



# 2024

## ANNUAL REPORT

The District of Saanich  
British Columbia  
Year ended December 31, 2024





# Land Acknowledgment

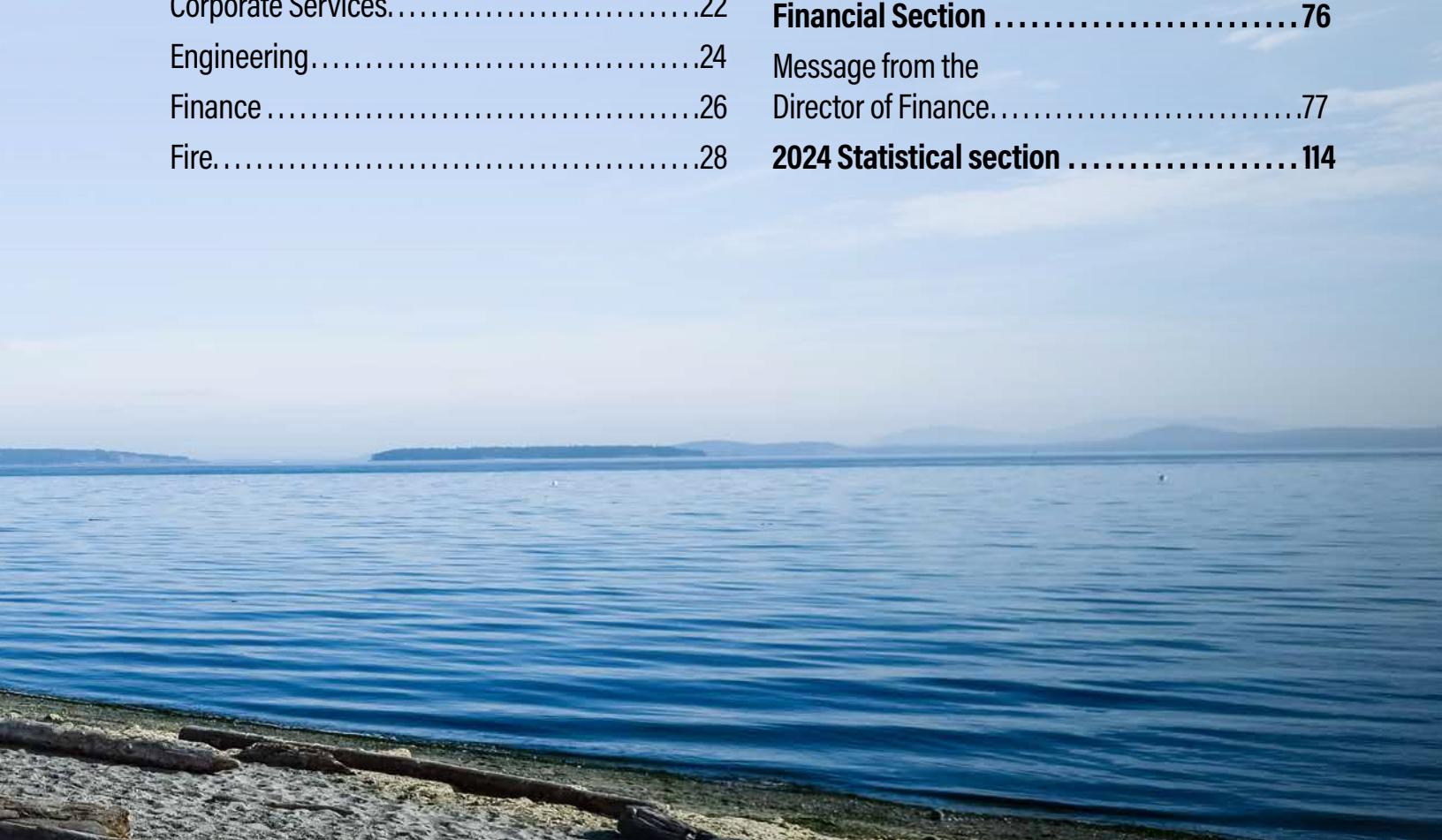
The District of Saanich lies within the territories of the Lək'wəŋən (lay-kwung-gen) peoples represented by the Songhees and Esquimalt Nations and the WSÁNEĆ (weh-saanich) peoples represented by the WJOŁEŁP (Tsartlip), BOḰEĆEN (Pauquachin), STÁUTW (Tsawout), WSIḴEM (Tseycum) and MÁLEXEŁ (Malahat) Nations.





# Table of Contents

Land Acknowledgment .....	1	Information Technology.....	30
<b>Introductory Section</b>		Legislative and Protective Services .....	32
Our Saanich.....	4	Parks, Recreation and Community Services ..	34
Saanich at a Glance.....	5	Planning .....	36
Vision, Mission and Values.....	8	Police .....	38
Municipal Council and Senior Staff.....	9	Grants received from other organizations.....	40
Saanich Council		2023–2027 Strategic Plan Themes .....	43
2024 Appointments .....	10	Climate Action and Environmental Leadership.....	45
Mayor Appointments.....	12	Community Well-Being .....	49
Message from the Mayor.....	13	Housing.....	55
Message from the CAO.....	14	Transportation .....	61
Awards.....	15	Economic Development.....	67
A Look at Our Organization.....	19	Organizational Excellence.....	71
Administration .....	21	<b>Financial Section .....</b>	<b>76</b>
Corporate Services.....	22	Message from the Director of Finance.....	77
Engineering.....	24	<b>2024 Statistical section .....</b>	<b>114</b>
Finance .....	26		
Fire.....	28		



# Introductory Section

## Our Saanich

### Our community

The District of Saanich is an urban, rural and coastal municipality on Vancouver Island in British Columbia. We are the largest municipality in the Capital Regional District with an area of 103 square kilometres and the most populated with more than 117,000 residents.

Saanich is proud that our name is derived from the WSÁNEĆ peoples. Council is committed to taking a leadership role in the process of healing wounds of the past and becoming a more just, fair and caring society. Guided by the principle that embracing diversity enriches the lives of all people, we believe in a shared responsibility for creating an equitable and inclusive community and for addressing discrimination in all forms.



### Our report

We strive to provide Saanich residents with relevant and accessible information. You will find information about the municipality, your elected officials, strategic planning and our achievements within this 2024 Annual Report. You will also find our 2024 strategic highlights, progress updates on municipal services and operations, and the audited financial statements.

The 2024 Annual Report is available on [saanich.ca](http://saanich.ca). Printed copies are available by request. We welcome your comments via the Corporate Services Department by telephone at **250-475-1775** or through email to [strategicplan@saanich.ca](mailto:strategicplan@saanich.ca).



8% of Saanich consists of parks



124+km of trails

Saanich total area

**10,334 ha**  
(103.44km<sup>2</sup>)

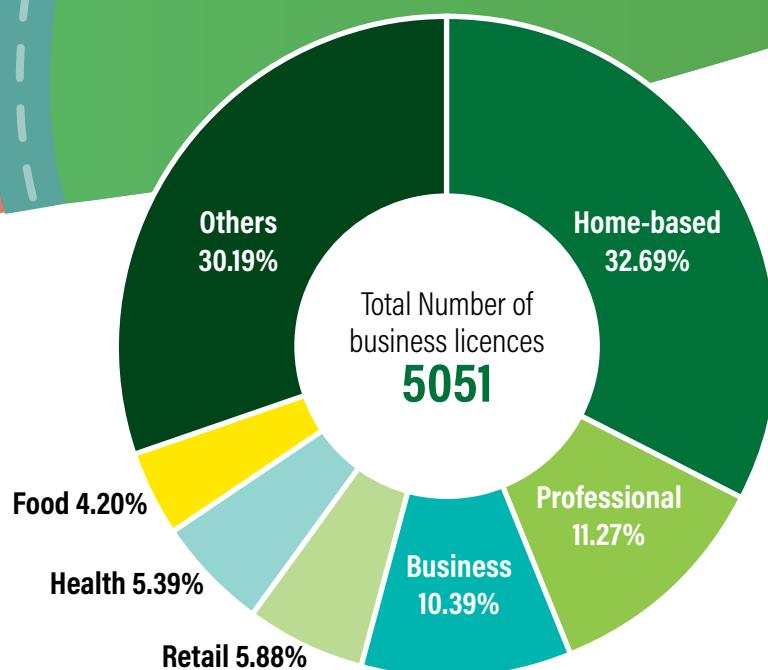
Largest Municipality in Capital Region



 172 parks

# Saanich at a Glance

 558 km of road network



## 2024 Saanich business distribution by sector\*

\*Based on the 2024 Business Licence Listing  
Source: District of Saanich - Bylaw Licensing

4 Recreation Centres 

34 Municipality owned public EV charging stations 

 180 km of total bike lane network

54 km of All Ages and Abilities (AAA) Bicycle Network



Population:

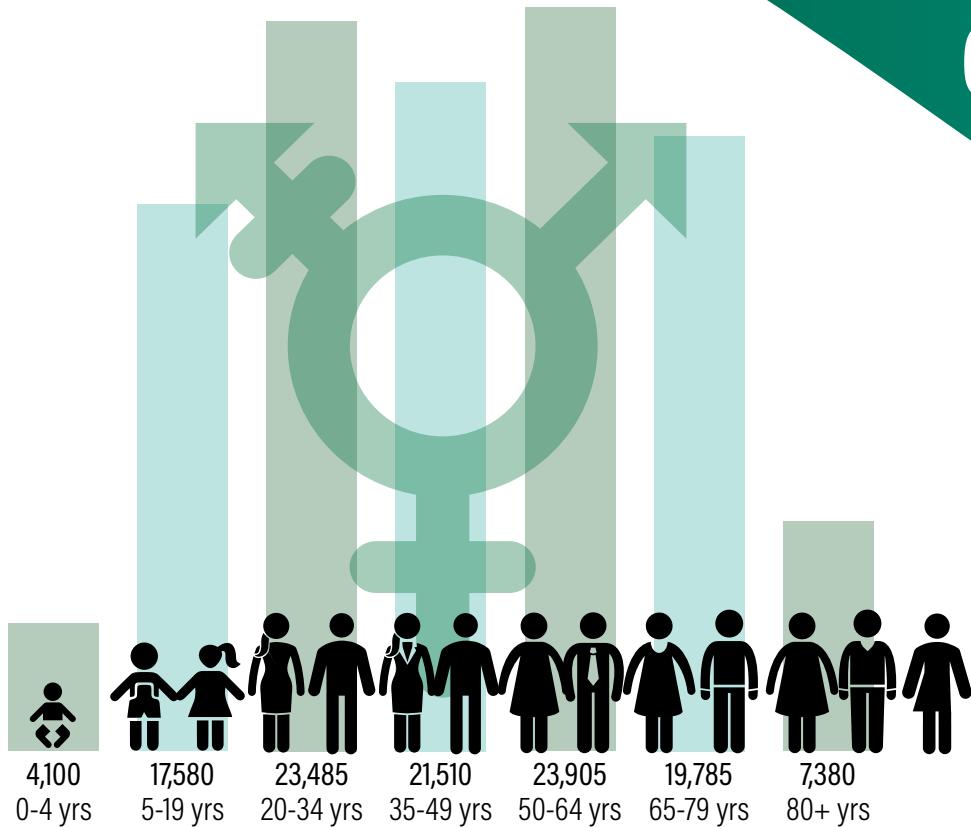
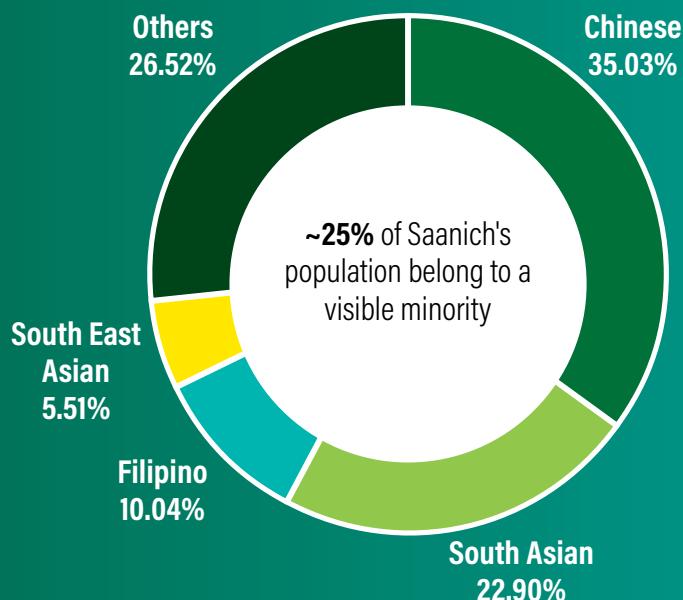
# 117,735

Saanich  
is the **largest**  
municipality on  
Vancouver  
Island and the

9<sup>th</sup> largest municipality in  
British Columbia



## Population by visible minority (2021)



## Population by age (2021)

**62,535**  
Employed  
*over 15 years of age*

**6.8%** Unemployed



**26%**

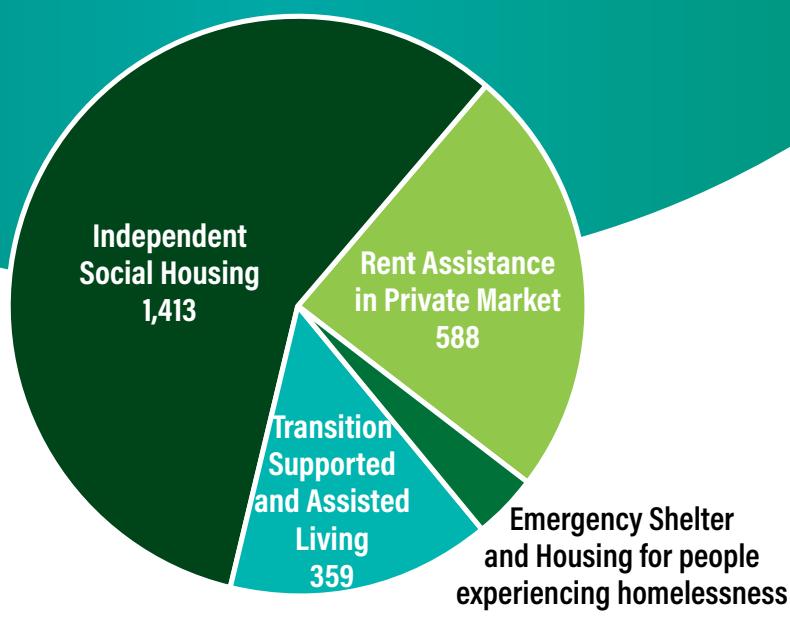
of all trips taken by  
Saanich residents  
involve walking,  
cycling, and by transit

**2.4**  
People per household

**44.3**  
average age

 **25%**  
 have a post secondary education

**\$93,000**  
median household income

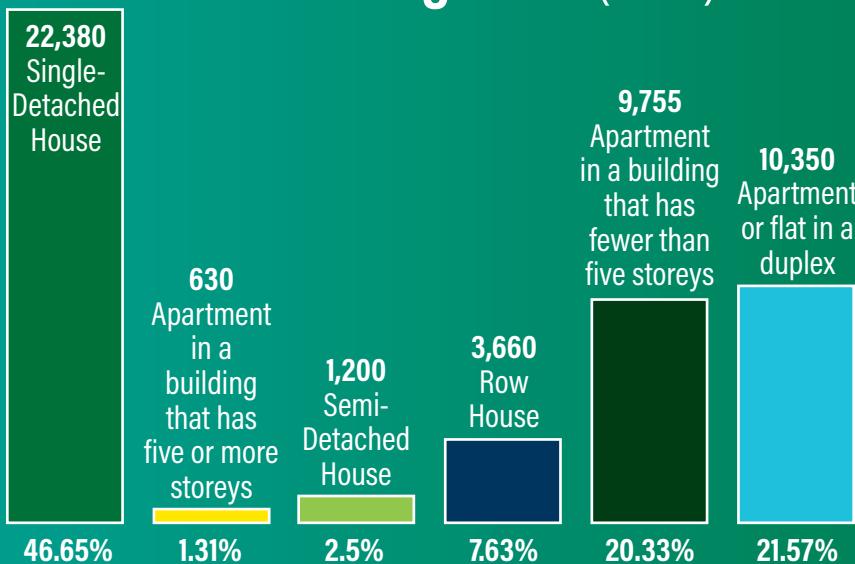


## Non-Market Housing (2022)

\*Includes only BC Housing Subsidized Units

Source: BC Housing Research and Planning Department, 2022

## Total Housing Units (2021)



*NOTE - Other single-attached houses (60 units) and movable dwellings (10 units) are not shown*

**60%**  own their home    **40%**  rent their home

 **15%**  
Education, law, and social, community and government occupations

 **25%**  
Sales and service occupations

 **13%**  
Trades, transport and equipment operator occupations

 **17%**  
Business, finance and administration occupations

 **10%**  
Natural and applied science occupations

 **20%**  
All other occupations

Source: Statistics Canada, 2021  
Census of Population

# Vision, Mission and Values

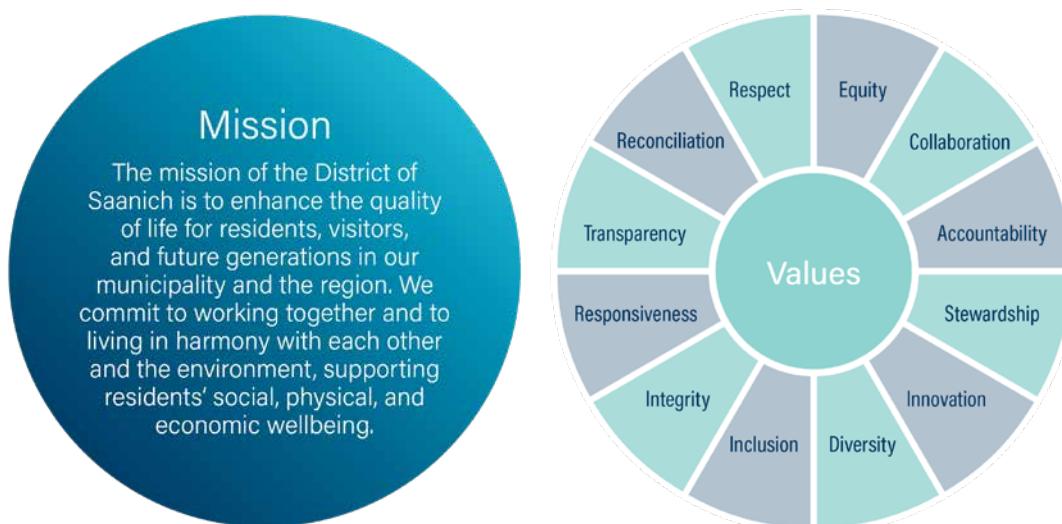
## Saanich Vision

The Official Community Plan (Saanich Vision) expresses the fundamental values and goals of our community and describes a future view of our community that we are committed to achieving. The OCP embraces three themes that Council and the community identified as core focus areas for Saanich over the next 20 years, including environmental integrity, social well-being and economic vibrancy.



## Mission and Values

Our mission describes both our purpose and our practices. It acknowledges that Saanich serves many stakeholders, and all of their interests are important to us. Our mission also speaks directly to our employees, without whose tremendous effort and contributions we can never achieve our goals. Both our OCP and mission are founded on the values that guide all our actions and decisions.



# Municipal Council and Senior Staff



## Municipal Council

**Mayor:** **Dean Murdock**

### Councillors:

Susan Brice	Karen Harper
Judy Brownoff	Teale Phelps Bondaroff
Nathalie Chambers	Colin Plant
Zac de Vries	Mena Westhaver

## Municipal senior staff

Chief Administrative Officer: **Brent Reems**

Director of Corporate Services: **Sheila Allen**

Director of Engineering: **Harley Machielse**

Director of Finance and Chief Financial Officer: **Paul Arslan**

Fire Chief: **Michael Kaye**

Chief Information Officer: **Trevor Hurst**

Director of Legislative & Protective Services, Corporate Officer and FOI Head: **Angila Bains**

Director of Parks, Recreation and Community Services: **Suzanne Samborski**

Director of Planning: **Lindsay Chase**

Police Chief Constable: **Dean Duthie**

## Police Board:

**Dean Murdock**, Chair

**Linda Murray**, Vice Chair

**Shelley Allan**

**Gurcharn Beckett**

**Jim Cambridge**

**Craig Morton**

## Auditors

**KPMG LLP**

## Bankers

**Royal Bank**

# Saanich Council 2024 Appointments



## Susan Brice

### Saanich Council

- **Chair**, Finance and Governance Standing Committee

### Capital Regional District

- **Chair**, Finance Committee
- **Director**, Core Area Liquid Waste Management Standing Committee
- **Director**, Capital Regional District and Hospital Board
- **Board Nominee**, Greater Victoria Harbour Authority Board
- **Director**, Hospitals and Housing
- **Member**, Royal & McPherson Theatres Society Advisory Committee
- **Director**, Transportation

### Other

- **Member**, Destination Victoria Board of Directors



## Judy Brownoff

### Saanich Council

- **Chair**, Natural Areas, Parks and Trails Advisory Committee
- **Member**, Housing Affordability Standing Committee
- **Member**, Citizens' Assembly Standing Committee

### Capital Regional District

- **Director**, Capital Regional District and Hospital Board
- **Director**, Climate Action Inter-Municipal Task Force
- **Vice Chair**, CRD Parks Committee
- **Director**, CRD Environment
- **Director**, Core Area Liquid Waste Management



## Nathalie Chambers

### Saanich Council

- **Chair**, Sustainability and Climate Action Advisory Committee
- **Member**, Finance and Governance Standing Committee
- **Member**, Public Safety and Emergency Planning Committee
- **Liaison**, Te'mexw Treaty Advisory Committee - 2019

### Capital Regional District

- **Director**, Regional Water Supply Commission
- **Liaison**, South Island Reconciliation Advisory Committee



## Zac de Vries

### Saanich Council

- **Chair**, Economic Development Advisory Committee
- **Member**, Housing Affordability Standing Committee
- **Liaison**, University-Municipal Council Liaison Group
- **Liaison**, Peninsula and Agricultural Commission

### Capital Regional District

- **Director**, Capital Regional District Board and Capital Region Hospital District
- **Chair**, Capital Region Housing Corporation Board
- **Chair**, CRD Planning and Protective Services Committee
- **Member**, CRD Transportation Committee
- **Member**, CRD Hospitals and Housing Committee
- **Director**, Core Area Liquid Waste Management Standing Committee
- **Director**, Regional Water Supply Commission
- **Director**, Regional Housing Trust Fund Commission



## Karen Harper

### Saanich Council

- **Member**, Finance and Governance Standing Committee
- **Chair**, Arts, Culture & Community Wellbeing Advisory Committee
- **Member**, Mayor's Standing Committee on Housing Affordability & Supply
- **Member**, Public Safety & Emergency Planning Committee
- Arts, Culture and Community Wellbeing Advisory Committee
- **Former Chair**, Active Transportation Advisory Committee

### Capital Regional District

- **Director**, Regional Water Supply Commission

### Other

- **Member**, Capital Region Emergency Services Telecommunications (CREST)



## Teale Phelps Bondaroff

### Saanich Council

- **Member**, Finance and Governance Standing Committee
- **Chair**, Transportation Advisory Committee
- **Trustee**, Greater Victoria Public Library Board

### Capital Regional District

- **Director**, Regional Water Supply Commission

### Other

- **Director**, Royal McPherson Theatre Society Board



## Colin Plant

### Saanich Council

- **Council Liaison**, Administrative Traffic Committee

### Capital Regional District

- **Director**, Royal & McPherson Theatres Society Advisory Committee
- **Director**, Core Area Liquid Waste Management Standing Committee
- **Director**, Performing Arts Facilities Select Committee
- **Director**, Solid Waste Advisory Committee
- **Chair**, Capital Regional District (CRD) Board
- **Director**, CRD Hospital Board
- **Member**, CRD Arts Commission



## Mena Westhaver

### Saanich Council

- **Chair**, Accessibility, Diversity, Equity and Inclusion Advisory Committee
- **Member**, Housing Affordability Standing Committee
- **Member**, Citizens' Assembly Standing Committee
- **Director**, Victoria Family Court Committee
- **Director**, Gorge-Colquitz Special Management Area Collaborative

### Capital Regional District

- **Director**, Regional Water Supply Commission
- **Councillor**, Victoria Family Court and Youth Justice Committee

### Other

- **Liaison**, Gorge-Colquitz Special Management Area Collaborative

# Mayor Appointments



## Mayor Dean Murdock

### Saanich Council

- **Chair, Saanich Police Board**
- **Chair, Housing Affordability Standing Committee**
- **Chair, Public Safety and Emergency Planning Committee**

### Capital Regional District

- **Commissioner, Regional Transit Commission**
- **Director, Capital Regional District and Hospital Board**
- **Chair, CRD Transportation Committee**
- **Director, CRD Environmental Services Committee**
- **Director, CRD Governance Committee**
- **Director, CRD Core Area Liquid Waste Management**



# Message from the Mayor

*We have so much to be proud of in Saanich. It's truly the best place to live, work, raise a family and enjoy the natural beauty of our surroundings. As more people make this discovery and decide to call Saanich home, your Council is looking to guide that growth in a way that works for our community.*

We are taking steps to help ensure the creation of more homes, more quickly, to support people in finding a home that meets their needs and budgets in the neighborhoods they love and grew up in. This past year, we've updated Saanich's Official Community Plan and implemented Small-Scale Multi-Unit Housing zoning and Rapid Deployment of Non-Market Housing zoning to facilitate this.

To better protect all road users and promote more sustainable modes of transport, we adopted Saanich's first-ever Road Safety Action Plan as well as an updated Active Transportation Plan. Although cost pressures are impacting the pace of this work, it remains a high priority for Council — because we know it is a high priority for you.

The well-being of our community matters — and we're enhancing the spaces, services and events that bring joy, friendship, healthy activities and cultural experiences to the people of Saanich. We've brought a seasonal splash pad and a more accessible playground to Rutledge Park, and made the McMinn Park bike track more exciting and user-friendly. We'll also be working with the community on a renewed vision for Panama Flats and a reimagining of the Lambrick Park campus.

We also recognize the need to manage, protect, connect, and enhance biodiversity and the urban forest given the growth and change Saanich is experiencing. Last year, Council endorsed the Biodiversity Conservation Strategy in collaboration with a technical committee of local experts — and a substantial update to the Urban Forest Strategy, laying out an ambitious target of 44% canopy cover by 2064.

To help reduce our collective impact on the environment, we're pursuing a Zero Waste Strategy to reduce the amount of waste we generate and send to the landfill, and we'll be engaging residents in the process for a targeted update of our Climate Plan.

We will continue to pursue reconciliation and regional collaboration and work to strengthen key community partnerships in the work that we do. Meaningful engagement and open dialogue is how we create a vision for the future we can all be proud of, that builds on Saanich's reputation as a wonderful place to live.

  
Dean Murdock  
Mayor of Saanich

# Message from the CAO



*We're making great progress and work is ongoing to achieve our shared priorities, ensuring a better community for everyone.*

It starts with our core services, which Saanich residents depend on daily. From waste pickup and disposal, to maintaining the infrastructure that gets you where you need to go, to taking care of our parks and ensuring public safety — we are committed to keeping Saanich's households and neighbourhoods running efficiently.

Our ability to effectively deliver these services and to meet emerging and new community needs is dependent on the functionality of the District's workspaces and facilities. As outlined in the District's Strategic Facilities Master Plan, many of these physical assets are at the end of their useful life and are in need of renewal. While this renewal work is challenging, our careful capital, financial and strategic planning has positioned us to meet these challenges. This was highlighted in 2024 by the significant advancements we made in three key projects: Fire Hall #2, the Nellie McClung Library and the Saanich Operations Centre. Delivery of these projects, and others, is critical to our ability to continue offering high-quality services and the standard of living residents enjoy well into the future, and to accommodate anticipated growth in our community.

That growth requires us to consider our needs not only today, but for the future and for generations to come. Where will the local jobs be? Where will people live? How will they travel to work, school, appointments and activities? How will our infrastructure keep up? How do we protect our green spaces and create public gathering spots for friends and neighbours to meet?

Actions to address these questions lie in infrastructure, transportation and community planning, but what about the issues that are less visible? There are many activities going on behind the scenes at the District to improve efficiency and reduce the potential impacts of global events — from introducing new technologies and strengthening cybersecurity, to examining our approach to the procurement of goods and services, to modernizing and streamlining various processes through our Permitting and Application Modernization (PAM) project.

Above all, the District and its hard-working employees are committed to offering the exceptional services residents expect while ensuring good value for taxpayer dollars. We take a lot of pride in what we do. Working together with Saanich Council and across departments, we are working through the priorities in our Strategic Plan and making progress on the issues that matter to residents.

This Annual Report provides a transparent and detailed look at that progress, and outlines opportunities for Saanich's bright future — where everyone can enjoy a high quality of life in this vibrant, inclusive community.

A handwritten signature in black ink, appearing to read "Brent Reems".

Brent Reems  
Chief Administrative Officer

# Awards

For the second consecutive year, the District of Saanich was selected as one of BC's Top Employers for 2024. This recognition confirms Saanich as an employer of choice, where talented and passionate individuals want to work and build their careers.



For the third consecutive year, the Saanich Police Department (SPD) was selected as one of BC's Top Employers for 2024. SPD was recognized for ongoing efforts and commitment to progressive and forward-looking initiatives that focus on modernization, relationships, and organizational health and growth.



Angila Bains, Director of Legislative & Protective Services, was presented with the prestigious Quill Award from the International Institute of Municipal Clerks (IIMC). This award recognizes Corporate Officers/Municipal Clerks who have distinguished themselves by making a significant and exemplary contribution to their community, their state or province, and in particular to the International Institute of Municipal Clerks and their peers.

In 2024, the District of Saanich received two Community Energy Association (CEA) Climate & Energy Action Awards — the first for the Tax Exemptions for Rental Apartment Retrofit Acceleration, in collaboration with the City of Victoria; and the second for the Capital Region Extreme Heat Information Portal in collaboration with the Capital Regional District, City of Langford, District of Oak Bay, Town of Sidney, and City of Victoria.



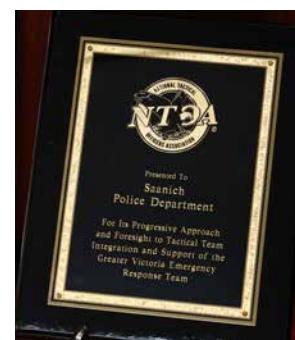
For the 17th consecutive year, the Government Finance Officers Association of the United States and Canada (GFOA) recognized the District of Saanich with a Canadian Award for Financial Reporting for its annual financial report for the fiscal year ended December 31, 2023.

Saanich Police Department (SPD) received the Alexa Team Award in recognition of efforts to remove impaired drivers from the road in 2023 (Constables Jennifer Allen, Alex Beastall, Adam Defrane, Aaron Grewal, Nick Marmaras, and Martin Roznowski were honoured).



In relation to the Bank of Montreal incident on June 28, 2022, the Saanich Police Department and its members of C Platoon and GVERT were awarded the Canadian Banks' Law Enforcement Award (CBLEA). Every year, the CBLEA recognizes outstanding police performance in fighting crime against Canadian banks.

The Saanich Police Department (SPD) received the National Tactical Officers Association (NTOA) Agency Special Recognition Award, for demonstrating a progressive approach and foresight to tactical team integration and support of the Greater Victoria Emergency Response Team as well as the agency's dedication to training at all levels.



## THANK YOU FOR YOUR VOTES, VICTORIA!

The Saanich Commonwealth Place team appreciates your recommendation as Best Pool and Best Gym/Fitness Facility.



PARKS, RECREATION  
& COMMUNITY SERVICES

ACCESS IT  
ALL WITH A  
SINGLE PASS

ACCESS  
PASS

JOY > LEARN > RELAX > CONNECT  
PARK > CONN > EXPLORE > INSPIRE > ENJOY > MOVE > PAR  
TICIPATE > LEARN > RELAX > CONNECT > PLAY > INSPIRE

Saanich  
[www.saanich.ca](http://www.saanich.ca)

FOUR CENTRES  
UNLIMITED DROP-IN

[saanich.ca/recreation](http://saanich.ca/recreation)



GYM/  
FITNESS



POOL



## Best of the City 2024 Awards

Saanich Commonwealth Place was named "Best Gym/Fitness Facility" and "Best Pool" in the Times Colonist's Readers' Choice 2024 Awards, and Cedar Hill Golf Course was the second-place finalist in the "Best Golf Course" category.

## Readers' Choice 2024 Awards

Saanich Commonwealth Place was named "Best Gym," "Best Recreation Centre" and "Best Swimming Pool or Waterpark" in Saanich News' Best of the City 2024 Awards. G.R. Pearkes was named "Best Skating Rink." Cedar Hill Golf Course was the second-place finalist in the "Best Golf Course" category.

**Saanich  
Commonwealth  
Place**

- Best gym
- Best pool
- Best recreation centre

**Cedar Hill  
Golf Course**

- Best golf course

**G.R. Pearkes  
Recreation Centre**

- Best rink



The District of Saanich received a safety improvement award at the BC Municipal Safety Association (BCMSA) 2024 awards. It recognizes local government activities that improve their experience rating and ultimately reduce injuries, illness, disease and fatalities.



Wade Thoreson from Parks, Recreation and Community Services won the Junior Health and Safety Leader Award at BCMSA 2024 for his exceptional leadership in creating a first aid tracking system and leading the pilot project to expand occupational first aid coverage.



Rebecca Chow, Manager of Occupational Health and Safety, was the recipient of an Advocacy award at BCMSA 2024 for exceptional dedication to advancing health and safety within local government and for her significant contributions to the BC Municipal Safety Association.

# A Look at Our Organization





*Staff participate in Pink Shirt Day and Spirit Day.*





## ADMINISTRATION

*Reception desk at the Municipal Hall*

### What does the Administrative Office do?

**Administration** is responsible for corporate leadership for all municipal operations and providing strategic advice to Council. The Legal Services Division provides legal services to the municipality and is responsible for providing advice to Council and staff, preparing legal documents, negotiating contracts, and managing legal proceedings.

## 2024

### Department accomplishments

- Guided improvements to the development process to support Provincial housing targets.
- Supported the Citizens' Assembly process and the District's relationship building with First Nations.
- Provided support and advice through our Legal Services division to Departments and Council operations, projects and initiatives; assisted with risk management; and managed external counsel on litigation matters.

## 2025

### Planned Initiatives

- Guide additional improvements to the development process to further streamline activities.
- Provide strategic direction and leadership to the organization to ensure effective and efficient delivery of municipal services and implementation of the District's policies, plans, programs and bylaws.
- Continue to support the Citizens' Assembly process and the District's relationship building with First Nations.
- Continue to offer Legal Services and risk management support and expertise to the organization, and review and support compliance with applicable legislation.

### Did you know?

- Saanich staff, led by the administration team, support numerous charitable organizations, including:
  - Backpack Project
  - CURE for Breast Cancer
  - Kids FUNd
  - Local food banks
  - Movember
  - Saanich Fire Fighters' Charitable Foundation
  - Santas Anonymous
  - Soap for Hope
  - United Way
- In addition, teams also show support for several community endeavours, such as:
  - Moose Hide Day – working to end gender-based violence and support the journey of reconciliation.
  - Orange Shirt Day - commemorating the legacy of the residential school system and its impact on Indigenous children and families.
  - Pride Day and the Victoria Pride Parade – celebrating our diversity and the contributions of 2SLGBTQIA+ communities.
  - Pink Shirt Day - raising awareness about bullying and promoting kindness and inclusion.
  - Red Shirt Day – supporting the day of action for accessibility and inclusion.



## CORPORATE SERVICES

Corporate Services Team

### What does this department do?

**The Corporate Services Department** is comprised of the Planning and Reporting section and six divisions: Communications, the Economic Development Office, Human Resources, Occupational Health and Safety, Sustainability and the Equity Office. We are the organizational connector enabling departments, partners, and residents to achieve their best outcomes, and we help deliver the Saanich vision.

#### Did you know?

- In 2024, there were a total of 1,328,787 Facebook engagements and 371,609 Twitter engagements on Saanich social media pages!
- 3 HR consultants provided over 3,100 hours of advice and guidance, ensuring business excellence and continuity

## 2024

### Department accomplishments

- Deployed 10 new lifesaving Automated External Defibrillators (AEDs) across the District.
- Worked with managers, supervisors, workers and safety committee members to support a successful Certificate of Recognition safety audit in which Saanich scored over industry average at 94%.
- Partnered with organizations across the province, sharing best practices in psychological health and safety. Supported employee mental health, tackled stigma and normalized the conversation through monthly mental health talks and psychological health and safety training for workers, people leaders and senior leaders.
- Supported the launch of the inaugural Savour Saanich Flavour Trails Program, boosting the local food economy through the promotion of local farms and food producers.
- Launched an Indigenous Relations Learning Curriculum for staff to promote awareness, relationship building and reconciliation.
- Created inclusive recruitment guidelines and provided training to hiring managers across the District.
- Provided a series of cultural sessions for staff, acknowledging commemorations and encouraging greater understanding, curiosity and acceptance.
- Launched the Climate Action Tax Exemption Program, a first-of-its-kind incentive in B.C., offering property tax exemptions for commercial and multi-family buildings that undertake electrification retrofits.
- Published the results of the University of British Columbia's study on the Saanich E-Bike Incentive Pilot, showing the program greatly reduced GHG emissions from travel (on average 38% with participants riding 3 to 4 days a week and 30-70 kilometres per week).



Newly installed AED

# 2025

## Planned Initiatives

- Continue to create and implement the Health & Safety Action Plan, including musculoskeletal injury prevention and psychological health and safety.
- Pursue organizational excellence by transforming processes and systems including the procurement of a Human Resources Information Management System (HRIMS).
- Launch the District's first People and Culture Plan to support effective workforce management.
- Partner with the IT team to review and identify opportunities to enhance the District's external facing website with a goal of modernizing the site and improving access to information.
- Represent the employer in collective bargaining.
- Initiate updates to Saanich's Climate Plan.
- Finalize Saanich's first Zero Waste Strategy and implement circular economy initiatives.



Corporate Services end of year team meeting

**164,542**  
Print and mail pieces  
processed in 2024

Quick Stats	2021	2022	2023	2024
Recruitment Activity	297	382	402	<b>352</b>
Traffic on saanich.ca (Number of page views)	3,223,458	4,506,809	4,043,020	<b>6,932,789</b>
Saanich's Public EV Charger use (Hours)	18,198	25,951	36,585	<b>45,972</b>
WorkSafeBC gradual return to work hours supported (recovery at work)	15,492	12,974	20,473	<b>19,255</b>
Number of Active Business Licenses	4,933	4,980	5,044	<b>5,176</b>

# ENGINEERING

Excavating on Burnside Road East – preparing for watermain installation

## What does this department do?

**The Engineering Department** is responsible for policy development, design, delivery, construction and management of services and infrastructure on and under public streets, as well as the design, construction, and maintenance of municipal facilities. The Engineering Department is comprised of four divisions: Transportation and Development Services, Water Resources, Public Works and Municipal Facilities.

## 2024

### Department accomplishments

- Completed Saanich's Road Safety Action Plan, and the first Road Safety Action Plan on Vancouver Island. The Plan provides Saanich with a roadmap to achieve Vision Zero.
- Updated the District's Active Transportation Plan with new short and medium-term priorities and policies.
- Completed Phase II of the Shelbourne Street Improvement Project (SSIP). In Phase II, crews rehabilitated underground utilities, upgraded sidewalks and bus stops, and built new protected cycling facilities from North Dairy Road to Pear Streets.
- Leveraged over \$5.1 million in provincial and federal grants to start construction at both Pearkes and Cedar Hill Recreation Centers to build more climate resilient and inclusive spaces. Together these projects will reduce GHG emissions by over 350 tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e).
- Completed Saanich's first Integrated Stormwater Management Plan for the Cordova Bay Watersheds.
- Converted over 9,000 streetlights to LED. This multi-year project not only provides energy savings, but the longer lifespan reduces maintenance costs and improves road safety.
- Completed the first inventory of Saanich's natural assets.
- Completed Saanich's first annual Asset Management Program update and State of Assets Report (SOAR).

### Did you know?

- The Fleet Centre maintains over 250 vehicles and pieces of equipment.
- 10km of creeks and waterways are improved each year.



McKenzie Avenue and Borden Street bidirectional bike lane crossing. This photo highlights automatic bike detection at the crossing.

# 2025

## Planned Initiatives

- Undertake construction of Phase III for the Shelbourne Street Improvement Project.
- Continue to advance Integrated Stormwater Management Plans, focusing on Douglas Creek watershed; completing a District-wide dual drainage model; and flood hazard mapping for the Colquitz watershed.
- Develop a traffic calming framework for Saanich.
- Update Schedule H (engineering specifications) of the Subdivision Bylaw, considering the impacts of climate change on the drainage systems.
- Implement Phase III of Council's Speed Limit Establishment Policy on corridors and streets with increased crash risk/trends.
- Advance construction of Fire Hall #2.



Excavating on Adelaide Avenue - preparing for bedrock removal during storm drainage main installation

**Bike Trips up 25%**  
since 2017 and overall number  
of car trips down 18%

Quick Stats	2021	2022	2023	2024
Illegal dumping responses	727	689	721	<b>715</b>
Waterways inspected/cleaned (km)	461	265	354	<b>390</b>
Water quality samples taken	1,166	1,394*	1,168	<b>1,577*</b>
Hydrants serviced	691	486	349	<b>1,144**</b>
Percentage of bus stops that are accessible	50%	51%	54%	<b>54%</b>

\*Includes compliance samples and additional samples.

\*\*Dedicated Fire Hydrant (FH) inspection servicing implemented in mid-June 2024.

# FINANCE

*The Finance desk at the Municipal Hall*

## What does this department do?

**The Finance Department** manages the financial affairs of the municipality and the procurement of all required goods and services. The team is comprised of three divisions: Financial Services, Revenue Services, and Purchasing.

### Did you know?

- Accounting Services provides accounting and audit services for \$543 million in annual expenses and revenues.
- Purchasing Services manages an estimated \$62 million in quotations, tenders, direct awards, and requests for proposals annually.

## 2024

### Department accomplishments

- Received the Canadian Award for Financial Reporting from the Government Finance Officers Association for the 2023 financial statements.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the 2024–2028 Financial Plan.
- Successfully implemented Phase 2 of the budget software enhancement to allow streamlined entry of budgets and additional requests.
- Created training material to ease the implementation of the financial software for all departments.
- Began the transition of water and sewer rate increases from usage to connection fees to ensure a more stable funding for the utilities.



*The Saanich Procurement Team*

# 2025

## Planned Initiatives

- Finalize a new purchasing policy.
- Finalize a new signing authority bylaw in conjunction with the new purchasing policy.
- Explore the expansion of credit card use as payments for all fees and charges.
- Increase financial analysis support to departments.
- Explore enhancement to the financial software to provide better capital project reporting and reduce year end processes.

**44,900**  
tax notices issued

Quick Stats	2021	2022	2023	2024
Investment amount managed	\$267M	\$275M	\$282M	<b>\$318M</b>
Accounts payable invoices processed	37,430	37,310	37,190	<b>40,284</b>
Employees pay and benefits maintained	1,590	1,659	1,826	<b>1,932</b>
Procurement processes performed	218	189	191	<b>255</b>
Utility bills produced	107,690	111,790	121,885	<b>117,700</b>



*Urban neighbourhood in Saanich*



FIRE

2024 Fire Department Photo

## What does this department do?

**The Fire Department** provides high quality, efficient and caring emergency response, fire prevention and life safety education services to the District of Saanich. They respond to a range of emergency incidents including - medical response, vehicle extrication, land and marine rescue, mutual aid requests, hazardous materials incidents and requests for public service. The fire department is comprised of seven divisions - Administration, Suppression & Rescue, Dispatch Services, Fire Prevention, Staff Development, Mechanical, and Emergency Program.

### Did you know?

- In 2024, 49% of Saanich Fire incident responses were for medical emergencies. Of those incidents, our two Medic Units responded 44% of the time.
- There are 44 Job Performance Requirements (JPR's) that every Fire Fighter must complete each year and 15 more additional JPR's for our Officers.

## 2024

### Department accomplishments

- Continued construction activities at Fire Station No. 2, including fire hall demolition, new site preparations and foundation concrete poured.
- Completed recommendations identified in the 2020 Fire Master Plan. Of the 40 recommendations, 24 are complete, 15 are in progress or ongoing and 3 are still to be planned and started.
- Increased collaboration among four core fire services (Saanich, Victoria, Oak Bay & Esquimalt).
- Implemented the modernized Fire Safety Act including a new Fire Bylaw Amendment Bylaw, No. 101106 and amendments to Fire Prevention and Life Safety Bylaw, 2021, No. 9712, Fire Services Operational Bylaw, 2021, No. 9713 and Ticket Bylaw 2010, No. 9029.
- The Emergency Operations Centre was reopened after completing significant renovations and upgrades to audio/visual systems.
- In partnership with E-Comm and Saanich IT, the Fire Dispatch Next Generation 9-1-1 project team continued to ensure a coordinated approach to common challenges including prototype workstations for user acceptance training and business validation testing.



Crews at active fire

# 2025

## Planned Initiatives

- Continue recommendations identified in the 2020 Master Fire Plan to ensure the Fire Department continues to provide efficient, effective and fiscally responsible services to the District.
- Continue increased collaboration among four core fire services (Saanich, Victoria, Oak Bay & Esquimalt) and identify fire service integration opportunities within those municipalities.
- Continue construction of Fire Station #2, improving critical services to residents and enhancing training quality for fire fighters for 2026.
- Ongoing implementation of Fire Dispatch Next Generation 9-1-1 and work with E-Comm to implement this federally mandated initiative.
- Implementation of a new Fire Records Management System.



Firefighter Live Fire Training

**\$20,000,000**

estimated property loss  
for the November 20<sup>th</sup>  
Quadra Street fire

Quick Stats	2021	2022	2023	2024
Incident responses	4,896	5,520	6,221	<b>6,484</b>
Fire related fatalities	2	2	0	<b>1</b>
Fire related injuries	2	4	6	<b>4</b>
Estimated value of property loss	\$1,851,440	\$1,545,441	\$2,977,057	<b>\$41,565,430</b>
Estimated value of property saved	\$104,554,300	\$170,225,310	\$114,637,118	<b>\$156,038,862</b>
Incidents dispatched (Saanich Fire and clients)	7,242 *	11,664	12,905	<b>13,734</b>
Public education programs and events / attendees	0 / 0 **	62 / 22,710	42 / 10,550	<b>100 / 32,598</b>

\*CRD clients transitioned to Saanich Fire Dispatch at the end of 2021

\*\*No public engagement due to COVID-19 Pandemic

# INFORMATION TECHNOLOGY

*IT continues to modernize District operations.*

## What does this department do?

The **Information Technology Department** in conjunction with all departments, provides digital application services to Saanich residents along with computers, network and technology systems to nine municipal facilities. There are six IT divisions: Administration and Security, Service Delivery Client Services, Operations and Infrastructure, and three Service Management divisions supporting each District department

### Did you know?

- Saanich provides an online Permit and Development Tracker available on [saanich.ca](http://saanich.ca).
- Saanich enables you to view all your accounts in one place online at [saanich.ca](http://saanich.ca)

## 2024

### Department accomplishments

- Partnered with multiple departments to make significant improvements to building permit processing including the launch of a new pre-development application consultation service, permitting digital workflow improvements, and digital plan markup capabilities to reduce processing times.
- Collaborated with the Communications Division, to implement HelloSaanich, an online engagement tool ([saanich.ca/hello](http://saanich.ca/hello)).
- Partnered with Legislative Services, to implement a modern council agenda management and staff reporting system to improve the efficiency and transparency of Council governance.
- Implemented several digital security improvements including staff training, multi-factor authentication and geo-fencing of critical services to further protect Saanich data.
- Completed preparations for ECOMM-911 in advance of the 2026 federal mandate.
- Implemented online access to residents for the LIFE program (Leisure Access For Everyone), a subsidy to recreation facilities for families in need.
- Implemented a new Saanich reporting system to assist various departments in meeting key performance indicators.
- Implemented several dozen mobile device and application improvements to improve staff productivity while in the field.
- Completed several ICT (Infrastructure, Communications and Telecom) improvements to support District operations.



*The Saanich G/S team*

# 2025

## Planned Initiatives

- Improve departmental reporting, including the launch of citizen facing reports (voting dashboard, housing metrics).
- Replace District intranet with Microsoft SharePoint, including new records management capabilities.
- Replace end-point device management system with Microsoft In-Tune, implement secure printing solutions, migrate email to M365 Exchange cloud services, and implement email for all employees.
- Upgrade the Emergency Operations Centre network and implement a recreation scheduling tool.
- Complete improvements to MyCity and electronic application systems and continue refining back-office processes for permitting applications.
- Continue with deployment of mobile devices, including installation of docking stations in Fire command vehicles.
- Support the Economic Development office in implementing Cloud CRM; conduct assessments for Intelligent District Maturity and Intelligent Community Forum.
- Develop a plan to support Human Resources' Information Management System.
- Initiate a major infrastructure refresh of core network and computing systems.



Communications and IT working together to improve citizen engagement.

**6.5 million**  
malicious or SPAM emails  
successfully blocked from  
reaching employees

Quick Stats	2022	2023	2024	2025 estimate
Total service requests	2,455	3,946	<b>2,436</b>	2,500
Preventative maintenance changes	100	364	<b>525</b>	550
Total incidents resolved	N/A	Included in SR	<b>3,271</b>	3,500
System availability (minus planned maintenance)	N/A	>99%	<b>&gt;99.7%</b>	>99.8%
Average response time (combined)	<=60min	<=30min	<b>&lt;=30min</b>	<=30min
% of core services available online (new KPI for 2024)	N/A	N/A	<b>&gt;=50%</b>	>=55%



## LEGISLATIVE AND PROTECTIVE SERVICES

*Bylaw and Licensing,  
Building and inspections divisions*

### What does this department do?

**The Legislative and Protective Services Department** has seven divisions that provide diverse external and internal customer services as well as oversee regulatory compliance in the municipality. The seven divisions are: Building and Inspection Services, Bylaw Services, Business Licensing, Legislative Services, Real Estate Services, Records and Information Services, and Risk Management.

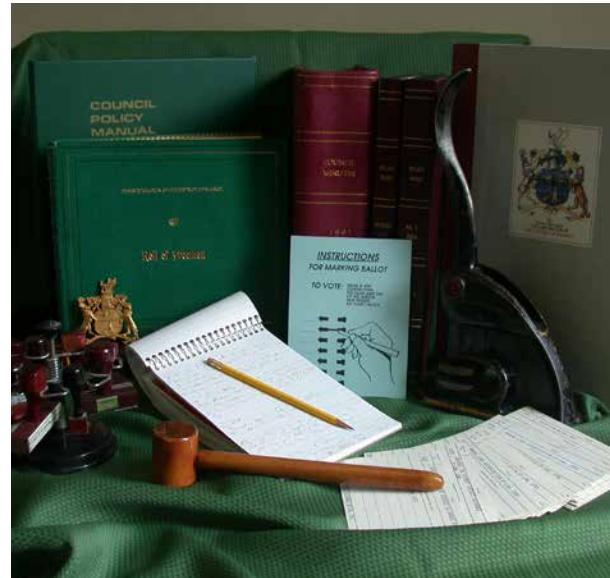
#### Did you know?

- Residents who wish to donate property to the municipality are invited to reach out to the Real Estate Services Division. Donation receipts may be issued in certain instances.

## 2024

### Department accomplishments

- Completed the Saanich Remembers WWI archival project, including biographies of 575 soldiers.
- Secured an interim library location for the Nellie McClung Library branch, while the current location undergoes a redevelopment for a new library and affordable housing project.
- Organized Saanich's inaugural Town Hall meeting for residents to engage directly with Council.
- Collaborated on the launch of the Permit and Development Tracker, as well as credit card payments for building permit services.
- Launched the new agenda management platform to support Council and committees.
- Provided claim processing, insurance advice and risk mitigation for all municipal departments.
- Promoted bylaw compliance and safety through education-based enforcement.
- Developed and launched a District-wide scanning procedure to support digital records.

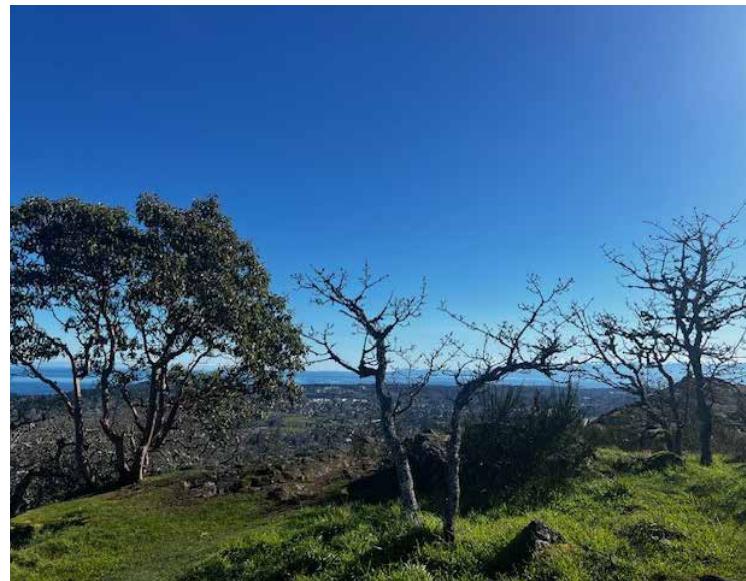


*Governing documents of Legislative Services*

# 2025

## Planned Initiatives

- Implement E-apply software to facilitate digital permit applications for commercial and residential permits, as well as E-billing for the District's Business Licensing system.
- Conduct alternative approval processes to seek elector approval for District capital initiatives.
- Implement a voting dashboard on the District website, providing data on Council meetings.
- Deliver training to support an enterprise risk management program, for enhanced decision-making and a more resilient organization.
- Replace the communications tower at the PKOLS (Mount Douglas Park) summit to improve local service.
- Review the records classification and retention schedule to ensure that the District's records meet all legal, fiscal, and auditing requirements.



*View from PKOLS Communication Tower*

**9,763**

digitized historical photos available to  
the public via Saanich Archives

Quick Stats	2021	2022	2023	2024
Building permits issued	753	629	608	<b>549</b>
Plumbing permits issued	880	775	703	<b>719</b>
Inspections conducted	6,875	6,841	6,899	<b>5917</b>
Bylaw Services field inspections conducted	8,943	7,257	8,355	<b>9,984</b>
Access requests for records under FIPPA	223	170	260	<b>219</b>



*Making waves at Gordon Head Recreation Centre*

## PARKS, RECREATION AND COMMUNITY SERVICES

### What does this department do?

#### **The Parks, Recreation and Community Services Department**

**Department** has three divisions: Parks, Recreation and Community Services. The Parks division stewards Saanich's healthy nature through planning, designing, constructing, managing, programming and maintaining the District's 174 parks. The Recreation Division supports healthy people by planning, coordinating and delivering a continuum of active living recreation and wellness programs and services through the District's five recreation centres. The Community Services Division creates healthy community by coordinating and supporting a wide variety of focus areas to Saanich's underserved and/or most vulnerable populations.

#### Did you know?

- Saanich's first Biodiversity Conservation Strategy was approved in 2024.
- Over 9,800 children attended Saanich day camps in 2024.

## 2024

### Department accomplishments

- Led the management of over 25 priority invasive plant species on 1,500 sites on public and private property alongside the CRD, the Capital Region Invasive Species Partnership (CRISP), and the Province.
- Increased recreation revenue by \$2.45 million over 2023, a 16% increase.
- Received multiple new grants amounting to over \$430,000 annually to provide services for children with disabilities, and isolated BIPOC and LGBTQIA+ seniors.
- Saanich Commonwealth Place, Gordon Head Recreation Centre and G.R. Pearkes Recreation Centre received Rick Hansen Foundation Accessibility Certification, demonstrating commitment to inclusive facilities.
- Collaborated with youth from nine schools contributing over 1,080 volunteer hours to Pulling Together; celebrated a successful grant application in partnership with School District 61 for tree planting and rain gardens at Tillicum Elementary; and supported ecosystem restoration experiences with the SD61 Indigenous Education Department.



*Pulling Together volunteers - community in full swing*

# 2025

## Planned Initiatives

- Initiate the Lambrick Park site-wide Integrated Planning Process.
- Advance initiatives to incorporate First Nations and Indigenous art opportunities in Saanich, including First Nations Art at Municipal Hall, Community Mural Program, and Fire Station No. 2 public art project.
- Develop a departmental allocations framework to guide allocation policy improvements.
- Undertake a new Cultural Arts Strategy for the District that also modernizes the 2002 Comprehensive Arts Policy.
- Carry out community engagement on Panama Flats to update the Concept Plan.
- Complete planned improvement for PKOLS (Mount Douglas Park) following formal naming ceremony.



*Mayor Dean Murdock makes a splash at Rutledge Park Opening*

**757,444**

drop-in visits to recreation centres, a  
47% increase over 2023

Quick Stats	2021	2022	2023	2024
Recreation registered program participants (excluding day camps)	29,114	38,185	48,105	<b>57,735</b>
Total rounds played at Cedar Hill Golf Course	57,681	59,311	63,482	<b>65,980</b>
LIFE (Leisure Access for Everyone) Pass Scans	16,459	23,830	31,623	<b>65,622</b>
Trees planted on District land	2,423	2,467	2,805	<b>3,596</b>
Pulling Together program volunteer hours	15,300	15,813	15,604	<b>15,500</b>

# PLANNING

Saanich community garden

## What does this department do?

**The Planning Department** works with Council, residents and interest groups on a variety of plans, policies and programs to build, strengthen and enhance the community. Community Planning works on comprehensive plans and focused projects that guide growth and change. Current Planning oversees a broad range of development related applications such as rezoning, development permits, subdivision, and agricultural land reserve.

### Did you know?

- Over 40 Small-Scale Multi-Unit Housing applications were received in the first 8 months of implementation.
- A new Planner dedicated to Non-Market Housing was hired in 2024, funded by the Housing Accelerator Fund.

## 2024

### Department accomplishments

- Implemented Housing Strategy, including new Non-Market Housing Policy that fast-tracks eligible applications through the entire review process; adopted and implemented the Rapid Deployment of Non-Market Housing Program; formalized the Saanich Affordable Housing Reserve Fund; and completed a comprehensive update to the Housing Needs Report.
- Adopted and implemented Small-Scale Multi-Unit Housing (SSMUH) zoning, allowing for a variety of infill housing in Neighbourhood areas, and updated secondary suite permissions to extend outside of the Urban Containment Boundary (UCB).
- Applied to the federal Housing Accelerator Fund and was successful.
- Made significant progress in support of housing development on Saanich-owned sites, including the rezoning of the former Nellie McClung Library site.
- Continued to implement actions from the Development Process Review, including the launch of a new digital pre-application process for 4-8 multi-family and townhouse projects.
- Adopted interim zoning bylaw amendments for off-street parking and loading regulations.
- Established four Transit Oriented Areas (TOAs) through a new TOA Bylaw.
- Implemented the Agriculture and Food Security Plan including zoning amendments to permit farm markets, pocket farm markets and roadside farm stands.
- Developed the Draft Quadra McKenzie Plan and presented it to Council.
- Launched the Shelbourne Valley Action Plan Update; approved the Terms of Reference for the Tillicum Burnside Plan; and made progress on the Uptown Douglas pre-zoning project.



Quadra McKenzie community engagement workshop participants reporting out to the full group at the QM CCV planning workshop

# 2025

## Planned Initiatives

- Continue work on the Quadra McKenzie Plan, complete the Shelbourne Valley Action Plan, and initiate the Tillicum-Burnside Plan.
- Initiate a comprehensive update to the Zoning Bylaw.
- Complete the Uptown Douglas pre-zoning project.
- Review OCP and Zoning Bylaw to ensure legislation related to housing needs is met.
- Continue to implement regulatory changes to support development on Saanich owned sites.
- Ongoing and continuous implementation of the Permit and Application Modernization program.
- Housing Strategy implementation work includes Secondary Corridors and Hubs, Tenant Assistance Policy 2-year review, Family-Friendly Housing Study, and a Housing Strategy 5-year review.
- Continue to implement the Agriculture and Food Security Plan.
- Initiate a comprehensive update to parking standards.
- Continue to support implementation of Rapid Deployment of Non-Market Housing, Small-Scale Multi-Unit Housing, and interim parking requirements.



Community engagement workshop undertaking Centre Corridor and Village planning for the Quadra McKenzie corridors

7

Centre, Corridor and Village Plans form part of the OCP's land use framework (3 recently completed and 4 under development).

Quick Stats	2021	2022	2023	2024
Development Permits completed	79	102	103	98
Development Variance Permits completed	19	19	15	22
Rezoning Applications completed	20	33	23	33
Subdivision Applications completed	22	27	17	16

## What does this department do?

**The Police Department's** mission is to provide culturally informed public safety services. The Saanich Police Department operates under the direction of the Saanich Police Board, the civilian governing body responsible for selecting the Chief Constable and for providing oversight of their strategic plan, policy and finances. The department has six divisions with functions ranging from operations to administration, each under the command of an Inspector reporting to the Office of the Chief Constable.

### Did you know?

- The SPD participates in Police Camp each March. Students build relationships and learn valuable leadership skills.
- Our officers spent almost 500 hours patrolling Saanich's parks in 2024, completing a total of 2,016 park checks.

## 2024

### Department accomplishments

- Expanded the Community Safety Officer program from four officers to eight.
- Implemented patrol enhancement initiatives to increase resources on the road and enhance the health and well-being of Patrol officers.
- Implemented Annual Wellness Check-ins to support and empower employees.
- Implemented the Patrol Tactics Course for enhanced training for new recruits and experienced officers joining Saanich. The course focused on building individual knowledge and skills to ensure a consistent approach to critical incidents across the department.
- Established a post-secondary practicum program with Royal Roads University.
- Hired a new coordinator for volunteer crime prevention programs, successfully recruiting many volunteers and reviving the ACE mascot program.
- Developed a research partnership with the University of the Fraser Valley to facilitate access to research relevant to policing practices.
- An organizational review is currently underway, examining staffing to support current and future department functions.



School Zone Speed Enforcement

# 2025

## Planned Initiatives

- Increase capacity for Tactical Emergency Casualty Care through the introduction of Tactical Emergency Medical Services officers.
- Provide enhanced training, coaching and development for members identified to fill acting supervisor vacancies.
- Update the response options available to front line officers to ensure they have the most effective equipment to respond to critical incidents.
- Increase our recruiting presence on social media and with diverse community groups.
- Build and implement a leadership development program to enhance succession planning.
- Offer safety talks for young people on drink spiking to increase education about party safety and prevention methods.
- Enhance and grow relationships with stakeholders such as the Office of the Police Complaint Commissioner and the Independent Investigations Office.



Community Safety Officer at SPD Front Desk

**8m 21s**  
average response time to  
Priority 1 calls for service in 2024

Quick Stats	2021	2022	2023	2024
Calls for Service	26,868	24,519	24,889	<b>24,434</b>
Collisions – fatalities	2	2	3	<b>2</b>
Mental Health Act Hospital Wait Times - Average	-	2h03m	2h05m	<b>2h30m</b>
Break & Enters (Residential/Business/Other)	283	273	278	<b>130</b>
Roadside Prohibitions	286	388	468	<b>628</b>

# Grants received from other organizations

Cost sharing grants are a valuable source of funding for municipalities to cover the cost of plans and studies, pilot projects, capital projects and more. There are two different types of grants that Saanich secures. Conditional grants are designated for a specific purpose, such as climate change or community safety, and may not be used for another project. Unconditional grants may be used for any purpose the recipient local government sees fit.

Saanich staff monitor available grant opportunities and submit applications with projects that meet the grant criteria and requirements. Once approved, Saanich secures grant funding in stages as work progresses. In 2024, Saanich received the following funding:

*Note that grant funding may or may not increase year over year depending upon availability, funding specifications and project requirements. In 2023, the funding received by Saanich was \$21,237,191 in capital related grants and grant reserves and in 2024, Saanich received \$9,228,492.76 in grant funding. The total 2023 grant funding was heavily skewed by one grant (Growing Communities Fund) worth \$14,634,000.*

Agency	Program or service supported	Amount received 2024 (\$)
BC Hydro	Emergency Program - grassroots	2,000.00
BC Hydro	Sustainability initiatives	69,250.00
Canadian Tire Jumpstart	Recreation programs	18,550.00
CMHC	Housing accelerator fund	3,734,025.18
Federation of Canadian Municipalities	Home energy retrofit - Heat pump project	135,000.00
Federation of Canadian Municipalities	Ebike	43,380.00
Fortis	Sustainability initiatives	20,000.00
Fraser Basin Council	Advance biodiversity conservation	81,000.00
Government of Canada	Employment program	5,062.00
Government of Canada	Employment program	73,172.00
Government of Canada	Green & Inclusive Community Building Program - CHRC	916,056.35
Province of BC	Local Government Housing Initiative	712,442.00
Province of BC	Natural Assets inventory	50,000.00
Province of BC	Asset Management	25,000.00
Province of BC	Park Infrastructure Upgrades	674,058.74
Province of BC	Clean BC Community Grant - heat recovery and renewable energy planning for Pearkes Recreation Centre	442,921.75
Province of BC	Strawberry Festival & Autumn Lantern Festival & Indigenous Festival	7,700.00
Province of BC	Mass Timber planning for Fire Hall #2	358.90
Province of BC	BC Active Transportation Infrastructure Grant - Sinclair Rd Upgrades	250,000.00
Province of BC	Indigenous Engagement	48,000.00
Province of BC	Accessibility grant	10,000.00
Province of BC	Policing	369,945.00
Province of BC	Local Government Climate Action Program	1,099,016.00
Rick Hansen Foundation	Accessibility grant	81,000.00
Saanich Legacy Foundation	Recreation programs	6,400.00
TD Bank	Park improvements	5,000.00
Tire Stewardship	Park Infrastructure Upgrades	30,000.00
UBCM	CEPF Tillicum Green Infrastructure and Climate Resiliency	198,432.50
VIHA	Accessibility grants	100,722.34
VIHA	Road Safety improvements	20,000.00
Total		9,228,492.76





*Aerial view of the Swan Lake Trestle*

# 2023-2027 Strategic Plan Themes

## Climate Action and Environmental Leadership

- Steward the environment.
- Ensure building stocks address environmental and climate impact.
- Reduce emissions to mitigate and adapt to the effects of climate change and protect the environment.

## Community Well-Being

- Diversity, equity, inclusion, and respect guide decisions.
- Public safety is paramount.
- Community health and a sense of belonging are fostered.
- Relationships with Indigenous Peoples are nurtured.
- Knowledge and understanding are built, and truth and reconciliation advanced.

## Housing

- Increase and improve the supply of diverse and affordable housing.
- Ensure land use decisions are consistent with objectives of our community development plans.

- Improve our active transportation networks and infrastructure.
- Take steps to meet or exceed housing targets through updates to policies and processes.

## Transportation

- Sustainable transportation is supported.
- Active transportation is enhanced.
- Fatalities and serious injuries on Saanich roads and trails are eliminated.

- More connections are created for people walking, cycling and using transit.
- Our network is accessible and equitable.

## Economic Development

- Our economic base expands and diversifies.
- Economic growth is balanced with environmental protection, social equity, and quality of life for residents.

## Organizational Excellence

- Efficiency, transparency, and engagement are balanced.
- Financial decisions are predictable, consistent, prudent, and sustainable.
- Continuous improvements are made.

- We invest in our workforce to support health, safety, engagement, and diversity.
- Assets are well managed to support sustainable services.



*The Swan Lake Christmas  
Hill Nature Sanctuary  
preserves two distinct  
ecosystems in an urban area*



# CLIMATE ACTION AND ENVIRONMENTAL LEADERSHIP

Community  
garden in Saanich

## We steward the environment.

### 2024 Progress

- Council endorsed the Environmental Policy Framework.
- Amended the Zoning Bylaw to permit farm markets, pocket farm markets, and roadside farm stands in urban areas. Regulations to align house size with ALC policy were also introduced. A new Savour Saanich brochure was created to help guide the public to farms, stands, and markets.
- Council endorsed the Urban Forest Strategy Update and Biodiversity Conservation Strategy.
- A review of the Invasive Species Management Strategy is an action of the Biodiversity Conservation Strategy. The existing strategy to treat and remove provincial priority invasive species continues to be actioned as funding is available.
- Completed the Cordova Bay Integrated Stormwater Management Plan (ISMP).

### 2025 Look Ahead

- Updates are planned for the Agriculture and Food Security Plan, including new guidelines to support the creation of community gardens, introduction of deer fencing regulations, introduction of farm residential footprint requirements and an inventory of Saanich-owned lands with potential for community food production.
- Complete a District-wide dual drainage model and initiate Integrated Stormwater Management Plan baseline reports for Douglas Creek and Colquitz River catchments.

### Indicators



#### Urban forest coverage - percentage of total land cover

Source: PRCS department - see State of Urban Forest Report 2023. Total land cover: 10,465 ha

- 2023: 43%
- 2022: 43%



#### Preserve Saanich's natural areas and greenspaces - natural areas in parks

Source: PRCS department - see State of Urban Forest Report 2023

- 2023: 62%



#### Volunteer hours for the natural environment

Source: Better Impact Database

- 2024: 15,500
- 2023: 16,000
- 2022: 16,313



#### Properties in ALR plus A+ zoned lands claiming farm status

Source: Tempest and Corporate GIS

- 2024: 224
- 2023: 221
- 2022: 281

# We take steps to ensure building stocks address our environmental and climate impact.

## 2024 Progress

- The Building Retrofit Strategy was adopted by Council in July 2023. In 2024, Saanich launched two new retrofit concierge programs for condominium strata and rental apartments, as well as the Climate Action Tax Exemption Program to encourage electrification in larger buildings.
- The Heat Pump Financing program continued in 2024, with an additional Council investment of \$150,000 to the revolving green fund. The District continues to provide communication to the public on cooling and air quality benefits of heat pumps.
- 2024 saw a 29% decrease in corporate GHG emissions since the 2007 baseline, primarily due to transitioning fossil fuel 'natural' gas in Saanich Commonwealth Place to biomass, and ongoing building retrofits at the G.R. Pearkes and Cedar Hill Recreation Centres. Fleet fuel consumption was consistent with past years.

## 2025 Look Ahead

- Retrofit Strategy priorities in 2025 will be the establishment of an Energy and Carbon Emissions Reporting requirement for large buildings supported by the CRD, and ongoing recruitment of larger buildings into retrofit concierge and incentive programs.
- Further refinements are being considered for the Heat Pump Financing program in 2025.
- Several retrofit and electrification projects are planned for 2025. Renewable diesel deliveries will resume which is expected to decrease fleet emissions for the 2025 reporting year.

## Indicators



### Residential oil heating systems replaced by heat pumps since 2017

Source: Provincial CleanBC Rebate Program

- 2024: 39%\*
- 2023: 38%\*
- 2022: 22%\*



### Natural gas heating systems replaced by heat pumps since 2017

Source: Provincial CleanBC Rebate Program

- 2024: 3.3%\*
- 2023: 3.2%\*
- 2022: 1.6%\*



### Total natural gas connections and consumption (residential and commercial)

Source: FortisBC

#### Residential

	2021	2022	2023
Connections	16,558	16,867	17,046
Consumption	900,271 GJ	917,866 GJ**	858,724 GJ

#### Commercial

	2021	2022	2023
Connections	965	961**	953
Consumption	869,187 GJ	894,838 GJ**	843,545 GJ

\*Updated to include missing data from CleanBC in 2023 and still awaiting final updated data for 2024.

\*\*Updated with most current FortisBC data.

# We implement innovative solutions and practices to reduce emissions, mitigate and adapt to the effects of climate change, and protect the environment.

## 2024 Progress

- The updated Climate Plan Terms of Reference was approved by Council in November. Consultants were hired and the baseline work and GHG modelling was underway.
- A Corporate Climate Risk Assessment tool was developed and peer reviewed using the PIEVC methodology. Work was underway on data to support the Community Climate Risk Assessment.
- Continued support for EV charging infrastructure incentives in existing multi-family buildings. Groundwork was laid for further expansion of the Saanich-owned public EV charging network. Saanich has exceeded the target of doubling the number of Saanich-owned public EV charging stations by 2025.
- The Terms of Reference for the Zero Waste Strategy was approved in May 2024 and work was underway. Consultants were hired and the first phase of engagement resulted in approximately 900 survey responses.
- The Zero Emissions Fleet Strategy was drafted in 2024, complemented by the installation of six new Level 2 EV chargers and electric vehicle (EV) purchases.

## 2025 Look Ahead

- Engagement on the updated Climate Plan will be informed by the GHG emissions modelling, and the draft Plan will be completed by the end of 2025.
- Climate risk workshops for several asset groups will be undertaken in 2025. The Community Climate Risk Assessment update will also be completed in 2025.
- Sites for public Level 2 charging stations have been identified for installations out to 2030. Saanich is working with the CRD to install up to 30 new charging stations through grant funding, focusing on on-street charging that serves existing multi-family neighborhoods. The first of these chargers will be installed in 2025.
- Engagement on the Zero Waste Strategy actions will be undertaken in 2025 with the Strategy completed for Council approval, expected in the fall.
- The Zero Emissions Fleet Strategy is due to be completed and presented to Council in mid-2025 and will inform future budgets and asset management plans.

## Indicators



### Reduction in corporate GHG emissions (all municipal operations)

**2007 Baseline emissions: 5,924 tCO<sub>2</sub>e\***

Source: Multiple, See Climate Plan Report Card

- 2024: 29%
- 2023: 27%
- 2022: 21%



### Reduction in community GHG emissions

**2007 baseline emissions: 593,644 tCO<sub>2</sub>e**

Source: Multiple, See Climate Plan Report Card

- 2024: 19%
- 2023: 16%
- 2022: 19%\*\*



### Saanich vehicles that are EV

Source: ICBC

Electric vehicles for personal use

- 2023: 2,756 of 70,689 (3.9%)
- 2022: 2,117 of 69,415 (3.1%)

Electric vehicles for business use

- 2023: 439 of 10,141 (4.3%)
- 2022: 318 of 9,896 (3.2%)



### Saanich vehicles that are renewably powered - personal and commercial

Source: ICBC

- 2023: 3,216 of 82,028 (3.9%)
- 2022: 2,439 of 80,466 (3.0%)

\*tCO<sub>2</sub>e = tonnes of Carbon Dioxide equivalent

\*\*Corrected since 2022 with updated emissions data.

*Community mural  
painting in Saanich*





Cadboro Bay Beach

## COMMUNITY WELL-BEING

*Diversity, equity, inclusion, and respect will guide our decisions.*

### 2024 Progress

- The Diversity, Equity and Inclusion Strategic Report and Action Framework was first implemented in March 2023 and included a total of 44 initiatives.
- An Accessibility Action Plan and Policy was approved in December 2023 and included 38 initiatives.
- Saanich staff reviewed the current service levels and identified areas for development during the next Strategic Plan process.

### 2025 Look Ahead

- As part of the 2025 implementation strategy of the Diversity, Equity and Inclusion Strategic Report and Action Framework, among the 14 remaining initiatives, 6 are planned to be completed. By the end of 2025, a total of 23 initiatives (~74%) of the initiatives planned under DEI Strategic Report will be operationalized.
- As part of the 2025 implementation strategy for the Accessibility Plan, among the 16 remaining initiatives, 7 are planned to be completed by the end of 2025. In addition to this, development of inclusive language guidelines and communication tools and templates are expected to be undertaken in 2025.

### Indicators



**Residents who feel the services offered by Saanich reflect our diversity**

Source:\*\*\*

- 2022: 64%
- 2021: 65%



**Residents who have a sense of belonging and cultural safety in their community**

Source: \*\*\*

- 2022: 64%
- 2021: 65%



Social Connection and Joy for Older Adults

\*\*\*Source the most recent Resident and Business Satisfaction Survey. The next survey will occur in 2026. For information on analysis and reporting of the results, please refer to the survey reports posted on [saanich.ca](http://saanich.ca)

# We commit to a high level of public safety in our community.

## 2024 Progress

- Updated the Fire Prevention and Life Safety bylaw and the Fire Services Operational Bylaw to conform with the new Fire Safety Act. Twenty-four of the 40 Fire Master Plan recommendations have been completed, with 15 additional either in progress or ongoing.
- The Saanich Emergency Program (SEP), in collaboration with municipal partners, Island Health and the Province, launched the Capital Region Extreme Heat Portal. This Portal aligns with the Capital Region Tsunami Portal, ensuring an all-hazards approach to supporting the community in emergency preparedness and climate change resiliency.
- The four core fire chiefs and CAOs convened to evaluate the level of interest and strategize a potential approach towards enhanced collaboration.

## 2025 Look Ahead

- Continue to implement the Fire Master Plan recommendations, including a review of our building classifications as they relate to fire inspections and the planning of a large-scale Emergency Operations Centre (EOC) exercise.
- In collaboration with Sustainability and Parks, SEP will develop communications to further promote the Neighbour to Neighbour (N2N) resilience initiative, with the intent to increase the number of participants, therefore empowering residents and the community to be better prepared.
- The four core departments have committed to establishing working groups aimed at exploring collaborative training, enhancing joint operational strategies, and coordinating multi-department firefighter recruitment efforts.

## Indicators

 Percentage of residents who agree that Saanich neighborhoods are safe

Source: \*\*\*

- 2022: 77%

 Households prepared for a 7-day emergency disaster event

Source: \*\*\*

- 2022: 42%



Saanich Emergency Program Volunteers connect with residents at summer events in Saanich.

\*\*\*Source the most recent Resident and Business Satisfaction Survey. The next survey will occur in 2026. For information on analysis and reporting of the results, please refer to the survey reports posted on [saanich.ca](http://saanich.ca)

# We invest in people and neighbourhoods to foster community health and a sense of belonging.

## 2024 Progress

- The annual evaluation of the Community Amenity Contributions and Inclusionary Housing Policy (CAC Policy) for 2024 was postponed, mainly due to the potential impacts of newly introduced Provincial Amenity Cost Charges (ACC) regulations.
- Initial phases of 10-year PRCS Strategic Vision and Actions plan development was complete, including gap and trend analysis, and initial public consultation.
- Three leash-optional pop-up areas were implemented with educational materials developed. Updated signage in parks began to be rolled out with design work started for permanent leash optional areas.
- Drafted PRCS Lease & License of Occupation Policy to guide agreement development when granting community groups access to spaces.
- Continued to deliver the Take Heart cardiac rehabilitation program in a limited partnership with Island Health. Through the Community Services Division, we maintain many other health-serving agencies such as UVic, Supported Child Development, Alzheimers' Society, etc.

## 2025 Look Ahead

- Staff will review the current CAC Policy as part of the development of a new Amenity Cost Charge Bylaw.
- Public engagement on priorities and completion of the Where Everyone Belongs ten-year strategic plan will be completed in 2025.
- Design and construct leash-optional areas, develop more educational materials, and continue to update signage in parks.
- Work continues with community health, wellness and social non-profits with initiatives such as Welcome Day for Newcomers, as well as wellness programs including dementia programs, social programs for youth and seniors, programs for Urban Indigenous & Metis, etc.

## Indicators



### Residents who rate the quality of life in Saanich as good or very good

Source: \*\*\*

- 2024: 74%
- 2022: 89%
- 2021: 88%



### Residents who spend 1 to 5 hours per week in activities or events involving heritage and arts

Source: \*\*\*

- 2022: 40%



### Residents who participated in physical activity 3 or more days per week

Source: \*\*\*

- 2022: 85%



### Residents who have access to a Saanich park within .3km (5-10 minute walk)

Source: Corporate GIS

- 2024: 86.1%
- 2023: 83%

*Official Community Plan (OCP) updated in 2024*



### Residents who have access to a Saanich park, regional park or publicly accessible green space within .3km (5-10 minute walk)

Source: Corporate GIS

- 2024: 89.9%
- 2023: 94.3% (0.5 km)

*\*\*\*Source the most recent Resident and Business Satisfaction Survey. The next survey will occur in 2026. For information on analysis and reporting of the results, please refer to the survey reports posted on saanich.ca*

# **We build and sustain respectful relationships with the many Indigenous Peoples in our community and our Indigenous neighbours.**

## **2024 Progress**

- Provided several programming opportunities such as: inclusion at all community events, Indigenous music festival, Metis Art & Fashion Show, Elder and Youth programs at Victoria Native Friendship Centre (VNFC), participation with Victoria Urban Reconciliation Dialogue (VURD) and BC Urban Indigenous Coalition.
- The joint working groups of Saanich and WSÁNEĆ Leadership Council (WLC) staff continued to meet to advance work identified in the MOU, including collaboration on organizing a renaming ceremony at PKOLS (Mount Douglas Park).
- Council continued to build formal relationships with local First Nation governments and participated in the 2024 South Island Powwow.

## **2025 Look Ahead**

- All the indigenous activities supported in 2024 will continue in 2025, with the intention of expanding opportunities through partnerships.
- The joint working groups of Saanich and WLC staff will continue to meet to advance work under the MOU, and a Council-to-Council meeting will be arranged between Saanich Council and the WLC Council.
- Council will participate in a joint Council meeting with the WLC to continue building the relationship and implement the MOU. Council will continue to look for opportunities to meet with local First Nation governments and Indigenous organizations to support shared priorities and interests.

## **Indicators**



**Number of Indigenous focused and Indigenous-led community events.  
Inclusion of Urban Indigenous, Metis and local First Nations**

Source: Parks, Recreation, and Community Services

- 2024: 13
- 2022: 11



*Earth Drums by Carey Newman*

# **We work together, build understanding, seek knowledge, and advance truth and reconciliation.**

## **2024 Progress**

- Launched a call for new public art to be developed at the new Fire Station #2. We also began conservation on Ricochet at CHRC as it was transferred into storage during their facility upgrades.
- Funding was approved to hire an Indigenous Relations and Reconciliation (IRR) Manager as part of the 2024 budget to continue leading the District's response to the Truth and Reconciliation Commission's June 2015 "94 Calls to Action" and to develop a Reconciliation Framework. The job competition for the IRR Manager went online and the hiring process was initiated.
- Work is ongoing on the installation of Indigenous art at the Municipal Hall and expansion of exhibition opportunities for First Nations, urban Indigenous and Métis artists with many conversations happening with various First Nation governments.

## **2025 Look Ahead**

- Both the renovation of Fire Station #2 and conservation on Ricochet projects will continue through 2025, with an unveiling of the firehall commission in 2026.
- Saanich's new Indigenous Relations and Reconciliation (IRR) Manager will start to work with Council and leadership in the development and implementation of agreements with Indigenous governments, provide advice to support staff including cultural training delivery, and lead the development and implementation of Indigenous community engagement and consultation plans.
- Staff will continue to build relationships with numerous First Nation governments and further action on expansion of exhibition opportunities.

## **Indicators**

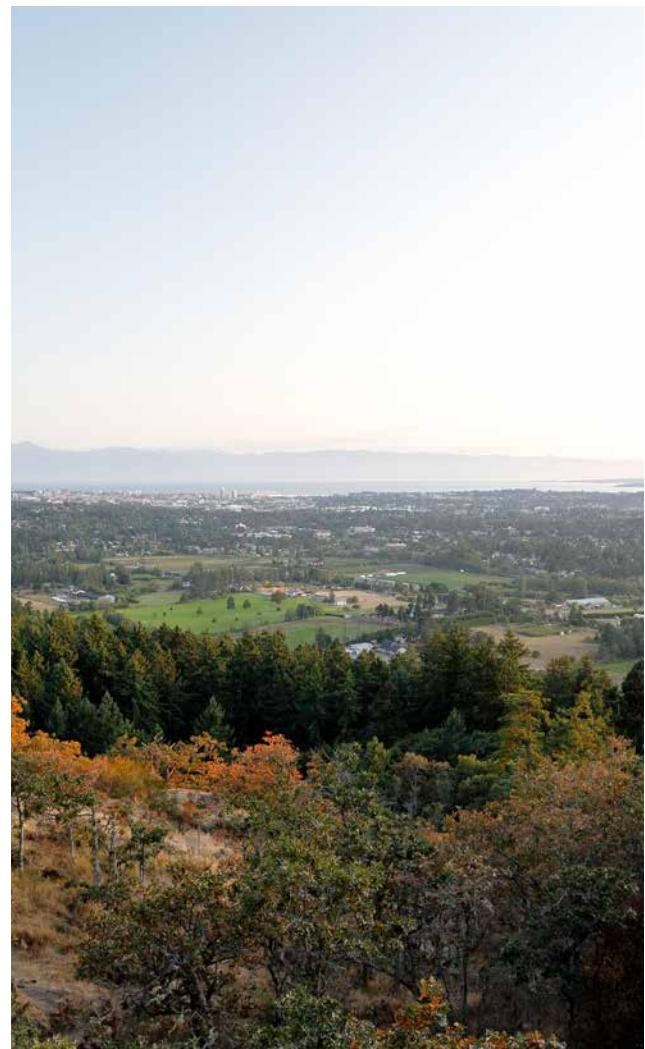


**Number of Saanich employees participating in Indigenous awareness, relationship building or other related training**

**Source:** Human Resources Division

- 2024: 334
- 2023: 154

*New for 2023*



*The view from PKOLS*



*Construction at  
University Heights*



# HOUSING

High density housing in Saanich

**We use mechanisms available to increase and improve the supply of diverse and affordable housing that meets the needs of our residents now and in the future.**

## 2024 Progress

- Significant progress was made on Housing Strategy actions including housing on District-owned land, development process improvements, and updating parking standards. A new Housing Needs Report was also completed.
- The Neighbourhood Homes Study was completed and zoning now allows 3, 4, or 6 units on residential lots within the Urban Containment Boundary in a variety of infill forms.
- Actions were taken to support and promote non-market housing included the adoption of the Rapid Deployment Program (RDP); a new policy to fast-track non-profit housing applications; and a new Saanich Affordable Housing Reserve Fund (SAHRF). A Non-Market Housing Planner was also hired to provide dedicated support.

## 2025 Look Ahead

- Key housing initiatives in 2025 include planning for Secondary Corridors and Hubs, family- and age-friendly housing, an update to Tenant Assistance, and a review of the Official Community Plan and other bylaws to ensure alignment with the Housing Needs Report (2024).
- Support for non-market housing projects will also continue. Five grants from the Housing Fund were made in early 2025.
- The Housing Strategy will get a refresh in 2025 to further progress the developments.

## Indicators



### Saanich households on the waitlist for BC Housing

Source: CRD/BC Housing

- At December 2024: 691
- At December 2022: 573



### Saanich residents in core housing need and extreme housing need

Source: Census 2021

\*next census data available in 2026

	2021
Core	10.3%
Extreme	6.1%



### Non-market housing units approved at development permit

Source: Prospero

- 2024: 119
- 2023: 0



### Housing completions by unit type

Source: CHMC

\*CHMC Reporting Discontinued in 2024

	2023
Single detached	125
Semi-detached	2
Row house	10
Apartment	333
Total	470



### Annual primary rental market vacancy rate

Source: CMHC

- 2024: 1.4%
- 2023: 1.5%

# **We make land use decisions consistent with the objectives of our community development plans (Climate Plan, Active Transportation Plan, etc.)**

## **2024 Progress**

- The Draft Quadra McKenzie Plan was developed with substantial engagement. Council also endorsed the Terms of Reference for the Tillicum Burnside Plan.
- The Nellie McClung Library site on 3950 Cedar Hill Rd was rezoned in June to allow for the development of a new library and at least 200 affordable rental units, in a partnership between the Capital Regional Housing Corporation, District of Saanich, Greater Victoria Public Library, BC Housing, and CMHC.
- Work began on the Shelbourne Valley Action Plan update, including a first phase of engagement.

## **Indicators**



### **Percentage of new units located within Centre, Corridors, and Villages (Primary Growth Areas (PGAs))**

Source: Corporate GIS

- 2024: 58.1%
- 2023: Not applicable

*New PGA boundaries are identified in updated Official Community plan, adopted in 2024*



### **Percentage of new units within the Urban Containment Boundary (UCB)**

Source: Corporate GIS

- 2024: 98.2%
- 2023: 98.9%



### **Percentage of new units in Neighborhoods that are forms other than single family**

Source: Planning Department

- 2024: 46.7%
- 2023: 51%

*Neighbourhood boundaries are modified in updated Official Community Plan, adopted in 2024*



### **Percentage of households within 500 metres of a commercially zoned property**

Source: Planning Department

- 2024: 71.2%
- 2023: 71.1%

## **2025 Look Ahead**

- A revised Draft Quadra McKenzie Plan will undergo public review prior to Council consideration at the end of 2025. The Tillicum Burnside Plan will explore land use and transportation concepts and present a first draft, with opportunities for public input throughout.
- A Development Permit application is in progress and will be considered under the Rapid Deployment of Non-Market Housing Program. Funding from the Saanich Affordable Housing Reserve Fund was approved in February 2025.
- An updated Shelbourne Valley Action Plan will be presented for Council consideration in 2025.

**We continue to improve our active transportation networks and infrastructure to help our residents safely move and connect.**

## 2024 Progress

- Interim zoning bylaw amendments for off-street parking and loading regulations were adopted in 2024, lowering parking requirements for residential development of 12 units or less and introducing parking maximums and Transportation Demand Management requirements for larger projects.
- A draft Quadra McKenzie Plan was developed with substantial public engagement.

**7,000**  
riders accessing public  
transit within Quadra  
McKenzie Plan Area  
(daily average)

## 2025 Look Ahead

- A comprehensive update and modernization of the off-street parking and loading regulations will begin in September 2025.
- A revised Draft Quadra McKenzie Plan will be presented to Council prior to additional public engagement. As directed, revisions will focus on amending the land-use framework to reduce density in North Quadra. McKenzie Avenue road design modifications will be deferred to a future process.

**2,505**  
Surveys completed  
Quadra McKenzie Plan  
Phase 3 Engagement

*Work on the Quadra McKenzie Plan is underway*



**We recognize the direction in the Provincial Housing Target Order to increase housing supply by taking steps to meet or exceed the targets through updates to policies, processes and development review approaches, and by measuring our progress as part of the District-wide approach to housing.**

## 2024 Progress

- Saanich worked toward achieving its Provincial Housing Target order that came into effect on October 1, 2023. Saanich's housing needs are reflected in the detailed planning work being done in Centres, Corridors, and Villages (e.g., Quadra McKenzie Plan).
- Staff continue to develop and implement development process improvements to speed up housing approvals.
- 6 and 12-month Housing Target Progress Reports were received by Council and submitted to the Ministry of Housing, in alignment with the Housing Target Order.

## 2025 Look Ahead

- Updates to the OCP will be brought forward in 2025 to ensure alignment with the 2024 Housing Needs Report. An assessment of any zoning changes that are necessary to comply with Provincial direction regarding land supply will be completed.
- Monitoring process improvements will continue to benefit from the new Permit and Application Tracker Dashboard (launched in 2024), and PowerBI will be further utilized to streamline tracking and reporting.
- The Annual Housing Progress Report for the 2024 calendar year will be presented to Council in the first quarter of 2025 and will include a summary of Housing Target progress among other indicators related to housing. The next Housing Target Order Progress Report will be presented before the end of 2025.

## Indicators



### Total number of new completed housing units minus demolitions

Source: Planning Department Housing Target Progress Report

April 1, 2024 – September 30, 2024

- Completed housing units: 151
- Demolitions: 8
- Net new housing units: 143

October 1, 2023 – March 31, 2024

- Completed housing units: 230
- Demolitions: 35
- Net new housing units: 195



### Net new below market rental units completed

Source: Planning Department Housing Target Progress Report

April 1, 2024 – September 30, 2024

- Units Completed: 97

October 1, 2023 – March 31, 2024

- Units Completed: 0



Condominiums across from Rutledge Park

*High density housing  
near Glencraig Park*





*Bike Lanes on  
McKenzie Avenue*



# TRANSPORTATION

Intersection at Quadra Street and McKenzie Avenue

## We build a culture to support sustainable transportation.

### 2024 Progress

- The updated Active Transportation Plan was adopted in January 2024.
- Continued to offer top-up incentives for EV Ready Plans and electrical infrastructure upgrades to support at-home charging in existing multi-family buildings. Since this program launched in 2021, uptake has grown considerably and we now have 24 EV Ready Plans for multi-unit residential buildings, with 10 having completed the retrofits (providing over 760 EV ready stalls) and more expected in 2025. Considerable groundwork was also laid in 2024 to expand the Saanich-owned EV charging network in partnership with the CRD, support the electrification of car share vehicles, and bring new DC Fast Chargers to the community.

### 2025 Look Ahead

- Outstanding and priority actions from the e-mobility strategy will continue, including updating bike parking requirements in the zoning bylaw, supporting dedicated EV charging access for car shares in high density areas, continuing to expand Saanich's public charging network with a focus on more fast chargers in partnership with BC Hydro and more charging options in neighbourhoods with existing multi-family buildings, and delivering on a corporate fleet strategy and a climate-friendly commuter strategy.
- Explore options for accelerating the Active Transportation Plan implementation timeline.
- Support regional initiatives for multi-modal transportation and transportation planning coordination.

### Indicators



**Number of schools within Saanich that have completed active and safe routes to school programs in the last 10 years**

Source: CRD Active Travel Plans

	2022	2023	2024
Total eligible schools	25	25	25
Completed schools	23	23	23
% of total	92%	92%	92%



A bus passes a protected bike lane.

## **We achieve a significant shift to active modes of transportation to reduce vehicle trips.**

### **2024 Progress**

- The draft Quadra McKenzie Plan included the prioritization of sustainable transportation options.

### **2025 Look Ahead**

- Prioritize sustainable transportation options when developing new street designs across Saanich.
- Support higher density, mixed use development that promotes active transportation in centres, villages, and along rapid and frequent transit corridors.

### **Indicators**



**Percentage of all trips taken by walking, cycling, transit, motor vehicles**

Source: CRD – Origin Destination Travel Survey

- 2023: 26% Walk, cycle, transit  
74% motor
- 2017: 23% Walk, cycle, transit  
77% motor

## **We eliminate all fatalities and serious injuries on Saanich roads and trails.**

### **2024 Progress**

- Completed Saanich's first ever Road Safety Action Plan for Saanich residents.
- Implemented Phase II of the Council Speed Limit Establishment Policy on corridors and streets with increased crash risk/trends.

### **2025 Look Ahead**

- The implementation of Road Safety Action Plan is expected to begin in 2025.
- Implement Phase III of the Council Speed Limit Establishment Policy on corridors and streets with increased crash risk/trends.

### **Indicators**



**ICBC reported vehicle collisions involving people walking**

Source: ICBC

- 2023: 61
- 2022: 45



**ICBC reported vehicle collisions involving people cycling**

Source: ICBC

- 2023: 97
- 2022: 76



**ICBC reported fatal vehicle collisions involving people walking and cycling**

Source: ICBC

- 2023: 2
- 2022: 1

# We create more connections for people walking, cycling, and using transit.

## 2024 Progress

- Policy direction was included in the draft Quadra McKenzie Plan to support the implementation of Rapid Bus along McKenzie Avenue.
- The draft Quadra McKenzie Plan included the prioritization of sustainable transportation options.
- Staff participated in CRD-led consultation in establishing a new Transportation Authority, which will accelerate service improvements and secure increased investments that support increased transit ridership.

## 2025 Look Ahead

- Support implementation of a Rapid Bus along McKenzie Avenue and Highway 17.
- Support development of a world class multimodal sustainable transportation hub in the Uptown area.
- Work with BC Transit, the Victoria Regional Transit Commission, the CRD and other regional partners to accelerate service improvements and secure dramatically increased investments that support increased transit ridership.

## Indicators



### Total length of sidewalk network

Source: Corporate GIS

- 2024: 291 km
- 2023: 289 km
- 2022: 288 km



### Total length of bicycle network

Source: Corporate GIS

- 2024: 180 km
- 2023: 176 km
- 2022: 174 km



### Percentage of bus stops with shelters

Source: Engineering Department

- 2024: 37%
- 2023: 37%
- 2022: 36%

A bus waits at a recently updated intersection in Saanich.



# We build a network that is accessible and provides equitable mobility options.

## 2024 Progress

- Transportation projects included accessibility specifications to support visual impairment and wheelchair users.
- Council adopted an updated Active Transportation Plan and new Road Safety Action Plan that considers short and medium term priorities in equity-deserving areas.
- Bus stops are being designed and constructed in alignment with Provincial and Federal legislation.

## 2025 Look Ahead

- Ensure best practices in accessibility are considered in conjunction with all new or improved trail and roadway projects.
- Prioritize walking and cycling investments in equity-deserving areas and in locations where there is evidence of road safety issues.
- Ensure bus stops are designed to be accessible and in alignment with Provincial and Federal legislation; and advocate for BC Transit to reflect these improvements in their guidelines.

## Indicators



### Percentage of bus stops that are accessible

Source: Engineering Department

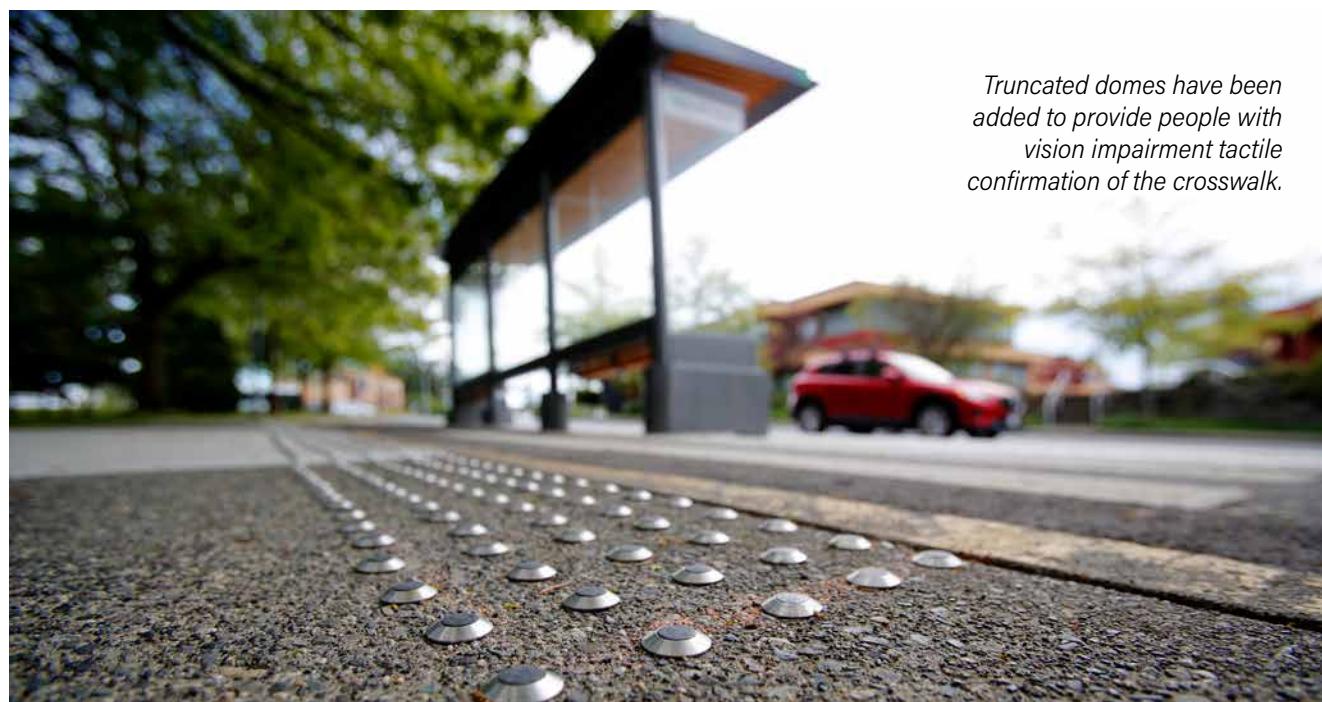
- 2024: 56%
- 2023: 54%
- 2022: 51%



### Percentage of traffic signals with audible pedestrian signals

Source: Corporate GIS

- 2024: 99%
- 2023: 99%
- 2022: 99%



Truncated domes have been added to provide people with vision impairment tactile confirmation of the crosswalk.

Ravine Way  
To Carey Rd  
NEXT LEFT

Nigel St

City Hall

Ravine Way  
To Carey Rd  
USE LEFT LANE

Liberation

St



*Viberg Boot is a third  
generation shoe  
manufacturer in Saanich.*



## ECONOMIC DEVELOPMENT

*Businesses on West Saanich Road*

***We focus on economic development to further diversify and expand our economic base which is foundational to a vibrant community.***

### 2024 Progress

- 2024 was the first year of implementation of the Strategy with key projects focusing on tourism, agriculture, and life sciences sectors and circular economy, and the hiring of an Economic Development Coordinator.
- Launched Saanich's Circular Economy Accelerator program for local businesses to apply circular business practices and become more competitive.

### 2025 Look Ahead

- The focus of activity for 2025 will be on business retention and expansion and the launching of a business visitation program and expanding our services for local business community.

### Indicators



#### Vacancy rate of commercial properties (retail, office, industrial)

Source: Colliers quarterly market report

- 2024 Annual Average:
  - Office: 8.05% (All of Greater Victoria)
  - Industrial: 1.03% (Saanich)
  - Retail - 2024 Q4: 5.3% (Saanich)
- 2023 Annual Average:
  - Office: 6.6% (All of Greater Victoria)
  - Industrial: 0.3% (Saanich)
  - Retail - 2023 Q4: 2.7% (Saanich)

*Detail for retail is New Starting in Q4*



#### Business generated property tax revenue

Source: JD Edwards

- 2024: 23.39%
- 2023: 23.27%
- 2022: 23.15%



#### Business licenses issued

Source: LPS Database

- 2024: 5,678
- 2023: 4,813
- 2022: 4,936



#### Permits issued for new commercial/industrial buildings

Source: Prospero

- 2024: 7
- 2023: 5
- 2022: 3



#### Permits issued for tenant improvements to existing commercial space

Source: Prospero

- 2024: 41
- 2023: 46
- 2022: 90



#### Number of local businesses engaged

Source: Economic Development Office

- 2024: 150
- 2023: 141

# **We commit to sustainable economic development that balances economic growth with environmental protection, social equity, and quality of life for residents.**

## **2024 Progress**

- The 48-member Citizens' Assembly launched in 2024 and was led by MASS LBP. Saanich and Victoria staff provided information as requested by the Assembly and consultants to help inform their deliberations to explore the costs, benefits and disadvantages of amalgamation.
- In an effort to align the District's economic development services to support economic reconciliation, First Nations engagement began in 2024, with the Economic Development Strategy being shared with the Indigenous Prosperity Centre and the Songhees Nation.
- Appointed management staff in Real Estate Services to oversee Saanich's strategic real estate objectives.
- Launched a "Why Saanich" page on saanich.ca featuring community proof points and real-time data. Conducted a best practice review of economic development websites and developed a microsite strategy.



## **2025 Look Ahead**

- The Citizens' Assembly will conclude its work in Q2/3 2025 with a report providing recommendations to Saanich and Victoria Councils on the costs, benefits and disadvantages of amalgamation.
- Communications and liaison work will continue in 2025 with the Esquimalt, Tsawout, Tseycum, Malahat and the Victoria Native Friendship Centre.
- The Real Estate Services Division will continue to support ongoing projects, including the temporary relocation of Nellie McClung Library to accommodate a site redevelopment, and the communications tower replacement project.
- Plans are underway to implement an economic development microsite on saanich.ca with content enhancements, storytelling elements, and integrated social media. A resources page will also be launched to support the local business community in navigating current economic challenges. Increase website traffic through strategic communications.

## **Indicators**



**Percentage of commercial, industrial and institutional area to residential property area in Saanich**

Source: Corporate GIS/ICI Land Capacity Zoning

- 2024: 25.5%
- 2023: 24%
- 2022: 19.5%

*Walking through sunny Cadboro Bay*



*Saanich is home to  
many small businesses*



*Our Public Works team  
keeps Saanich infrastructure  
and services running  
smoothly*



## ORGANIZATIONAL EXCELLENCE

Saanich Fire Fighters

*We balance efficiency, transparency, and engagement.*

### 2024 Progress

- Implemented Saanich's new public engagement platform, HelloSaanich. This platform provides a modern and efficient option to complement our other engagement strategies.
- Launched the new agenda management platform, Granicus OneMeeting. The software supports agendas, minutes, and reports for Council and all committees, and eliminates the need for paper-based workflows.
- Developed the Council Voting Dashboard using the agenda management platform.
- Held Council's inaugural Town Hall Meeting in 2024, providing an open informal setting for members of the public to speak directly to Council.

### 2025 Look Ahead

- Saanich will continue to engage with the public by inviting feedback and sharing project updates on HelloSaanich.
- Ongoing updates about the agenda management platform will be provided, enhancing public access for all Council and Committee records.
- The Council Voting Dashboard will be launched and updated regularly for the general public, providing data on voting and resolutions at Council meetings.
- Saanich will also host three additional Town Halls in 2025 and explore unfunded costs and options for enhanced audio and video accessibility.

### Indicators



**Residents who agree that Saanich welcomes resident involvement**

Source: \*\*\*

- 2024: 41%
- 2022: 50%



**Residents who agree that Saanich is doing a good job in general**

Source: \*\*\*

- 2024: 39%
- 2022: 58%



Quadra McKenzie community engagement workshop

\*\*\*Source the most recent Resident and Business Satisfaction Survey. The next survey will occur in 2026. For information on analysis and reporting of the results, please refer to the survey reports posted on [saanich.ca](http://saanich.ca)

# **We commit to sustainable economic development that balances economic growth with environmental protection, social equity, and quality of life for residents.**

## **2024 Progress**

- The work on reviewing various payment methods available to residents/businesses was postponed in 2024 due to the bank transition from HSBC to Royal Bank.
- Progress was made to develop a purchasing policy and signing authority.
- Reviewing implementation of digital capture of purchasing cards and cheque requisition receipts was postponed.
- A first step in modernizing utility rates was taken by applying fee increases to the base rate to reduce the volatility in the billing caused by a high dependency on the consumption rate.

## **2025 Look Ahead**

- Introducing new payment methods for residents and businesses will be reviewed and considered.
- Complete the purchasing policy and signing authority.
- Implementation of digital capture of purchasing cards and cheque requisition receipts.
- Review the changes to the utility rate design on revenue stability; advance the water meter replacement project to begin collecting data that will inform on the pace of change to rates and future options for tiered rates and season charges.
- Explore a new user fee for rainwater management.

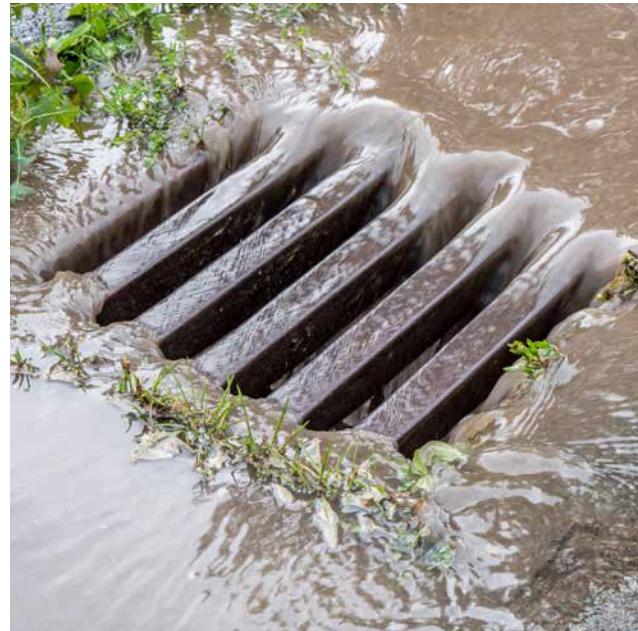
## **Indicators**



**Residents who agree they receive good value for the municipal taxes they pay**

Source: \*\*\*

- 2024: 46%
- 2022: 45%
- 2021: 51%



*Stormwater drain*

\*\*\*Source the most recent Resident and Business Satisfaction Survey. The next survey will occur in 2026. For information on analysis and reporting of the results, please refer to the survey reports posted on [saanich.ca](http://saanich.ca)

# We ensure continuous improvement to support robust and modern internal processes.

## 2024 Progress

- Implemented a new online pre-application process, a fully digital process for Residential and Commercial building permit applications, and a simplified process for Garden Suite permits.
- Developed and launched a District-wide scanning procedure to support digital records and ensure integrity and authenticity while reducing paper filing and storage.
- New Business Intelligence Dashboards are in development using PowerBI.

## 2025 Look Ahead

- The development application process will be further streamlined through initiatives including digitization of Development Permit and Rezoning applications, online eApply portal for building permits, and delegation of minor variances.
- Continue to review and update the District's Records Classification and Retention Schedule. 2025 initiatives will draw on the expertise of the additional staff resources in the Information Management Department.
- Procurement will begin for a new Human Resource Management System and Disability Management System. The E-Link (intranet) replacement project is underway and the Saanich.ca project will begin thereafter.

## Indicators



**Businesses who are satisfied with the services provided by Saanich**

Source: \*\*\*

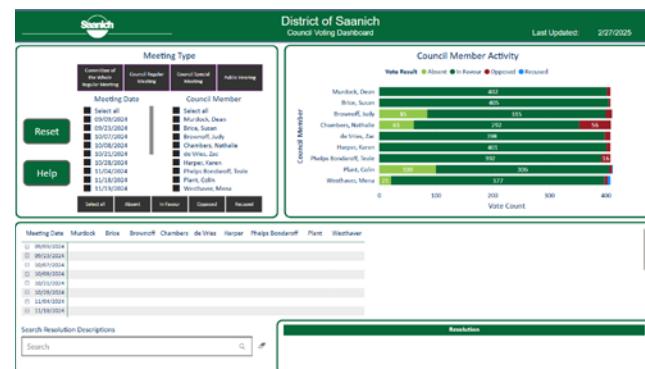
- 2022: 61%



**Residents who are satisfied with the quality of public services provided by Saanich**

Source: \*\*\*

- 2022: 68%



Saanich Council Voting Dashboard Tool

\*\*\*Source the most recent Resident and Business Satisfaction Survey. The next survey will occur in 2026. For information on analysis and reporting of the results, please refer to the survey reports posted on [saanich.ca](http://saanich.ca)

**We recognize that a healthy, safe, engaged, diverse, and effective workforce is our greatest asset and will invest accordingly.**

## 2024 Progress

- The draft People and Culture Plan was created and was submitted for review by senior leadership.
- Partnered with organizations across the province sharing best practice in psychological health and safety. Supported employee mental health, tackled stigma and normalize the conversation through monthly mental health talks and psychological health and safety training for workers, people leaders and senior leaders.
- Created in October 2024, the District's Learning and Development Framework provides a phased approach to learning, equipping employees with the skills and knowledge they need to perform and serve the community.

## 2025 Look Ahead

- The final/approved People and Culture Plan is expected to be launched in 2025. The four-year implementation plan contains 33 initiatives, 8 of which are expected to be complete by Q1 2025 with work on 11 other initiatives expected to continue in 2025.
- Continue to create and implement the Health and Safety Action Plan including focus on musculoskeletal injury prevention and psychological health and safety
- Phase 1 of the Learning and Development framework will be implemented, focusing on mandatory/core employee training, expansion of leadership development through Harvard ManageMentor, and the introduction of an Indigenous Learning Curriculum.

## Indicators



**Number of Saanich employees participating in related training programs**

Source: \*\*\*

- 2024: 1,692
- 2023: 1,763

New for 2023



Saanich employees show up for Spirit Day!

\*\*\*Source the most recent Resident and Business Satisfaction Survey. The next survey will occur in 2026. For information on analysis and reporting of the results, please refer to the survey reports posted on [saanich.ca](http://saanich.ca)

## **We practice asset management to support the sustainability of our services.**

### **2024 Progress**

- The Infrastructure Replacement Funding Strategy (IRFS) update was completed.
- Developed workplans for engineered and natural asset management plans and completed the natural assets inventory.
- Defined business functional needs, assessed existing asset management software, and identified gaps.

### **2025 Look Ahead**

- Continue work on the Asset Management Strategy 2023-2027 implementation plan.
- Implement the IRFS through the annual Financial Plan.
- Begin work on the 9 asset management plans.
- Develop a business case for a recommended asset management software solution.

### **Indicators**



#### **Asset management - Average Facility Condition Index (FCI) for all major District facilities**

Source: VFA Software

- 2023: 0.42
- 2018: 0.42



# Financial Section

## 2024 Financial Statements

The Corporation of the District of Saanich  
British Columbia

Fiscal year ended  
December 31, 2024

Prepared by:  
District of Saanich  
Finance Department



Government Finance Officers Association

### Canadian Award for Financial Reporting

Presented to

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

For its Annual  
Financial Report  
for the Year Ended

**December 31, 2023**

*Christopher P. Morill*

Executive Director/CEO

# Message from the Director of Finance



As the Director of Finance and the Chief Financial Officer for the District of Saanich, I am pleased to present the audited financial statements for the year ending December 31, 2024. The financial statements are the responsibility of the Saanich leadership team. The statements have been prepared in compliance with Section 167 of the Community Charter, and in accordance with generally accepted accounting principles approved by the Public Sector Accounting Board. The financial statements have been audited by KPMG LLP who have expressed their opinion that the statements present fairly, in all material aspects, the financial position of the District as of December 31, 2024. Saanich maintains a system of internal accounting controls designed to safeguard the assets of the District and provide reliable financial information.

## Executive summary of financial results

As detailed in the 2024 financial statements, the District's financial results reflect an improved financial position and a continued commitment to sound financial management. The District's net investment in capital assets increased by \$44.3 million. Total reserve funds and appropriated surplus decreased by \$9.4 million due to uses of reserve funds such as facility replacement and capital works to fund capital projects. Saanich's overall financial position therefore strengthened by \$35.2 million and all of this places us in a better position to provide sustainable services to our community over the long term.

Saanich's accumulated surplus continued to grow in 2024, reflecting the ongoing commitment to strengthening capacity to meet financial obligations. Saanich has been proactive in our financial commitment to sustainable infrastructure renewal since 2008 and our equity in capital assets makes up the most significant portion of the accumulated surplus balance (\$968.4 million), followed by reserve balances (\$130.9 million).

Revenue increases for 2024 include sales of services of \$3.1 million due to an increase in fees and revenues collected by the recreation facilities, and an increase in property taxation revenue of \$13.5 million. Transfers from other governments decreased by \$13.4 million and this was due to a one-time transfer in 2023 of \$14.6 million from the province for the Growing Communities fund. Total expenses increased by \$20.4 million or 7.90% over 2023 mainly due to higher costs in Protective Services, increased volume of services provided in recreation programs, bylaw services and park operations, and higher inflationary costs for facilities, road, sewer, and water capital expenditure and maintenance.

While Saanich continues to be well managed financially, improvements are always possible; staff and Council are constantly looking to enhance our financial and asset management planning processes to ensure long term financial sustainability. Saanich continues its commitment to continuous improvement and long-term financial sustainability as reflected in its service enhancements; financial policies and processes; increasing investment in capital assets and reserves, and prudent management of debt.

A handwritten signature in black ink, appearing to read "Paul Arslan".

Paul Arslan, Chief Financial Officer



May 12, 2025

Mayor and Council  
District of Saanich

Dear Mayor and Council,

I am pleased to present the financial statements for the fiscal year ending December 31, 2024, 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.

The Corporation 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 Corporation's management, fairly present the financial position of the District of Saanich and the results of its 2024 operations.

In 2024, investment in tangible capital assets such as lands, parks infrastructure, roads and sidewalks increased by \$44.3 million. Total reserve funds and appropriated surplus decreased by \$9.4 million due to uses of reserve funds such as facility replacement and capital works to fund capital projects, while capital reserves increased by \$7.0 million to allow for carry forward funding on multi-year capital projects. The net changes above result in the accumulated surplus showing an increase to the Corporation's overall financial position by \$35.2 million.

Revenue increases for 2024 include sale of services of \$3.1 million due to an increase in fees and revenues collected by the recreation facilities, and an increase in property taxation revenue of \$13.5 million. Transfer from other governments decreased by \$13.4 million due to the unusual, one-time transfer in 2023 of \$14.6 million from the province for the Growing Communities fund.

Total expenses increased by \$20.4 million or 7.90% over 2023 mainly due to higher costs in Police Services, increased volume of services provided in recreation programs, bylaw services and park operations, and higher inflationary costs for facilities, road, sewer, and water maintenance.

The Corporation's prudent approach to financial management is reflected in the increasing financial assets level, moderate use of long-term debt, and level of reserves.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Paul Arslan".

Paul Arslan  
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 is 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 Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Corporation's financial statements.



---

Brent Reems  
Chief Administrative Officer



---

Paul Arslan  
Director of Finance

May 12, 2025



**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 AUDITOR'S REPORT

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

### ***Opinion***

We have audited the financial statements of the Corporation of the District of Saanich (the Corporation), which comprise:

- the statement of financial position as at December 31, 2024
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2024, 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.

### ***Basis for Opinion***

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

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

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

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

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

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



*Corporation of the District of Saanich*  
Page 2

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

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

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

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

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

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

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

We also:

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.



*Corporation of the District of Saanich*  
Page 3

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*  
                  

Chartered Professional Accountants

Victoria, Canada  
May 12, 2025

# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATEMENT OF FINANCIAL POSITION

December 31, 2024, with comparative information for 2023

	2024	2023 Restated Note 1(q)(i)
<b>Financial assets:</b>		
Cash and cash equivalents (note 2)	\$ 232,764,707	\$ 209,171,302
Investments (note 2)	93,024,702	106,540,909
<b>Receivables:</b>		
Property taxes	3,459,613	2,924,288
Board of Cemetery Trustees of Greater Victoria (note 3b)	377,390	460,780
Accounts receivable	21,943,956	18,438,552
MFA cash deposit (note 4)	900,252	906,865
Other assets	6,797	19,978
	352,477,417	338,462,674
<b>Financial liabilities:</b>		
Accounts payable and accrued liabilities	39,492,890	29,429,113
Accrued employee benefit obligations (note 5)	22,293,239	21,560,239
Debt (note 3)	82,635,421	57,735,841
Deferred revenue (note 6)	29,433,231	23,916,119
Deposits and prepayments	29,494,474	26,154,566
Asset retirement obligation (note 8)	10,517,129	10,214,709
	213,866,384	169,010,587
<b>Net financial assets</b>	<b>138,611,033</b>	<b>169,452,087</b>
<b>Non-financial assets:</b>		
Deposits on assets	-	3,251,101
Inventories of supplies	4,530,556	4,840,665
Prepaid expenses	2,213,298	2,136,510
Tangible capital assets (note 9)	1,061,185,573	991,647,994
	1,067,929,427	1,001,876,270
<b>Contingent liabilities, contracts, commitments (notes 4, 11, 12)</b>		
<b>Accumulated surplus (note 10)</b>	<b>\$1,206,540,460</b>	<b>\$ 1,171,328,357</b>

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, 2024, with comparative information for 2023

	Budget	2024	2023 Restated Note 1(q)(i)
	(note 13)		
<b>Revenue:</b>			
Taxes (note 7)	\$ 177,342,533	\$ 176,830,604	\$ 163,366,880
Grants in lieu of taxes	3,451,683	3,484,979	3,387,428
Sales of services	23,971,655	27,564,288	24,446,127
Revenue from own sources	20,165,302	26,685,659	24,540,759
Government transfers (note 7)	1,988,985	3,401,434	16,850,691
Sale of water	25,737,064	24,995,830	24,925,059
Water service charges	1,720,000	1,828,059	1,734,353
Sewer user charges	29,737,925	29,460,240	28,633,183
Grants and contributions	13,337,300	12,527,369	12,170,516
Developer contributions	-	3,188,509	6,247,386
Development cost charges (note 6)	6,465,500	2,746,969	3,778,372
Sub-regional parks reserve (note 6)	250,000	-	-
Other	365,631	922,930	870,147
<b>Total revenue</b>	<b>304,533,578</b>	<b>313,636,870</b>	<b>310,950,901</b>
<b>Expenses:</b>			
General government services	37,800,102	41,847,918	34,594,391
Protective services	78,212,177	82,010,471	73,236,943
Engineering and public works	38,486,474	31,615,918	33,648,338
Refuse collection	10,039,304	10,380,255	9,220,967
Community planning	7,161,354	6,429,814	6,102,583
Recreation, parks and cultural	58,848,671	57,741,309	51,719,188
Water utility	23,122,193	22,920,396	22,912,662
Sewer utility	27,086,161	25,346,678	26,228,427
Other fiscal services	128,500	132,008	381,713
<b>Total expenses</b>	<b>280,884,936</b>	<b>278,424,767</b>	<b>258,045,212</b>
Annual surplus	23,648,642	35,212,103	52,905,689
Accumulated surplus, beginning of year	1,171,328,357	1,171,328,357	1,118,422,668
<b>Accumulated surplus, end of year</b>	<b>\$ 1,194,976,999</b>	<b>\$ 1,206,540,460</b>	<b>\$ 1,171,328,357</b>

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, 2024, with comparative information for 2023

	Budget	2024	2023 Restated Note 1(q)(i)
Annual surplus	\$ 23,648,642	\$ 35,212,103	\$ 52,905,689
Acquisition of tangible capital assets	(114,154,900)	(93,229,058)	(56,907,081)
Developer contributions of tangible capital assets	-	(3,188,509)	(6,247,386)
Amortization of tangible capital assets	23,353,600	26,341,748	26,449,006
Decrease (increase) in deposits on assets	-	3,251,101	(3,251,101)
Decrease (increase) in tangible capital assets due to asset retirement obligations	-	23,655	(9,869,570)
Loss (gain) on disposal of tangible capital assets	-	514,585	(92,957)
	(90,801,300)	(66,286,478)	(49,919,089)
Purchase of inventories of supplies	-	310,109	(157,635)
Purchase of prepaid expenses	-	(76,788)	(307,885)
	-	233,321	(465,520)
Change in net financial assets	(67,152,658)	(30,841,054)	2,521,080
Net financial assets, beginning of year	169,452,087	169,452,087	166,931,007
Net financial assets, end of year	\$ 102,299,429	\$ 138,611,033	\$ 169,452,087

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, 2024, with comparative information for 2023

	2024	2023 Restated Note 1(q)(i)
Cash provided by (used in):		
Operating Activities:		
Annual surplus	\$ 35,212,103	\$ 52,905,689
Items not involving cash:		
Amortization	26,341,748	26,449,006
Accretion of asset retirement obligations	326,075	345,139
Developer contributions of tangible capital assets	(3,188,509)	(6,247,386)
Actuarial adjustment on debt	(565,237)	(476,119)
Accrued employee benefit obligations	733,000	558,100
Loss (gain) on disposal of tangible capital assets	514,585	(92,957)
Change in non-cash assets and liabilities:		
Property taxes receivable	(535,325)	(115,419)
Board of Cemetery Trustees receivable	83,390	79,419
Accounts receivable	(3,505,404)	(562,614)
Other assets	13,181	(13,181)
Accounts payable and accrued liabilities	10,063,777	94,312
Deferred revenue	5,517,112	3,731,167
Deposits and prepayments	3,339,908	1,231,306
Inventories of supplies	310,109	(157,635)
Prepaid expenses	(76,788)	(307,885)
Net change in cash from operating activities	74,583,725	77,420,942
Capital Activities:		
Cash used to acquire tangible capital assets	(93,229,058)	(56,907,083)
Decrease (increase) in deposits on tangible capital assets	3,251,101	(3,251,101)
Net change in cash from capital activities	(89,977,957)	(60,158,184)
Investing Activities:		
Net increase in investments	13,516,207	11,518,926
Financing Activities:		
MFA cash deposit	6,613	(147,140)
Debt proceeds	30,795,770	15,987,413
Debt repaid	(5,247,563)	(4,309,799)
Debt repaid (Board of Cemetery Trustees)	(83,390)	(79,419)
Net change in cash from financing activities	25,471,430	11,451,055
Increase in cash and cash equivalents	23,593,405	40,232,739
Cash and cash equivalents, beginning of year	209,171,302	168,938,563
Cash and cash equivalents, end of year	\$ 232,764,707	\$ 209,171,302

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, 2024

---

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 principal 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, deposit notes, 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. Short-term investments are comprised of guaranteed investment certificates and deposit notes with a maturity date of 3 months to one year subsequent to acquisition date, while investments with a maturity date greater than one year are classified as long-term. 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.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

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

#### 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 the 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) Asset retirement obligations:

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

A liability for the removal of asbestos in several building owned by the Corporation has been recognized and a liability for the removal of contaminated soil also recognized based on estimated future expenses.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

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

#### i) Asset retirement obligation (continued):

The liability is discounted using a present value calculation and is adjusted yearly for accretion expense. The recognition of any liability will result in an accompanying increase to the respective tangible capital assets.

#### j) 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 and stipulations not yet fulfilled are included in deferred revenue. These government transfers may also be deemed as grants and contributions when all criteria have been met to recognize as revenue. Otherwise, it will be included in deferred revenue.

#### k) 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.

#### l) Revenue:

Revenue from unilateral transactions is recognized when the Corporation has the ability to claim or retain an inflow of economic resources and a past transaction or event giving rise to the asset has occurred. Revenue from exchange transactions is recognized when or as the Corporation has satisfied performance obligations.

#### m) Loan guarantees:

Periodically the Corporation provides loan guarantees on specific debt issued by related authorities and other entities not consolidated in the Corporation's financial statements. Loan guarantees are accounted for as contingent liabilities and no amounts are accrued in the financial statements of the Corporation until the Corporation considers it likely that the borrower will default on the specified loan obligation. Should a default occur, the Corporation's liability would be recorded in the financial statements.

#### n) Non-financial assets:

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

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

### 1. Significant accounting policies (continued):

#### m) Non-financial assets (continued):

- 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.

- 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.

- 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.

- Interest capitalization

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

- 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.

- Inventories of supplies

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

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

### 1. Significant accounting policies (continued):

#### n) 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 Corporation-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 Corporation 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.

#### o) Financial instruments:

The Corporation's financial instruments include cash and cash equivalents, investments, receivables, MFA cash deposits, accounts payable and accrued liabilities and debt.

Financial instruments are recorded at fair value on initial recognition and subsequently at amortized cost. The Corporation does not hold any equity instruments or derivatives and has not elected to carry any other financial instruments at fair value. There are no unrealized changes in fair value in the years presented; as a result, the Corporation does not have a Statement of Remeasurement Gains and Losses.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the Statement of Operations.

Transaction costs incurred on the acquisition of financial instruments recorded at cost are included in the cost and amortized on an effective interest basis.

#### p) 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. Estimates include assumptions used in estimating historical cost and useful lives of tangible capital assets, asset retirement obligations, 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, 2024

---

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

#### q) Change in accounting policies:

##### i) PS 3400 – Revenue:

On January 1, 2024 the Corporation adopted the Public Sector Accounting Standard PS 3400 – *Revenue*. The standard was adopted retroactively from January 1, 2023. The new standard provides general revenue recognition guidance on how to account for, and report on, revenue not covered under other standards for specific streams. The adoption of this new standard resulted in a decrease to accumulated surplus at January 1, 2023 of \$332,765.

##### ii) PS3160 – Public Private Partnerships:

On January 1, 2024, the District adopted Canadian Public Sector Accounting Standard PS 3160 – *Public Private Partnerships*. The new standard addresses the recognition, measurement, presentation, and disclosure of infrastructure procured by public sector entities through certain types of public private partnership arrangements. The adoption of this new standard did not result in changes to previously reported amounts in the financial statements.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

### 2. Cash, cash equivalents and investments:

	2024	2023
Cash and cash equivalents:		
Cash	\$ 222,634,610	\$ 199,506,126
Municipal Finance Authority money market fund	10,130,097	9,665,176
	232,764,707	209,171,302
Short-term investments:		
Guaranteed investment certificates	-	-
Long-term investments:		
Guaranteed investment certificates	35,000,000	50,000,000
Municipal Finance Authority bonds	58,024,702	56,540,909
	93,024,702	106,540,909
Total investments	93,024,702	106,540,909
Total cash, cash equivalents and investments	\$ 325,789,409	\$ 315,712,211

The Cash balance consists of bank accounts, Municipal Finance Authority pooled high interest savings accounts, and the money market fund with rates ranging from 3.80% to 5.90% (2023 - 4.11% to 5.65%). Guaranteed investment certificates and Municipal Finance Authority non-money market funds had effective yields ranging from 4.86% to 5.90% (2023 - 3.35% to 6.60%) with maturities from 2024 to 2033.

The Municipal Finance Authority Funds earn interest based on current market conditions and do not have set maturity dates. Funds can be withdrawn within three days' notice.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

### 3. Debt:

	2024	2023
Debt principal:		
Short term	\$ 35,920,451	\$ 5,806,801
Long term	46,714,970	51,929,040
	<hr/> \$ 82,635,421	<hr/> \$ 57,735,841

- a) While the gross debenture debt issued as at December 31, 2024 was \$77,823,830 (2023 - \$77,823,830), 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 \$34,332,680 (2023 - \$4,448,480) and MFA 5-year equipment financing in the amount of \$1,587,771 (2023 - \$1,358,322).

- b) The City of Victoria and the Corporation established the Board of Cemetery Trustees of Greater Victoria in 1922 under the Municipal Cemeteries Act. The Board is a not-for-profit organization that operates the Royal Oak Burial Park. The terms of the agreement provides the Board a borrowing limit of \$3 million, with the City of Victoria and the Corporation providing equal guarantee. Under this agreement, in 2003 the Corporation borrowed \$1,500,000 of long-term debt through the Municipal Finance Authority on behalf of the Board. The Corporation is reimbursed for all payments of principal and interest as they are paid. In 2024 the debt and the receivable balance recorded in the financial statements is \$377,390 (2023 - \$460,780). On December 31, 2024, the Board also had an outstanding demand loan of \$0 (2023 - \$484,305) with the Bank of Montreal. The Corporation's guaranteed portion of both the long-term debt and demand loan is \$188,696 (2023 - \$628,349).

- c) Principal payments on debt for the next five years and thereafter are as follows:

	General	Sewer	Total
2025	\$ 36,743,747	\$ 750,248	\$ 37,493,995
2026	4,196,876	688,515	4,885,391
2027	3,442,470	688,515	4,130,985
2028	3,207,724	688,515	3,896,239
2029	2,685,261	688,515	3,373,776
2030 and thereafter	23,843,262	5,011,773	28,855,034

Interest on debt ranges from 0.91% to 4.97% with maturity dates from October 1, 2025, to October 12, 2053. Interest expense on debt during the year was \$3,561,778 (2023 - \$1,757,316).

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

### 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 of December 31, 2024, there were contingent demand notes of \$2,524,867 (2023 - \$2,698,404) 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:

	2024	2023	Increase (Decrease)
Vacation pay and banked overtime	\$ 3,897,600	\$ 4,845,100	\$(947,500)
Accumulated sick leave and retirement benefit payment	14,287,800	14,450,300	(162,500)
Accrued benefit obligation	18,185,400	19,295,400	(1,110,000)
Add unamortized net actuarial gain	4,107,839	2,264,839	1,843,000
Accrued employee benefit obligations, end of year	22,293,239	21,560,239	733,000
Less funded amount	(10,923,802)	(10,738,565)	(185,237)
Total unfunded employee benefit obligations	\$ 11,369,437	\$ 10,821,674	\$ 547,763

Accrued vacation pay, banked overtime, and accumulated sick leave represent the liability of 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 unamortized net actuarial gain is amortized over the employees' average remaining service lifetime (12 years, 11 years in 2023).

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

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

Information about liabilities for the Corporation's employee obligations is as follows:

	2024	2023
Accrued benefit obligations:		
Balance, beginning of year	\$ 21,560,239	\$ 21,002,139
Current service cost	1,498,000	1,415,200
Interest cost	815,100	822,300
Benefits paid	(1,777,400)	(1,538,300)
Actuarial loss on event-driven liabilities	451,000	144,800
Actuarial gain	(253,700)	(285,900)
Balance, end of year	\$ 22,293,239	\$ 21,560,239

The accrued benefit obligations and the benefit costs were estimated by actuarial valuation by an independent actuarial firm. For event-driven liabilities, actuarial gains or losses are immediately recognized.

Key estimates used in the valuation:

	2024	2023
Discount rates	4.30%	4.10%
Expected future inflation rates	2.50%	2.50%
Expected wage and salary increases	2.50% to 5.90%	2.50% to 5.90%

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 of December 31, 2024, the Plan has about 256,000 active members and approximately 129,000 retired members. Active members include approximately 45,000 contributors from local governments.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

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

The most recent valuation for the Municipal Pension Plan as of December 31, 2021, indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

The Corporation paid \$12,406,949 (2023 - \$11,666,763) for employer contributions while employees contributed \$10,449,996 (2023 - \$9,809,243) to the Plan in fiscal 2024.

The next valuation will be as at December 31, 2024.

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, 2020, and extrapolated to December 31, 2021. At December 31, 2023, the total plan provision for approved and unreported claims was \$27,791,600 with a plan deficit of \$3,419,021. The actuary does not attribute portions of the unfunded liability to individual employers. The Corporation paid \$698,969 (2023 - \$598,218) for employer contributions and the Corporation's employees paid \$699,381 (2023 - \$600,041) for employee contributions to the plan in 2024.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

### 6. Deferred revenue:

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

	2024	2023 Restated Note 1(q)(i)
Development cost charges:		
Balance, beginning of year	\$ 15,605,431	\$ 14,130,853
Investment income	676,186	713,339
Fees and contributions	2,863,744	4,539,611
Amounts spent on projects and recorded as revenue	(2,746,969)	(3,778,372)
Balance, end of year	16,398,392	15,605,431
Sub-regional parks reserve:		
Balance, beginning of year	1,176,686	1,152,137
Investment income	33,045	24,549
Fees and contributions	-	-
Amounts spent on projects and recorded as revenue	-	-
Balance, end of year	1,209,731	1,176,686
General operating fund deferred revenue	10,688,546	5,944,141
Capital fund deferred revenue	1,136,562	1,189,861
<b>Total deferred revenue</b>	<b>\$ 29,433,231</b>	<b>\$ 23,916,119</b>

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

### 7. Taxation and Government Transfers:

#### a) Taxes

	2024	2023
General Purpose:		
Property Tax	\$ 174,985,681	\$ 161,364,418
Utility 1% Tax	1,445,810	1,514,412
	176,431,491	162,878,830
Special Assessments:		
Cadboro Bay Village Business Improvement Area	20,000	20,000
Hotel Room Tax:		
Tourism Victoria – Destination Marketing Commission	379,113	468,050
	\$ 176,830,604	\$ 163,366,880

#### 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.

	2024	2023
Provincial Government - school taxes	\$ 63,898,072	\$ 61,718,502
Capital Regional District	12,727,316	11,861,348
Capital Regional Hospital District	6,784,103	6,857,662
Municipal Finance Authority	10,884	10,953
B.C. Assessment Authority	1,944,282	1,907,516
B.C. Transit Authority	15,731,494	11,086,464
	\$ 101,096,151	\$ 93,442,445

#### c) Government transfers:

	2024	2023
Operating transfers:		
Federal	\$ 29,000	\$ 65,020
Provincial	3,372,434	16,785,671
	\$ 3,401,434	\$ 16,850,691

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

### 8. Asset retirement obligation:

The Corporation owns land and operates several buildings that are known to have asbestos, hazardous materials including lead paint, and soil contamination which represents a health hazard upon demolition of the buildings and redevelopment of the land. There is a legal obligation to remove the asbestos, hazardous materials, and soil contamination.

Estimated costs of \$10,517,129 (2023 - \$10,214,709) have been discounted using a present value calculation with a discount rate of 3.99% (3.99% - 2023) for buildings over 10 years and 3.35% (3.73% 2023) for land over 5 years. Discount rates based on the December 31, 2024 Municipal Finance Authority are indicative long-term finance rates.

	2024	2023
Balance, beginning of year:	\$ 10,214,709	\$ -
Initial recognition of expected discounted cash flows:		
Buildings	36,558	1,869,570
Land	-	8,000,000
Decrease due to disposal:		
Buildings	(60,213)	-
Increase due to accretion:		
Buildings	48,078	46,739
Land	277,997	298,400
Balance, end of year:	\$ 10,517,129	\$ 10,214,709

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

### 9. Tangible capital assets:

Cost	Balance at December 31, 2023	Additions	Disposals and transfers	Balance at December 31, 2024
Land	\$ 324,115,811	\$ 22,181,537	\$ -	\$ 346,297,348
Vehicles, machinery & equipment	87,881,975	10,387,327	2,817,048	95,452,254
Buildings & building improvements	160,510,697	8,870,561	295,214	169,086,044
Park infrastructure	47,457,079	767,073	-	48,224,152
Drainage infrastructure	226,833,824	2,971,525	-	229,805,349
Roads infrastructure	237,184,010	4,572,043	-	241,756,053
Water infrastructure	172,957,746	4,091,145	13,911	177,034,980
Sewer infrastructure	181,037,727	3,794,330	-	184,832,057
Assets under construction	64,457,238	103,275,824	64,457,238	103,275,824
Total	\$ 1,502,436,107	\$ 160,911,365	\$ 67,583,411	\$ 1,595,764,061

Accumulated amortization	Balance at December 31, 2023	Disposals	Amortization expense	Balance at December 31, 2024
Land (ARO amortization)	\$ 1,600,000	\$ -	\$ 1,600,000	\$ 3,200,000
Vehicles, machinery & equipment	56,058,234	2,396,149	7,487,523	61,149,608
Buildings & building improvements	59,438,998	145,447	3,444,691	62,738,242
Park infrastructure	35,470,207	-	1,224,482	36,694,689
Drainage infrastructure	98,140,058	-	2,498,891	100,638,949
Roads infrastructure	116,391,900	-	5,759,693	122,151,593
Water infrastructure	64,954,352	9,777	2,259,952	67,204,527
Sewer infrastructure	78,734,364	-	2,066,516	80,800,880
Assets under construction	-	-	-	-
Total	\$ 510,788,113	\$ 2,551,373	\$ 26,341,748	\$ 534,578,488

	Net book value December 31, 2023	Net book value December 31, 2024
Land	\$ 322,515,811	\$ 343,097,348
Vehicles, machinery & equipment	31,823,741	34,302,646
Buildings & building improvements	101,071,699	106,347,802
Park infrastructure	11,986,872	11,529,463
Drainage infrastructure	128,693,766	129,166,400
Roads infrastructure	120,792,110	119,604,460
Water infrastructure	108,003,394	109,830,453
Sewer infrastructure	102,303,363	104,031,177
Assets under construction	64,457,238	103,275,824
Total	\$ 991,647,994	\$ 1,061,185,573

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

### 9. Tangible capital assets (continued):

Cost	Balance at December 31, 2022	Additions	Disposals and transfers	Balance at December 31, 2023
Land	\$ 311,244,038	\$ 12,871,773	\$ -	\$ 324,115,811
Vehicles, machinery & equipment	81,350,759	8,231,721	1,700,505	87,881,975
Buildings & building improvements	149,834,913	10,675,784	-	160,510,697
Park infrastructure	47,244,916	212,163	-	47,457,079
Drainage infrastructure	219,910,671	6,923,153	-	226,833,824
Roads infrastructure	229,151,839	8,032,171	-	237,184,010
Water infrastructure	167,022,959	5,941,786	6,999	172,957,746
Sewer infrastructure	177,691,517	3,346,210	-	181,037,727
Assets under construction	47,288,521	64,457,238	47,288,521	64,457,238
Total	\$ 1,430,740,133	\$ 120,691,999	\$ 48,996,025	\$ 1,502,436,107

Accumulated amortization	Balance at December 31, 2022	Disposals	Amortization expense	Balance at December 31, 2023
Land (ARO amortization)	\$ -	\$ -	\$ 1,600,000	\$ 1,600,000
Vehicles, machinery & equipment	49,204,974	1,414,021	8,267,281	56,058,234
Buildings & building improvements	56,330,742	-	3,108,256	59,438,998
Park infrastructure	34,251,022	-	1,219,185	35,470,207
Drainage infrastructure	95,699,122	-	2,440,936	98,140,058
Roads infrastructure	110,873,773	-	5,518,127	116,391,900
Water infrastructure	62,759,540	6,999	2,201,811	64,954,352
Sewer infrastructure	76,640,954	-	2,093,410	78,734,364
Assets under construction	-	-	-	-
Total	\$ 485,760,127	\$ 1,421,020	\$ 26,449,006	\$ 510,788,113

	Net book value December 31, 2022	Net book value December 31, 2023
Land	\$ 311,244,038	\$ 322,515,811
Vehicles, machinery & equipment	32,145,785	31,823,741
Buildings & building improvements	93,504,171	101,071,699
Park infrastructure	12,993,894	11,986,872
Drainage infrastructure	124,211,549	128,693,766
Roads infrastructure	118,278,066	120,792,110
Water infrastructure	104,263,418	108,003,394
Sewer infrastructure	101,050,564	102,303,363
Assets under construction	47,288,521	64,457,238
Total	\$ 944,980,006	\$ 991,647,994

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2023

---

### **9. Tangible capital assets (continued):**

#### a) Assets under construction

Assets under construction having a value of \$103,275,824 (2023 - \$64,457,238) 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 \$3,188,509 (2023 - \$6,247,386) comprised of land in the amount of \$8,711 (2023 - \$3,317,381), drainage, parks, and transportation infrastructure \$1,590,533 (2023 - \$1,232,217), and water and sewer infrastructure in the amount of \$1,589,265 (2023 - \$1,697,788). Contributed assets capitalized in 2024 were \$2,253,626 (2023 - \$5,668,523) with \$934,883 expensed (2023 - \$578,863) and the remaining amount is recognized as a deferred contribution of \$- (2023 - \$996,516).

#### 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. Land is the only category to which nominal values are assigned.

#### 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 2024 or 2023.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

### **10. Accumulated surplus:**

Accumulated surplus consists of individual fund surpluses and reserves as follows:

	2024	2023 Restated Note 1(q)(i)
<b>Surplus:</b>		
Invested in tangible capital assets	\$ 968,410,413	\$ 924,158,224
Operating funds	22,956,034	29,056,058
Capital funds	74,366,735	67,399,566
Unfunded employee benefit obligations	<u>(11,369,437)</u>	<u>(10,821,674)</u>
Total surplus	1,054,363,745	1,009,792,174
<b>Appropriated surplus set aside for:</b>		
Insurance	2,000,000	2,000,000
Future expenses	14,747,120	10,569,012
Working capital	4,450,000	4,450,000
Total appropriated surplus	21,197,120	17,019,012
<b>Reserves set aside for specific purpose by Council:</b>		
Land sales fund	60,402	58,753
Public safety and security fund	2,287,176	2,491,443
Prospect Lake fund	205,617	200,000
Carbon neutral fund	286,472	279,824
Climate action fund	1,818,319	776,328
Equipment depreciation fund	13,169,468	14,600,121
Growing communities fund	13,471,147	15,242,599
Capital works fund	46,768,774	56,450,928
Urban forest fund	601,250	446,025
Park lands acquisition fund	446,471	44,443
Commonwealth pool operating fund	-	-
Commonwealth pool high performance repair and replacement fund	290,006	294,363
Facility replacement fund	9,720,531	16,850,357
Computer hardware and software fund	14,212,724	13,076,238
Sayward gravel pit fund	215,637	218,114
Specific area capital project fund	2,372,857	2,338,982
Affordable Housing Fund	2,969,099	-
Water capital fund	5,949,429	6,058,564
Sewer capital fund	13,120,384	12,920,025
Development cost charge program municipal responsibility reserve	2,457,571	1,800,000
Receivable reserves	556,261	370,064
Total reserve funds	130,979,595	144,517,171
	<hr/>	<hr/>
	\$ 1,206,540,460	\$ 1,171,328,357

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

### **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 \$2,000,000 (2023 - \$2,000,000) to provide for claims, and also maintains insurance coverage to provide for insured claims should they exceed \$2,000,000 in any year.
- d) The Corporation has provided a 50% loan guarantee in respect of two Bank of Montreal demand loans of the Board of Cemetery Trustees of Greater Victoria. The guarantee covers a demand loan balance of up to \$1,900,000 (the Corporation's share: \$950,000). The loans bear interest at the Bank's prime lending rate plus 0.5%, calculated monthly. There are no monthly payments due on the loan. As of December 31, 2024 the combined demand loan balance was \$0 (2023 - \$484,305) with the Corporation's share of that balance being \$0 (2023 - \$242,152). In the Corporation's view, no provision for loss is required at this time.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

### **12. Contracts and commitments:**

At December 31, 2024, the following major contracts were in progress:

	Total amount of contract	Paid or accrued
Purchase of vehicles and equipment	\$ 18,427,775	\$ 1,882,250
Consulting and Parks and Public Works projects	59,744,741	14,342,951
Facilities projects	47,215,722	13,654,296

Commitments:

- a) The Corporation has contracted with Ravine Equities Inc. for the lease of property at Uptown to be used as a library (Emily Carr Library). The term of the lease is for 5 years ending December 2028. The lease payment is currently \$247,514 per annum and increasing slightly each year due to Saanich's share of the operating costs.
- b) 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 five years ending April, 2029. The lease payment is currently \$325,920 per annum and increasing slightly each year due to Saanich's share of the operating costs.
- c) The Corporation entered into a five-year agreement for police related dispatch services with E-Comm Emergency Communications for British Columbia Incorporated effective January 1, 2024. Under the terms of the agreement, E-Comm will provide 9-1-1 call answer and dispatch services including emergency call-taking, telephone reports, and radio dispatch for the Corporation. The annual charge will be based on the Corporation's share of actual costs for the calendar year as determined in the agreement. The estimated cost for 2025 is \$2,896,560.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

### 13. Budget data:

The budget data presented in these financial statements is based upon the 2024-2028 Financial Plan adopted by Council May 13, 2024. 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	\$ 249,747,300
Total Water Utility revenues per Financial Plan	28,803,400
Total Sewer Utility revenues per Financial Plan	30,461,900
Add:	
Net Fleet revenues recorded as gross per PSAB	1,515,519
Less:	
COVID-19 Restart Grant recognized as surplus appropriation per PSAB	(149,300)
Inter departmental revenues netted against expenses per PSAB	(5,845,241)
Total revenue	304,533,578
Expenses:	
Total General expenses per Financial Plan	225,626,100
Total Water Utility expenses per Financial Plan	22,072,200
Total Sewer Utility expenses per Financial Plan	24,966,600
Capital expenditure budget that is expensed per PSAB	13,343,800
Less:	
Reserve expenditure recognized as transfers per PSAB	(1,838,525)
Inter departmental revenues netted against expenses per PSAB	(3,285,239)
Total expenses	280,884,936
Annual surplus	\$ 23,648,642

### 14. Comparative figures:

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

### 15. Risk management:

The Corporation has exposure to the following risks from its use of financial instruments: credit risk, liquidity risk, and market risk (foreign currency risk, interest rate risk, and other price risk). Management oversees the Corporation's systems and practices of internal control and ensures that these controls contribute to the assessment and mitigation of risk. Management reports regularly to Council on its activities. The Corporation has experienced no change in its risk exposure and has not made any changes to its risk management policies and procedures during the year.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

### 15. Risk management (continued):

#### a) Credit risk:

Credit risk is the risk of a financial loss to the Corporation if a counterparty to a financial instrument fails to meet its contractual obligations resulting in a financial loss. Such risks arise principally from certain financial assets held by the Corporation consisting of cash and cash equivalents, investments, and receivables.

Cash and cash equivalents and investments are held with reputable financial institutions with investment grade external credit ratings. The majority of receivables are owing from government agencies. The Corporation is able to recover delinquent taxes through tax sale of properties with unpaid property taxes.

The Corporation assesses on a continuous basis its receivables and provides for any amounts that are collectible in an allowance for doubtful accounts. The maximum exposure to credit risk is the carrying value of financial assets.

#### b) Liquidity risk:

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they become due. The Corporation's objective is to have sufficient liquidity to meet these liabilities when due. The Corporation prepares financial plans, monitors its cash balance and cash flows to meet its liquidity requirements. Accounts payable and accrued liabilities are generally due within 30 days of receipt of an invoice.

#### c) Market risk:

Market risk is the risk that changes in market price, such as foreign exchange rates, interest rates and other price risks, will affect the Corporation's results of operations or the fair value of its holdings of financial instruments. In the normal course of operations, the Corporation makes purchases denominated in US dollars. The Corporation does not have any material transactions denominated in foreign currencies at year end.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The Corporation mitigates interest rate risk by investing in fixed-rate investments and debt. Investments are managed following the Corporation's investment policy and the performance of certain long-term investments is dependent on market conditions over time. Certain investments are subject to changes in market conditions. The Corporation does not invest for speculative purposes.

The imposition of US tariffs on cross-border trade will result in increased costs for goods and services procured from US suppliers, impacting operations and infrastructure projects. While the long-term impact of US tariffs remains uncertain, the District is actively working to monitor and mitigate the risks and impacts of the tariffs.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

### **16. Segmented information:**

The Corporation is a diversified municipal government organization providing a wide range of services to its citizens including General Government; Protective Services; Engineering and the Saanich Operations Centre; Planning; Parks, Recreation & Community Services, 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; Administration; Finance; Information Technology; Legislative and Protective Services; Tax Collection; Civic Centre 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**

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

#### **Planning**

The Planning Department is comprised of two Divisions: Community Planning and Current Planning. These Divisions manage all activities and applications relating to long range and current planning, and subdivision review.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2024

---

### **16. Segmented information (continued):**

#### **Parks, Recreation & Community Services**

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 2024 - 2028 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, 2024

## 16. Segmented information (continued):

	2024	General Government	Protective Services	Engineering	Planning	Parks, Recreation & Comm.	Water and Sewer	Reserve Funds	Total
<b>Revenue:</b>									
Taxes	\$ 25,026,915	\$ 68,835,595	\$ 33,099,833	\$ 3,919,145	\$ 45,949,116	\$ -	\$ -	\$ 176,830,604	
Grants in lieu of taxes	493,229	1,356,612	652,332	77,240	905,566	-	-	3,484,979	
Sales of services	-	906,947	8,845,590	-	17,811,751	-	-	27,564,288	
Other revenue from own sources	11,653,083	3,268,838	1,699,947	4,288,485	-	1,110,000	4,665,306	26,685,659	
Government transfers	200,000	1,354,975	-	1,522,398	324,061	-	-	3,401,434	
Sale of water and charges	-	-	-	-	26,823,889	-	-	26,823,889	
Sewer user charge	-	-	-	-	29,460,240	-	-	29,460,240	
Grants and contributions	246,664	-	2,400,482	-	894,819	58,393	8,927,011	12,527,369	
Development cost charges	2,497,403	-	-	-	-	249,566	-	2,746,969	
Developer contribution	-	-	1,599,244	-	-	1,589,265	-	3,188,509	
Sub-regional park fund	-	-	-	-	-	-	-	-	
Other	58,500	-	399,966	-	-	464,464	-	922,930	
<b>Total revenue</b>	<b>40,175,794</b>	<b>75,722,967</b>	<b>48,697,394</b>	<b>9,807,268</b>	<b>65,885,313</b>	<b>59,755,817</b>	<b>13,592,317</b>	<b>313,636,870</b>	
<b>Expenses:</b>									
Salaries, wages, and benefits	26,378,318	66,657,926	15,755,581	4,444,781	32,247,871	5,828,404	-	151,312,881	
Goods and services	5,802,834	11,584,733	8,843,961	1,980,574	10,794,774	34,896,478	-	73,903,354	
Interest and financial charges	1,838,546	-	1,511,146	-	292,712	392,612	-	4,035,286	
Other	1,302,689	-	-	-	7,520,314	-	-	8,823,003	
Capital expenditures	2,331,624	1,111,682	5,627,461	-	2,822,403	1,789,250	-	13,682,420	
Accretion	47,335	743	277,996	-	-	-	-	326,074	
Amortization	4,278,580	2,655,387	9,979,758	4,459	4,063,235	5,360,330	-	26,341,749	
<b>Total expenses</b>	<b>41,979,926</b>	<b>82,010,471</b>	<b>41,996,173</b>	<b>6,429,814</b>	<b>57,741,309</b>	<b>48,267,074</b>	<b>-</b>	<b>278,424,767</b>	
<b>Annual surplus (deficit)</b>	<b>(1,804,132)</b>	<b>(6,287,504)</b>	<b>6,701,221</b>	<b>3,377,454</b>	<b>8,144,004</b>	<b>11,488,743</b>	<b>13,592,317</b>	<b>35,212,103</b>	
Accumulated surplus, beginning of year								1,171,328,357	
Accumulated surplus, end of year								\$ 1,206,540,460	

# THE CORPORATION OF THE DISTRICT OF SAANICH

**NOTES TO FINANCIAL STATEMENTS**  
Year ended December 31, 2024

## 16. Segmented information (continued):

	General Government	Protective Services	Engineering	Planning	Parks, Recreation & Comm.	Water and Sewer	Reserve Funds	Total Restated Note 1(q)(i)
<b>Revenue:</b>								
Taxes	\$ 23,532,697	\$ 63,658,272	\$ 31,370,927	\$ 3,720,185	\$ 41,084,799	\$ -	\$ -	\$ 163,366,880
Grants in lieu of taxes	487,953	1,319,960	650,479	77,139	851,897	-	-	3,387,428
Sales of services	-	854,699	8,200,801	-	15,390,627	-	-	24,446,127
Other revenue from own sources	8,845,364	2,354,683	2,840,982	4,846,907	26,750	1,939,147	3,686,926	24,540,759
Government transfers	-	7,313,000	-	838,671	8,699,020	-	-	16,850,691
Sale of water and charges	-	-	-	-	-	26,659,412	-	26,659,412
Sewer user charge	-	-	-	-	-	28,633,183	-	28,633,183
Grants and contributions	114,154	-	3,999,935	-	231,933	-	7,824,494	12,170,516
Development cost charges	2,045,340	-	-	-	-	1,733,032	-	3,778,372
Developer contribution	-	-	4,549,598	-	-	1,697,788	-	6,247,386
Sub-regional park fund	-	-	-	-	-	-	-	-
Other	46,125	-	337,178	-	-	486,844	-	870,147
<b>Total revenue</b>	<b>35,071,633</b>	<b>75,500,614</b>	<b>51,949,900</b>	<b>9,482,902</b>	<b>66,285,026</b>	<b>61,149,406</b>	<b>11,511,420</b>	<b>310,950,901</b>
<b>Expenses:</b>								
Salaries, wages, and benefits	19,889,451	61,223,120	17,333,163	3,668,232	28,866,999	5,255,674	-	136,236,639
Goods and services	5,477,412	9,321,547	8,228,112	2,428,998	10,015,545	33,228,411	-	68,730,025
Interest and financial charges	518,969	-	1,043,191	-	235,157	331,549	-	2,128,866
Other	3,008,195	-	-	-	7,066,730	-	-	10,074,925
Capital expenditures	791,160	455,236	5,942,273	-	1,946,723	4,945,220	-	14,080,612
Accretion	46,739	-	298,400	-	-	-	-	345,139
Amortization	5,244,178	2,237,040	10,024,166	5,353	3,588,034	5,350,235	-	26,449,006
<b>Total expenses</b>	<b>34,976,104</b>	<b>73,236,943</b>	<b>42,869,305</b>	<b>6,102,583</b>	<b>51,719,188</b>	<b>49,141,089</b>	<b>-</b>	<b>258,045,212</b>
<b>Annual surplus (deficit)</b>	<b>95,529</b>	<b>2,253,671</b>	<b>9,080,595</b>	<b>3,380,319</b>	<b>14,565,838</b>	<b>12,008,317</b>	<b>11,511,420</b>	<b>52,905,689</b>
Accumulated surplus, beginning of year								1,118,422,668
Accumulated surplus, end of year								\$ 1,171,328,357

# THE CORPORATION OF THE DISTRICT OF SAANICH

## Schedule A, Statement of BC Safe Restart Grant

Year ended December 31, 2024  
(unaudited)

	2024	2023
Balance, beginning of year	\$ 582,078	\$ 1,312,304
Use of funds:		
Revenue losses due to previous recreation centre closures		
Impacting current staffing shortages for programs	(149,300)	(420,000)
Emergency Operations Centre and municipal facilities support for additional office protective barrier costs	(128,000)	(240,226)
Grants to Other Organizations	(10,000)	(70,000)
Balance, end of year	\$ 294,778	\$ 582,078

## Schedule B, Statement of Growing Communities Fund Grant

	2024	2023
Balance, beginning of year	\$ 15,242,599	\$ -
Use of funds:		
Growing Communities Fund Grant, funding received	-	14,634,000
Interest earned	779,591	608,599
Property purchase – Temporary Nellie McClung Library	(2,551,043)	-
Balance, end of year	\$ 13,471,147	\$ 15,242,599

## Schedule C, Statement of Local Government Housing Initiatives Fund Grant

	2024	2023
Balance, beginning of year	\$ -	\$ -
Use of funds:		
Local Government Housing Initiatives Fund Grant, funding received	712,442	-
Tillicum Burnside Corridor Plan	594	-
Development of Parking Standards	20,668	-
Water Modeling for Density Impacts	27,288	-
Sewer Modeling for Density Impacts	31,104	-
Balance, end of year	\$ 632,788	\$ -

# 2024 Statistical section

The Corporation of the District of Saanich  
British Columbia

Fiscal year ended  
December 31, 2024

Prepared by:  
District of Saanich  
Finance Department

# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATISTICAL SECTION

### Revenue by source – 5-year comparison

(unaudited)

	2024	2023	2022	2021	2020
Revenue:					
Taxes	176,830,604	163,366,880	151,734,601	141,801,217	135,550,511
Grants in lieu of taxes	3,484,979	3,387,428	3,183,076	3,034,859	2,752,988
Sales of services	27,564,288	24,446,127	20,541,273	16,543,879	14,267,113
Revenue from own sources	26,685,659	24,540,759	16,767,148	12,900,578	13,868,827
Transfers from other governments	3,401,434	16,850,691	2,381,939	2,077,743	9,450,242
Sale of water	24,995,830	24,925,059	21,989,587	22,263,168	20,084,156
Water service charges	1,828,059	1,734,353	1,912,858	1,518,712	1,709,175
Sewer user charges	29,460,240	28,633,183	26,972,653	27,196,375	25,129,666
Grants and contributions	12,527,369	12,170,516	9,553,217	18,843,891	6,885,886
Development cost charges	2,746,969	6,247,386	3,154,663	1,441,498	1,751,075
Developer contributions	3,188,509	3,778,372	7,555,004	7,508,467	3,940,405
Sub-regional park reserve	-	-	-	876,274	-
Other	922,930	870,147	758,381	709,038	859,403
	313,636,870	310,950,901	266,504,400	256,715,699	236,249,447

### Expenses by function and object – 5-year comparison

(unaudited)

	2024	2023	2022	2021	2020
Expenses by function:					
General government services	41,847,918	34,594,391	28,046,213	27,086,482	24,167,369
Protective services	82,010,471	73,236,943	68,018,797	63,949,096	60,921,083
Engineering and public works	31,615,918	33,648,338	29,755,247	27,686,082	29,940,238
Refuse collection	10,380,255	9,220,967	8,369,828	7,977,306	7,464,663
Community planning	6,429,814	6,102,583	4,931,407	4,323,819	3,713,129
Recreation, parks and cultural	57,741,309	51,719,188	46,833,143	41,640,879	39,927,177
Water utility	22,920,396	22,912,662	20,122,394	20,253,578	19,207,459
Sewer utility	25,346,678	26,228,427	24,523,072	22,747,453	21,554,510
Other fiscal services	132,008	381,713	74,893	72,776	128,745
	278,424,767	258,045,212	230,674,994	215,737,471	207,024,373
Expenses by object:					
Salaries, wages, and benefits	151,312,881	136,236,639	122,476,166	116,336,828	108,836,004
Goods and services	87,911,848	83,155,776	75,927,493	67,858,536	66,465,831
Interest and financial charges	4,035,286	2,128,866	1,535,921	1,480,347	1,524,400
Other	8,823,003	10,074,925	8,069,324	8,178,764	7,731,464
Amortization	26,341,749	26,449,006	22,666,090	21,882,996	22,466,674
	278,424,767	258,045,212	230,674,994	215,737,471	207,024,373

# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATISTICAL SECTION

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

	2024	2023	2022	2021	2020
Residential	46,591,153,573	47,081,436,076	42,045,648,460	34,019,087,376	32,656,753,450
Utilities	23,776,500	22,555,200	20,655,700	19,632,400	18,668,400
Light industry	47,771,900	41,598,400	33,977,400	29,531,900	27,591,900
Major industry	-	447,000	-	-	-
Business/other	3,021,690,633	2,940,510,679	2,659,104,964	2,449,975,199	2,490,797,701
Managed forest	-	-	-	-	16,400
Recreation/non-profit	19,057,000	23,456,000	23,061,800	19,408,400	18,880,400
Farm	3,616,704	3,607,487	3,731,002	3,638,630	3,574,282
	49,707,066,310	50,113,610,842	44,786,179,326	36,541,273,905	35,216,282,533

### Property taxes collected - 5-year comparison (unaudited)

	2024	2023	2022	2021	2020
Taxes due beginning of year	2,924,288	2,808,869	2,551,070	2,716,080	2,355,545
General purpose taxes	176,431,491	162,878,885	151,264,651	141,515,829	135,345,339
Special assessments	20,000	20,000	20,000	-	20,000
Penalties and interest	841,255	776,981	731,591	647,545	463,568
User and other charges	921,706	1,002,604	855,641	826,617	866,127
Taxes and charges due District of Saanich	181,138,740	167,487,339	155,422,953	145,706,071	139,050,579
Taxes and charges due Other authorities	101,096,151	93,442,445	86,545,155	82,238,994	74,683,509
Taxes and charges due	282,234,891	260,929,784	241,968,108	227,945,065	213,734,088
Taxes collected - District of Saanich	178,918,356	165,610,278	153,618,737	144,075,387	137,283,559
Taxes collected - Other Authorities	99,856,922	92,395,218	85,540,502	81,318,608	73,734,449
Taxes collected	278,775,278	258,005,496	239,159,239	225,393,995	211,018,008
Taxes outstanding	3,459,613	2,924,288	2,808,869	2,551,070	2,716,080
Percentage of taxes collected	98.77%	98.88%	98.84%	98.88%	98.73%

### Taxes levied for other authorities (unaudited)

	2024	2023	2022	2021	2020
Provincial Government – school taxes	63,898,072	61,718,502	57,371,811	54,279,269	46,730,570
Capital Regional District	12,727,316	11,861,348	11,309,041	10,372,537	10,056,089
Capital Regional Hospital District	6,874,103	6,857,662	6,873,997	7,307,594	7,663,810
Municipal Finance Authority	10,884	10,953	9,797	8,060	7,840
B.C. Assessment Authority	1,944,282	1,907,516	1,782,630	1,710,779	1,705,838
B.C. Transit Authority	15,731,494	11,086,464	9,197,879	8,560,755	8,519,362
	101,186,151	93,442,445	86,545,155	82,238,994	74,683,509

# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATISTICAL SECTION

### Municipal tax rates

(unaudited)

	2024	2023	2022	2021	2020
Residential	2.8633	2.5793	2.6832	3.0965	3.0378
Utilities	24.6215	24.6819	25.2581	25.9079	27.2421
Supportive Housing	2.8633	2.5793	2.6832	3.0965	3.0378
Major Industry	-	6.0993	-	-	-
Light Industry	6.0316	6.0993	6.8334	7.0277	7.1124
Business/Other	13.5922	12.6325	12.8853	13.0864	12.0517
Managed Forest	20.3883	18.9488	19.3280	19.6296	18.1167
Rec/Non-Profit	11.0995	9.3290	8.1467	8.1364	7.9042
Farm	0.5000	0.4935	0.4936	0.4933	0.4968

### Principal taxpayers

(unaudited)

Registered Owner	Primary Property	2024 Taxes Levied
Ravine Equities (Nominee) Inc.	Uptown Shopping Centre	\$ 6,265,436
Anthem Crestpoint Tillicum Holdings Ltd.	Tillicum Centre	2,275,240
University Heights Shopping Centre	University Heights Shopping Centre	2,023,981
Grosvenor Canada Ltd. & Admns Broadmead Investment Corp.	Broadmead Shopping Centre	1,482,437
4000 Seymour Place Building Ltd.	BC Systems Building	1,396,112
Island Home Centre Holdings Ltd.	Island Home Centre	1,195,671
Foundation For the University of Victoria	Vancouver Island Technology Centre	1,179,803
Royal Oak Shopping Centre Ltd. & Hansbraun Investments Ltd.	Royal Oak Shopping Centre	1,151,379
High Quadra Holdings Ltd./Hansbraun Investments Ltd./Marcentre Holdings Ltd./Highmark Holdings Ltd	Saanich Centre Shopping Centre	794,795
Saanich Plaza Holdings Ltd	Saanich Plaza Shopping Centre	756,633

### Principal industries of employment

(unaudited)

Occupation	Number of People
Management	820
Business, finance, and administration	10,710
Natural and applied sciences and related	6,060
Health	5,905
Education, law and social, community and government services	9,455
Art, culture, recreation, and sport	2,505
Sales and services	15,450
Trades, transport, and equipment operators and related	8,280
Natural resources, agriculture, and related production	1,315
Manufacturing and utilities	1,005

Source: 2021 Census Profile updated every five years

# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATISTICAL SECTION

### Reserve fund balances and surpluses

(unaudited)

	2024	2023	2022	2021	2020
Reserve funds balances:					
Land sales fund	60,402	58,753	393,398	2,716,731	1,181,861
Public safety and security fund	2,287,176	2,491,443	3,172,390	3,237,718	3,117,411
Prospect Lake fund	205,617	200,000	-	-	-
Carbon neutral fund	286,472	279,824	587,660	667,227	836,830
Climate action fund	1,818,319	776,328	537,695	253,478	-
Equipment depreciation fund	13,169,468	14,600,121	11,935,323	8,278,692	7,038,015
Growing communities fund	13,471,147	15,242,599	-	-	-
Capital works fund	46,768,774	56,450,928	58,754,664	59,317,432	46,205,651
Urban forest fund	601,250	446,025	211,239	314,224	320,638
Park lands acquisition fund	446,471	44,443	-	-	-
Commonwealth pool operating fund	-	-	-	5,277	12,196
Commonwealth pool high performance repair and replacement fund	290,006	294,363	288,222	292,703	261,198
Facility replacement fund	9,720,531	16,850,357	17,226,921	16,312,205	16,360,179
Computer hardware and software fund	14,212,724	13,076,238	12,113,861	10,466,092	8,787,296
Sayward gravel pit fund	215,637	218,114	463,521	858,502	1,208,575
Specific area capital project fund	2,372,857	2,338,982	2,289,489	2,509,870	2,547,949
Affordable Housing Fund	2,969,099	-	-	-	-
Water capital fund	5,949,429	6,058,564	8,553,067	8,719,401	4,385,085
Sewer capital fund	13,120,384	12,920,025	13,197,290	12,471,548	5,460,124
Development cost charge program municipal responsibility reserve	2,457,571	1,800,000	1,200,000	600,000	-
Receivable reserves	556,261	370,064	171,735	-	-
	130,979,595	144,517,171	131,096,475	127,021,100	97,723,008
Reserve surpluses:					
Insurance	2,000,000	2,000,000	2,315,300	2,315,300	2,315,300
Future expenses	8,707,750	10,569,012	9,914,795	11,688,540	15,553,800
Working capital	4,450,000	4,450,000	4,450,000	4,450,000	4,450,000
	15,157,750	17,019,012	16,680,095	18,453,840	22,319,100

### Financial position

(unaudited)

	2024	2023	2022	2021	2020
Financial assets	352,477,417	338,462,674	308,989,925	293,465,069	289,878,807
Financial liabilities	213,866,384	168,677,822	141,726,153	135,325,811	149,993,637
Net financial assets	138,611,033	169,784,852	167,263,772	158,139,258	139,885,170

# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATISTICAL SECTION

### Accumulated surplus

(unaudited)

	2024	2023	2022	2021	2020
Annual surplus	35,212,103	52,905,689	35,829,406	40,978,228	29,225,074
Accumulated surplus, beginning of year	1,171,328,357	1,118,755,433	1,082,926,027	1,041,947,799	1,012,722,725
Accumulated surplus, end of year	1,206,540,460	1,171,661,122	1,118,755,433	1,082,926,027	1,041,947,799

### Debt

(unaudited)

	Amount of Issue			
	Authorized	Unissued and Unsold	2024 Outstanding	2023 Outstanding
General Government				
IT Equipment	2,111,854	-	2,111,854	2,436,777
Municipal Hall Renovations	848,000		848,000	440,000
Land	25,800,000	-	25,800,000	100,000
	28,759,854		28,759,854	2,976,777
Engineering and Public Works:				
Roads	19,871,996	-	19,871,996	19,155,856
Drains	15,014,893	-	15,014,893	16,121,486
	34,886,889	-	34,886,889	35,277,342
Refuse collection	1,041,045	-	1,041,045	1,510,375
Recreation, Parks, and Cultural Services:				
Equipment	1,587,771	-	1,587,771	1,358,322
Recreation facilities	329,277	-	329,277	416,921
Parks and trails	6,175,939	-	6,175,939	6,037,745
	8,092,987	-	8,092,987	7,812,988
Protective services	-	-	-	-
Other (energy retrofit/school)	366,680	-	366,680	458,350
Accrued actuarial gain	(205,506)	-	(205,506)	(188,401)
General capital fund	72,941,949	-	72,941,949	47,847,431
General operating fund (ROBP)	377,391	-	377,391	460,780
Sewer construction	9,382,227	-	9,382,227	9,483,525
Accrued actuarial gain	(66,146)	-	(66,146)	(55,895)
Sewer capital fund	9,316,081	-	9,316,081	9,427,630
	82,635,421	-	82,635,421	57,735,841

# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATISTICAL SECTION

### Debt charges

(unaudited)

	2024		2023	
	Interest	Principal Instalments	Total	Total
General Government				
IT Equipment	119,190	702,542	821,732	309,144
Land	1,245,848	-	1,245,848	109,023
	1,365,038	702,542	2,067,580	418,167
Engineering and Public Works:				
Roads	763,762	1,129,466	1,893,228	1,335,922
Drains	606,929	1,559,102	2,166,031	1,780,601
Local improvements	-	-	-	-
Other	-	-	-	-
	1,370,691	2,688,568	4,059,259	3,116,523
Refuse collection	140,726	329,745	470,471	479,745
Recreation, Parks, and Cultural Services:				
Equipment	65,100	280,451	345,551	154,668
Recreation facilities	13,056	86,997	100,053	108,934
Parks	214,556	412,984	627,540	574,090
Other	-	-	-	-
	292,712	780,432	1,073,144	837,692
Protective services:				
Royal Oak Burial Park	58,500	31,428	89,928	77,554
Debt charges recovery	(58,500)	(31,428)	(89,928)	(77,554)
	3,169,167	4,501,287	7,670,454	4,852,127
Interest allowed on prepaid taxes	447,959	-	447,959	314,071
Other	25,549	-	25,549	21,516
	3,642,675	4,501,287	8,143,962	5,187,714

### Debt

(unaudited)

	2024	2023	2022	2021	2020
General	73,319,340	48,308,212	37,667,794	38,420,780	38,635,088
Sewer utility	9,316,081	9,427,630	8,945,971	9,403,622	10,155,240
Total outstanding debt	82,635,421	57,735,842	46,613,765	47,824,402	48,790,328
Estimated debt limit	704,000,000	648,000,000	573,000,000	620,000,000	671,000,000
Legal debt servicing limit	67,845,865	67,921,449	61,154,202	56,558,096	53,623,777
Population (BC Stats)	125,436	129,786	125,853	124,639	125,107
Debt per capita	659	445	370	384	390
Debt charges as a percentage of expenses	3.3%	2.5%	2.5%	2.4%	2.5%

Note: Numbers on this page are updated from District of Saanich internal departments, except for the Estimated Population [source: BC Statistics] and Number of Properties [source: BC Assessment].

# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATISTICAL SECTION

### Miscellaneous information and demographic statistics

(unaudited)

	2024	2023	2022	2021	2020
Area of municipality - land and Water	11,178 Hec				
Estimated population	125,436	129,786	125,853	124,639	125,107
Greater Victoria unemployment rate	3.1%	3.7%	3.8%	4.9%	7.8%
Average household income	117,100	117,100	117,100	117,100	117,100
Voter's list electors	87,353	89,654	89,654	86,656	86,656
Number of properties	41,592	41,508	41,480	41,388	41,130
Number of public parks	172	172	172	171	171
Area of public parks and open spaces	1,788 Hec	1,788 Hec	1,788 Hec	1,778 Hec	1,762 Hec
Trail networks	111 km	111 km	110 km	110 km	110 km
Surfaced roads	577 km	576 km	576 km	574 km	574 km
Marked bicycle lanes	180 km	188 km	188 km	182 km	180 km
Storm sewers	578 km	580 km	578 km	578 km	576 km
Sanitary sewers	570 km				
Water mains	547 km	548 km	548 km	547 km	547 km
Water services	30,130	30,228	30,497	30,185	30,128
Fire hydrants	2,355	2,345	2,333	2,327	2,305
Business licences	5,773	5,652	4,931	4,741	4,776
Number of District of Saanich employees	1,984	1,862	1,659	1,584	1,757
<b>Building Permits issued</b>					
Number of single family and duplex	76	69	98	100	86
Dollar value of single family and duplex	55,774,000	48,242,000	67,250,000	72,760,000	52,516,000
Number of other permits	473	539	531	614	640
Dollar value of other permits	286,837,000	303,421,000	90,125,000	253,426,000	243,371,000
Total permits issued	549	608	629	714	726
Total value of permits issued	342,611,000	351,663,000	157,375,000	326,186,000	295,887,000

Note: Numbers on this page are updated from District of Saanich internal departments, except for the Estimated Population & Unemployment Rates [source: BC Statistics], Average Household Income [source: Statistics Canada 2021 & 2016 Census updated every 5 years] and Number of Properties [source: BC Assessment].

# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATISTICAL SECTION

### Capital expenses by source (unaudited)

	2024	2023	2022	2021	2020
Capital fund:					
Operating fund	15,599,879	13,880,834	14,470,277	14,831,949	10,103,795
Reserves	43,524,313	23,008,037	19,759,309	14,242,139	14,441,846
Development cost charges	2,497,403	2,706,827	1,946,830	1,206,823	1,046,534
Developer/public	1,599,244	4,549,598	6,377,416	4,263,672	2,870,201
Grants & contributions	3,541,965	4,346,022	1,983,622	1,090,739	682,916
Debt	29,995,770	14,687,413	2,865,000	3,325,150	6,571,100
	96,758,574	63,178,731	47,402,454	38,960,472	35,716,392
Sewer capital fund:					
Operating fund	3,994,360	4,344,972	4,251,934	4,251,051	2,723,782
Reserves	162,098	-	-	-	514,800
Development cost charges	28,700	584,888	364,419	166,561	660,883
Developer/public	343,067	516,314	417,423	432,427	404,378
Grants & contributions	31,104	-	-	-	-
Debt	800,000	1,300,000	700,000	-	2,300,000
	5,359,329	6,746,174	5,733,776	4,850,039	6,603,843
Water capital fund:					
Operating fund	7,943,948	4,725,753	7,635,758	5,851,732	6,118,241
Reserves	278,627	2,672,000	-	-	-
Development cost charges	220,866	486,657	843,414	68,114	43,658
Developer/public	1,246,198	1,181,474	760,165	2,812,368	899,533
Grants & contributions	27,289	-	9,650	45,978	-
	9,716,928	9,065,884	9,248,987	8,778,192	7,061,432

# THE CORPORATION OF THE DISTRICT OF SAANICH

## ANNUAL DEVELOPMENT COST CHARGES REPORT For 2024 (unaudited)

As per the *Local Government Act, Part 14, Division 19, Section 569 (1)*, a municipality is to report on development cost charges collected and used during the fiscal period. The following table shows the activity for 2024.

### Development Cost Charge Reserve Funds

	<b>Beginning Balance</b>	<b>Fees Collected</b>	<b>Project Appropriations</b>	<b>Interest Earned</b>	<b>Ending Balance</b>	<b>Waivers and Reductions</b>
<b>Area Wide - Sewer</b>	\$56,939	\$380,028	\$(28,700)	\$17,559	\$425,826	-
<b>Area Wide - Water</b>	1,095,418	254,751	(220,866)	48,569	1,177,872	-
<b>Area Wide - Drains</b>	27,780	159,619	(114,007)	3,157	76,549	-
<b>Area Wide - Roads</b>	2,540,625	1,067,175	(2,246,324)	58,555	1,420,031	-
<b>Cordova Bay - Roads</b>	5,180,628	-	(2,885)	222,686	5,400,429	-
<b>Area Wide Parks</b>	4,311,388	1,002,171	(97,734)	224,324	5,440,149	-
<b>Parks S.E. Comm. Area</b>	590,464	-	-	25,395	615,859	-
<b>Parks N.E. Comm. Area</b>	469,090	-	-	20,175	489,265	-
<b>Parks N.W. Comm. Area</b>	1,333,099	-	(36,453)	55,766	1,352,412	-
	<b>\$15,605,431</b>	<b>\$2,863,744</b>	<b>\$(2,746,969)</b>	<b>\$676,186</b>	<b>\$16,398,392</b>	<b>-</b>

# THE CORPORATION OF THE DISTRICT OF SAANICH

## PERMISSIVE TAX EXEMPTIONS GRANTED FOR 2024

### Total tax levy for Saanich and other authorities

(unaudited)

Organization	2024 Taxes
<b>Places of Public Worship</b>	
St. David By The Sea Anglican Church	\$ 20,019
St. Joseph's Catholic Church	22,889
Christ Community Christian Reformed Church	39,605
Christian Reformed Church	58,499
Cordova Bay United Church	50,105
Cornerstone Pentecostal Church	17,412
Croatian Catholic Church St Leopold Mandic	24,302
Elk Lake Baptist Church	36,363
Gateway Baptist Church	60,814
Holy Cross Catholic Church	58,715
Hope Lutheran Church	21,788
Iglesia Ni Cristo Church of Christ	25,779
Lambrick Park Church	39,706
Lion of Judah Ministries	57,136
Lutheran Church of the Cross	36,042
New Apostolic Church	2,797
New Life Community Fellowship	25,095
North Douglas Pentecostal Church	56,474
Our Lady Fatima Catholic Church	32,947
Parish of Saint John The Evangelist	8,015
Saanich Baptist Church	65,710
Saanich Community Church Mennonite Brethren	36,749
Sacred Heart Catholic Church	57,605
Salvation Army Victoria Citadel	206,130
Seventh-Day Adventist Church	64,585
Shelbourne Street Church Of Christ Society	28,023
St Aidan's United Church	34,000
St Dunstan's Anglican Church	24,231
St Luke's Anglican Church	52,081
St George's Anglican Church	44,602
St. Michael's Anglican Church	31,990
St. Peter's Anglican Church	10,942
The Church of Jesus Christ of Latter-Day Saints	62,533
The Trustees of Knox Presbyterian Church	20,379
The Victoria Christadelphian Ecclesia	27,397
Trustees of The Prospect Lake Congregation of Jehovah's Witnesses	16,510
Trustees of The Trinity Presbyterian Church	7,312
Unitarian Church of Canada	64,803
United Church of Canada	387
Victoria and Vancouver Island Greek Community Church	59,104
Victoria First Church of The Nazarene	52,411
Victoria Full Gospel Fellowship	24,966
Victoria Rim Alliance Church	15,881
Westview Gospel Chapel	15,695
<b>1,718,528</b>	

# THE CORPORATION OF THE DISTRICT OF SAANICH

## PERMISSIVE TAX EXEMPTIONS GRANTED FOR 2024 (CONTINUED)

### Total tax levy for Saanich and other authorities (unaudited)

<b>Sport</b>	
District of Saanich (Viewmont Tennis Courts)	39,014
Power To Be	110,431
Saanich Health & Physical Endeavors Society	42,742
Victoria Canoe & Kayak Club	9,450
Victoria Rowing Society	39,699
	<b>241,336</b>
<b>Community Activity Centres</b>	
Cordova Bay Community Club	38,584
The District of Saanich (Nature Trust Of BC)	34,371
Garth Homer Foundation	106,266
Goward House Society	87,579
Greater Victoria Public Library Board	41,375
Saanich Neighbourhood Place	14,723
Shekinah Homes Society	12,012
Victoria United Chapter Society	16,514
	<b>351,424</b>
<b>Cultural Organizations</b>	
Crown Provincial (Hallmark Heritage Society)	4,352
Jewish Community Centre of Victoria	28,644
Ukrainian Canadian Cultural Society	47,461
Vancouver Island Netherlands Association	35,104
	<b>115,561</b>
<b>Agricultural Organizations</b>	
Capital City Allotment Association	37,038
Haliburton Community Organic Farm Society	42,971
Horticulture Centre of The Pacific	249,490
	<b>329,499</b>
<b>Community Service Organizations</b>	
Artscalibre Foundation Society	30,762
Burnside Gorge Community Association	12,517
Canadian Centre of Learning for Maitreya Missionary	4,848
Children's Health Foundation of Vancouver Island	281,010
Girl Guides of Canada	48,403
Gordon Head Mutual Improvement Society	13,491
Habitat For Humanity (Restore)	66,724
Prospect Lake Community Association	20,812
Scout Properties (BC/Yukon)	47,607
Society of St. Vincent de Paul of Vancouver Island	50,915
The Cridge Centre For The Family	15,355
The District of Saanich (Saanich Police)	83,262
The First Cedar Hill Hall Society (Boy Scouts)	17,004
Victoria Humane Society	14,173
Victoria Native Friendship Centre	198,812
	<b>905,695</b>

# THE CORPORATION OF THE DISTRICT OF SAANICH

## PERMISSIVE TAX EXEMPTIONS GRANTED FOR 2024 (CONTINUED)

### Total tax levy for Saanich and other authorities (unaudited)

<b>Community Housing Organizations</b>	
Baptist Housing Mount View Heights Care Society	160,497
Broadmead Care Society	18,252
Independent Living Housing Society	135,169
Island Community Mental Health Association	11,525
Luther Court Society	16,778
Victoria Association For Community Living	15,054
	<hr/>
	<b>357,275</b>

<b>Affordable Housing</b>	
Baptist Housing Society of BC	56,626
Beacon Community Association	7,664
Broadmead Care Society	29,168
Dawson Heights Housing Ltd	101,684
Greater Victoria Housing Society	35,408
More Than A Roof Housing Society	14,418
Mount Douglas Seniors Housing Society	49,835
Pacifica Housing Advisory Association	57,253
Society of St. Vincent de Paul of Vancouver Island	39,169
St. Peter's Society	6,479
	<hr/>
	<b>397,704</b>

<b>Natural Area Preservation</b>	
Hunter, Frances	188
	<hr/>
	<b>188</b>

<b>Total Permissive Tax Exemptions For 2024</b>	<b>\$ 4,417,210</b>
---	---------------------



The background of the entire page is a photograph of a coastal town. In the foreground, there's a mix of green fields and dense forested areas. A cluster of houses is visible in the middle ground, surrounded by trees. In the distance, more buildings are scattered across the hills, and a range of mountains is visible under a bright blue sky with wispy white clouds.

**As presented to Saanich Council on June 2, 2025 in accordance  
with Section 99, Community Charter and as adopted by council June 23, 2025**

For information or copies of this report, please contact:  
Corporate Services  
**250-475-1775 | [strategicplan@saanich.ca](mailto:strategicplan@saanich.ca)**