community development.



COMMUNITY GARDENS:

2015 actual - 3
2036 target - ≥ 12



PEOPLE ON REGIONAL WAIT-LIST FOR SUPPORTIVE HOUSING (GREATER VICTORIA COALITION TO END HOMELESSNESS MISSION/CRD) :

2015 actual - 1,502
2018 target - < 1,502



PERCENTAGE OF HOUSEHOLDS PREPARED FOR A SEVEN DAY EMERGENCY DISASTER EVENT:

2015 actual - 40%
2018 target - ≥ 60%
2036 target - ≥ 90%



PERCENTAGE OF FIRE DEPARTMENT EMERGENCY INCIDENT RESPONSES WITHIN EIGHT MINUTES:

2015 actual - 91%
2036 target - ≥ 90%



CRITICAL INFRASTRUCTURE ASSESSMENT:

2006 actual - C-
2036 target - ≥ B

Healthy community

ANNUAL INDICATORS



DWELLINGS WITHIN 500M OF A CENTRE OR VILLAGE:

2015 - 58.6%

2016 - 58.8%

**2017 - NEW DATA AVAILABLE Q3 2018
(TARGET $\geq 59.4\%$)**

2018 target $\geq 59.4\%$

MID-RANGE INDICATORS



SHELTER BED USE BY UNIQUE INDIVIDUALS IN GREATER VICTORIA:

2009 - 1,943

2012 - 1,615

2015 - 1,725

2018 target < 1,725



PERCENTAGE OF SUPPORTIVE HOUSING UNITS IN CENTRES AND VILLAGES:

2009 - new for 2012

2012 - 12.5%

2015 - 11.1%

2018 target $\geq 12\%$

2017 HIGHLIGHTS



AGRICULTURE AND FOOD SECURITY PLAN

- An Agriculture and Food Security Plan was developed to support agriculture and improve food security within the community. The final report will be presented to Council for review and consideration in the second quarter of 2018.



GOVERNANCE REVIEW

- This initiative has been completed. Council accepted the Governance Committee's report in December 2017 and staff are working on the implementation as recommended by Council.



STRATEGIC FACILITIES MASTER PLAN

- A draft Strategic Facilities Master Plan to help guide facility maintenance, renovation and development projects, while improving service delivery was completed and presented to Council for information. The plan had significant public engagement.



LOCAL AREA PLANS

- A strategy and work plan to update all of the Local Area Plans was developed and endorsed by Council. Work has commenced on the first two Local Area Plan updates: Cordova Bay and Cadboro Bay.

Saanich is a community of choice offering an active balanced, secure lifestyle: live well and enjoy life!



PROPERTIES WITHIN 500M OF ZONED PARKS:
2015 - 97.8%
2016 - 98.1%
2017 - 97.8% (TARGET ≥ 99%)
TARGET NOT MET
2018 target ≥ 99%



SOCIAL AND AFFORDABLE HOUSING UNITS:
2015 - 5,658
2016 - 5,681
2017 - 5,681 (TARGET ≥ 5,750)
TARGET NOT MET
2018 target ≥ 5,750



CITIZENS WHO PARTICIPATED IN PHYSICAL ACTIVITY THREE OR MORE DAYS PER WEEK:
2009 - 63%
2012 - 62%
2015 - 82%
2018 target ≥ 82%



PERCENTAGE OF CITIZENS THAT SPEND ONE TO FIVE HOURS PER WEEK IN ACTIVITIES OR EVENTS INVOLVING:

ARTS: 2015 - 41% 2018 target ≥ 41%	CULTURE: 2015 - 31% 2018 target ≥ 31%
HERITAGE: 2015 - 9% 2018 target ≥ 9%	SOCIALIZING OR RECREATION: 2015 - 51% 2018 target ≥ 51%

MOVING FORWARD



STRATEGIC FACILITIES MASTER PLAN

- The final Strategic Facilities Master Plan will be presented to Council for adoption in the second quarter of 2018. Staff will then complete the redevelopment analysis and business case reports for the replacement of two significant facilities.



AFFORDABLE HOUSING SUMMARY

- An Affordable Housing Summary of what Saanich has already done and is proposing to do will be provided to Council in mid-2018. In addition, a Council report on possible options for creating new zones related to affordable housing in market projects will be brought forward for consideration by Council in late 2018.



GARDEN SUITES

- Garden suites are currently not permitted in Saanich. However, community engagement has begun and work will continue culminating in a report to Council in late 2018 to explore potential regulatory changes to permit secondary detached suites.



Safe community

ANNUAL INDICATORS



VEHICLE COLLISIONS INVOLVING A PEDESTRIAN:
2015 - 48
2016 - 59
2017 - 46 (TARGET < 50)
TARGET ACHIEVED
2018 target < 50



VEHICLE COLLISIONS INVOLVING A BICYCLE:
2015 - 86
2016 - 69
2017 - 68 (TARGET < 65)
TARGET NOT MET
2018 target < 71

MID-RANGE INDICATORS



PERCENTAGE OF CITIZENS SATISFIED WITH POLICE SERVICES:
2009 - 95%
2012 - 94%
2015 - 97%
2018 target ≥ 97%

2017 HIGHLIGHTS



PUBLIC SAFETY RADIO FREQUENCIES

- Saanich Fire and Police undertook a network build-out and network coverage testing for a new public safety radio frequency. This provides first responders with enhanced audio clarity and coverage among other operational and safety benefits. They will transition to the new system in 2018.



ESTABLISH RESEARCH FOUNDATION

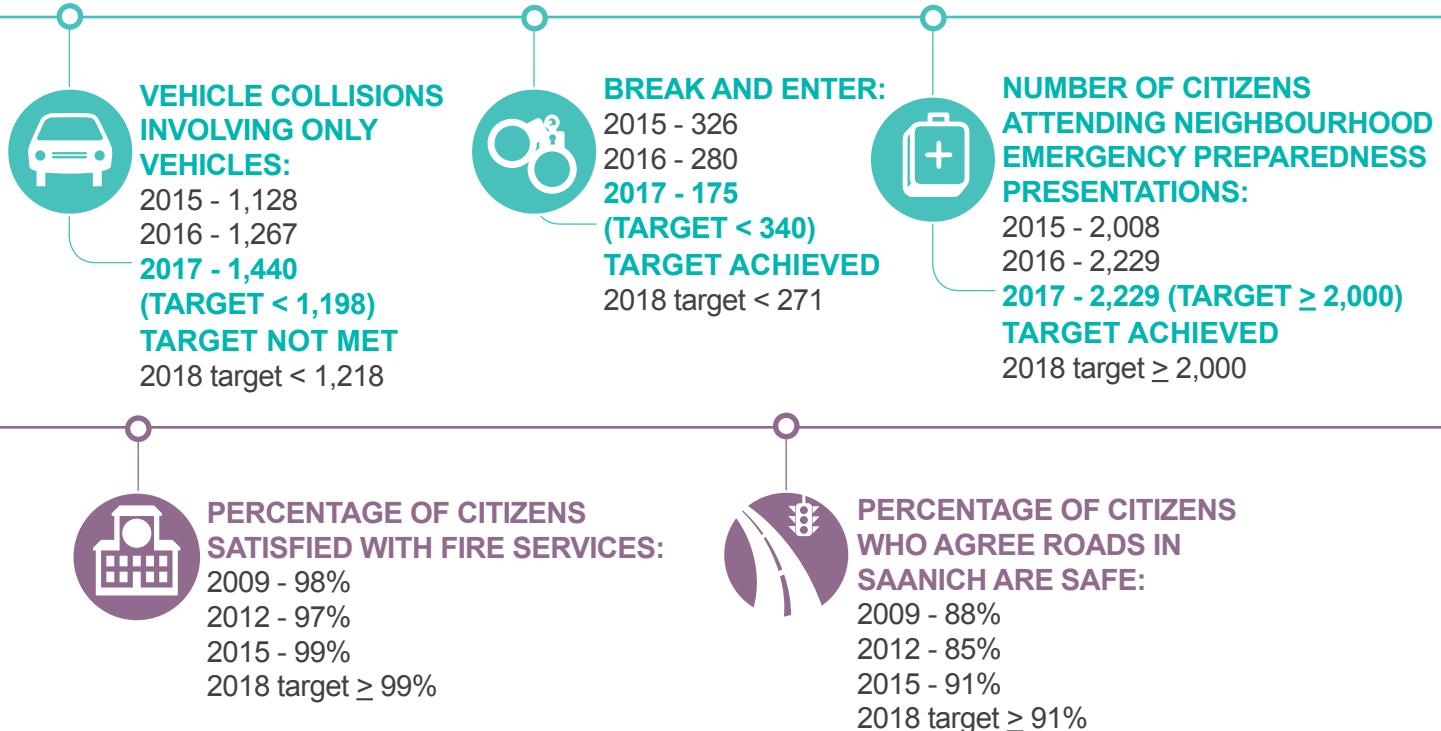
- Saanich Police conducted significant research to support long-term programming through the development of their new 2018-2022 Strategic Plan.



TRANSPORTATION SAFETY

- The Traffic Safety Unit continued to work with its regional partners to target high-crash intersections and reduce the number of collision-related injuries for drivers, pedestrians and cyclists.

Saanich is a safe community for all citizens.



MOVING FORWARD

- ESTABLISH RESEARCH FOUNDATION**
- Saanich Police will continue to maximize their research and auditing capacity to identify new methods for measuring police performance, identifying efficiencies and engaging with the public to ensure crime prevention and public safety programming remains relevant to the community's needs.
- TRANSPORTATION SAFETY**
- Saanich Police will work collaboratively with transportation safety partners, including ICBC and the provincial government, to launch several coordinated provincial traffic campaigns to address issues like distracted and impaired driving.
- DISASTER PREPAREDNESS**
- The Fire Department continues to support municipal departments to develop and implement their Departmental Operation Centre (DOC) plan to operate effectively during an emergency.
- EMERGENCY COMMUNICATIONS**
- This multi-year initiative will be advanced by the implementation of an emergency mass notification system that will enable staff, volunteers and residents to be contacted in a timely manner in the event of an incident.

Economic vibrancy

Long-range indicators

LONG-TERM FINANCIAL SUSTAINABILITY



MUNICIPAL DEBT SERVICING PER CAPITA:
2015 actual - \$21
2036 target - \leq \$109



PERCENTAGE OF REVENUE GENERATED FROM PROPERTY TAX SOURCE:
2015 actual - 44%
2036 target - \leq 55%

COMMUNITY INFRASTRUCTURE



ANNUAL INFRASTRUCTURE GAP: *
2015 actual - \$6.26 million
2016 target - \$6 million
2019 target - no infrastructure gap



CONDITION ASSESSMENT BY LETTER GRADE:
2012 actual - C
2036 target - \geq B

* calculated from five-year Financial Plan

DIVERSIFIED ECONOMIC BASE



EMPLOYMENT BY INDUSTRY INDEX:
2012 actual - 0.71
2036 target - \geq 0.75



PERCENTAGE OF COMMERCIAL, INDUSTRIAL AND INSTITUTIONAL AREA TO RESIDENTIAL PROPERTY AREA IN SAANICH:
2015 actual - 28.3%
2036 target - \geq 35%

Vision of economic vibrancy

Saanich's economy is connected locally, regionally and globally, providing diverse economic opportunities, ranging from high technology to agriculture. Our economy and labour force is responsive and has the ability to adapt to change. Saanich's clean environment, skilled workforce, responsive public services and excellent community infrastructure make it an ideal location to live, work and conduct business.

Implementation of strategic economic development strategies sustains and enhances the economy and ensures long-term financial sustainability, while meeting social and environmental commitments. Saanich ensures sustainability through the provision of efficient, affordable, accessible and reliable public services, programs and utilities that meet community expectations and are achieved through careful management, fiscal responsibility, innovation, progress monitoring, community involvement and meaningful consultation.



PERCENTAGE OF CITIZENS WHO ARE SATISFIED WITH THE QUALITY OF PUBLIC SERVICES PROVIDED BY SAANICH:

2015 actual - 85%
2036 target - ≥ 85%



PERCENTAGE OF BUSINESSES WHO ARE SATISFIED WITH THE SERVICES PROVIDED BY SAANICH:

2015 actual - 93%
2036 target - ≥ 93%



Vibrant, connected economy

ANNUAL INDICATORS



BUSINESS GENERATED PROPERTY TAX REVENUE:

2015 - 22.7%

2016 - 22.8%

2017 - 23.01 (TARGET ≥ 23%)

TARGET ACHIEVED

2018 target ≥ 23%

MID-RANGE INDICATORS



AVERAGE ANNUAL CAPITAL INFRASTRUCTURE REPLACEMENT FUNDING:

2009 - \$15,971,800

2012 - \$24,396,000

2015 - \$32,219,700

2018 target ≥ \$40,466,400

2017 HIGHLIGHTS



UPTOWN/ DOUGLAS CORRIDOR PLANNING STUDY

- Community engagement on a broad range of issues related to the corridor was undertaken. A draft plan will be prepared and further community engagement will be undertaken. The draft plan will be presented to Council for review and consideration in late 2018.



BUILDING AND DEVELOPMENT PROCESS

- Foundational work was undertaken on the Building Permit review process. Terms of reference for a review of the Building Permit process was endorsed by Council in early 2018. Internal work was undertaken on means to further improve the development application review process. A report with numerous options was presented to Council.

Saanich is a community supported by a vibrant, diverse and connected regional economy.



VALUE OF COMMERCIAL AND INDUSTRIAL BUILDING PERMITS:

2015 - \$51,924,000
2016 - \$28,500,000
2017 - \$28,436,000 (TARGET ≥ \$40,000,000)
TARGET NOT MET
2018 target ≥ \$40,000,000



BUSINESS LICENCES ISSUED:

2015 - 4,508
2016 - 4,600
2017 - 4,738 (TARGET ≥ 4,750)
TARGET NOT MET
2018 target ≥ 4,750

MOVING FORWARD



SUSTAINABLE INFRASTRUCTURE REPLACEMENT LEVELS

- Saanich is on track to achieve sustainable infrastructure replacement levels by 2019.

Annual Funding

(millions)

2019 Target = 42 million



COMMUNITY AMENITY CONTRIBUTIONS

- A survey is underway to see what best practices are in use by other municipalities in the Capital Regional District and key communities in BC to assess community amenity contributions. Survey results will be presented to Council in mid to late 2018.

Service excellence

ANNUAL INDICATORS



RECREATION COURSE REGISTRATIONS PROCESSED ONLINE:

2015 - 27%

2016 - 29.6%

2017 - 32% (TARGET \geq 28%)

TARGET ACHIEVED

2018 target \geq 35%

MID-RANGE INDICATORS



CITIZENS WHO AGREE THAT SAANICH IS DOING A GOOD JOB IN GENERAL:

2009 - 88%

2012 - 89%

2015 - 86%

2018 target \geq 89%



CITIZENS WHO AGREE THEY RECEIVE GOOD VALUE FOR THE MUNICIPAL TAXES THEY PAY:

2009 - 88%

2012 - 86%

2015 - 89%

2018 target \geq 89%

2017 HIGHLIGHTS



WEBCASTING OF COUNCIL MEETINGS

- In 2017 Saanich installed equipment that enables recording and viewing of council meetings. Webcasting has increased the accessibility for Saanich residents to better understand Council processes and decisions.



BUSINESS TECHNOLOGY SYSTEMS

- 2017 saw the successful implementation of a new payroll system and the completion of a significant upgrade to the property tax and utility billing system.

The heart of service excellence is people.



**FIRE SAFETY - PUBLIC
BUILDING INSPECTIONS:**
2015 - 3,180
2016 - 3,200
2017 - 3,176 (TARGET \geq 3,000)
TARGET ACHIEVED
2018 target \geq 3,000



**POLICE CALLS
RESPONDED TO:**
2015 - 28,571
2016 - 29,486
2017 - 30,828

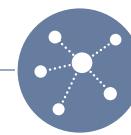


**CITIZENS WHO AGREE THEY
RECENTLY RECEIVED GOOD
SERVICE FROM SAANICH STAFF:**
2009 - 93%
2012 - 88%
2015 - 91%
2018 target \geq 91%



**CITIZENS WHO ARE SATISFIED
WITH THE MUNICIPAL WEBSITE:**
2009 - 92%
2012 - 95%
2015 - 96%
2018 target \geq 96%

MOVING FORWARD



**INFORMATION
TECHNOLOGY
FOUNDATION**

- Progress on this multi-year initiative continues in 2018 with focus on the phone system replacement.



**BUSINESS
TECHNOLOGY
SYSTEMS**

- Upgrades to hardware and software for the human resources, safety, supervisory control and data acquisition, and recreation systems are proceeding. These projects will streamline the systems to better serve citizens and support corporate operations.

Climate action

Saanich supports moving toward
100% renewable energy.



		2015	2016	2017
tCO ₂ e	Reduce corporate GHG emissions (tonnes)	4,713	4,819	4,846
EV	Increase electric vehicles in community	149	149	*
🚗	Reduce municipal fleet emissions (tonnes)	2,508	2,574	2,539
🏢	Reduce municipal building emissions (tonnes)	2,205	2,245	2,348
☀️	Increase residential solar systems	68	72	92
🗑️	Increase community solid waste diversion	36%	40%	40%

		Previous data	2017
🚌	Increase transit ridership	7.0% (2011)	*
🚶	Increase walking participation	7.0% (2011)	*
🚴	Increase cycling participation	4.0% (2011)	*
☀️	Reduce residential energy use (tonnes)	87,613 (2012)	*
tCO ₂ e	Reduce community fuel consumption (tonnes)	262,128 (2010)	*
☀️	Reduce commercial energy use (tonnes)	44,908 (2012)	*

* new data available Q3 2018



Cool It! Climate Leadership Training Program

The program has been delivered by the BC Sustainable Energy Association to schools in BC since 2007. In 2016 and 2017 Saanich and the Capital Regional District (CRD) funded nine school workshops. The student's actions resulted in projected savings of 96 tonnes of carbon dioxide equivalent each year (comparable to 20 passenger vehicles being taken off the road). The success means Saanich and the CRD have committed to funding for 17 Saanich school workshops in 2018.



Updated Climate Plan: 100% Renewable and Resilient Saanich

In 2017, Saanich committed to becoming a 100% renewable energy community and to reducing greenhouse gas (GHG) emissions 80% by 2050 compared to 2007 levels. A Terms of Reference for updating the Climate Plan to achieve these targets was approved. It includes engagement with the public and key stakeholders to develop an updated climate plan in 2018 and early 2019. The plan will outline the actions needed to become a 100% renewable and resilient community. Learn more and get engaged at saanich.ca/climateplan.



Bike kitchens

Bike kitchens provide free tools and a pump for fixing your bike. There are bike kitchens at the Municipal Hall, all Saanich recreation centres, and the newest one at Cedar Hill Golf Course, which was installed in 2017.



Municipal Hall efficiency upgrade

Saanich Municipal Hall underwent energy saving improvements in 2017, including controls, heating coils, and high efficiency boiler upgrades, which are projected to save approximately 60 tonnes of carbon dioxide equivalent per year.



Electric Vehicle Strategy

Saanich is looking to increase the uptake of electric vehicles (EVs) in the community with the development of an EV Strategy in 2018. The strategy will set direction for EV charging infrastructure requirements in new development, identify gaps in the public charging network, and seek to increase equitable access to EVs and chargers through strategic program and policy development.



Street Lighting Program

Did you know that BC Hydro electricity is currently 97% renewable energy? As well as focusing on reducing the use of fossil fuel, there are additional cost and energy savings with using electricity more efficiently. Phase three of our street light replacement program in 2017 saves nearly 200,000 kWh and \$18,000 per year.



Renewable energy upgrades

Saanich is demonstrating leadership through upgrading to renewables in Saanich facilities. In 2018, design work will commence on Saanich Commonwealth Place to upgrade the current fossil fuel boilers to a renewable biomass heating system. Funding is provided through a federal grant. Construction will occur in a phased approach from 2019 to 2021. The project will be designed to reduce our GHG emissions from the facility by 90%, increasing efficiency, saving money and improving comfort at the same time.



Oil to heat pump

One hundred and thirty-four Saanich residents have registered to access oil to heat pump rebates from the Province of BC, the CRD and Saanich, reducing their home's GHG emissions and protecting local waterways from oil spills.

Public participation

The community benefits when there is a strong working partnership between citizens, Council and staff.

The goal of public participation is to involve citizens in discussions on matters that affect them and their community. Strong engagement with citizens and community groups improves the quality of decisions made by Council and ensures that diverse opinions, information and experiences are considered in the decision making process.

Inform

Consult

Involve

Collaborate

Empower

Public participation	2017	Community involvement	2017
 Presentations	74	Volunteers	1,446
 Open houses and pop-up events (in person or digital)	90	Volunteer hours	31,033
 Individual consultations and attendees at presentations, open houses and pop-ups	8,737	Event attendees	40,735
 Citizen input at Council meetings	566	<h3>Volunteers</h3> <p>Volunteers are the true heroes who are constantly ready and willing to contribute their personal time, talents and energy to help make Saanich projects and events a success. They work with many departments including Fire, Police, Parks, Recreation, and Saanich Archives. Thank you for your enthusiasm and dedication!</p>	
 Written feedback (including surveys)	4,864		
 Information letters	50,223		

Top Tweet earned 3,275 impressions

TOMORROW: "Action for our Atmosphere: Climate Leadership in the Region" Curious about the role of cities & universities in climate action? Join speakers fr @cityofvictoria @Saanich & @UVic Campus Planning & Sustainability Office facebook.com/events/9012278... #yyevents pic.twitter.com/cahkMCvIkE



Social media

Saanich uses social media to grow our community on and offline. We aim to increase engagement, celebrate success, share information and provide an easy way for citizens to share information with us.

Interested in learning more about Saanich news, events and public participation opportunities? Connect with us on Twitter @saanich and Facebook at facebook.com/Saanich.BC.

31

Total number of projects involving public participation in 2017.

Highlighted projects



Strategic Facilities Master Plan

The Strategic Facilities Master Plan provides a framework to guide future planning so Saanich buildings can continue to support important services like recreation programs, public safety, parks and public works. The goal is to maintain and improve service delivery over the next 20 years. During 2017, the public engagement strategy educated and informed the public. Sixty hours of pop-up engagement events exposed more than 12,000 citizens to this information. Social media and corporate website views totalled more than 18,000. A paper and web survey gathered input and data largely confirming support for the initiative.



Active Transportation Plan

Through the Moving Saanich Forward project, staff worked with the community to develop a vision along with policies and actions to guide the development of safe, attractive and convenient active transportation options for people of all ages and abilities over the next 30 years. An online survey, open houses and presentations to community organizations were conducted throughout 2017 to actively seek feedback on the plan.



Agriculture & Food Security Plan

The Agriculture and Food Security plan focuses on seven key themes, such as expanding urban agriculture and connecting gaps in the local food system, to support agriculture and improve food security in the community. Public engagement on the draft plan included working with residents to identify, review and refine actions to address key themes. Activities included a community workshop and open house, a public survey, meetings with a project task force and engagement with key stakeholders.



Uptown/Douglas Corridor Plan

The Uptown-Douglas Corridor Plan will include a 30-year vision and implementation plan for the area at the heart of the Capital Regional District. This plan is based on the framework which was developed through a comprehensive public engagement process. Phase three of the Uptown-Douglas Corridor Plan was completed in 2017. This phase included an intensive three-day community design workshop where the big moves and framework for the plan were developed. Additional consultation included two speaker series events, focused sessions with landowners and the business community and open houses.



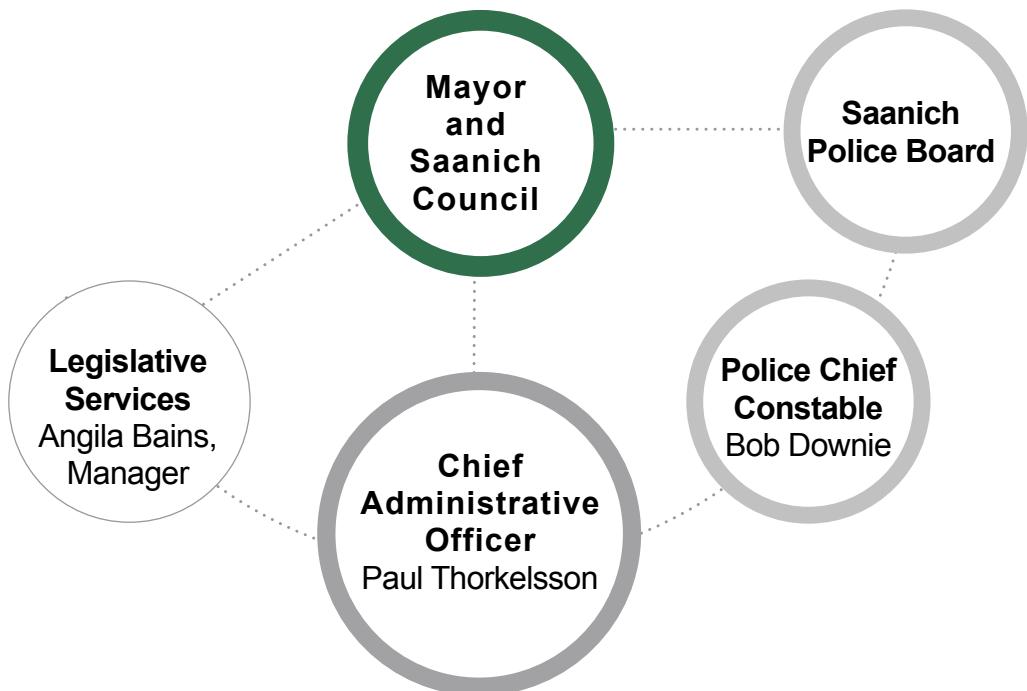
McMinn Park Renovation

McMinn Park underwent a major renovation in 2017 to replace existing aging and non-compliant equipment and infrastructure. Two public events were held to finalize a concept plan that included a new public washroom building, playground, full sized sport court, pickle ball court, small bike-skills area, major drainage improvements, pathways and tree planting. The new playground accommodates all ages and incorporates a water play element and zip-line. The washroom building and final landscaping will be completed in 2018.

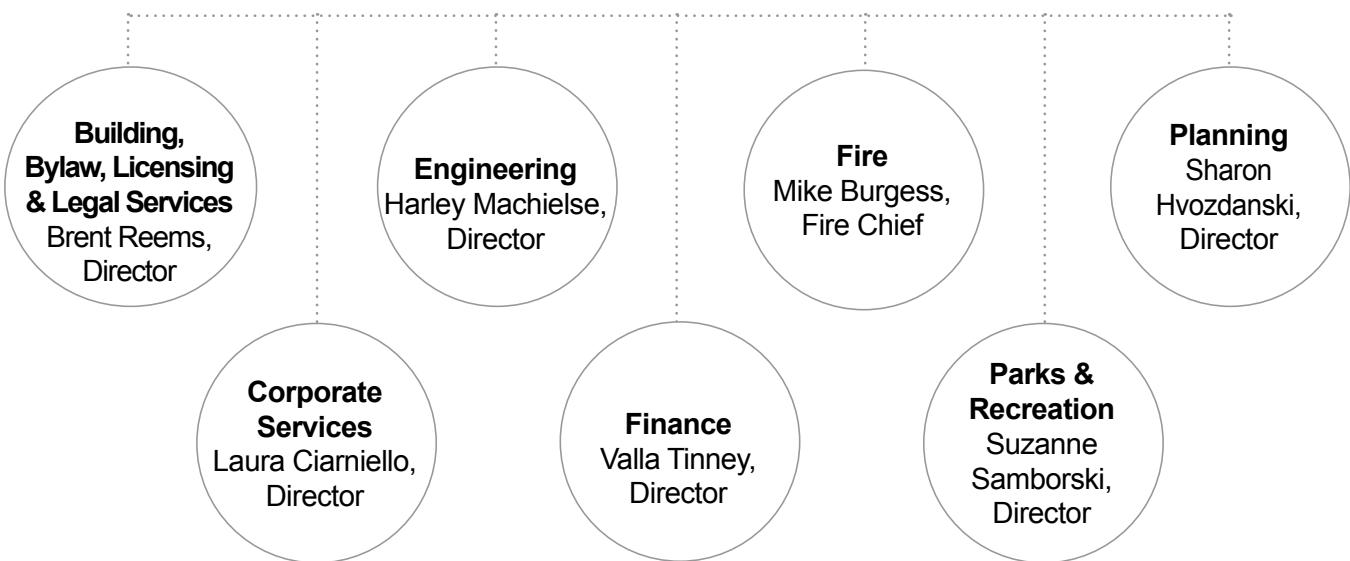




Corporate structure



DEPARTMENTS



The following brief statements of departmental operations for 2017 are presented in accordance with the Community Charter Section 98 requirements.



Building, Bylaw, Licensing & Legal Services



Building Inspections



Business Licensing



Bylaw Enforcement



Lands



Legal



Risk Management

KEY ACTIVITY LEVELS	2016 Actual	2017 Estimate	2017 Actual	2018 Estimate
Communication licenses at Mount Douglas and Mount Tolmie communication facilities negotiated and managed	11	14	10	10
Rights of way negotiated and acquired	20	20	20	20
Legal documents prepared for registration at the Land Title Office	61	40	117	40
Bylaws and other general legal instruments reviewed and/or prepared	20	25	53	25
Contracts and agreements reviewed	31	25	50	50
Building permits issued	845	800	869	850
Plumbing permits issued	964	800	912	850
Inspections conducted	6,666	6,500	6,670	6,500
Bylaw complaint inspections	2,824	2,500	4,496	4,000

2017 Key accomplishments

- Updated several bylaws, including the Firearms and Bow Regulation Bylaw, Officers Bylaw and Signing Authority Bylaw.
- Completed lease and licence agreement renewals, property agreements, covenants and rights-of-way.
- Held risk management workshops for staff and conducted risk assessments on parks, facilities, and equipment in order to prevent loss.
- Settled significant damage claims in an equitable, timely, and cost effective manner.
- Processed a high volume of building permits, including an increased volume of permits for multi-family construction projects.
- Managed a high-volume bylaw enforcement caseload with increasing complexity due to continued municipal growth and densification.

2018 & 2019 Initiatives planned

- Review and update bylaw enforcement policies and procedures and ensure continued alignment with best practices.
- Review and update the Building Bylaw to incorporate changes to the BC Building Code.
- Review and update municipal bylaws to ensure alignment with the Provincial Building Act.
- Work with internal working group to develop recommendations on Step Code implementation.



Corporate Services



Communications



Human Resources



Information Technology



Occupational Health & Safety



Strategic Planning

KEY ACTIVITY LEVELS	2016 Actual	2017 Estimate	2017 Actual	2018 Estimate
Service requests to Human Resources	5,982	6,000	11,150	13,000
Return to work opportunities from illness or injury supported	159	125	135	140
Service requests to IT Helpdesk	3,168	3,000	4,300	4,000
Software applications supported	67	50	250	275
Service requests to Occupational Health and Safety	99	80	54	80
Group facilitation sessions conducted	3	20	30	35

2017 Key accomplishments

- Improved profile of Saanich through media relations.
- Boosted public interaction, engagement and awareness via the website and social media.
- Coordinated Council check-ins for the Corporate Strategic Plan revisions.
- Finalized a new Police and CUPE collective agreement.
- Implemented new HR and Payroll software modules.
- Concluded negotiations on a new pay-line resulting from the CUPE job evaluation project.
- Established a secondary data centre for disaster recovery and business continuity.
- Compiled and uploaded 16 spatial datasets to the Saanich GIS spatial data catalogue.
- New Asbestos Management and Ammonia Exposure Control Plans to meet WorkSafeBC requirements.

2018 & 2019 Initiatives planned

- Create a crisis communications plan.
- Create an organization wide print advertising strategy.
- Implementation of new HR and Safety software modules.
- Implement the results of the CUPE Job Evaluation Maintenance Project.
- Implementation of a new telephone system.
- Support the Recreation Business Enterprise System Replacement Project.
- Prepare for the citizen and business surveys.



Engineering



Administration



Facilities



Project Management



Public Works



Transportation & Development



Underground Services

KEY ACTIVITY LEVELS	2016 Actual	2017 Estimate	2017 Actual	2018 Estimate
Fixtures converted to LED	734	600	666	620
Graffiti call responses	892	1,550	1,535	1,535
Signs maintained	5,073	4,500	5,440	5,440
Lanes swept (km)	2,651	3,000	1,846	2,500
Illegal dumping responses	418	425	534	550
Drain mains cleaned (km)	198	200	148	160
Catch basins cleaned	9,374	7,500	8,200	8,000
Waterways inspected/cleaned	106	75	112	75
Water meters replaced	1,352	1,500	977	1,000
Water quality samples taken	514	400	518	450
Hydrants serviced	972	1,000	891	900
Water mains flushed (km)	277	370	335	350

2017 Key accomplishments

- Completed Wilkinson Bridge Replacement and Colquitz River Trail in May 2017.
- Opened the Borden Cycle Track in July 2017; 140,000 cycling trips made in the second half 2017.
- Constructed a new sidewalk and cycle track on McKenzie between Shelbourne and Cedar Hill X Rd, closing a gap in this important cycling route.
- Upgraded Grange and Wilkinson Pump Stations.
- Replaced 5,000 metres of watermain.
- Replaced/rehabilitated 3,000 metres of sanitary sewer and 2,200 metres of storm drain.
- Implemented radio-based traffic signal coordination on McKenzie Ave from Nelthorpe St to Braefoot Rd and some adjacent intersections to improve traffic flow and reduce idling and greenhouse gases.
- Completed second phase of street light upgrades from HPS to LED, resulting in 8% reduction in total power use.
- Replaced heating plant in the municipal hall with multiple, smaller boilers to increase level of system redundancy and protect facility from unforeseen shutdowns. Optimized system performance and further reduced the Corporate GHG emissions by 35 tonnes.

2018 & 2019 Initiatives planned

- Develop an Active Transportation Master Plan to serve as a long-term strategic vision for the District that will help guide active transportation decisions and public investments for the years ahead.
- Develop and implement a major Facilities Master Plan. Over the next decade, Saanich will complete a number of initiatives to ensure the long-term sustainability of aging municipal facility infrastructure.
- Develop a strategic plan to protect or relocate Cordova Bay Road within Mount Douglas Park.
- Begin implementation of the Shelbourne Valley Action Plan (SVAP) short term mobility improvements project. As part of the SVAP, it was identified that short term mobility priorities needed to be implemented along the Shelbourne corridor to enhance the pedestrian, cycling, and transit infrastructure. The existing road structure and underground utilities are also in need of replacement and repair to maintain service levels and/or extend the useful life of each asset.



Finance



Accounting



Payroll



Purchasing Services



Revenue Collection

KEY ACTIVITY LEVELS	2016 Actual	2017 Estimate	2017 Actual	2018 Estimate
Purchasing card transactions	17,508	17,500	17,389	17,500
Debit or credit card transactions	195,941	180,000	184,006	185,000
Cheques, EFTs, and direct debits issued	11,100	11,000	11,416	11,000
T4 slips produced and distributed	1,761	1,800	1,831	1,800
Invoices processed	42,000	23,000	25,200	25,000
Quotations, tenders, RFPs processed	210	250	189	190
Pieces of mail handled	178,982	200,000	181,997	180,000
Photocopies produced in the print shop	365,496	400,000	552,293	450,000
Property tax notices produced	42,900	43,000	42,963	43,000
Electronic home owner grants processed	15,559	15,000	15,852	15,500
Utility bills produced	111,900	119,500	118,081	119,000
Tax deferments processed	2,416	2,350	2,717	2,500

2017 Key accomplishments

- Government Finance Officers Association Financial Reporting Award received.
- Government Finance Officers Association Distinguished Budget Presentation Award received.
- Implementation of Payroll software module.
- Implementation of Tempest (land and utility software) upgrade.
- Development Cost Charges transition plan.

2018 & 2019 Initiatives planned

- Enhance the financial management of capital projects from inception to completion.
- Improve reporting and ease of use of the current system and improve productivity of all departments who use the system.
- Assist with the implementation of the new HR and Safety modules in JD Edwards.
- Assist with the review and implementation of a new Development Cost Charges program.



Fire



Emergency Program



Fire Communications



Fire Prevention



Fire Suppression



Fire Training



Mechanical Services

KEY ACTIVITY LEVELS	2016 Actual	2017 Estimate	2017 Actual	2018 Estimate
Incident responses	4,691	4,600	4,975	4,900
Emergency incident responses	3,910	3,800	4,151	4,000
Fire related fatalities	0	0	0	0
Fire related injuries	11	0	0	0
Dollar fire loss (estimated)	\$6,417,025	\$2,225,000	\$2,311,465	\$2,225,000
Estimated value of property saved	\$187,428,675	\$50,000,000	\$142,689,855	\$100,000,000
Incidents dispatched (Saanich Fire and clients)	12,736	13,000	13,601	13,000
Public education programs and events	216	100	74	75
Public education program and event attendees	18,308	13,000	26,634	20,000

2017 Key accomplishments

- More than 1,000 people attended the department's Open House at Station No. 2 (Royal Oak), which featured the ShakeZone earthquake simulator, vehicle extrication and technical rope rescue demonstrations and a variety of information and apparatus displays.
- In response to the request from the Office of the Fire Commissioner to support the provincial state of emergency due to wildfire conditions across B.C., the Fire Department deployed more than 30 firefighting personnel and equipment, including an engine and the Saanich Command Vehicle over a two month period to assist with firefighting efforts.
- Emergency Operations Centre and/or Incident Command System training provided to 129 municipal staff. Emergency preparedness presentations provided to staff in Public Works and Recreation.
- To improve fleet efficiencies and response capabilities, the department took delivery of an electric vehicle to be used for daily inspections and a utility vehicle to enhance rescue and medical assistance capabilities in parks and on trails.

2018 & 2019 Initiatives planned

- Commence a fire services review to update the department's 10 year strategic plan to guide long term planning for the delivery of fire and rescue safety services for the District.
- Complete Fire Station No. 1 and No. 3 renovations to sustain the infrastructure and accommodate health and safety, workplace and staffing requirements.
- Implement an emergency notification system for staff and volunteer recall.
- Attend community events and deliver community fire and safety public education programs to a wide range of audiences at a variety of locations.



Parks and Recreation



Community Services



Golf



Parks



Recreation Centres

KEY ACTIVITY LEVELS	2016 Actual	2017 Estimate	2017 Actual	2018 Estimate
Trees planted	908	600	1,100	1,000
Bridges repaired	3	1	4	3
Trails resurfaced (km)	3	3	3	3
Calls for service received	3,049	3,000	3,092	3,000
Tree preservation permits processed	774	600	875	650
Youth centre visits	26,300	21,000	10,132	10,150
Registrations to summer playground programs	2,270	1,850	1,950	2,000
Active volunteers	148	125	240	260
Participants in special events	67,200	73,000	73,000	75,000
Leisure Involvement for Everyone (LIFE) visits	37,310	39,000	42,900	44,000
Golf green fee rounds	23,177	21,500	25,326	27,000

2017 Key accomplishments

- Completion of the Lindsay Street portion of the Colquitz Trail.
- Implementation of Mount Douglas Park access initiatives.
- Replacement of Sierra Park playground.
- First solar lighting of pathway in Layritz Park.
- Dedication of Vic Derman Park.
- Council adoption of Older Adult Strategy.
- Regional sign-off and implementation of the Health and Recreation Partnership.
- Completed substantial drainage improvement project at Cedar Hill Golf Course.
- Over 1,800 tree-related calls for service; over 1,100 trees planted; and over 1,145 young trees watered.
- Planted and maintained over 735 displays of flowers and shrubs, including over 450 cul-de-sacs.
- Over 2.4 million people formally participated in Saanich parks and recreation programs and services.
- Completed Phase one of McMinn Park renovation.

2018 & 2019 Initiatives planned

- Successful completion of Recreation System Replacement project.
- Complete Haro Woods Park Management Plan.
- Continue to develop Cedar Hill Park Management Plan
- Infrastructure planning for continued maintenance and renewal of assets.
- Extension of High Performance Sport Trust Fund at Saanich Commonwealth Place through the 2020 Summer Olympics.
- Provide leadership in regional initiatives.
- Develop and pilot a Park Ambassador program in Mount Douglas Park.
- Implement ActiveNet Enterprise Software.
- Undertake a Recreation Access Pass Review.



Planning



Community Planning

Current Planning

Environmental Services

Sustainability

KEY ACTIVITY LEVELS	2016 Actual	2017 Estimate	2017 Actual	2018 Estimate
Zoning applications processed	15	20	8	10
Development permit amendment applications processed	40	30	28	30
Development permit applications processed	43	35	30	32
Environmental Development Permits	27	37	16	18
Environmental Awards process	1	1	1	1
Environmental Protocols processed	16	40	29	31
Environmental and social reviews	51	29	43	45
Subdivision applications processed	20	30	20	22

2017 Key accomplishments

- Completed four phases of the Uptown Douglas Corridor Plan, which most recently include a comprehensive round of community and stakeholder engagement and initial policy development work.
- Completed community and stakeholder engagement on the Agriculture and Food Security Plan and initial policy development.
- The master work plan for the renewal of the Local Area Plans was endorsed by Council.
- The new Air Source Heat Pump at Gordon Head Recreation Centre was commissioned in early 2017 resulting in considerable natural gas savings.
- Saanich continues to lead in the province with 126 homes registered for the Oil to Heat Pump program.

2018 & 2019 Initiatives planned

- Improve building energy efficiency and move toward 100% renewable energy.
- Updates to both the Cordova Bay and Cadboro Bay Local Area Plans will continue in 2018, with a targeted completion in the first half of 2019.
- Completion of the draft Uptown Douglas Corridor Plan is targeted for the end of Q4 2018. The study area represents a critical regional hub that is expected to experience significant growth and change in the near future.
- Garden suites are not permitted in Saanich but with growing community interest in having a suite, a study to explore potential regulatory changes is targeted for completion in Q4 2018.



Police



Administrative Support



Community Engagement



Detective



Patrol



Professional Standards



Staff Development

KEY ACTIVITY LEVELS	2016 Actual	2017 Estimate	2017 Actual	2018 Estimate
Volunteers actively engaged with Saanich Police	1,125	≥ 1,058	1,079	≥ 1,058
Block Watch participants (total number of blocks)	702	700	714	≥ 700
Engagement and educational initiatives with seniors	14	-	20	20
Engagement and events with youth	65	-	61	60
Vehicle-only collisions	1,267	≤ 1,198	1,440	≤ 1,218
Vehicle collisions involving a pedestrian	59	≤ 50	46	≤ 50
Vehicle collisions involving a bicycle	69	≤ 70	68	≤ 71

2017 Key accomplishments

- After extensive research and public engagement, the 2018-2022 Strategic Plan was released with 13 key strategic priorities to guide police programs over the next five years.
- Training was delivered to all officers on the use of Naloxone as well as the signs and symptoms of an opioid overdose.
- Developed new relationships with stakeholders who work with older adults to increase awareness of issues facing seniors in Saanich.
- Worked in partnership with young Indigenous artists and the Victoria Native Friendship Centre to create the Seaton Ascension Mural that showcases the interpretation of what reconciliation means to the artists.
- Monitored high-use bicycle transportation routes including the Galloping Goose and the Lochside Regional Trail and completed an educational campaign aimed at increasing cyclists' use of protective equipment.

2018 & 2019 Initiatives planned

- Advance the new key strategic priority of effective communication from the 2018-2022 Strategic Plan through the development of new outreach and communication strategies.
- Work with regional partners in road safety to develop and implement coordinated traffic safety campaigns to address issues such as distracted and impaired driving.
- Work with subject matter experts and community partners to educate officers on emerging issues facing seniors and increase awareness of elder abuse.
- Engage with youth in schools to facilitate honest conversations and answer questions about issues surrounding substance use and fentanyl.
- Continue to target prolific offenders of property crime through intelligence-led policing and crime analysis.
- Introduce a new employee mental health and wellness program.
- Renovate the front desk to create a more secure interface for the public to interact with front-desk officers and improve the waiting area.

District of Saanich

Financial section

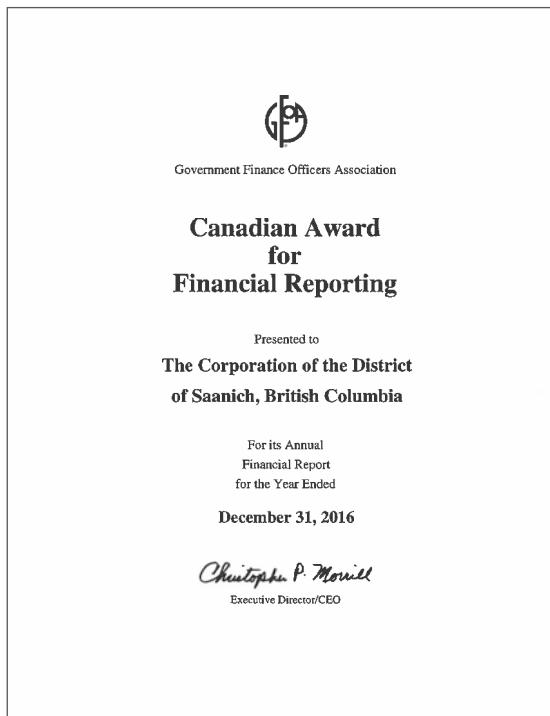


2017 Financial statements

**The Corporation of the
District of Saanich
British Columbia**

Fiscal year ended
December 31, 2017

Prepared by:
District of Saanich
Finance Department



Report from the Director of Finance



May 14, 2018

Mayor and Council
District of Saanich

Your Worship and Members of Council,

I am pleased to present the financial statements for the fiscal year ending December 31, 2017 pursuant to Section 98 of the Community Charter Act.

These statements have been prepared in accordance with generally accepted accounting principles and the recommendations of the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada and the Provincial Ministry of Municipal Affairs & Housing.

The District maintains a system of internal accounting controls designed to safeguard the assets of the corporation and provide reliable financial information. We verify and test these systems on a regular basis through the use and review of the internal controls.

The audit firm of KPMG was appointed by Council and is responsible for expressing an opinion as to whether the financial statements, prepared by the District's management, fairly present the financial position of the District of Saanich and the results of its 2017 operations.

In 2017, Saanich's financial position continued to strengthen. Investment in tangible capital assets such as lands, parks infrastructure, roads and sidewalks increased by \$6.8 million. Total reserves increased by \$20.4 million, while operating and capital funds surpluses combined, increased by \$3.9 million. These results strengthened Saanich's overall financial position by \$30.2 million.

Revenue increases to note for 2017 include taxation of \$5.1 million, sewer user charges of \$1.3 million, and grants and contributions of \$5.2 million. Sewer user charges increased to support debt servicing costs for the Regional Sewer Treatment Program while grants and contributions increased due to a transfer to the Specific Area Capital Projects Fund Reserve from Development Cost deferred revenue. Total expenses increased by \$8.4 million or 4.7% over 2016.

Saanich's prudent approach to financial management is reflected in the increasing financial assets level, low long term debt, and level of reserves.

Respectfully submitted,

A handwritten signature in blue ink that reads "Valla Tinney".

Valla Tinney, FCPA, FCGA
Director of Finance

THE CORPORATION OF THE DISTRICT OF SAANICH

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of The Corporation of the District of Saanich (the “Corporation”) are the responsibility of the Corporation’s management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting standards for local governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in Note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management’s judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Corporation’s management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Municipal Council meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditors appointed by the Corporation. The accompanying Independent Auditors’ Report outlines their responsibilities, the scope of their examination and their opinion on the Corporation’s financial statements.



Paul Thorkelsson
Chief Administrative Officer



Valla Tinney
Director of Finance

May 14, 2018



KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

INDEPENDENT AUDITORS' REPORT

To the Mayor and Councillors of the Corporation of the District of Saanich

We have audited the accompanying financial statements of the Corporation of the District of Saanich, which comprise the statement of financial position as at December 31, 2017, the statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Corporation of the District of Saanich as at December 31, 2017, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

Victoria, Canada
May 14, 2018

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

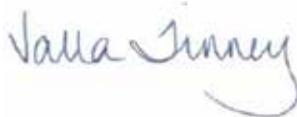
THE CORPORATION OF THE DISTRICT OF SAANICH

STATEMENT OF FINANCIAL POSITION

December 31, 2017, with comparative information for 2016

	2017	2016
Financial assets:		
Cash and cash equivalents (note 2)	\$ 104,308,680	\$ 78,309,537
Investments (note 2)	84,893,025	87,129,024
Receivables:		
Property taxes	2,088,635	2,281,782
Board of Cemetery Trustees of Greater Victoria (note 3b)	884,041	943,304
Accounts receivable	13,478,042	13,769,471
MFA cash deposit (note 4)	596,433	537,986
Other assets	6,797	6,797
	206,255,653	182,977,901
Financial liabilities:		
Accounts payable and accrued liabilities	16,288,255	14,497,148
Accrued employee benefit obligations (note 5)	16,703,539	15,798,957
Capital lease obligations	-	3,587
Debt (note 3)	35,856,122	32,004,879
Deferred revenue (note 6)	19,473,796	22,637,843
Deposits and prepayments	11,963,909	11,285,156
	100,285,621	96,227,570
Net financial assets	105,970,032	86,750,331
Non-financial assets:		
Inventories of supplies	1,890,081	1,825,362
Prepaid expenses	1,034,693	787,835
Tangible capital assets (note 9)	851,737,575	841,048,556
	854,662,349	843,661,753
Contingent liabilities and commitments (notes 4, 11 and 12)		
Accumulated surplus (note 10)	\$ 960,632,381	\$ 930,412,084

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



Director of Finance

THE CORPORATION OF THE DISTRICT OF SAANICH

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

Year ended December 31, 2017, with comparative information for 2016

	Budget (note 13)	2017	2016
Revenue:			
Taxes (note 7)	\$ 117,532,180	\$ 117,594,301	\$ 112,480,997
Grants in lieu of taxes	2,292,540	2,416,030	2,307,301
Sales of services	19,256,065	19,897,971	19,584,292
Revenue from own sources	8,840,100	12,472,690	11,462,753
Transfers from other governments (note 8)	1,648,940	1,777,289	1,690,725
Sale of water	19,157,753	18,731,765	19,660,606
Water service charges	1,664,000	1,681,581	1,684,983
Sewer user charges	19,402,980	18,901,240	17,586,782
Grants and contributions	6,533,700	13,735,590	8,554,246
Developer contributions	-	5,344,725	2,255,373
Development cost charges (note 6)	1,670,100	-	2,045,324
Sub-regional parks reserve (note 6)	212,613	212,613	212,613
Other	358,930	807,210	764,311
Total revenue	198,569,901	213,573,005	200,290,306
Expenses:			
General government services	21,633,192	16,770,535	16,951,813
Protective services	54,295,553	56,111,109	53,881,430
Engineering and public works	21,664,889	26,639,750	24,389,313
Refuse collection	6,718,850	6,502,197	6,421,907
Community planning	3,204,140	2,658,119	2,545,823
Recreation, parks and cultural	38,271,347	41,547,026	39,820,666
Water utility	15,861,753	16,790,012	16,706,350
Sewer utility	15,832,430	16,261,783	14,174,196
Other fiscal services	95,500	72,177	67,097
Total expenses	177,577,654	183,352,708	174,958,595
Annual surplus	20,992,247	30,220,297	25,331,711
Accumulated surplus, beginning of year	930,412,084	930,412,084	905,080,373
Accumulated surplus, end of year	\$ 951,404,331	\$ 960,632,381	\$ 930,412,084

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

THE CORPORATION OF THE DISTRICT OF SAANICH

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

Year ended December 31, 2017, with comparative information for 2016

	Budget	2017	2016
Annual surplus	\$ 20,992,247	\$ 30,220,297	\$ 25,331,711
Acquisition of tangible capital assets	(71,578,900)	(24,933,322)	(36,855,627)
Developer contributions of tangible capital assets	-	(5,344,725)	(2,255,373)
Amortization of tangible capital assets	19,434,600	19,406,889	20,851,718
Loss on disposal of tangible capital assets	-	182,139	420,413
	<u>(52,144,300)</u>	<u>(10,689,019)</u>	<u>(17,838,869)</u>
Purchase of inventories of supplies	-	(64,719)	(370,255)
Purchase of prepaid expenses	-	(246,858)	(77,010)
	<u>-</u>	<u>(311,577)</u>	<u>(447,265)</u>
Change in net financial assets	(31,152,053)	19,219,701	7,045,577
Net financial assets, beginning of year	86,750,331	86,750,331	79,704,754
Net financial assets, end of year	<u>\$ 55,598,278</u>	<u>\$105,970,032</u>	<u>\$ 86,750,331</u>

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

THE CORPORATION OF THE DISTRICT OF SAANICH

STATEMENT OF CASH FLOWS

Year ended December 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating Activities:		
Annual surplus	\$ 30,220,297	\$ 25,331,711
Items not involving cash:		
Amortization	19,406,889	20,851,718
Developer contributions of tangible capital assets	(5,344,725)	(2,255,373)
Actuarial adjustment on debt	(450,466)	(403,695)
Accrued employee benefit obligations	904,582	161,230
Loss on disposal of tangible capital assets	182,139	420,413
Change in non-cash assets and liabilities:		
Property taxes receivable	193,147	448,648
Board of Cemetery Trustees receivable	59,263	56,442
Accounts receivable	291,429	(4,041,254)
Accounts payable and accrued liabilities	1,791,107	1,425,546
Deferred revenue	(3,164,047)	(412,726)
Deposits and prepayments	678,753	1,415,783
Inventories of supplies	(64,719)	(370,255)
Prepaid expenses	(246,858)	(77,010)
Net change in cash from operating activities	44,456,791	42,551,178
Capital Activities:		
Cash used to acquire tangible capital assets	(24,933,322)	(36,855,627)
Investing Activities:		
Net decrease in investments	2,235,999	22,303,065
Financing Activities:		
MFA cash deposit	(58,447)	(80,320)
Debt issued	6,831,798	11,307,230
Capital lease repaid	(3,587)	(2,710)
Debt repaid	(2,470,826)	(1,890,754)
Debt repaid (Board of Cemetery Trustees)	(59,263)	(56,442)
Net change in cash from financing activities	4,239,675	9,277,004
Increase (decrease) in cash and cash equivalents	25,999,143	37,275,620
Cash and cash equivalents, beginning of year	78,309,537	41,033,917
Cash and cash equivalents, end of year	<u>\$ 104,308,680</u>	<u>\$ 78,309,537</u>

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

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

The Corporation of the District of Saanich (the "Corporation") is incorporated and operates under the provisions of the British Columbia Local Government Act and the Community Charter of British Columbia. The Corporation's principle activities include the provision of local government services to residents of the incorporated area. These include protective, parks, recreation, transportation, drainage, water and sewer.

1. Significant accounting policies:

The financial statements of the Corporation are prepared by management in accordance with Canadian generally accepted accounting principles for local governments, as prescribed by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Corporation are as follows:

a) Reporting entity:

The financial statements include the combination of all the assets, liabilities, accumulated surplus, revenues and expenses of all the activities and funds of the Corporation. The Corporation does not control any significant external entities and accordingly, no entities have been consolidated in the financial statements. Inter-departmental balances and significant organizational transactions have been eliminated. The Corporation does not administer any trust activities on behalf of external parties.

b) Basis of accounting:

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

c) Cash and cash equivalents:

Cash and cash equivalents are comprised of cash on hand, demand deposits, and short-term highly liquid investments with a maturity date of less than 3 months subsequent to acquisition date that are readily converted to known amounts of cash and which are subject to an insignificant risk of change in value. Cash equivalents also include investments in Municipal Finance Authority of British Columbia Money Market Funds which are recorded at cost plus earnings reinvested in the fund.

d) Investments:

Investments are recorded at cost except for the investments in the Municipal Finance Authority of British Columbia Bond and Intermediate Funds which are recorded at cost plus earnings that are reinvested in the funds. Short-term investments are comprised of bankers' acceptances, guaranteed investment certificates (GIC's), deposit notes and debentures with a maturity date of 3 months to 1 year subsequent to acquisition date, while investments with a maturity date greater than 1 year are classified as long-term.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

1. Significant accounting policies (continued):

d) Investments (continued):

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

e) Deferred revenue:

Deferred revenue includes grants, contributions and other amounts received from third parties pursuant to legislation, regulation and agreement which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets are acquired.

f) Deposits and prepayments:

Receipts restricted by third parties are deferred as deposits and are refundable under certain circumstances. Deposits and prepayments are recognized as revenue when qualifying expenditures are incurred.

g) Debt:

Debt is recorded net of repayments and actuarial adjustments.

h) Employee future benefits:

The Corporation and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred. The costs of multi-employer defined contribution pension plan benefits, such as the Municipal Pension Plan, are the employer's contributions due to the plan in the period.

Sick leave and other retirement benefits are also available to the Corporation's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligation under these benefit plans is accrued based on projected benefits as the employees render services necessary to earn the future benefits.

i) Government transfers:

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made, except when and to the extent the transfer gives rise to an obligation that meets the definition of a liability.

Transfers received for which expenses are not yet incurred are included in deferred revenue.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

1. Significant accounting policies (continued):

j) Property tax revenue:

Property tax revenue is recognized on the accrual basis using the approved tax rates and the anticipated assessment related to the current year.

k) Non-financial assets:

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

i) Tangible capital assets

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

Asset	Useful Life - Years
Vehicles, machinery and equipment	4 - 25
Buildings and building improvements	20 - 75
Parks infrastructure	15 - 50
Drainage, water and sewer infrastructure	40 - 100
Roads infrastructure	15 - 100

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Corporation's ability to provide goods and services or when the value of the future economic benefits associated with the asset is less than the book value of the asset. Amortization is charged upon the asset becoming available for productive use in the year of acquisition. Assets under construction are not amortized until the year after the asset is available for productive use.

ii) Contributions of tangible capital assets

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

iii) Works of art and cultural and historic assets

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

iv) Interest capitalization

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

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

1. Significant accounting policies (continued):

Non-financial assets (continued):

- v) Leased tangible capital assets

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

- vi) Inventories of supplies

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

- I) Liability for contaminated sites:

Contaminated sites are defined as contamination of ground or water of a chemical, organic, or radioactive material that exceeds an environmental standard. A liability for remediation of a contaminated site is recognized when a District owned site not in productive use, or another site, meets all of the following criteria:

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

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

- m) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating historical cost and useful lives of tangible capital assets, the determination of employee benefit obligations, provision for contingencies, and accrued liabilities. Actual results could differ from those estimates.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

2. Cash and cash equivalents and investments:

	2017	2016
Cash and cash equivalents:		
Cash	\$ 83,707,837	\$ 69,762,579
Bankers' acceptances, deposit notes, and Municipal Finance Authority money market funds	20,600,843	8,546,958
	<u>104,308,680</u>	<u>78,309,537</u>
Short-term investments:		
Bankers' acceptances, GIC's and deposit notes	17,428,930	5,000,000
Long-term investments:		
Deposit notes and debentures	24,377,285	29,377,285
Municipal Finance Authority bond, and intermediate and bond funds	43,086,810	52,751,739
	<u>67,464,095</u>	<u>82,129,024</u>
Total investments	84,893,025	87,129,024
Total cash, cash equivalents and investments	\$ 189,201,705	\$ 165,438,561

Bankers' acceptances, deposit notes, bonds and GIC's have effective interest rates of 1.05% to 2.82% (2016 – 1.20% to 2.82%) and mature from 2018 to 2026. The Municipal Finance Authority Funds earn interest based on current market conditions and do not have set maturity dates. Funds can be withdrawn with three days' notice.

The Corporation's investments have market values that approximate costs.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

3. Debt:

	2017	2016
Debt principal:		
Short term	\$ 3,401,289	3,242,630
Long term	32,454,833	28,762,249
	\$ 35,856,122	\$ 32,004,879

- a) While the gross debenture debt issued as at December 31, 2017 was \$49,554,700 (2016 - \$43,858,900), the debt principal reported is net of repayments and actuarial gains or losses (per above).

The loan agreements with the Capital Regional District and the MFA provide that, if at any time the scheduled payments provided for in the agreements are not sufficient to meet the MFA's obligations in respect to such borrowings, the resulting deficiency becomes a liability of the Corporation.

Short term debt consists of MFA short term financing in the amount of \$2,536,630 and MFA 5-year equipment financing in the amount of \$864,659, both bearing interest at 1.94% (2016 - 1.44%).

- b) In 2003 the Corporation borrowed \$1,500,000 on behalf of the Board of Cemetery Trustees of Greater Victoria. The Corporation is reimbursed for all payments of principal and interest as they are paid. In 2017 the debt and the receivable balance recorded in the financial statements is \$884,041 (2016 – 943,304).
- c) Principal payments on debt for the next five years are as follows:

	General	Sewer	Total
2018	4,863,706	491,977	5,355,683
2019	2,354,701	491,977	2,846,678
2020	2,383,307	454,903	2,838,210
2021	2,134,625	454,903	2,589,528
2022	1,735,693	454,903	2,190,596

Interest on debt ranges from 1.55% to 3.73% with maturity dates from February 28, 2018 to October 4, 2032. Interest expense on debt during the year was \$1,160,849 (2016 - \$1,122,212).

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

4. Municipal Finance Authority debt reserve fund:

The Corporation issues its debt instruments through the Municipal Finance Authority ("MFA"). As a condition of the borrowing, the Corporation is obligated to lodge security by means of demand notes and interest bearing cash deposits based on the amount of the borrowing. The deposits are included in the Corporation's financial statements as MFA cash deposits. If the debt is repaid without default, the deposits are refunded to the Corporation. The notes, which are contingent in nature, are held by the MFA to act as security against the possibility of debt repayment default and are not recorded in the financial statements. Upon the maturity of a debt issue, the demand notes are released and deposits refunded to the Corporation. As at December 31, 2017, there were contingent demand notes of \$1,714,668 (2016 - \$1,549,286) which are not included in the financial statements of the Corporation.

5. Accrued employee benefit obligations and pension plan:

The Corporation provides sick leave and certain other benefits to its employees. These amounts and other employee related liabilities will require funding in future periods and are set out below:

	2017	2016	Increase (Decrease)
Vacation pay and banked overtime	\$ 2,140,115	\$ 1,962,650	\$ 177,465
Accumulated sick leave and retirement benefit payments	14,563,424	13,836,307	727,117
Total employee benefit obligations	16,703,539	15,798,957	904,582
Less funded amount	(8,859,357)	(8,845,248)	(14,109)
Total unfunded employee benefit obligations	\$ 7,844,182	\$ 6,953,709	\$ 890,473

Accrued vacation pay and banked overtime are the calculated value of entitlement carried forward into the next year. Accumulated sick leave represents the liability for sick leave banks accumulated for estimated drawdowns at future dates and/or for payout either on an approved retirement, or upon termination or death. Retirement benefit payments represent the Corporation's share of the cost to provide employees with various benefits upon retirement including lump sum retirement payments, and certain vacation entitlements in the year of retirement. The accrued benefit obligations and the net periodic benefit cost are estimated actuarially using a projected cost method.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

5. Accrued employee benefit obligations and pension plan (continued):

Information about obligations for employee sick leave and retirement benefit plan is as follows:

	2017	2016
Balance, beginning of year	\$ 13,836,307	\$ 13,594,163
Current service cost	1,275,932	1,108,459
Interest cost	493,889	477,099
Benefits paid	(1,133,561)	(886,688)
Actuarial loss (gain)	90,857	(456,726)
 Balance, end of year	 \$ 14,563,424	 \$ 13,836,307

The Corporation has performed its own actuarial valuation for 2017 and prior year obligations.

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

	2017	2016
Discount rates	3.15%	3.15%
Expected future inflation rates	2.25%	2.25%
Expected wage and salary increases	2.58% to 4.50%	2.58% to 4.50%

The Corporation and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for administrating the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2016, the Plan has about 193,000 active members and approximately 90,000 retired members. Active members include approximately 38,000 contributors from local governments.

The most recent valuation for the Municipal Pension Plan as at December 31, 2015 indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2018 with results available later in 2019.

The Corporation paid \$9,316,909 (2016 - \$9,071,289) for employer contributions while employees contributed \$7,224,204 (2016 - \$7,146,233) to the Plan in fiscal 2017.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

5. Accrued employee benefit obligations and pension plan (continued):

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 the individual employers participating in the Plan.

GVLRA – CUPE Long-Term Disability Trust

The health and welfare trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association representing a number of employers, and the Canadian Union of Public Employees, representing a number of CUPE locals. The Trust's sole purpose is to provide a long-term disability income benefit plan. Employers and employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined as of December 31, 2014. At December 31, 2016, the total plan provision for approved and unreported claims was \$18,937,267 with a plan surplus of \$392,313. The actuary does not attribute portions of the unfunded liability to individual employers. The Corporation paid \$463,030 (2016 - \$472,009) for employer contributions and the Corporation's employees paid \$463,559 (2016 - \$472,915) for employee contributions to the plan in 2017.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

6. Deferred revenue:

Development Cost Charges and Sub-regional Parks Reserve represent funds received from developers restricted for capital expenditures.

	2017	2016
Development cost charges:		
Balance, beginning of year	\$ 18,002,782	\$ 18,942,266
Investment income	204,819	297,163
Fees and contributions	1,713,010	808,677
Amounts spent on projects and recorded as revenue	-	(2,045,324)
Transferred to reserve fund	(5,103,034)	-
Balance, end of year	14,817,577	18,002,782
Sub-regional parks reserve:		
Balance, beginning of year	1,162,013	969,747
Investment income	16,579	15,979
Fees and contributions	263,185	388,900
Amounts spent on projects and recorded as revenue	(212,613)	(212,613)
Balance, end of year	1,229,164	1,162,013
General operating fund deferred revenue	3,368,355	3,473,048
Capital fund deferred revenue	58,700	-
Total deferred revenue	\$ 19,473,796	\$ 22,637,843

During the year, Council and the Province approved the transfer of funds from development cost charges to a reserve fund established for capital purposes.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

7. Taxation:

a) Taxes

	2017	2016
General Purpose:		
Property Tax	\$ 116,000,039	\$ 110,908,342
Utility 1% Tax	1,380,145	1,379,686
	<hr/> 117,380,184	<hr/> 112,288,028
Special Assessments:		
Local Improvement Frontage Tax	-	1,437
Cadboro Bay Village Business Improvement Area	20,000	20,000
	<hr/> 20,000	<hr/> 21,437
Hotel Room Tax:		
Tourism Victoria – Destination Marketing Commission	194,117	171,532
	<hr/> <hr/> \$ 117,594,301	<hr/> <hr/> \$ 112,480,997

b) Taxes levied for other Authorities

In addition to taxes levied for municipal purposes, the Corporation is legally obligated to collect and remit taxes levied for the following authorities. These collections and remittances are not recorded as revenue and expenses.

	2017	2016
Provincial Government - school taxes	\$ 48,089,501	\$ 48,412,050
Capital Regional District	9,100,588	8,603,412
Capital Regional Hospital District	8,264,922	7,870,464
Municipal Finance Authority	6,409	5,423
B.C. Assessment Authority	1,474,427	1,536,285
B.C. Transit Authority	7,784,936	7,893,933
	<hr/> \$ 74,720,783	<hr/> \$ 74,321,567

8. Government transfers:

	2017	2016
Operating transfers:		
Federal	\$ 11,729	\$ 11,298
Provincial	1,765,560	1,679,427
	<hr/> \$ 1,777,289	<hr/> \$ 1,690,725

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

9. Tangible capital assets:

Cost	Balance at December 31, 2016	Additions	Disposals and transfers	Balance at December 31, 2017
Land	\$ 290,586,960	\$ 3,342,235	\$ 18,750	\$ 293,910,445
Vehicles, machinery and equipment	56,361,110	7,392,298	2,316,123	61,437,285
Buildings and building improvements	128,429,053	3,873,585	-	132,302,638
Park infrastructure	41,378,910	1,912,731	30,251	43,261,390
Drainage infrastructure	195,325,970	4,192,396	-	199,518,366
Roads infrastructure	191,802,111	9,508,257	-	201,310,368
Water infrastructure	136,174,240	6,198,956	28,078	142,345,118
Sewer infrastructure	153,407,933	3,404,067	-	156,812,000
Assets under construction	21,462,432	12,026,890	21,462,432	12,026,890
Total	\$ 1,214,928,719	\$ 51,851,415	\$ 23,855,634	\$ 1,242,924,500

Accumulated amortization	Balance at December 31, 2016	Disposals	Amortization expense	Balance at December 31, 2017
Vehicles, machinery and equipment	\$ 30,943,002	\$ 2,049,600	\$ 4,638,545	\$ 33,531,947
Buildings and building improvements	39,820,466	-	2,639,077	42,459,543
Park infrastructure	26,550,313	29,839	1,358,724	27,879,198
Drainage infrastructure	80,382,643	-	2,512,504	82,895,147
Roads infrastructure	81,083,157	-	4,460,524	85,543,681
Water infrastructure	50,515,840	20,688	1,902,331	52,397,483
Sewer infrastructure	64,584,742	-	1,895,184	66,479,926
Assets under construction	-	-	-	-
Total	\$ 373,880,163	\$ 2,100,127	\$ 19,406,889	\$ 391,186,925

	Net book value December 31, 2016	Net book value December 31, 2017
Land	\$ 290,586,960	\$ 293,910,445
Vehicles, machinery and equipment	25,418,108	27,905,338
Buildings and building improvements	88,608,587	89,843,095
Park infrastructure	14,828,597	15,382,192
Drainage infrastructure	114,943,327	116,623,219
Roads infrastructure	110,718,954	115,766,687
Water infrastructure	85,658,400	89,947,635
Sewer infrastructure	88,823,191	90,332,074
Assets under construction	21,462,432	12,026,890
Total	\$ 841,048,556	\$ 851,737,575

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

9. Tangible capital assets (continued):

Cost	Balance at December 31, 2015	Additions	Disposals and transfers	Balance at December 31, 2016
Land	\$ 287,140,802	\$ 3,446,158	\$ -	\$ 290,586,960
Vehicles, machinery and equipment	48,901,215	3,724,277	1,934,335	50,691,157
Buildings and building improvements	115,555,004	13,072,975	198,926	128,429,053
Park infrastructure	46,511,051	1,074,649	536,837	47,048,863
Drainage infrastructure	190,467,206	4,858,764	-	195,325,970
Roads infrastructure	185,979,330	5,834,827	12,046	191,802,111
Water infrastructure	131,787,708	4,386,532	-	136,174,240
Sewer infrastructure	147,926,476	5,481,457	-	153,407,933
Assets under construction	24,211,071	21,462,432	24,211,071	21,462,432
Total	\$ 1,178,479,863	\$ 63,342,071	\$ 26,893,215	\$ 1,214,928,719

Accumulated amortization	Balance at December 31, 2015	Disposals	Amortization expense	Balance at December 31, 2016
Vehicles, machinery and equipment	\$ 23,276,342	\$ 1,585,861	\$ 6,298,618	\$ 27,989,099
Buildings and building improvements	37,694,171	172,241	2,298,536	39,820,466
Park infrastructure	28,190,188	473,821	1,787,849	29,504,216
Drainage infrastructure	77,882,742	-	2,499,901	80,382,643
Roads infrastructure	76,790,663	9,808	4,302,302	81,083,157
Water infrastructure	48,677,433	-	1,838,407	50,515,840
Sewer infrastructure	62,758,637	-	1,826,105	64,584,742
Assets under construction	-	-	-	-
Total	\$ 355,270,176	\$ 2,241,731	\$ 20,851,718	\$ 373,880,163

	Net book value December 31, 2015	Net book value December 31, 2016
Land	\$ 287,140,802	\$ 290,586,960
Vehicles, machinery and equipment	25,624,873	22,702,058
Buildings and building improvements	77,860,833	88,608,587
Park infrastructure	18,320,863	17,544,647
Drainage infrastructure	112,584,464	114,943,327
Roads infrastructure	109,188,667	110,718,954
Water infrastructure	83,110,275	85,658,400
Sewer infrastructure	85,167,839	88,823,191
Assets under construction	24,211,071	21,462,432
Total	\$ 823,209,687	\$ 841,048,556

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

9. Tangible capital assets (continued):

a) Assets under construction

Assets under construction having a value of \$12,026,890 (2016 - \$21,462,432) have not been amortized. Amortization of these assets will commence the year after the asset is put into service.

b) Contributed tangible capital assets

Contributed tangible capital assets have been recognized at fair market value at the date of contribution. The value of contributed assets received during the year is \$5,344,725 (2016 - \$2,255,373) comprised of land in the amount of \$3,333,735 (2016 - \$1,362,482), drainage and transportation infrastructure \$1,008,767 (2016 - \$278,725), and water and sewer infrastructure in the amount of \$474,100 (2016 - \$614,166). Contributed assets capitalized in 2017 were \$4,816,602 (2016 - \$2,255,373) and the remaining \$528,123 (2016 - nil) were expensed.

c) Tangible capital assets disclosed at nominal values

Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value.

d) Works of art and historical treasures

The Corporation manages and controls various works of art and non-operational historical cultural assets including buildings, artefacts, paintings and sculptures located at municipal sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

e) Write-down of tangible capital assets

No significant write-down of tangible capital assets occurred during 2017 or 2016.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

10. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2017	2016
Surplus:		
Invested in tangible capital assets	\$ 816,765,494	\$ 809,983,394
Operating funds	22,340,665	25,522,813
Capital funds	45,690,853	38,569,961
<u>Unfunded employee benefit obligations</u>	<u>(7,844,182)</u>	<u>(6,953,709)</u>
Total surplus	876,952,830	867,122,459
Appropriated surplus set aside for:		
Insurance	2,315,300	2,315,300
Future expenses	9,485,478	4,837,883
<u>Working capital</u>	<u>4,450,000</u>	<u>4,450,000</u>
Total appropriated surplus	16,250,778	11,603,183
Reserve funds set aside for specific purpose by Council:		
Land sales fund	2,789,212	2,358,164
Public safety and security fund	2,743,352	2,105,389
Carbon neutral fund	782,033	721,067
Equipment depreciation fund	6,451,013	5,870,002
Capital works fund	30,749,934	26,573,054
Commonwealth pool operating fund	479,175	734,510
Commonwealth pool high performance repair and replacement fund	188,094	215,467
Facility replacement fund	8,277,122	5,709,076
Computer hardware and software fund	5,565,901	4,577,235
Sayward gravel pit fund	1,812,411	1,859,307
Specific area capital project fund	4,571,301	-
Water capital fund	901,003	-
<u>Sewer capital fund</u>	<u>2,118,222</u>	<u>963,171</u>
Total reserve funds	67,428,773	51,686,442
	<hr/>	<hr/>
	\$ 960,632,381	\$ 930,412,084

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

11. Contingent liabilities:

- a) Capital Regional District debt, under the provisions of the Local Government Act, is a direct, joint and several liability of the Capital Regional District and each member municipality within the District, including The Corporation of the District of Saanich.
- b) The Corporation is a shareholder and member of the Capital Region Emergency Service Telecommunications (CREST) Incorporated, which provides centralized emergency communications and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and the Gulf Islands. Members' obligations to share in funding ongoing operations and any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.
- c) In the normal course of a year, claims for alleged damages are made against the Corporation and are recorded when a liability is likely and reasonably determinable. The Corporation maintains an insurance reserve in its accumulated surplus of \$2,315,300 (2016 - \$2,315,300) to provide for claims, and also maintains insurance coverage to provide for insured claims should they exceed \$2,000,000 in any year.

12. Commitments:

At December 31, 2017, the following major contracts were in progress:

	Total amount of contract	Paid or accrued
Purchase of vehicles and equipment	\$ 1,144,477	\$ -
Consulting and Parks and Public Works projects	8,897,969	6,181,495
Facilities projects	2,159,595	837,817

The Corporation has a liability to the Capital Regional District of \$425,225 for the Haro Wood property purchase. The payment term remaining is two years, ending September 2019, at \$212,613 per annum.

The Corporation has contracted with Ravine Equities Inc. for the lease of property at Uptown to be used as library (Emily Carr Library). The term of the lease is for 10 years ending December 2023, at \$197,120 for the first five years and \$213,646 for subsequent five years.

The Corporation has contracted with Itziar Management Ltd. for the lease of a portion of the building at 57 Cadillac Avenue for Police Services. The term of the lease is for eight years ending April, 2024 reaching \$261,173 per annum for the last five years.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

13. Budget data:

The budget data presented in these financial statements is based upon the 2017-2021 Financial Plan adopted by Council May 10, 2017. The following chart reconciles the approved budget to the budget figures reported in these financial statements.

	Budget Amount
Revenues:	
Total General revenues per Financial Plan	\$ 157,017,400
Total Water Utility revenues per Financial Plan	21,230,700
Total Sewer Utility revenues per Financial Plan	19,778,500
Add:	
Net Fleet revenues recorded as gross per PSAB	759,120
Reserve transfers recognized as revenues per PSAB	1,882,713
Less:	
<u>Inter departmental revenues netted against expenses per PSAB</u>	<u>(2,098,532)</u>
Total revenue	198,569,901
 Expenses:	
Total General expenses per Financial Plan	152,288,900
Total Water Utility expenses per Financial Plan	16,051,400
Total Sewer Utility expenses per Financial Plan	15,913,300
Less:	
Reserve expenditure recognized as transfers per PSAB	(4,577,414)
<u>Inter departmental revenues netted against expenses per PSAB</u>	<u>(2,098,532)</u>
Total expenses	177,577,654
 Annual surplus	\$ 20,992,247

14. Comparative figures:

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

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

15. Segmented information:

The Corporation is a diversified municipal government organization that provides a wide range of services to its citizens, including General Government, Protective, Parks, Recreation and Culture, Engineering and Public Works, Planning, and Water and Sewer Services. For management reporting purposes, the Corporation's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

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

General Government

The General Government Operations provide the functions of Corporate Services and Administration, Finance, Human Resources, Tax Collection, Civic Center Maintenance, and other functions categorized as non-departmental.

Protective Services

Protective services comprise three different functions, Police, Fire, and Emergency Preparedness. The mission of the Police Department is to provide quality police service and keep Saanich safe. The Fire Department's mandate is to protect citizens and property, provide all proper measures to prevent, control, and extinguish fires and provide assistance to medical emergencies, land and marine rescue operations, requests from other fire services, and hazardous materials incidents and requests for public service. The Emergency Program's mandate is to provide continuity in government and the preservation of life and property through a coordinated response by elected officials, municipal departments, volunteer services, and such outside agencies as may be able to assist during a major emergency or disaster.

Engineering and Public Works

The Engineering and Public Works Department is responsible for all municipal infrastructures, which includes roads, drains and street and traffic lights.

Planning

The Planning Department is comprised of four Divisions: Community Planning, Current Planning, Environmental Services, and Sustainability and Climate Change. These Divisions manage all activities and applications relating to long range and current planning, subdivision review, environmental protection, and sustainability projects.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2017

15. Segmented information (continued):

Parks, Recreation and Culture

The Parks and Recreation Department promotes active, healthy living through the effective provision of a wide range of programs, services and facilities. It also promotes the engagement of community members in a variety of arts, special events, cultural and social activities to encourage strong community connections. The Department is comprised of three Divisions that plan and manage a number of municipal services. Their mission is to work in partnership with the community to create a quality of life that fosters and supports healthy citizens and community environments.

Water and Sewer

The Water and Sewer Utilities operate and distribute water and network sewer mains, storm sewers and pump stations.

Statement of segmented information

The following statement provides additional financial information for the foregoing functions. Taxation and grants in lieu of taxes are apportioned to the functions based on their share of net departmental budgeted expenditures in the 2017 - 2021 Financial Plan. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS
Year ended December 31, 2017

15. Segmented information (continued):

	2017	General Government	Protective Services	Engineering and Public works	Planning	Recreation and Culture	Parks, Recreation and Culture	Water and Sewer	Reserve Funds	Total
Revenue:										
Taxes	\$ 17,917,100	\$ 49,246,576	\$ 20,816,115	\$ 2,502,490	\$ 27,112,020	\$ 557,029	\$ -	\$ -	\$ 117,594,301	
Grants in lieu of taxes	368,115	1,011,794	427,677	51,415	12,856,722	279,835	11,729	-	2,416,030	
Sales of services	-	917,834	6,123,415	-	-	-	-	-	19,897,971	
Other revenue from own sources	3,920,251	2,743,748	734,793	4,054,274	-	-	-	-	12,472,690	
Transfers from other governments	-	1,655,897	-	109,663	-	-	-	-	739,789	
Sale of water and charges	-	-	-	-	-	-	-	-	1,777,289	
Sewer user charge	-	-	-	-	-	-	-	-	20,413,346	
Grants and contributions	-	40,000	1,421,493	-	-	10,000	18,901,240	-	18,901,240	
Development cost charges	-	-	-	-	-	-	-	-	13,735,590	
Developer contribution	-	-	4,627,739	-	-	-	-	-	-	
Sub-regional park fund	212,613	-	-	-	-	-	-	-	5,344,725	
Other	31,500	-	339,285	-	-	-	-	-	212,613	
	22,449,579	55,615,849	34,490,517	6,717,842	40,827,335	41,255,019	12,216,864	-	807,210	
Expenses:										
Salaries, wages and benefits	12,765,667	49,033,701	12,574,491	2,480,098	20,921,087	4,439,775	-	-	102,214,819	
Goods and services	2,024,455	5,151,794	5,928,681	167,332	8,204,811	22,232,758	-	-	43,709,831	
Interest and financial charges	53,922	3,062	565,526	-	310,110	268,906	-	-	1,201,526	
Other	1,208,771	-	-	-	6,141,035	-	-	-	7,349,806	
Capital expenditures	71,981	392,407	5,552,537	-	2,069,603	1,383,309	-	-	9,469,837	
Amortization	717,916	1,530,145	8,520,712	10,689	3,900,380	4,727,047	-	-	19,406,889	
	16,842,712	56,111,109	33,141,947	2,658,119	41,547,026	33,051,795	-	-	182,352,708	
Annual surplus (deficit)	5,606,867	(495,260)	1,348,570	4,056,723	(719,691)	8,203,224	12,216,864	30,220,297		
Accumulated surplus, beginning of year									930,412,084	
Accumulated surplus, end of year									\$ 960,632,381	

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS
Year ended December 31, 2017

15. Segmented information (continued):

	2016	General Government	Protective Services	Engineering and Public works	Planning	Recreation and Culture	Parks, Recreation and Culture	Water and Sewer	Reserve Funds	Total
Revenue:										
Taxes	\$ 16,709,697	\$ 47,141,828	\$ 20,312,165	\$ 2,355,167	\$ 25,962,140	\$ 532,556	\$ -	\$ -	\$ 112,480,997	
Grants in lieu of taxes	342,763	967,011	416,660	48,311	12,797,987	26,162	-	-	2,307,301	
Sales of services	-	891,573	5,894,832	-	-	11,298	-	-	19,584,292	
Other revenue from own sources	3,529,914	2,628,365	1,271,449	3,284,510	-	-	-	-	11,462,753	
Transfers from other governments	-	1,615,885	-	63,542	-	-	-	-	1,690,725	
Sale of water and charges	-	-	-	-	-	-	-	-	21,345,589	
Sewer user charge	-	80,152	2,443,539	-	82,871	-	17,586,782	-	17,586,782	
Grants and contributions	-	-	678,680	-	1,326,644	-	-	-	8,554,246	
Development cost charges	-	-	1,641,207	-	-	-	40,000	-	2,045,324	
Developer contribution	-	-	-	-	-	-	614,166	-	2,255,373	
Sub-regional park fund	212,613	-	-	-	-	-	-	-	212,613	
Other	31,500	-	285,052	-	-	-	447,759	-	764,311	
	20,826,487	53,324,814	32,943,584	5,751,530	40,739,558	40,034,296	6,670,037	200,290,306		
Expenses:										
Salaries, wages and benefits	12,113,714	46,677,193	12,857,589	2,393,851	21,021,558	4,393,975	-	-	99,457,880	
Goods and services	1,013,709	5,517,697	5,804,485	139,595	7,782,639	20,183,958	-	-	40,442,083	
Interest and financial charges	36,126	7,763	533,574	-	326,156	254,200	-	-	1,157,809	
Other	929,932	-	-	-	6,044,710	-	-	-	6,974,642	
Capital expenditures	70,349	368,943	3,266,397	-	765,256	1,603,518	-	-	6,074,463	
Amortization	2,855,080	1,309,844	8,349,175	12,377	3,880,347	4,444,895	-	-	20,851,718	
Annual surplus (deficit)	17,018,910	53,881,430	30,811,220	2,545,823	39,820,666	30,880,546	-	-	174,958,595	
Annual surplus (deficit)	3,807,577	(556,616)	2,132,364	3,205,707	918,892	9,153,750	6,670,037	25,331,711		
Accumulated surplus, beginning of year									905,080,373	
Accumulated surplus, end of year									\$ 930,412,084	



District of Saanich Statistical section

2017 Statistical section

**The Corporation of the
District of Saanich
British Columbia**

Fiscal year ended
December 31, 2017

Prepared by:
District of Saanich
Finance Department

THE CORPORATION OF THE DISTRICT OF SAANICH

Revenue by source – 5 year comparison (unaudited)

	2017	2016	2015	2014	2013
Revenue:					
Taxes	117,594,301	112,480,997	108,248,863	103,424,844	99,657,263
Grants in lieu of taxes	2,416,030	2,307,301	2,251,524	2,185,034	2,189,407
Sales of services	19,897,971	19,584,292	18,785,980	18,100,695	17,142,785
Revenue from own sources	12,472,690	11,462,753	11,206,385	9,887,328	16,923,696
Transfers from other governments	1,777,289	1,690,725	1,739,137	1,059,266	1,021,437
Sale of water	18,731,765	19,660,606	18,898,264	18,291,138	16,526,391
Water service charges	1,681,581	1,684,983	1,661,741	1,669,797	1,663,368
Sewer user charges	18,901,240	17,586,782	15,944,230	14,504,661	12,456,844
Grants and contributions	13,735,590	8,554,246	5,576,170	14,717,419	12,084,083
Development cost charges	-	2,045,324	439,689	873,330	599,920
Developer contributions	5,344,725	2,255,373	1,907,488	911,219	6,480,034
Sub-regional park reserve	212,613	212,613	212,613	779,613	246,337
Other	807,210	764,311	1,201,203	1,134,427	2,087,934
	213,573,005	200,290,306	188,073,287	187,538,771	189,079,499

Expenses by function and object – 5 year comparison (unaudited)

	2017	2016	2015	2014	2013
Expenses by function:					
General government services	16,770,535	16,951,813	14,589,225	14,993,247	12,963,223
Protective services	56,111,109	53,881,430	53,274,526	50,265,056	47,198,327
Engineering and public works	26,639,750	24,389,313	22,824,334	24,361,182	20,904,026
Refuse collection	6,502,197	6,421,907	6,193,436	6,901,317	5,276,804
Community planning	2,658,119	2,545,823	2,483,844	2,428,115	2,256,328
Recreation, parks and cultural	41,547,026	39,820,666	38,635,385	37,692,803	36,856,776
Water utility	16,790,012	16,706,350	15,089,974	15,375,451	14,672,917
Sewer utility	16,261,783	14,174,196	13,931,938	11,937,822	10,451,528
Other fiscal services	72,177	67,097	469,571	488,087	477,317
	183,352,708	174,958,595	167,492,233	164,443,080	151,057,246
Expenses by object:					
Salaries, wages and benefits	102,214,819	99,457,880	95,781,255	92,789,805	87,853,593
Goods and services	53,179,668	46,516,546	44,718,233	38,898,780	39,078,889
Interest and financial charges	1,201,526	1,157,809	1,232,362	1,297,953	1,319,483
Other	7,349,806	6,974,642	7,111,174	7,001,069	6,602,745
Amortization	19,406,889	20,851,718	18,649,209	16,498,531	16,202,536
	183,352,708	174,958,595	167,492,233	164,443,080	151,057,246

THE CORPORATION OF THE DISTRICT OF SAANICH

Taxable assessments for general and regional district - 5 year comparison (unaudited)

	2017	2016	2015	2014	2013
Residential	26,640,824,959	22,052,514,473	21,050,842,866	20,742,785,143	21,382,227,492
Utilities	13,121,000	12,176,200	12,005,000	12,591,500	12,529,700
Light industry	21,918,400	17,409,300	17,445,200	13,083,700	12,489,700
Business/other	2,063,980,601	1,910,211,201	1,829,143,451	1,838,317,391	1,765,092,579
Managed forest	13,300	11,700	10,800	10,300	11,000
Recreation/non-profit	14,198,600	14,590,000	14,429,100	14,529,400	15,890,400
Farm	3,564,581	3,594,700	3,634,235	3,661,466	3,741,535
	28,757,621,441	24,010,507,574	22,927,510,652	22,624,978,900	23,191,982,406

Property taxes collected - 5 year comparison (unaudited)

	2017	2016	2015	2014	2013
Taxes and charges due	195,776,387	190,703,365	187,094,529	183,190,858	183,568,900
Taxes collected	193,687,752	188,421,583	184,364,099	180,414,707	180,218,491
Taxes outstanding	2,088,635	2,281,782	2,730,430	2,776,151	3,350,409
Percentage of taxes collected	98.90%	98.80%	98.54%	98.48%	98.17%

Taxes levied for other authorities (unaudited)

	2017	2016	2015	2014	2013
Provincial Government – school taxes	48,089,501	48,412,050	49,257,297	49,787,825	50,267,495
Capital Regional District	9,100,588	8,603,412	8,267,852	7,808,593	7,743,960
Capital Regional Hospital District	8,264,922	7,870,464	7,752,092	7,915,770	7,790,240
Municipal Finance Authority	6,409	5,423	5,175	5,115	5,203
B.C. Assessment Authority	1,474,427	1,536,285	1,596,751	1,641,458	1,658,878
B.C. Transit Authority	7,784,936	7,893,933	7,862,005	7,878,477	7,470,719
	74,720,783	74,321,567	74,741,172	75,037,238	74,936,495

THE CORPORATION OF THE DISTRICT OF SAANICH

Municipal tax rates
(unaudited)

	2017	2016	2015	2014	2013
Residential	3.3249	3.8568	3.8911	3.7719	3.5429
Utilities	31.6409	31.8954	31.5087	28.3459	27.7146
Supportive Housing	3.3249	3.8568	3.8911	3.7719	3.5429
Light Industry	8.9685	9.4304	9.1914	10.6164	10.7993
Business/Other	12.9357	13.3157	13.2118	12.6030	12.3350
Managed Forest	20.4070	22.3876	23.2153	23.3500	21.2587
Rec/Non Profit	8.1242	7.9211	7.7024	7.2379	6.8588
Farm	0.5000	0.5000	0.5000	0.5000	0.5000

Principal taxpayers
(unaudited)

Registered Owner	Primary Property	2017 Taxes Levied
Ravine Equities (Nominee) Inc.	Uptown Shopping Centre	6,852,695
Rickim Holdings	Tillicum Centre	2,565,815
Grosvenor Canada Ltd. & Admns Broadmead Investment Corp.	Broadmead Shopping Centre	1,387,789
Island Home Centre Holdings Ltd.	Island Home Centre	1,140,864
4000 Seymour Place Building Ltd.	BC Systems Building	1,122,597
Individuals	University Heights Shopping Centre	1,063,295
Royal Oak Shopping Centre Ltd.	Royal Oak Shopping Centre	927,671
Foundation For The University of Victoria	Vancouver Island Technology Centre	896,590
High Quadra Holdings Ltd. /Hansbraun Investments Ltd.	Saanich Centre Shopping Centre	726,866
First Capital (Tuscany Village) Corporation	Tuscany Village Shopping Centre	667,682

THE CORPORATION OF THE DISTRICT OF SAANICH

Reserve fund balances and surpluses (unaudited)

	2017	2016	2015	2014	2013
Reserve funds balances:					
Land sales reserve fund	2,789,212	2,358,164	2,974,060	2,896,454	3,275,206
Public safety and security reserve fund	2,743,352	2,105,389	2,208,776	2,148,854	2,725,343
Carbon neutral reserve fund	782,033	721,067	733,503	552,664	530,780
Equipment depreciation reserve fund	6,451,013	5,870,002	5,972,046	6,039,461	8,081,516
Capital works reserve fund	30,749,934	26,573,054	24,086,088	22,450,659	12,374,812
Commonwealth pool operating reserve fund	479,175	734,510	973,018	1,207,880	1,428,250
Commonwealth pool high performance repair and replacement reserve fund	188,094	215,467	165,892	167,428	137,390
Facility replacement fund	8,277,122	5,709,076	3,377,522	990,864	-
Computer hardware and software fund	5,565,901	4,577,235	1,756,544	-	-
Sayward gravel pit reserve fund	1,812,411	1,859,307	1,838,259	1,812,581	1,782,804
Specific area capital project reserve fund	4,571,301	-	-	-	-
Water capital fund	901,003	-	-	-	-
Sewer capital fund	2,118,222	963,171	250,000	-	-
Investment income reserve	-	-	-	-	-
Receivable reserve	-	-	-	136,095	295,940
	67,428,773	51,686,442	44,335,708	38,402,940	30,632,041
Reserve surpluses:					
Insurance	2,315,300	2,315,300	2,315,300	2,315,300	2,315,300
Future expenses	9,485,478	4,837,883	3,664,758	8,124,689	8,288,841
Working capital	4,450,000	4,450,000	4,450,000	4,450,000	4,450,000
	16,250,778	11,603,183	10,430,058	14,889,989	15,054,141

Financial position (unaudited)

	2017	2016	2015	2014	2013
Financial assets	206,255,653	182,977,901	164,388,862	163,683,224	165,021,411
Financial liabilities	100,285,621	96,227,570	84,684,108	89,870,698	92,444,295
Net financial assets	105,970,032	86,750,331	79,704,754	73,812,526	72,577,116

Accumulated surplus (unaudited)

	2017	2016	2015	2014	2013
Annual surplus	30,220,297	25,331,711	20,581,054	23,095,691	38,022,253
Accumulated surplus, beginning of year	930,412,084	905,080,373	884,499,319	861,403,628	823,381,375
Accumulated surplus, end of year	960,632,381	930,412,084	905,080,373	884,499,319	861,403,628

THE CORPORATION OF THE DISTRICT OF SAANICH

Debt
(unaudited)

	<u>Amount of Issue</u>			
	Authorized	Unissued and Unsold	2017 Outstanding	2016 Outstanding
General Government				
IT Equipment	819,952	-	819,952	850,000
	819,952		819,952	850,000
Engineering and Public Works:				
Roads	5,699,878	-	5,699,878	3,345,749
Drains	9,709,332	-	9,709,332	9,426,514
	15,409,210	-	15,409,210	12,772,263
Refuse collection	3,970,667	-	3,970,667	4,327,320
Recreation, Parks and Cultural Services:				
Equipment	178,507	-	178,507	70,000
Recreation facilities	2,366,126	-	2,366,126	2,691,096
Parks and trails	3,864,691	-	3,864,691	2,681,076
Library	686,347	-	686,347	837,842
	7,095,671	-	7,095,671	6,280,014
Protective services	57,133	-	57,133	70,070
Other (energy retrofit/school)	241,810	-	241,810	291,922
Accrued actuarial gain	(148,099)	-	(148,099)	(124,601)
General capital fund	27,446,344	-	27,446,344	24,466,988
General operating fund (ROBP)	884,041	-	884,041	943,304
Sewer construction	7,542,109	-	7,542,108	6,617,639
Accrued actuarial gain	(16,372)	-	(16,372)	(23,052)
Sewer capital fund	7,525,737	-	7,525,736	6,594,587
	35,856,122	-	35,856,121	32,004,879

THE CORPORATION OF THE DISTRICT OF SAANICH

Debt charges
(unaudited)

	2017		2016	
	Interest	Principal Instalments	Total	Total
General Government				
IT Equipment	13,246	163,848	177,094	529
	13,246	163,848	177,094	529
Engineering and Public Works:				
Roads	96,780	213,180	309,960	155,311
Drains	318,746	707,542	1,026,288	904,280
Local improvements	-	-	-	-
Other	-	-	-	-
	415,526	920,722	1,336,248	1,059,591
Refuse collection	150,000	329,745	479,745	479,745
Recreation, Parks and Cultural Services:				
Equipment	1,033	13,493	14,526	44
Recreation facilities	135,250	262,016	397,266	387,426
Parks	112,392	177,555	289,947	203,169
Other	61,435	137,039	198,474	260,302
	310,110	590,103	900,213	850,941
Protective services:				
Royal Oak Burial Park	3,062	8,740	11,802	16,493
Debt charges recovery	31,500	31,429	62,929	62,929
	(31,500)	(31,429)	(62,929)	(62,929)
	891,944	2,013,158	2,905,102	2,407,299
Interest allowed on prepaid taxes	17,692	-	17,692	14,430
Other	22,984	-	22,985	21,167
	932,620	2,013,158	2,945,779	2,442,896

Long-term debt
(unaudited)

	2017	2016	2015	2014	2013
General	28,330,385	25,410,292	18,748,441	20,629,776	17,798,057
Sewer utility	7,525,737	6,594,587	4,300,098	4,872,734	3,397,857
Total outstanding debt	35,856,122	32,004,879	23,048,539	25,502,510	21,195,914
Estimated debt limit	547,000,000	467,000,000	507,000,000	405,000,000	N/A
Legal debt servicing limit	48,242,706	46,556,781	44,752,096	42,423,706	38,653,473
Population (BC Stats)	115,864	110,889	110,803	110,767	110,879
Debt per capita	309	289	208	230	191
Debt charges as a percentage of expenses	2.0%	1.7%	1.9%	2.2%	2.1%

THE CORPORATION OF THE DISTRICT OF SAANICH

Miscellaneous information and demographic statistics (unaudited)

	2017	2016	2015	2014	2013
Area of municipality - land and Water	11,178 Hec				
Estimated population (BC Stats)	115,864	110,889	110,803	110,767	110,879
Voter's list electors	83,559	82,155	82,155	82,155	84,546
Number of properties	40,335	40,258	40,076	39,954	39,925
Number of public parks	172	171	170	169	169
Area of public parks and open spaces	1751 Hec	1751 Hec	1750 Hec	1,749 Hec	1,749 Hec
Trail networks	109.2 km	107.9 km	100.0 km	100.0 km	100.0 km
Surfaced roads	574 km				
Marked bicycle lanes	170.2 km	167.9 km	164 km	157 km	151 km
Storm sewers	573 km	571 km	567 km	566 km	564 km
Sanitary sewers	568 km	568 km	566 km	566 km	566 km
Water mains	547 km	547 km	551 km	547 km	547 km
Water services	30,361	30,013	30,235	30,191	30,159
Fire hydrants	2,282	2,274	2,265	2,257	2,250
Business licences	4,718	4,610	4,907	4,676	4,756
Number of District of Saanich employees	1,624	1,615	1,583	1,546	1,564
Building Permits issued					
Number of single family and duplex	119	123	91	53	53
Dollar value of single family and duplex	87,109,000	81,137,000	55,417,000	30,614,000	22,353,000
Number of other permits	750	722	631	648	592
Dollar value of other permits	223,560,000	147,615,000	124,012,000	88,933,000	191,623,000
Total permits issued	869	845	722	701	645
Total value of permits issued	310,669,000	228,752,000	179,429,000	119,547,000	213,976,000

THE CORPORATION OF THE DISTRICT OF SAANICH

Capital expenses by source
(unaudited)

	2017	2016	2015	2014	2013
Capital fund:					
Operating fund	11,593,234	11,211,000	11,609,540	14,195,956	13,428,722
Reserves	4,432,738	18,470,789	11,976,344	7,647,058	10,347,726
Developer/public	4,568,286	1,756,241	1,447,887	1,839,588	6,055,113
Grants & contributions	1,471,493	2,491,528	609,187	773,339	5,956,413
Debt	5,331,800	-	-	5,004,823	39,670
	27,397,551	33,929,558	25,642,958	29,460,764	35,827,644
Sewer capital fund:					
Operating fund	3,103,227	2,399,954	4,291,850	1,913,830	3,760,000
Reserves	-	-	1,264,612	-	523,615
Developer/public	277,001	63,987	215,675	651,002	228,829
Grants	758,340	-	-	-	-
Debt	1,500,000	2,764,600	-	2,125,000	-
	5,638,568	5,228,541	5,772,137	4,689,832	4,512,444
Water capital fund:					
Operating fund	6,008,635	5,073,638	5,740,436	6,741,835	4,338,624
Reserves	-	-	-	4,723,880	494,711
Developer/public	520,989	550,179	236,578	381,871	180,093
	6,529,624	5,623,817	5,977,014	11,847,586	5,013,428

THE CORPORATION OF THE DISTRICT OF SAANICH

Permissive Tax Exemptions granted for 2017
Total tax levy for Saanich and other authorities
 (unaudited)

Organization	2017 Taxes
Places Of Public Worship	
Elk Lake Baptist Church	\$ 13,843
Cordova Bay United Church	22,569
Lion Of Judah Ministries	21,776
Unitarian Church Of Victoria	30,067
St David By The Sea Anglican Church	7,555
Gateway Baptist Church	23,226
Victoria First Church Of The Nazarene	20,060
Seventh Day Adventist Church	26,245
Saanich Community Church Mennonite Brethren	13,757
St Michael's Anglican Church	12,472
United Church Of Canada	163
Our Lady Of Fatima Catholic Church	12,704
Victoria And Vancouver Island Greek Community Church	29,118
Iglesia Ni Cristo Church Of Christ	9,709
Christ Community Christian Reformed Church	14,978
Christian Life Pentecostal Church	6,678
Westview Gospel Chapel	5,985
Sacred Heart Catholic Church	29,242
Christian Reformed Church	22,054
Salvation Army Victoria Citadel	109,635
New Life Community Fellowship	10,708
The Church Of Jesus Christ Of Latter-Day Saints	23,847
Saanich Baptist Church	25,335
Christadelphian Ecclesia	10,476
Croatian Catholic Church St Leopold Mandic	11,590
Holy Cross Catholic Church	23,479
Gordon Head United Church	14,164
Lambrick Park Church	14,978
St Dunstan's Anglican Church	21,024
St Aidan's United Church	12,882
St Peter's Anglican Church	13,175
St Luke's Anglican Church	22,329
St John The Evangelist Church	3,489
North Douglas Pentecostal Church	21,759
New Apostolic Church	1,075
Kingdom Hall Of Jehovah's Witnesses	6,349
Trinity Presbyterian Church	2,754
Victoria Full Gospel Fellowship	10,440
Hope Lutheran Church	8,306
Victoria Pacific Rim Alliance Church	6,025
Knox Presbyterian Church	8,285
Shelbourne Street Church Of Christ	10,669
Lutheran Church Of The Cross	21,743
St George's Anglican Church	19,455
Cadboro Bay United Church	17,726
	773,898

THE CORPORATION OF THE DISTRICT OF SAANICH

Permissive Tax Exemptions granted for 2017 (continued)
Total tax levy for Saanich and other authorities
 (unaudited)

Schools

St Joseph's School	32,765
	32,765

Sport

Braefoot Community Association	22,793
Gorge Soccer Association	126,235
Power To Be	37,015
Saanich Health & Physical Endeavors Society	16,065
Southern Island Sailing Society	34,403
Victoria Rowing Society	25,761
Victoria Canoe & Kayak Club	5,026
	267,298

Community Activity Centres

Cordova Bay Community Club	15,937
Royal Oak Women's Institute	7,028
Garth Homer Foundation	81,863
Greater Victoria Public Library Board	43,325
Shekinah Homes Society	8,347
Goward House Society	44,003
	200,503

Cultural Organizations

Saanich Heritage Foundation	23,819
Vancouver Island Netherlands Assn	12,599
Ukrainian Canadian Cultural Society	14,777
Jewish Community Centre Of Victoria	11,949
	63,144

Agricultural Organizations

Haliburton Community Organic Farm Society	7,145
Horticulture Centre Of The Pacific	125,812
Capital City Allotment Association	25,808
	158,765

Community Service Organizations

Canadian Centre Of Learning For Maitreya Missionary	3,452
Island Community Mental Health Association	15,134
Girl Guides Of Canada	22,441
Prospect Lake District Community Association	9,997
Society Of St. Vincent De Paul Of Vancouver Island	45,954
Cridge Centre	9,969
Gordon Head Mutual Improvement Society	6,965
Children's Health Foundation Of Vancouver Island	196,040
Scout Properties	18,151
Victoria Native Friendship Centre	131,926
The First Cedar Hill Hall Society	7,327
Boy Scouts	3,958
Habitat for Humanity	37,926

THE CORPORATION OF THE DISTRICT OF SAANICH

Permissive Tax Exemptions granted for 2017 (continued)
Total tax levy for Saanich and other authorities
 (unaudited)

The Catholic Diocese of Victoria	11,545
The District of Saanich (Police)	<u>73,523</u>
	594,308

Community Housing Organizations

Baptist Housing Mount View Heights Care Society	180,835
Baptist Housing Society Of BC	8,554
Broadmead Care Society	10,253
Dawson Heights Housing Ltd	22,195
Independent Living Housing Society	17,235
Island Community Mental Health Association	7,249
Luther Court Society	57,926
Victoria Association For Community Living	<u>75,235</u>
	379,482

Natural Area Preservation

Hunter, Frances	<u>167</u>
	167

Total Permissive Tax Exemptions For 2017	\$ 2,470,330
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As presented to Saanich Council on June 18, 2018
in accordance with Section 99, Community Charter

For information or copies of this
report, please contact:
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