

2025

ANNUAL REPORT



The District of Saanich
British Columbia
Year ended December 31, 2025





Name restoration and sign rededication event hosted by the WSÁNEĆ Leadership Council in partnership with the District of Saanich

Special Event
WSÁNEĆ
Saanich

Land Acknowledgment

The District of Saanich lies within the territories of the Lək̓ʷəŋən (lay-kwung-gen) peoples represented by the Songhees and Esquimalt Nations and the W̱SÁNEĆ (weh-saanich) peoples represented by the W̱JOŁEŁP (Tsartlip), BOKÉĆEN (Pauquachin), S̱ÁUTW̱ (Tsawout), W̱SIKEM (Tseycum) and MÁLEXEŁ (Malahat) Nations.





View of the Trans-Canada Highway

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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 kilometers, and the most populated with more than 117,000 residents.

Saanich is proud that our name is derived from the W̱SÁNEĆ 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 2025 Annual Report. You will also find our 2025 strategic highlights, progress updates on municipal services and operations, and the audited financial statements.

The 2025 Annual Report is available on 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**.

 **47 km**
of marine
shoreline

8% of Saanich
consists of
parks  **145+ km**
of trails


Saanich total area
10,334 ha
(103.44km²)
Largest Municipality in
Capital Region

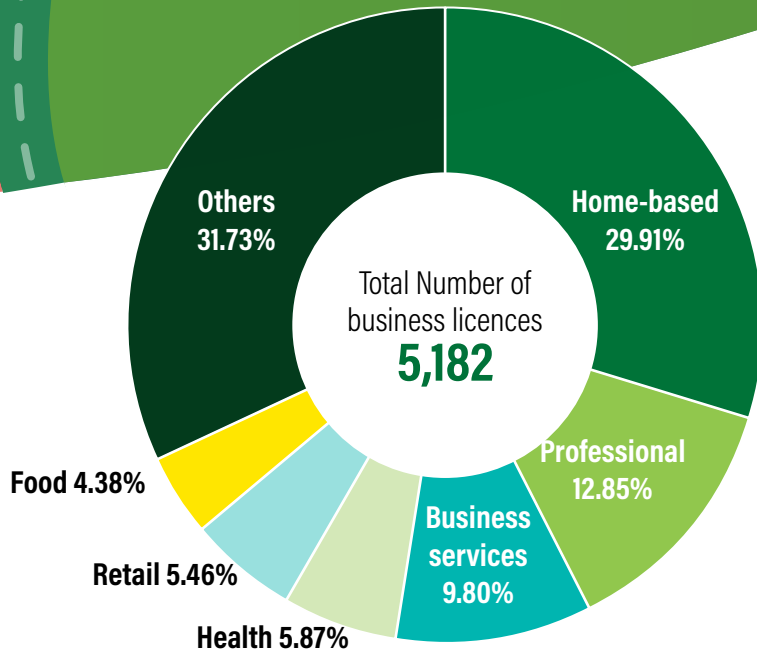
 **173**
parks

Saanich at a Glance

 **558 km** of
road network

**4 Recreation
Centres** 

**34 Municipality owned
public EV charging stations** 



187 km of total bike
lane network

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



2025 Saanich business distribution by sector*

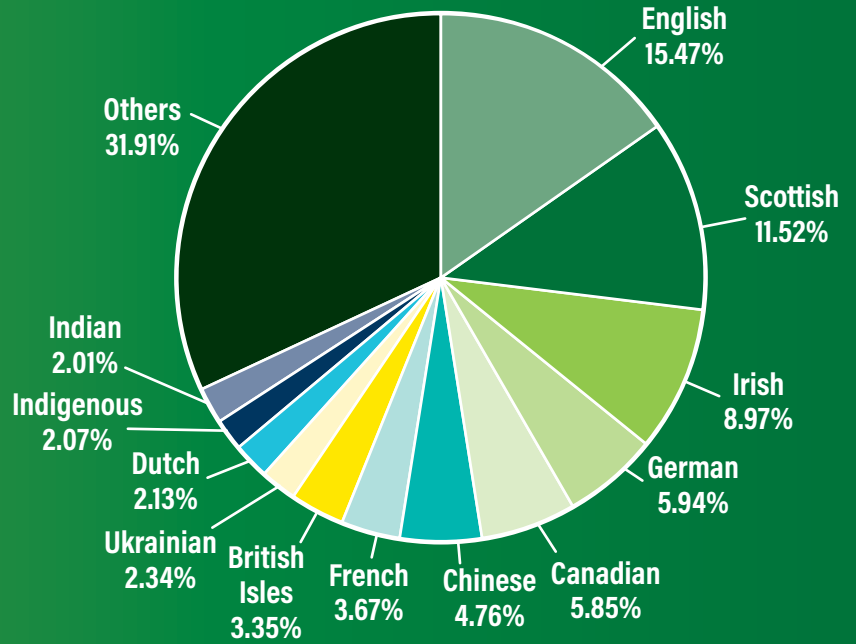
*Based on the 2025 Business Licence Listing
Source: District of Saanich – Bylaw Licensing



Population:
117,735

Saanich is the **largest** municipality on Vancouver Island and the 9th largest municipality in British Columbia

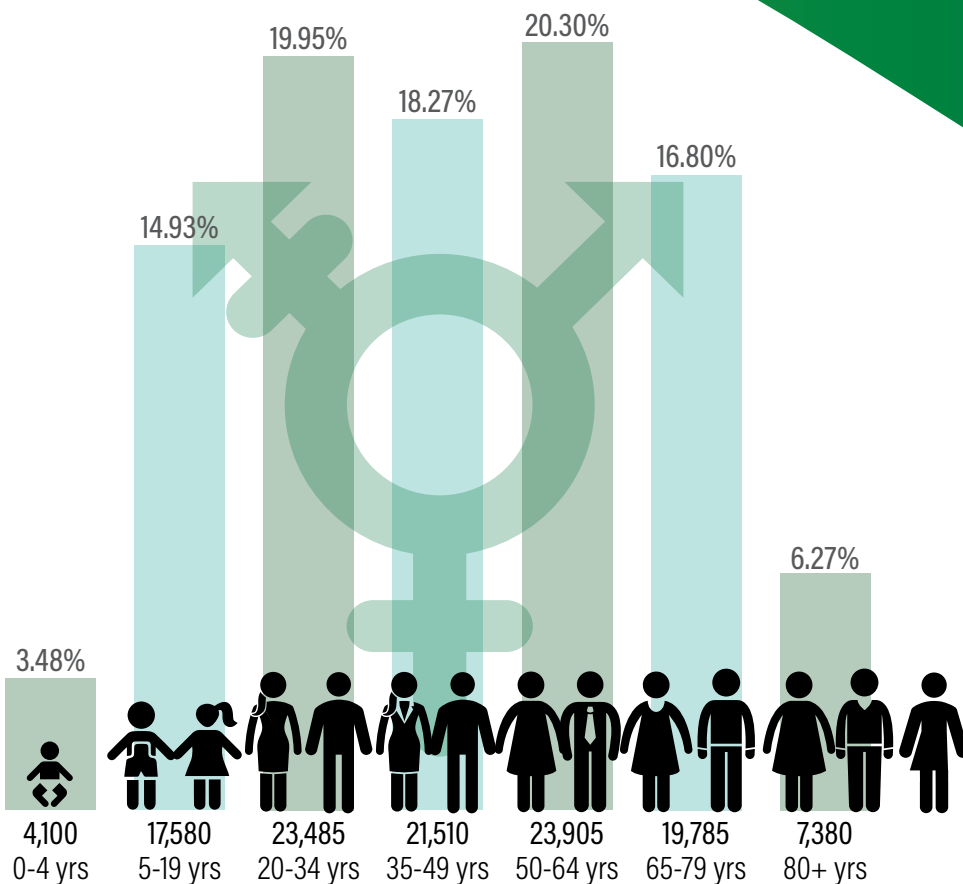
Population by ethnic or cultural origin (2021)



Note: The sum of the ethnic or cultural origins in this pie chart is greater than the total population estimate (117,735), it is 213,960. This is because a person may report more than one ethnic or cultural origin.

44.3
average age

25%
have a post secondary education



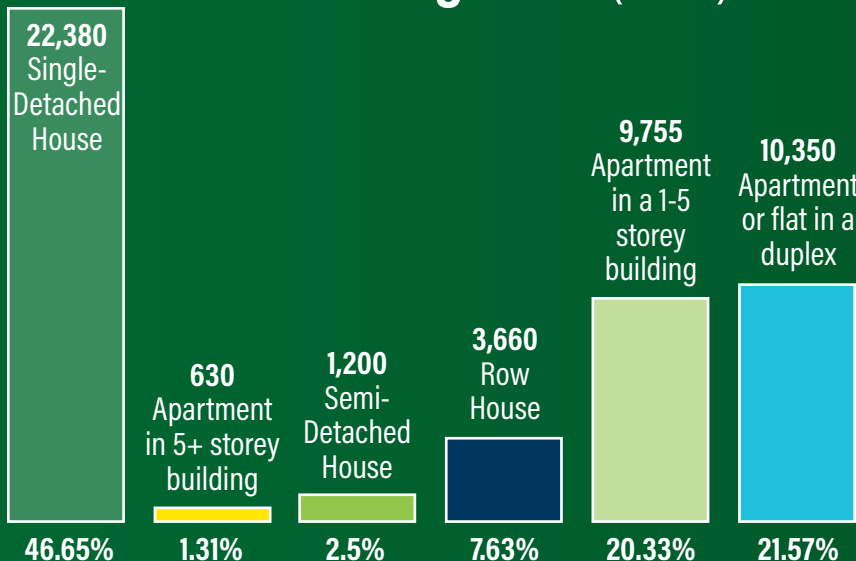
Population by age (2021)



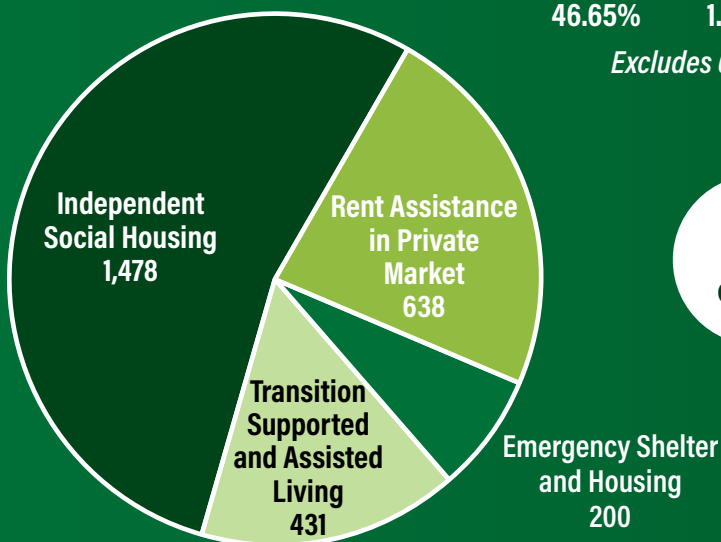
26%
of all trips taken by Saanich residents involve walking, cycling, and by transit

Total Housing Units (2021)

2.4
People per household


Excludes 60 single-attached houses and 10 movable dwellings



BC Housing Subsidized Non-Market Housing (2025)

Source: BC Housing Research and Planning Department, 2025

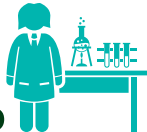
60% own their home  **40%** rent their home

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

\$93,000
median household income

58.1% Employed
over 15 years of age

6.8% Unemployed



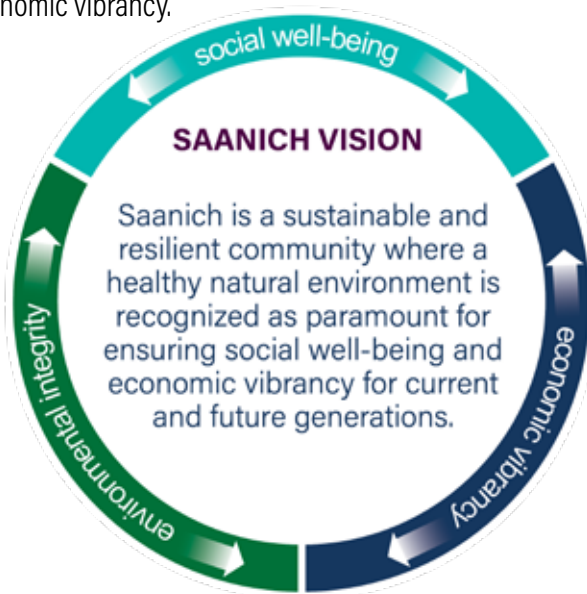
20% 
All other occupations

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

Judy Brownoff

Nathalie Chambers

Zac de Vries

Karen Harper

Teale Phelps Bondaroff

Colin Plant

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 (Dec. 31, 2025):

Jim Cambridge, Chair

Shelley Allan, Vice Chair

Mayor Murdock

Gurcharn Beckett

Craig Morton

Sean Dhillon

Janine Theobald

Joanne Taylor

Ray Gandhi

Auditors

KPMG LLP

Bankers

Royal Bank

Saanich Council 2025 Appointments



Susan Brice

Saanich Council

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

Capital Regional District

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

Other

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



Judy Brownoff

Saanich Council

- **Chair**, Sustainability and Climate Action Advisory Committee
- **Member**, Housing Affordability Standing Committee

Capital Regional District

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



Nathalie Chambers

Saanich Council

- **Chair**, Natural Areas, Parks & Trails Advisory Committee
- **Member**, Finance & Governance Standing Committee
- **Member**, Public Safety & Emergency Planning Committee

Capital Regional District

- **Director**, Regional Water Supply Commission

Other

- **Liaison**, South Island Reconciliation Advisory Committee



Zac de Vries

Saanich Council

- **Chair**, Transportation Advisory Committee
- **Member**, Finance & Governance Standing Committee

Capital Regional District

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

Other

- **Liaison**, Peninsula and Area Agricultural Commission
- **Liaison**, South Island Prosperity Partnership
- **Liaison**, University-Municipal Council Liaison Group



Colin Plant

Saanich Council

- **Liaison**, *Administrative Traffic Committee*

Capital Regional District

- **Commissioner**, *Arts Commission*
- **Director**, *Capital Regional District and Hospital Board*
- **Director**, *Royal and McPherson Theatres Services Advisory Committee*
- **Director**, *Core Area Liquid Waste Management*
- **Director**, *Environmental Services Committee*
- **Director**, *Governance and First Nations Relations Committee*
- **Director**, *Performing Arts Facilities Select Committee*

Other

- **Commissioner**, *Victoria Regional Transit Commission*



Teale Phelps Bondaroff

Saanich Council

- **Chair**, *Accessibility, Diversity, Equity & Inclusion Advisory Committee*
- **Liaison**, *Greater Victoria Public Library Board Trustee*
- **Member**, *Housing Affordability Standing Committee*

Capital Regional District

- **Director**, *Regional Water Supply Commission*
- **Director**, *Royal and McPherson Theatre Society Board Society Board*



Karen Harper

Saanich Council

- **Chair**, *Economic Development Advisory Committee*
- **Liaison**, *Saanich Heritage Foundation*
- **Member**, *Housing Affordability Standing Committee*
- **Member**, *Public Safety & Emergency Planning Committee*

Capital Regional District

- **Director**, *Regional Water Supply Commission*

Other

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



Mena Westhaver

Saanich Council

- **Chair**, *Arts, Culture and Community Wellbeing Advisory Committee*
- **Member**, *Finance & Governance Standing Committee*

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

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

Capital Regional District

- **Director**, *Capital Regional District and Hospital Board*
- **Director**, *Governance and First Nations Relations Committee*
- **Chair**, *Transportation Committee*
- **Director**, *Governance Committee*
- **Director**, *Core Area Liquid Waste Management*



Playing soccer at Hampton Park

Message from the Mayor

In 2025, Saanich continued to deliver on what matters to you: creating a community that is welcoming, resilient and built for the future.

I'm proud of the progress we have made together—thanks to the dedication of Council, staff, community partners and the many residents who show up, share ideas and help shape our decisions.

Housing remained one of our most urgent priorities. This year, we took important steps to prioritize affordable, non-market housing applications—recognizing that stable housing is foundational to individual well-being and to the health of our community as a whole. At the same time, we streamlined and modernized key application processes, improving efficiency so projects can move ahead more quickly and predictably. These practical changes make a real difference as they reduce delays, support responsible development and help deliver the homes and services our growing community needs.

We also celebrated moments that bring people together. The installation of an exciting new waterslide at Saanich Commonwealth Place is more than a fun addition—it reflects our commitment to creating places where families can be active, connect with one another, and enjoy year-round recreation close to home.

Saanich also advanced meaningful work to protect the things that make our municipality such a special place to live. From biodiversity conservation and green space acquisition, to road safety improvements and better walking and cycling connections, we continued investing in a community that supports health, climate action, and a high quality of life.

Looking ahead, our work will be shaped by both challenges and opportunities including growth, affordability, climate impacts, and the infrastructure demands that come with change. We will keep developing and refining our long-term vision for our neighbourhoods—how they will look, feel, and function in the decades to come, and how people of all ages and abilities will experience them every day.

Thank you for your continued involvement and care for this community. Together, we are building a stronger Saanich that meets the needs of people today while planning thoughtfully for tomorrow.



Dean Murdock
Mayor of Saanich

Message from the CAO



We're making progress on your priorities—and as Saanich continues to grow, there is more work to be done.

The Annual Report gives residents a clear and accessible look at how the District is performing and how public funds are being managed. This report is an important part of our commitment to transparency and accountability—highlighting the progress we've made on Council and organizational priorities, the services we've delivered, and the outcomes we're working toward. It's also a chance to reflect on what we've heard from residents, recognize the efforts of staff and community partners, and share our future areas of focus as we continue to support a healthy, safe and sustainable Saanich.

Managing our community's growth and planning its future doesn't come without challenges. Like other local governments across B.C., Saanich continues to face increasing pressures including rising costs, growing service demands, and limited revenue tools. Still, we remain committed to keeping Saanich running effectively for all residents. We will continue to focus on sound planning, transparency and prudence: making thoughtful choices, prioritizing what matters most, and protecting Saanich's long-term financial health.

We apply these values to everything that we do—from the core services you rely on, to the programs and services that enhance your well-being and quality of life. We appreciate residents' interest in the work of local government and will continue to consider the feedback you provide through public meetings, engagement activities, Resident and Business surveys, and telephone and email correspondence.

District staff are constantly reflecting on our collective accomplishments, revisiting our goals, and looking for new and efficient ways to deliver the high quality programs and services that residents expect from us. Gauging our progress and carefully planning for tomorrow will ensure a bright future for everyone who calls Saanich home.

A handwritten signature in black ink, appearing to read 'Brent Reems', with a long horizontal stroke extending to the right.

Brent Reems
Chief Administrative Officer

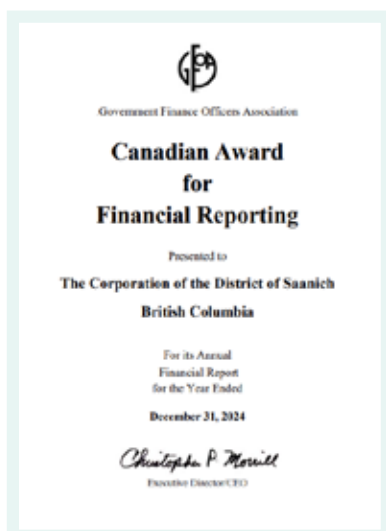
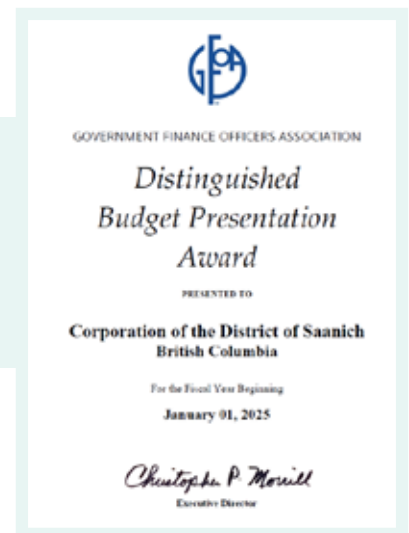
Awards

For the third consecutive year, the District of Saanich was selected as one of **BC's Top Employers 2025**. This recognition confirms that Saanich is a place where talented and passionate individuals want to build their careers while making a meaningful difference in our diverse community.



For the fourth consecutive year, the Saanich Police Department (SPD) was selected as one of **BC's Top Employers 2025**. This award recognizes the commitment and efforts of all SPD staff as they collectively strive to keep growing and making meaningful improvements that focus on opportunities, relationships, and organizational health.

For the 16th consecutive year, the Government Finance Officers Association of the United States and Canada (GFOA) presented a **Distinguished Budget Presentation Award** to the District of Saanich, for its 2025 - 2029 Financial Plan.



For the 18th 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 (CANFR)** for its annual financial report for the fiscal year ended December 31, 2024.

The District of Saanich won the 2025 UBCM Community Excellence - **President's Committee Choice Award** for the Council-approved *Asset Management Strategy and Implementation Plan*.

The District of Saanich was recognized for demonstrating a culture of teamwork through collaboration between departments, creativity and innovation through continuous improvement, and a commitment to delivering sustainable services for the community.



The District of Saanich received an **Organizational Safety Excellence Award** at the BC Municipal Safety Association (BCMSA) 2025 awards. This award recognizes local governments for activities that improve experience rating (insurance rate) and ultimately reduce injuries, illness, disease and fatalities. Saanich received the award for exceeding the 20% insurance rate reduction within the last 4 years by obtaining a 26.8% reduction in three years.

Rebecca Chow, Manager of Occupational Health and Safety was the recipient of the **Occupational Health & Safety Leadership Award** at the BC Municipal Safety Association (BCMSA) 2025 awards. This award is presented annually to an individual in local government who has demonstrated an outstanding achievement in the occupational safety and health field.



Saanich Commonwealth Place (SCP) was inducted into the **BC Swimming Hall of Fame 2025** as a Legacy Facility – thus becoming the first facility to ever be included. The induction of Saanich Commonwealth Place into the BC Swimming Hall of Fame recognizes not only its record-setting history, but also its enduring role in shaping generations of swimmers, coaches, and aquatic leaders – a true legacy facility with an impact reaching far beyond its pool deck.

One of our former employees, Ann Carmichael, former Manager Tom Bryce, and one of our longtime coaches Dr. Peter Vizsolyi were inducted into the **BC Swimming Hall of Fame 2025**.



Lindsay Chase, Director of Planning, was elected as a **Fellow of the Canadian Institute of Planners (FCIP)**, Canada's highest honour for planning professionals. This prestigious title recognizes outstanding and sustained contributions to the planning profession, both nationally and within communities.

The District of Saanich received a **Silver Excellence in Planning Practice: Cities & Urban Areas** award at the Planning Institute of British Columbia (PIBC) 2025 awards. The District won the award for its Strategic Support for Non-Market Housing in Saanich. The PIBC annually recognizes professional work and individual accomplishments of members across British Columbia and the Yukon. The Awards for Excellence in Planning honour the best in professional planning work.



The District of Saanich was recognized with a **Canadian Award for Planning Excellence** for the Biodiversity Conservation Strategy (BCS) and Urban Forest Strategy (UFS). The award was presented by the Canadian Institute of Planners and the award recognizes innovative projects that make a positive impact on the profession. The two strategies strengthen the District's climate resilience and protect its natural assets.



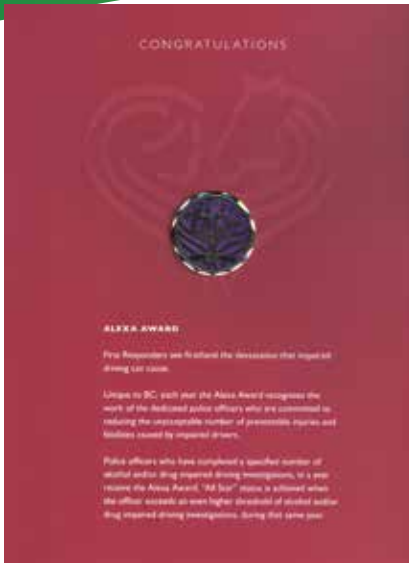
The District of Saanich received a **Gold Excellence in Policy Planning: Cities & Urban Areas** award at the Planning Institute of British Columbia (PIBC) 2025 awards. The District won the award for its Biodiversity Conservation Strategy (BCS) and Urban Forest Strategy (UFS). The PIBC annually recognizes professional work and individual accomplishments of members across British Columbia and the Yukon. The Awards for Excellence in Planning honour the best in professional planning work.

The District of Saanich received national recognition – the **Environmental Leadership and Sustainability Award** - from the Canadian Association of Municipal Administrators (CAMA) for its Biodiversity Conservation Strategy (BCS) and Urban Forest Strategy (UFS). The District was presented with this award in the Over 100,000 Population Category.



The Second Chance Café program at Cedar Hill Recreation Centre received an **Honourable Mention for the Program Excellence award as part of the BC Recreation and Parks Association (BCRPA) Provincial Awards of Excellence**. The awards recognize innovative programs that were successful in improving individual and community-level social and physical well-being, and serve as a model for other local governments and organizations to enhance their services.

The Second Chance Café is a partnership between The Cridge Centre for the Family Brain Injury Program (CBIP) and District of Saanich, at Cedar Hill Recreation Centre. Survivors of brain injury operate the Second Chance Café and develop job readiness skills, while community members enjoy the service provided in the social gathering space of Cedar Hill Recreation Centre.



Saanich Police Department (SPD) received an **Alexa's Team award** in recognition of efforts in removing impaired drivers from the road in 2024 (Constables Cory Vassallo, Nick Marmaras, Aaron Grewal, Adam Defrane, Jen Allen, Chandler Louise, Sean Vivier-Archambault and Martin Roznowski).

Constable Nick Marmaras with SPD was presented with the **Terry Ryan Memorial Award for Excellence in Police Services** in recognition of significant contributions and exemplary service by a police officer in reducing the incidence of impaired driving.



Constables Graham Walker and Mat Jones with SPD were presented with the **RCMP Distracted Driving Enforcement Award** in recognition of officers who demonstrate a strong commitment to reducing fatalities through focused enforcement on distracted drivers.

Coordinator of Volunteers, Melissa Scherrens with SPD was presented with the **Volunteer Management Professionals of Canada Impact Award - Emerging Leader** in recognition of demonstrating initiatives or projects that expand organizational reach or awareness in volunteer management and leadership.





Victoria News Best of the City Awards 2025 - These annual awards recognize top businesses and services. Finalists are reader-nominated, and winners are chosen through online voting. The District of Saanich received the following awards:

- Best Golf Course – Cedar Hill Golf Course
- Best Recreation Centre – Saanich Commonwealth Place
- Best Fitness Centre – Saanich Commonwealth Place
- Best Swimming Pool or Waterpark – Saanich Commonwealth Place
- Best Skating Rink – G.R. Pearkes Recreation Centre

Times Colonist Readers' Choice Awards 2025 - These annual awards recognize top businesses and services. Finalists are reader-nominated, and winners are chosen through online voting. The District of Saanich received all the following awards:

- Public Pool – Saanich Commonwealth Place (Winner)
- Hiking Trail – Cedar Hill Park Chip Trail (Winner)
- Golf Course – Cedar Hill Golf Course (2nd Place)
- Public Pool – Gordon Head Recreation Centre (2nd Place)
- Gym/Fitness – Saanich Commonwealth Place (2nd Place)
- Parks and Playgrounds – Cadboro Gyro Park (2nd Place)
- Beach – Cadboro Gyro Park (2nd Place)
- Hiking Trail – PKOLS (Mount Douglas Park) (Finalist)



A Look at Our Organization



The District of Saanich Municipal Hall





ADMINISTRATION

Municipal Hall staff participate in Red Shirt Day

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.

2025

Department accomplishments

- Guided additional improvements to the development process to further streamline activities.
- Provided 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.
- Supported the Citizens' Assembly process and the District's relationship building with First Nations.
- Offered legal services and risk management support and expertise to the organization.

2026

Planned Initiatives

- Support Legislative Services as they prepare for the next municipal general election, including developing orientation materials for the new Council.
- Continue to support 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
 - Soap for Hope
 - United Way
 - Zomba
- Teams also show support for several community initiatives, including:
 - 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



Climate Plan public engagement at the Canada Day Picnic

What does this department do?

The Corporate Services Department is comprised of the Planning and Reporting Section and six distinct divisions including Communications, Economic Development, the Equity Office, Human Resources, Occupational Health and Safety, and Sustainability. We are the organizational connector enabling internal clients to achieve their best business outcomes and service delivery to residents.

Did you know?

- According to the 2024 Resident Pulse Survey, the majority of Saanich residents prefer digital communication methods.

2025

Department accomplishments

- Modernized service delivery with a focus on organizational culture, including launching the People and Culture Plan, Cultural Tenets, Learning and Development Framework and making progress on accessibility, diversity, equity and inclusion initiatives.
- Achieved a 47% reduction in our corporate greenhouse gas emissions compared to our 2007 baseline, which is just short of our 2025 50% reduction target.
- Purchased stainless steel reusable bowls for our festivals and events, forging partnerships with local community groups for post-washing services and saving the purchase and disposal of more than 5,000 bowls each year.
- Fostered relationships and advanced District reconciliation commitments and activities, including:
 - Advanced District reconciliation by hosting a 45-person Métis Nation of Greater Victoria Council-to-Council event and implementing the ÁTOL,NEUEL MOU through joint initiatives, including PKOLS (Mount Douglas Park) sign rededication and WSÁNEĆ awareness training.
- Launched the BusinessCare program which acts as a direct link between business owners and District staff, aimed at shaping policies, supporting retention and improving the local business environment through in-person visits.
- Launched the Resident Pulse Check Survey – a survey conducted every two years to gauge residents' satisfaction with municipal service delivery, safety and quality of life in Saanich. Five times as many residents responded to this survey compared to 2022.
- Supported organizational safety culture, recovery-at-work, and addressed high-risk work activities (e.g., confined spaces, falls from elevation, hazardous materials) resulting in successful Certificate of Recognition audit and reduction in WorkSafeBC premiums with cost savings of more than \$950,000.



Occupational Health Safety staff on location during Saanich Commonwealth Place slide construction.

2026

Planned Initiatives

- Modernize service delivery with a focus on business optimization including Workforce Management System implementation, Change and Transition Management training and support new Supervisor/Manager training that empowers leaders across the District.
- Complete the updated the Climate Plan and Zero Waste Strategy.
- Continue to advance the District's reconciliation commitments, building trusted relationships with Indigenous communities, governments, and organizations to understand key priorities, support community engagement plans, and take preliminary steps towards the development of a Reconciliation Plan and Engagement Framework.
- Launch a new and more modern employee intranet which focuses on increasing internal efficiency across all departments.
- Continued implementation of the Health and Safety Action Plan including a focus on musculoskeletal injury prevention and psychological health and safety.



Saanich staff volunteer at a community lunch, offered as part of the Indigenous Learning Curriculum

358
staff participated in Indigenous learning.

Quick Stats	2022	2023	2024	2025
Recruitment Activity (number of competitions, not number of staff hired)	382	402	352	327
Traffic on saanich.ca (number of page views)	4,506,809	4,043,020	6,932,789	7,954,684
Saanich's Public EV Charger use (hours)	25,951	36,585	45,972	50,634
WorkSafeBC gradual return to work hours supported (recovery at work)	12,974	20,473	19,255	19,340
Number of Active Business Licenses	5,362	4,813	5,678	5,245



ENGINEERING

Wray Avenue culvert 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.

Did you know?

- The Fleet Centre maintains over 250 vehicles and pieces of equipment.
- Saanich's crash rate is 30% lower when compared to similar communities. Continuous efforts are necessary to further enhance road safety.

2025

Department accomplishments

- Completed a Traffic Calming Policy that supports Saanich's Vision Zero philosophy and prioritizes investment into building traffic calming measures.
- Substantially completed the Sinclair Road Improvement Project which combined rehabilitation of underground utilities with full redesign of road surface with new sidewalks, bike lanes, lighting, and crosswalks. The project fulfilled a community commitment in the Active Transportation Plan and Cadboro Bay Local Area Plan.
- Received the 2025 UBCM President's Committee Choice Award for Saanich's comprehensive Asset Management Strategy and Implementation Plan. The Plan was recognized for defining sustainable service delivery for built and natural assets, representing best practice across the province.
- Completed a comprehensive maintenance plan of Saanich Commonwealth Place during its annual shutdown, which included replacement of a new colourful waterslide.
- Completed a Municipal Servicing Assessment to identify where existing water/sewer/drainage infrastructure can readily support Small Scale Multi-Use Housing (SSMUH) forms across the District and where applicants can expect to have to improve utility functionality in proceeding with an SSMUH development.
- Public Works undertook a Route Rebalancing Project. Sixty-three collection routes were optimized to balance the number of carts each truck collects, and to minimize travel distance. The project's success resulted in a ~4,000 litres reduction in diesel fuel consumption over last year.



Completed Seaton-Regina sidewalk project

2026

Planned Initiatives

- Complete construction of Phase III for the Shelbourne Street Improvement Project (SSIP) and the Sinclair Road Project.
- Complete the update to Schedule H (engineering specifications) of the Subdivision Bylaw, considering the impacts of climate change on the drainage systems.
- Complete the drainage system model development and advance the District-wide drainage master plan.
- Advance work plan for the Asset Management Plan, including identifying levels of service and supporting Public Works Operational/Maintenance plan development.
- Complete construction of Fire Hall #2.
- Advance the Saanich Operations Centre redevelopment.



Preparing to pave Charlton Road

Saanich's critical infrastructure is valued at more than **\$5 billion.**

Quick Stats	2022	2023	2024	2025
Illegal dumping responses	689	721	715	718
Waterways inspected/cleaned (km)	265	354	390	264
Water quality samples taken	1394*	1168	1577*	1561*
Hydrants serviced	486	349	1144**	1995**
Percentage of bus stops that are accessible	51%	54%	54%	54%

*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 and the ERP Program Support section.

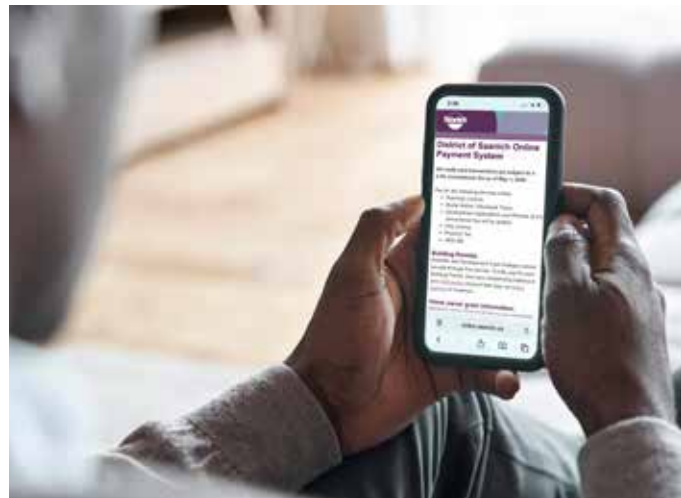
Did you know?

- Accounting Services provides accounting and audit services for \$565 million in annual expenses and revenues.
- Purchasing Services manages an estimated \$43 million in quotations, tenders, direct awards, and requests for proposal annually.

2025

Department accomplishments

- Received the Canadian Award for Financial Reporting from the Government Finance Officers Association for the 2024 Financial Statements.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the 2025-2029 Financial Plan.
- Transitioned the Solid Waste Services utility accounts to their own fund, mirroring the Water and Sewer utilities.
- Updated Investment Policy through Council to allow for new investment opportunities through the Municipal Finance Authority.
- Finalized the Purchasing Overview Project by securing Council approval for a best-practice Council purchasing policy and updated signing authority.



The District of Saanich online payment portal

2026

Planned Initiatives

- Finalize and implement training for the new purchasing policy and related payment approval policies.
- Support Asset Management software procurement process.
- Support HRIMS procurement and implementation.
- Procure and begin implementation of a new Accounts Payable Automation System.
- Explore enhancement to the financial reporting of capital projects.

45,180
tax notices issued

Quick Stats	2022	2023	2024	2025
Investment amount managed	\$275M	\$282M	\$318M	\$319M
Accounts payable invoices processed	37,310	37,190	40,284	37,521
Employees pay and benefits maintained	1,659	1,826	1,932	2,197
Procurement processes performed	189	191	255	263
Utility bills produced	111,790	121,885	117,700	109,288



Urban neighbourhood in Saanich



FIRE

Group photo of the Saanich Fire Department

What does this department do?

The Fire Department 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 2025, 48% of Saanich Fire incident responses were for medical emergencies. Of those incidents, two medic units responded 46% of the time.
- There are 44 Job Performance Requirements (JPRs that every Fire Fighter must complete each year and 15 additional JPRs for our Officers).

2025

Department accomplishments

- Continued construction activities at Fire Station No 2.
- Increased collaboration among four core fire services (Saanich, Victoria, Oak Bay & Esquimalt) with the identification of integration opportunities.
- Operationalized the Hazardous Materials response agreement with the Capital Regional District, providing rapid response to hazardous materials incidents.
- With the implementation of the modernized Fire Safety Act, the department continued to develop and implement a risk-based compliance monitoring system for fire inspectors.
- Concluded the collective bargaining process to secure a four-year agreement that included a three-year pilot of a compressed 24-hour shift pattern.
- 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 user acceptance and business validation testing.
- Emergency Program completed its three-year training plan with a full-scale exercise, engaging more than 60 Saanich staff to validate plans, clarify roles and strengthen cross-departmental coordination.
- Completed increased scope of practice training for medical first responders and purchased equipment required to deliver the program.



Crews at an active fire

2026

Planned Initiatives

- Complete construction of Fire Station No. 2, operationalize new station and move temporary facility to Station No 3.
- Conduct a mid-point review and status update of the 2020 Fire Master Plan to evaluate progress and reassess trends and priorities.
- Continue the collaboration among four core fire services (Saanich, Victoria, Oak Bay & Esquimalt)
- Implement new IAFF Collective Agreement and monitor the 24-hour shift pilot.
- Continue FireSmart program implementation, working with internal and external partners.
- Test, train, and implement a new Records Management System (RMS) for Saanich and client agencies for 2026.
- Implement Next Generation 9-1-1, working with E-Comm on this federally mandated initiative.
- Implement renewed three-year Municipal Emergency Management Training and Exercise Plan (2026-2028).



Firefighter Live Fire Training

The Saanich Fire Dispatch Centre dispatched **14,287** Incidents to Saanich and client fire departments

Quick Stats	2022	2023	2024	2025
Incident responses	5,520	6,221	6,484	6,776
Fire related fatalities	2	0	1	3
Fire related injuries	4	6	4	3
Estimated value of property loss	\$1,545,441	\$2,977,057	\$41,565,430*	\$4,697,616
Estimated value of property saved	\$170,225,310	\$114,637,118	\$156,038,862	\$93,499,439
Incidents dispatched (Saanich Fire and clients)	11,664	12,905	13,734	14,283
Public education programs and events / attendees	62 / 22,710	42 / 10,550	100 / 32,598	90 / 34,684

*This total includes \$20,000,000 from the Quadra St. Fire in November 2024.



INFORMATION TECHNOLOGY

IT continues to modernize District operations

What does this department do?

The Information Technology Department provides digital services to Saanich residents, District employees, and municipal partners. This includes management of thousands of IT assets and many networks across nine municipal facilities. There are six IT divisions – Administration and Security, Service Delivery and Client Services, Operations and Infrastructure, and three Service Management divisions supporting each District department.

Did you know?

- The District delivers approximately 70 different services across 9 departments.
- The majority of these are accessible digitally.

2025

Department accomplishments

- Upgraded and migrated all employee email to Microsoft 365 (cloud), enabling secure access from anywhere within North America on any device.
- Continued Council agenda management upgrades including agenda integration with Saanich.ca website.
- Launched several municipal online e-apply services including permits for tree cutting, residential and commercial building permits, business licenses, blasting, plumbing and dog licences.
- Replaced IT Device asset management system with a more cost-effective and secure alternative.
- Developed new policy and implemented generational AI service (GovAI) to all Managers and Directors. Planning full deployment in 2026.
- Implemented 26 new online reports related to various services (permitting, referrals, provincial housing metrics, etc.)
- Implemented several productivity apps relating to Economic Development, Recreation Irrigation and GIS.
- Continued integration with Provincial Permitting HUB to streamline input of building permits received by the Province into Saanich systems.
- Implemented base infrastructure to support enterprise-wide SharePoint implementation in 2026.



Email can now be securely accessed on the Microsoft 365 Cloud

2026

Planned Initiatives

- Refresh data-centre computing and storage assets.
- Upgrade all end user devices to Windows 11.
- Upgrade and launch Saanich eHub (employee intranet replacement).
- Begin 3-year implementation of Workforce Management (HR Information Management System).
- Deploy Gov AI and (basic) Microsoft Co-pilot to all employees.
- Begin refresh of Mobile assets.
- Complete implementation of ECOM911.
- Complete implementation of Recreation Scheduling.
- Continue development of e-applies related to permitting and licensing.
- Commission Firehall No 2 IT Assets.



Saanich began piloting GOVAI in 2025, one of the first Municipalities in Western Canada.

51%
The percentage of residents who prefer digital contact methods.*

**2024 Resident Pulse Check Survey*

Quick Stats	2022	2023	2024	2025
Total service requests	2,455	3,946	2,436	3,649
Preventative maintenance changes	100	364	525	655
Total incidents resolved	N/A	Included in SR	3,271	3,746
System availability (minus planned maintenance)	N/A	>99%	>99.7%	>99.7%
Average response time (combined)	<=60min	<=30min	<=30min	<=30min



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 a diversity of external and internal customer services as well as oversee regulatory compliance in the municipality. The seven divisions are: Building and Inspections Services, Bylaw Services, Business Licensing, Legislative Services, Real Estate Services, Records and Information Services, and Risk Management.

Did you know?

- Residents can submit their digital permit applications for commercial and residential permits using E-apply software and can also use E-billing for the District's Business Licensing system.

2025

Department accomplishments

- Launched a new online Council Voting Dashboard that provides a clear and accessible record of Council votes, filterable by meeting, agenda item, and Council member. The tool improves transparency and makes it easier for residents to see how Council members voted on specific items.
- Held three Town Halls in keeping with Council's Strategic Plan commitment to open dialogue, providing residents with an additional opportunity to share their ideas and perspectives directly with Council in a less formal setting focused on listening and engagement.
- Improved services access and administrative efficiency by implementing 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.
- Initiated the communications tower project at the PKOLS (Mount Douglas Park) summit to improve local communication service.
- Established a standardized Saanich insurance certificate for District-wide use, improving consistency, reducing review and turnaround time, and increasing efficiency for both internal users and the Risk Services team.
- Updated the Council Procedure Bylaw to streamline the order of business by starting meetings 30 minutes earlier and moving Public Input closer to the beginning of the agenda. These changes help reduce wait times and make it easier for residents to participate in Council meetings.



PKOLS tower site.

2026

Planned Initiatives

- Administer the 2026 General Local and School District elections in accordance with provincial legislation and municipal policies.
- Continue to advance the records and information management framework from paper-centric to an Electronic Document and Records Management System (EDRMS) in collaboration with the IT Department.
- Implement Provincial mandate for increased housing and current development projects.
- Continue implementation of the Enterprise Risk Management program with the development of departmental risk registers.
- Improve and expand Archives participation in public events as part of broader outreach initiatives.
- Increase bylaw and licensing communication to the public to create more proactive education.



The Legislative and Protective Services team at the Municipal Hall

10,118

digitized historical photos available to the public via Saanich Archives

Quick Stats	2022	2023	2024	2025
Building permits issued	629	608	549	601
Plumbing permits issued	775	703	719	543
Inspections conducted	6,841	6,899	5,917	7,217
Bylaw Services field inspections conducted	7,257	8,355	9,984	10,116
Access requests for records under FIPPA	170	260	219	269



PARKS, RECREATION AND COMMUNITY SERVICES

Maynard Park
playground, Cadboro Bay

What does this department do?

The Parks, Recreation and Community Services

Department three divisions foster healthy nature, healthy people, and healthy communities in Saanich. The Parks division stewards healthy nature through planning, designing, constructing, managing, and maintaining the District's 173 parks, 4500 ha of urban forest and over 145 km of trails. The Recreation division supports healthy people by planning, coordinating and delivering a continuum of recreation and wellness programs and services through the District's recreation and community centers. The Community Services Division supports healthy community by promoting civic celebrations, art and music events, and by coordinating a wide variety of activities that engage Saanich's underserved populations.

Did you know?

- The District's urban forest delivers an estimated \$13.3 million in benefits to nature and community in Saanich.



Functional Fitness at Saanich Commonwealth Place

2025

Department accomplishments

- The Panama Flats Concept Plan was updated to reflect biodiversity conservation and passive recreation values.
- Saanich Parks co-hosted the 2025 Canadian Little League Championship at Layritz Park.
- The playground in Cadboro Bay's Maynard Park was renewed, incorporating inclusive play features and new sensory gardens.
- Community Services was awarded a federal grant of \$2.5 million in funding over 5 years to serve isolated newcomer, Indigenous, Black, racialized and gender diverse seniors across the region.
- Saanich Commonwealth Place hosted the 2025 Bell Canadian Swimming Trials, welcoming over 10,000 visitors over six days and increased the centre's count of world records to 11.
- Gordon Head Recreation Centre received Gold Certification from the Rick Hansen Accessibility Foundation (RHAF), making it the only RHAF Gold-certified recreation centre in the Greater Victoria area.
- Saanich Commonwealth Place opened its new water slide, marking the replacement of a highly valued community recreation amenity.

2026

Planned Initiatives

- Enhance leash-optional areas in PKOLS (Mount Douglas Park) and Cuthbert Holmes Park with fencing and other trail amenities.
- Complete Fowler Park Outdoor Pickleball and Tennis Hub.
- Complete design and feasibility work for the expansion of Saanich Commonwealth Place’s hot tub, sauna, steam room, and change rooms.
- Launch Saanich’s first Community Poets Program featuring adult and youth poets who will inspire creativity and celebrate our community.
- Implementation of sustainable, battery-powered sump pump generator at Gordon Head Recreation Centre.



The new water slide at Saanich Commonwealth Place

3,368

Shrubs and plants were planted at 24 park sites in addition to 2,116

Quick Stats	2022	2023	2024	2025
Recreation registered program participants (excluding day camps)	38,185	48,105	57,735	68,533
Total rounds played at Cedar Hill Golf Course	59,311	63,482	65,980	66,435
LIFE (Leisure Access for Everyone) Pass Scans	23,830	31,623	65,622	81,688
Trees planted on District land	2,467	2,805	3,596	2,116
Pulling Together program volunteer hours	15,813	15,604	15,500	15,028



PLANNING

The district continues to work towards fulfilling the provincial housing targets

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 500 new homes were approved via Development Permit in 2025, 73% of which were much-needed secure rentals.

2025

Department accomplishments

- A new Tenant Protection Bylaw was adopted providing improved protections and support to tenants who are displaced during redevelopment.
- Updates to the Development Procedures Bylaw were completed, improving efficiencies by allowing minor variance approvals to be delegated to staff.
- Tracking of in-person, email, and phone development enquiries has been implemented to better understand staff resource priorities and common topics of interest. This data will inform future staffing levels and support improvements to public-facing communications and website content on high-interest topics.
- Amendments to the Zoning Bylaw were approved, requiring a minimum unit size of 33 m² for all residential uses to ensure that new homes are livable and development cost charges payments apply.
- Improvements were made to the Permit and Application Tracking Dashboard, improving efficiencies by enabling refined searching capabilities for file management and the ability to quickly identify and highlight priority housing applications that qualify for an expediated process review to support meeting the Provincial Housing Targets mandate.
- An updated fee bylaw was adopted to replace a framework that had been unchanged since 2006, ensuring land use and development application fees better reflect current market conditions and operational costs.



New townhomes on Tyndall Avenue

2026

Planned Initiatives

- Continue working on a comprehensive Zoning Bylaw update.
- Continue to support the implementation of Rapid Deployment of Non-Market Housing.
- Ongoing work on the Uptown Doulgas pre-zoning project.
- Continue to work on the Quadra McKenzie Plan, Shelbourne Valley Action Plan, and Tillicum-Burnside Plan to update centres, corridors and villages planning.
- Ongoing and continuous process improvements will see further enhancements applied to Planning application processes, including eApply options for online application submissions and improvements to the MySaanch client service portal experience.
- Pre-Applications will be open to all Development Permit & Rezoning application types.
- Completion of a family-friendly housing study.



A new fourplex on Epsom Drive provides Small-scale Multi-unit Housing (SSMUH)

60%
Of all new homes approved via Development Permit in 2025 were for affordable non-market housing

Quick Stats	2022	2023	2024	2025
Development Permits completed	102	103	98	73
Development Variance Permits completed	19	15	22	18
Rezoning Applications completed	33	23	33	30
Subdivision Applications completed	27	17	16	21



POLICE

Saanich officers at UVic campus

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?

- SPD hired 15 new recruits, 6 experienced officers in 2025 in response to attrition. Of these, 4 are women.
- In total, 14% of staff at SPD identify as non-White, and 26% identify as women.

2025

Department accomplishments

- Strategic Plan Commitment – Service Excellence:
 - Launched an enforcement project addressing crime and disorder in the Uptown Douglas area resulting in multiple arrests, drug seizures, and positive engagement with the businesses in the area.
 - Formalized the use of a best practices-based command structure and deployment framework to increase public safety during major events in Saanich.
- Strategic Plan Commitment – Foresight & Innovation:
 - Launched a University of the Fraser Valley-partnered study evaluating a new evidence-based tool for investigations of intimate partner violence with strangulation.
 - Improved and updated emergency preparedness plans and the capacity for communication of critical information in a timely manner to ensure resources can be deployed as needed.
 - Updated response options available to front line officers ensuring access to the most effective equipment to respond to critical incidents.
- Strategic Plan Commitment – Organizational Resilience:
 - Restructured the Patrol Division to better allocate resources based on call load and resource needs.
 - Expanded the Tactical Emergency Medical Support Officer program to increase capacity for response in critical incidents.
 - Initiated a senior leadership development program to enhance succession planning.

2026

Planned Initiatives

- Strategic Plan Commitment – Service Excellence:
 - Develop and implement an online reporting tool for non-urgent incidents.
 - Enhance the service delivery model for mental health calls by implementing a crisis response team.
 - Implement targeted enforcement projects to reduce disorder and reduce shoplifting.
- Strategic Plan Commitment – Community Connections:
 - Implement a community-based program supporting safety for newcomers to Canada and improving cultural awareness for school liaison officers.
- Strategic Plan Commitment – Foresight & Innovation:
 - Implement a drone program to enhance response to investigations, critical incidents, demonstrations, missing persons, and searches.
 - Improve administrative and analytic capacity to support evidence-based decision making.



Saanich Police officers out in the community

1,400+
of tickets written for speeding
in Saanich in 2025

Quick Stats	2022	2023	2024	2025
Calls for Service	24,519	24,889	24,434	24,679
Collisions – fatalities	2	3	2	3
Hospital Wait Times - Average (for mental health apprehensions)	2h03m	2h05m	2h30m	2h49m
Break & Enters (Residential/Business/Other)	273	278	130	154
Roadside Prohibitions	388	468	628	450
Priority 1 (Urgent) Response Time - Average	7m53s	8m24s	8m21s	8m20s
Cybercrime – Fraud/Financial	306	393	340	297

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 2025, 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 2024, the funding received by Saanich was \$9,228,493 and in 2025, Saanich received \$9,654,958 in grant funding. In 2025, Saanich received the following funding:

Agency	Program or service supported	Amount recieved 2025 (\$)
BC Hydro	Sustainability initiatives - Energy Manager Support	101,000.00
BC Hydro	Sustainability initiatives - EV Fleet Strategy	15,000.00
BC Hydro	Sustainability initiatives - Oil Tank Policy Review	9,250.00
BC Hydro	Sustainability initiatives - Rental Apartment Retrofit Accelerator	37,500.00
Canadian Parks & Recreation Association	Employment program - Green Jobs Initiative	5,062.00
Canadian Tire Jumpstart	Children's grants for Physical Activity or Sport	18,660.00
Capital Reginal District	Hazmat Materials Response	130,500.00
CMHC	Housing Accelerator Fund	3,734,025.18
CRD	Sustainability initiatives - Reusable bowls	5,000.00
Federation of Canadian Municipalities	Green Municipal Fund - Climate Plan Update	63,000.00
Fraser Basin Council Society	CleanBC Go Electric Fleet Charging Program	3,788.70
Fraser Basin Council Society	Biodiversity Conservation	8,571.43
Government of Canada	Green & Inclusive Community Building Program - CHRC	1,126,772.89
Government of Canada	Summer Jobs for Youth	80,013.00
Government of Canada	Active Transportation - Shelbourne Street	1,947,348.60
Government of Canada	EDSC Federal Govt - New Horizons for Seniors Program	532,672.00
Province of BC	Active Transportation - Shelbourne Street and Albina, Maddock, Orillia Improvements Project	625,000.00
Province of BC	Policing - Reserve Police program	5,800.00
Province of BC	Policing - Counterattack program	22,100.00
Province of BC	Mass Timber planning for Fire Hall #2	7,500.00
Province of BC	Clean BC Community Grant - heat recovery and renewable energy planning for Pearkes Recreation Centre	716,997.19
Province of BC	"Urban Communities Partnering for Reconciliation (Metis Nation of Greater Victoria/District of Saanich Leadership-to Leadership Event) "	4,925.00
Province of BC	Community Engagement - Indigenous Engagement Requirements Funding Program	48,000.00
Rick Hansen Foundation	Accessibility improvements to facilities	9,000.00
Saanich Legacy Foundation	Music in the Park Events	7,200.00
TD Bank	Park Stewardship Diversity and Inclusion Program	5,000.00
UBCM	Fire Smart Community Structural Protection	41,102.00
UBCM	Next Generation 911 Program	149,943.00
UBCM	CEPF - Disaster Risk Reduction - Climate Adaptation	84,381.50
UBCM	Emergency Program Equipment Modernization	5,172.99
VIHA	Disability Inclusion Services for Children	97,662.42
VIHA	Take Heart Cardian Rehabilitation Program	7,010.00
	Total	\$9,654,957.90



A sunny walk at Elk Lake



Aerial view of a Saanich neighbourhood

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

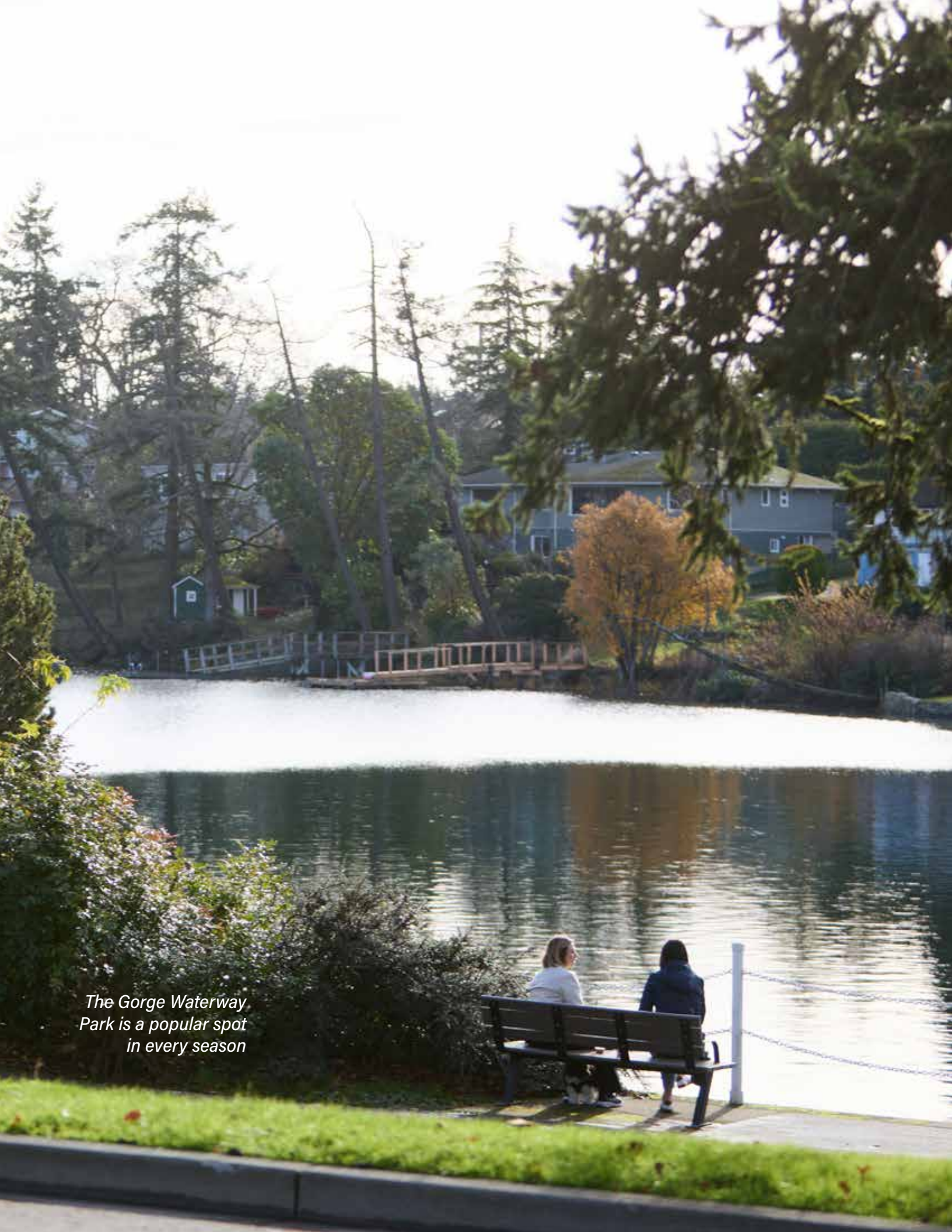
- Sustainable transportation is supported.
- Active transportation is enhanced.
- Fatalities and serious injuries on Saanich roads and trails are eliminated.
- More connections are created for people walking, cycling and using transit.
- Our network is accessible and equitable.

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 Gorge Waterway
Park is a popular spot
in every season*



CLIMATE ACTION AND ENVIRONMENTAL LEADERSHIP

Community garden in Saanich

We steward the environment.

2025 Progress

- The Environmental Policy Framework is now being applied to appropriate projects and programs.
- Amended the Zoning Bylaw to require that properties zoned for agriculture establish a Farm Residential Footprint to cluster residential uses and maximize farm potential. Amendments were also made to allow fence height extensions to support the protection of food crops, landscaping, trees, and other sensitive areas from deer.
- The Invasive Species Management Strategy and Urban Forest Strategy are being implemented as budget allows.
- Continued to advance work towards Integrated Stormwater Management Plans through focusing on digital model development & inland flood hazard mapping development.
- The Biodiversity Conservation Strategy was delivered in 2024. It is being implemented as budget allows.

2026 Look Ahead

- A targeted update of the Agriculture and Food Security Plan to align with regional priorities and address emerging trends. The Plan update aims to identify proactive actions to support Indigenous food systems and practice, and further embed diversity, equity, and inclusion principles into priority actions and evaluation criteria.
- Continue to implement the Invasive Species Management Strategy as budget allows.
- Continue to Implement the Biodiversity Conservation Strategy as budget allows.
- Complete the District-wide dual drainage model; draft flood construction level bylaw update incorporating Colquitz River flood hazard mapping.

Indicators



Urban forest coverage - percentage of total land cover

Source: PRCS department - see State of Urban Forest Strategy Total land cover by tree canopy: 4,500 hectares

- 2025: 43%
- 2024: 43%
- 2023: 43%



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

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

- 2025: 62%
- 2024: 62%
- 2023: 62%



Volunteer hours for the natural environment

Source: Better Impact Database

- 2025: 15,028
- 2024: 15,500
- 2023: 16,000



Properties in ALR plus A+ zoned lands claiming farm status

Source: Tempest and Corporate GIS

- 2025: 224
- 2024: 224
- 2023: 221

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

2025 Progress

- 2025 marks a significant milestone, with a 47% reduction in our corporate greenhouse gas (GHG) emissions since our 2007 baseline, coming incredibly close to achieving our 50% target. This was primarily due to electrification at the G.R. Pearkes and Cedar Hill Recreation Centres, supported by the transition to other renewable fuels for buildings and fleet.
- 2025 saw the adoption of an Energy and Carbon Emissions Reporting program with ongoing recruitment of larger buildings into the Saanich Rental Apartment Retrofit Accelerator, Strata Energy Advisor and Climate Action Tax Exemption Programs, aimed at saving energy and costs while reducing emissions.
- As of 2025, nearly half of the residential oil tanks in Saanich have now been replaced with electric heat pumps (a 45% reduction since 2019 updated baseline). This progress is supported by multiple programs including the Saanich Heat Pump Financing program, which has now seen 70 participants benefiting from the cooling, air quality and energy efficiency benefits of heat pumps.

2026 Look Ahead

- Data reporting for the first cohort of buildings in the Energy and Carbon Emissions Reporting program will begin in 2026, supported by the CRD's regional benchmarking program.
- Development of a strategy to electrify Saanich equipment will commence, yielding cost, energy and emissions savings, alongside health benefits.
- Corporate building electrification upgrades will continue, providing cooling, energy and emissions savings for the next phase of facilities, with a focus on the Cedar Hill Golf Club House and surrounding buildings.
- Completion of the direct install heat pump feasibility study, aimed at accelerating residential retrofits from oil and gas to heat pumps.

Indicators



Residential oil heating systems replaced by heat pumps since 2017

Source: Provincial CleanBC Rebate Program

- 2025: 51%
- 2024: 39%
- 2023: 38%



Natural gas heating systems replaced by heat pumps since 2017

Source: Provincial CleanBC Rebate Program

- 2025: 5.2%
- 2024: 3.3%
- 2023: 3.2%



Total natural gas connections and consumption (residential and commercial)

Source: FortisBC

Residential

	2022	2023	2024
Connections	16,867	17,046	17,188
Consumption	917,866 GJ	858,724 GJ	862,701 GJ

Commercial

	2022	2023	2024
Connections	961	953	95
Consumption	894,838 GJ	843,545 GJ	824,323 GJ

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

2025 Progress

- The Corporate Zero Emission Fleet Strategy was approved by Council, outlining a pathway to meet our fleet emissions targets, achieve operational cost savings, maximize grant funding and realize multiple other co-benefits.
- The corporate PIEVC climate risk assessment was completed and is being used to inform Asset Management Plans, the corporate risk register and updated Climate Plan, helping avoid costs associated with extreme weather events.
- As part of the updated Climate Plan, a community climate risk assessment was completed, including risk workshops with residents and vulnerable populations.
- The Zero Waste Strategy actions were drafted and modelling and data analysis completed. In parallel, multiple measures were implemented, including the purchase of reusable bowls for festivals and events, saving on the yearly purchase of disposables.
- The Tillicum Green Infrastructure project delivered 14 rain gardens and over 1,200 native shrubs and trees at Tillicum Elementary School and surrounding lands, supported by a \$396,865 provincial CEPF grant.
- The Gorge Coastal Flood Adaptation Strategy was initiated, with the first phase of engagement and analysis completed, supported by a \$350,000 provincial CEPF grant.

2026 Look Ahead

- Expand the public EV charging network, with an additional 8 DC Fast Chargers in partnership with BC Hydro and 14 on-street L2 EV Chargers, including 4 that will be dedicated for carshare vehicles, supported by federal and provincial grants.
- Expand the Saanich fleet EV charging network at several sites supported by federal and provincial grant funding.
- Finalize, approve and implement the updated Climate Plan and Zero Waste Strategy.
- Finalize and approve the Gorge Coastal Flood Adaptation Strategy.
- Implement actions identified for the short term in the Zero Emissions Fleet Strategy, seeking grant support.

Indicators



Reduction in corporate GHG emissions (all municipal operations)

2007 Baseline emissions: 5,924 tCO₂e*

Source: Multiple, See Climate Plan Report Card

- 2025: 47%
- 2024: 29%
- 2023: 27%



Reduction in community GHG emissions

2007 baseline emissions: 593,644 tCO₂e

Source: Multiple, See Climate Plan Report Card

- 2024: 18%
- 2023: 18%**
- 2022: 15%**



Saanich vehicles that are EV

Source: ICBC

Electric vehicles for personal use

- 2024: 3,379 (5%)
- 2023: 2,756 (3.9%)

Electric vehicles for business use

- 2024: 537 (5%)
- 2023: 439 (4.3%)



Saanich vehicles that are renewably powered - personal and commercial

Source: ICBC

- 2024: 4,007 (5.9%)
- 2023: 3,216 (3.9%)

*tCO₂e = tonnes of Carbon Dioxide equivalent

**Corrected for emissions factors in 2024..

*Gorge on Art 2025
was a success!*





COMMUNITY WELL-BEING

Cadboro Bay Beach

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

2025 Progress

- The Diversity Equity and Inclusion Strategic Report and Action Framework, which was implemented in March 2023, included a total of 44 initiatives. Eighty percent have been successfully completed or operationalized.
- The Accessibility Plan, which was approved in December 2023, included a total of 38 initiatives. Twenty-two of these are the responsibility of the Corporate Services Department and among these, 12 (~54%) have been successfully completed or operationalized.
- Acknowledged an array of cultural celebrations and significant observances such as World Refugee Day, Indigenous Music Festival, Métis Community Picnic, Pride, Lunar New Year, Diwali, Black History month and more. A complete calendar can be found on the Saanich Community Services website.

2026 Look Ahead

- As part of the 2026 implementation strategy - DEI Strategic Report and Action Framework, the remaining 6 initiatives are planned to be completed.
- As part of the 2026 implementation strategy - Accessibility Action Plan and Policy, the remaining 10 initiatives are planned to be completed.
- Youth-centred programs will continue to expand, keeping pace with demand for day camps (such as Breakout Adventures), valuable internship opportunities with WYLD (Willing Youth Leading Diversely), and through inclusive services to support children who are neurodivergent.

Indicators



Residents who feel the services offered by Saanich reflect our diversity

Source:***

- 2022: 62%
- 2021: 62%



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

Source: ***

- 2022: 64%
- 2021: 65%



Building new skills at the Pickleball Novice Clinic

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

2025 Progress

- Of the 40 recommendations from the 2019 Fire Services Review and the subsequent 2020 Fire Master plan, 25 have been completed, 11 are actioned and underway and 4 have not yet started.
- The Emergency Program hosted 44 public presentations to more than 1,200 attendees with topics including Preparedness 101, Earthquake Preparedness and presentations to Grade 4 students in Saanich.
- The Emergency Program advanced regional Indigenous engagement through expanded consultation and collaboration, supporting more inclusive emergency planning and response.
- Increased collaboration amongst the four core fire departments (Saanich, Victoria, Oak Bay, and Esquimalt) with quarterly Fire Chief level meetings identifying integration opportunities.

2026 Look Ahead

- Conduct a mid-point review and status update of the recommendations to evaluate how we are tracking and to reassess the trends and priorities.
- Continued growth of the volunteer team, increasing organizational capacity and community resilience.
- Continue the collaboration among the four core fire services and identify future fire service integration opportunities, including a review of communications and some operational protocols for alignment and joint training exercises.
- Complete a multi-department fire fighter recruitment (with Oak Bay Fire).

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 at Prospect Lake Park

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

2025 Progress

- Staff collected \$650,000 in Community Amenity Contributions (CACs) from new developments in 2025 which were allocated to the Affordable Housing Fund, Local Park Acquisition and Local Amenities, as per the CAC policy.
- Over 734,355 drop-in patrons were welcomed at Saanich recreation centres, participating in fitness and art activities, leisure and lap swimming, and skating.
- The People, Pets and Parks Strategy is being implemented as budget allows. More than 570 signs were installed in parks to share dog regulations. A 7-week social media campaign reached 11,217 Facebook views and 5,615 Instagram views.
- The Outdoor Sports Field Strategy was developed with public and sports groups' engagement.
- New Functional Fitness Studio project opened at Saanich Commonwealth Place, expanding fitness capacity and support for High Performance Clubs.
- Lambrick Park Campus Renewal Plan initiated. Hosted a variety of public and community group engagement opportunities.
- Updated Panama Flats Concept Plan approved by Council.

2026 Look Ahead

- Review the current CAC Policy as part of the development of a new Amenity Cost Charge Bylaw.
- Continue to implement the People, Pets and Parks Strategy as budget allows. Complete leash optional areas in Cuthbert Holmes Park and trail in PKOLS (Mount Douglas Park), continue to sign parks as needed, and develop further additional educational materials.
- Seek Council approval for the Outdoor Sports Field Strategy.
- Continue to develop formal agreements with park user groups.
- Continue with Lambrick Park Campus Renewal project.

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

- 2025: 87.1%
- 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

- 2025: 90.1%
- 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.

2025 Progress

- The **WSÁNEĆ** Leadership Council (WLC) and District continued to meet regularly to implement the **ÁTOL,NEUEL** Memorandum of Understanding (MOU) and held 4 meetings, 5 task group meetings and delivered 3 initiatives.
- An Indigenous Relations and Reconciliation Manager was hired and held 31 meetings with First Nation governments, Indigenous organizations, and peoples.
- A 25-year retrospective exhibition of Chris Ice Bear's artwork was held in Cedar Hill's main gallery.
- Older adults were invited to participate in Indigenous Drumming Circle events.
- Indigenous Youth Art Social events welcomed and connected young artists, designers and makers.
- Printed materials were made available at welcome desks in recreation centres, sharing resources and information to deepen connections between Indigenous and non-Indigenous community members, particularly Elders and older adults.

2026 Look Ahead

- Host a District Leadership-to-Leadership workshop with the WLC to set priorities for the coming years.
- Hold preliminary discussions with other neighbouring First Nations on relationships and protocols.
- Expand public art opportunities through the Municipal Hall Indigenous Art project and community mural opportunities.
- Host a Youth Art Workshop on Indigenous Flat Stich Beading.

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 Division

- 2025: 15
- 2024: 13
- 2022: 11



Dancing at the South Island Powwow 2025

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

2025 Progress

- The redevelopment of Fire Station #2 is on-schedule and selected artist, Luke Marston (**Ts'uts'umutlhw**) of the **Stz'uminus** (Chemainus) First Nation, has progressed in his creation of a new, site-specific sculpture to celebrate its reopening.
- Initiated or completed 5 projects that advanced two Truth and Reconciliation Commission of Canada (TRC) Calls to Action (#47 and #57) and also 6 Calls to Justice (#4.1 and #15.2) from Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls.
- The District continued to advance TRC Call to Action #57 in 2025 by building on the Indigenous Relations Learning Curriculum, hosting an interactive staff learning session in June in recognition of National Indigenous History Month, and supporting and attending the South Island Powwow, a regional event commemorating the National Day for Truth and Reconciliation and Orange Shirt Day, on September 30.
- Supported a range of Indigenous programming opportunities over 2025, such as increased inclusion at all community events, ongoing support for the Indigenous Music Festival, Elder and Youth programs at Victoria Native Friendship Centre (VNFC), and participation with Victoria Urban Reconciliation Dialogue.

2026 Look Ahead

- A grand opening for the expanded Fire Station #2 in Royal Oak is expected in late 2026, and will include the unveiling of a newly commissioned sculpture by renowned **Stz'uminus** (Chemainus) First Nation artist, Luke Marston (**Ts'uts'umutlhw**).
- Begin to undertake the development of a Reconciliation Plan and Engagement Framework to guide the District's work.
- Anticipate launching a call-for-Indigenous-artists to install and exhibit local First Nations artworks at Municipal Hall.

Indicators



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

Source: Human Resources Division

- 2025: 1,913
- 2024: 334
- 2023: 154



The South Island Powwow was well attended

*New homes being
constructed in Tillicum*





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.

2025 Progress

- A new Non-Market Housing Planner - funded by the new Housing Accelerator Fund - handled 10 inquiries and managed 11 non-profit housing applications, accounting for 1,146 affordable units delivering key support to non-market housing providers and funders.
- Council awarded 2 capital and 8 pre-development grants from the Saanich Affordable Housing Reserve Fund (SAHRF) to the non-profit housing sector.
- The Housing Strategy: Priorities Plan 2026-2028 was endorsed by Council, outlining the District's 3-year priorities to improve housing outcomes.
- The Tenant Protection Bylaw was adopted, improving support to tenants who are displaced by redevelopment.
- The Official Community Plan was updated to align with the Housing Needs Report.

2026 Look Ahead

- The development of a family-friendly housing policy is currently underway.
- A 2-year review of key housing initiatives (Rapid Deployment, Small-Scale Multi-Unit Housing, Permissive Tax Exemptions) will be undertaken.

Indicators



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%

Indicators



Saanich households on the waitlist for BC Housing

Source: CRD/BC Housing

- At December 2025: 681
- At December 2024: 691
- At December 2022: 573



Non-market housing units approved at development permit

Source: Prospero

- 2025: 314
- 2024: 119
- 2023: 0



Housing completions by unit type

Source: Saanich Internal Data

	2025
Single detached	145
Semi-detached	19
Row house	75
Apartment	343
Total	582



Annual primary rental market vacancy rate

Source: CMHC

- 2025: 3.4%
- 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.)

2025 Progress

- The Nellie McClung Library site on 3950 Cedar Hill Road was issued a Development Permit permitting over 200 affordable rental units, in partnership with the CRD, Greater Victoria Public Library, BC Housing and CMHC.
- A revised Draft Quadra McKenzie Plan (QMP) was developed, with additional public engagement in the Fall.
- Work continued on the Shelbourne Valley Action Plan (SVP) update, including the first engagement phases and a Draft Update to the SVP, which was brought to Council for information.

2026 Look Ahead

- Three Development Permit applications are in progress and will be considered under the Rapid Deployment of Non-Market Housing Program.
- Staff will bring forward a revised Draft QMP to Council in 2026.
- Council will consider the Proposed Updated SVP and provide direction on advancing the Plan through the adoption process.

Indicators



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

Source: Corporate GIS

- 2025: 60%
- 2024: 58.1%



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

Source: Corporate GIS

- 2025: 98.3%
- 2024: 98.2%
- 2023: 98.9%



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

Source: Planning Department

- 2025: 84%
- 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

- 2025: 71.7%
- 2024: 71.2%
- 2023: 71.1%

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

2025 Progress

- A revised Draft QMP was developed, with additional public engagement in the Fall. Design concepts for vehicle travel lanes on McKenzie Avenue were removed from the Draft Plan 2025 and will be considered separately through a future detailed corridor analysis and design process, to be undertaken in collaboration with BC Transit.
- The comprehensive Off-Street Parking and Loading Regulations Update project launched in September 2025. Watt Consulting Group and Nelson\Nygaard Consulting Associates were retained to assist in the review of best practices.

2026 Look Ahead

- Staff will bring forward a revised Draft QMP to Council in March 2026 after additional amendments, including reductions in land use density in specific locations and removing the Quadra Corridor streetscape typologies.
- The Off-Street Parking and Loading Regulations Update will complete its technical analysis, undertaking community and stakeholder engagement to assist in the development of draft recommendations. These recommendations will inform future bylaw development, to be presented to Council in early 2027.

Over 1,000
people engaged through
QMP Phase 4

2
phases of public
engagement for
off-street parking



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.

2025 Progress

- In alignment with the Provincial Housing Target Order, the Period 2 Housing Target Order Progress Report was received by Council and submitted to the Ministry of Housing and Municipal Affairs.
- The number of net new housing units increased by 20% in Reporting Period 2.
- Updates to the OCP were brought forward in 2025, ensuring alignment with the 2024 Housing Needs Report.

2026 Look Ahead

- Saanich’s Annual Housing Progress Report for 2025 will be presented to Council in Spring 2026 outlining housing market performance, statistics on the District’s housing approvals, and progress made on Housing Strategy actions.
- The Period 3 Housing Target Order Progress Report will be presented to Council in Fall 2026.
- Staff will continue to develop and implement development process improvements to streamline housing approvals.
- The PowerBI Housing Dashboard was implemented across departments to streamline tracking and reporting of housing data. A public-facing version of this dashboard will be launched in early 2026.

Indicators



Total number of new completed housing units minus demolitions

Source: Planning Department Housing Target Order Report 2025

Oct 1, 2024 – Sep 30, 2025

- Completed housing units: 515
- Demolitions: 73
- Net new housing units: 442

Oct 1, 2023 – Sep 30, 2024

- Completed housing units: 381
- Demolitions: 43
- Net new housing units: 338



Net new below market rental units completed

Source: Planning Department Housing Target Progress Report 2025

Oct 1, 2024 – Sep 30, 2025

- Units Completed: 32

October 1, 2023 – Sep 30, 2024

- Units Completed: 97



New mixed commercial and residential space near the McKenzie and Shelbourne intersection

Multi-unit housing in the Uptown neighbourhood





*Sinclair Road road
intersection upgrade*



TRANSPORTATION

Intersection at Quadra Street and McKenzie Avenue

We build a culture to support sustainable transportation.

2025 Progress

- Council approved a comprehensive Traffic Calming Policy that sets a clear process to prioritize infrastructure improvements that improve safety, increase active transportation and create more livable neighbourhoods.
- Saanich continued to offer top-up incentives for EV Ready Plans and electrical infrastructure upgrades to support at-home charging in existing multi-family buildings. There are now 31 EV Ready Plans, with 15 having completed the retrofits (providing more than 1,074 EV ready stalls) since program launch.
- Completed the designs and finalized the agreement with BC Hydro for an additional 8 DC Fast Chargers in Saanich, alongside designs for an additional 14 on-street L2 EV Chargers, 4 of which will be dedicated for carshare vehicles.
- Developed draft bike parking bylaw updates to form part of the comprehensive off-street parking review project.

2026 Look Ahead

- Advance the delivery of the Active Transportation Plan.
- Support regional initiatives for multi-modal transportation and transportation planning coordination.
- Continue to expand Saanich's public EV charging network, with a focus on more charging options in neighbourhoods with existing multi-family buildings.
- Initiate a bike parking retrofit program, to support the conversion of underutilized parking stalls to bike parking enclosures in multi-unit residential buildings and apartments.
- Finalize the corporate climate-friendly commuter strategy.

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

	2023	2024	2025
Total eligible schools	25	25	25
Completed schools	23	23	24
% of total	92%	92%	96%



Newly completed crosswalks, sidewalks, and, bike lanes on Sinclair

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

2025 Progress

- Completed Shelbourne Street Phase II Complete Street Project.

2026 Look Ahead

- Incorporate sustainable transportation options into the draft Tillicum Burnside Plan.
- 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.

2025 Progress

- Implemented Phase III of the Council Speed Limit Establishment Policy on corridors and streets with increased crash risk/trends.

2026 Look Ahead

- Continue implementing the Road Safety Action Plan.
- Implement Phase 4 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

- 2024: 107
- 2023: 61
- 2022: 45



ICBC reported vehicle collisions involving people cycling

Source: ICBC

- 2024: 30
- 2023: 97
- 2022: 76



ICBC reported fatal vehicle collisions involving people walking and cycling

Source: ICBC

- 2024: 0
- 2023: 2
- 2022: 1

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

2025 Progress

- Policy direction was included in the Draft QMP to support the implementation of Rapid Bus along McKenzie Avenue.
- The Draft QMP included the prioritization of sustainable transportation options.

2026 Look Ahead

- Initiate community consultation for future McKenzie Avenue cross-section.
- 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

- 2025: 292 km
- 2024: 291 km
- 2023: 289 km



Total length of bicycle network

Source: Corporate GIS

- 2025: 187 km
- 2024: 180 km
- 2023: 176 km



Percentage of bus stops with shelters

Source: Engineering Department

- 2025: 39%
- 2024: 37%
- 2023: 37%



McKenzie Avenue upgrades include a protected bike lane

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

2025 Progress

- Transportation projects included accessibility specifications to support people with visual impairment and wheelchair users.
- Bus stops are being designed and constructed in alignment with provincial and federal guidelines.

2026 Look Ahead

- Ensure best practices in accessibility are considered in conjunction with all new or improved transportation infrastructure.
- 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 guidelines, and advocate for BC Transit to reflect these improvements in their guidelines.

Indicators



Percentage of bus stops that are accessible

Source: Engineering Department

- 2025: 57%
- 2024: 56%
- 2023: 54%



Percentage of traffic signals with audible pedestrian signals

Source: Corporate GIS

- 2025: 100%
- 2024: 99%
- 2023: 99%



Bus stop improvements at Richmond SB McRae



*View of Uptown from the
Trans-Canada Highway*



Uptown Shopping Centre



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.

2025 Progress

- The new BusinessCare program reached businesses via email and 1-1 visits.
- Nine Saanich businesses took part in the Circular Economy Accelerator program.
- 60 businesses partnered with Saanich for the 2nd Annual Savour Saanich Flavour Trails Festival.
- Promoted hotel investment and conducted an assessment of Saanich filming, and prepared for the upcoming Intelligent Community Initiative Task Force and Roadmap.

2026 Look Ahead

- Conclude the Intelligent Community Initiative Task Force and Roadmap, and create an Investment Attraction Toolkit.

Indicators

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

Source: Colliers quarterly market report

- 2025 Annual Average:
 - Office: 10.4% (All of Greater Victoria)
 - Industrial: 0.6% (Saanich)
- 2024 Annual Average:
 - Office: 8.05% (All of Greater Victoria)
 - Industrial: 1.03% (Saanich)
 - Retail - 2024 Q4: 5.3% (Saanich)

Details for Retail in 2025 are not available



Business generated property tax revenue

Source: JD Edwards

- 2025: 23.06%
- 2024: 23.39%
- 2023: 23.27%



Business licenses issued

Source: LPS Database

- 2025: 5,245
- 2024: 5,678
- 2023: 4,813



Permits issued for new commercial/ industrial buildings

Source: Prospero

- 2025: 12
- 2024: 7
- 2023: 5



Permits issued for tenant improvements to existing commercial space

Source: Prospero

- 2025: 45
- 2024: 41
- 2023: 46



Number of local businesses engaged

Source: Economic Development Office

- 2025: 1,687
- 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.

2025 Progress

- The Citizens' Assembly concluded its work and provided a recommendation to the District of Saanich and the City of Victoria.
- Funding has been provided to hire consultative services that can work with staff to update the 2002 Comprehensive Arts Policy and Cultural Arts Strategy.
- To align the District's economic development services to support economic reconciliation, the Economic Development Strategy was shared with the Indigenous Prosperity Centre and the Songhees Nation soon after it was drafted.
- Initiated the communications tower project at the PKOLS (Mount Douglas Park) summit to improve local communication service.
- Published expanded website content enhancing access to economic development information.
- Launched the BusinessCare program and reached more than 1,687 businesses via emails, calls, newsletters and 1-1 visits to track issues, concerns, and goals.

2026 Look Ahead

- The District of Saanich and City of Victoria are awaiting a response from the Province regarding the results of the Citizens' Assembly to provide direction on next steps.
- Launch a Request for Proposals to locate specialized consultants and begin community engagement to update the Cultural Arts Strategy, including modernizing the Comprehensive Arts Policy.
- In collaboration with the new Indigenous Relations and Reconciliation Manager, plans are underway to engage with First Nations and other Indigenous partners in 2026.
- Facilitate the acquisition, sale, and leasing of real property and lands to support the District's immediate and long-term real estate needs and strategic plans.
- Update filming bylaw based on 2025 review, to enhance filming and film promotion in Saanich.
- Review and make recommendations from Destination Greater Victoria's Hotel Task Force.



Indicators



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

Source: Corporate GIS/ICI Land Capacity Zoning

- 2025: 24.8%
- 2024: 25.5%
- 2023: 24%

This indicator is under review with a goal to enhance its ability to accurately capture mixed-use (commercial / residential) development Saanich

Through the BusinessCare program, the district connects with and supports local businesses



*Saanich attends the
South Island Prosperity
Partnership events.*



The Saanich solid waste services team



ORGANIZATIONAL EXCELLENCE

Saanich Fire Fighters

We balance efficiency, transparency, and engagement.

2025 Progress

- The District implemented an online public engagement platform, HelloSaanich.
- Implemented a Council Agenda Management System.
- Enhanced access to government information through open data initiatives.
- Held three Town Halls in keeping with Council's Strategic Plan commitment to open dialogue. This provided residents with an additional opportunity to share their ideas and perspectives directly with Council, in a less formal setting focused on listening and engagement.

2026 Look Ahead

- Continue to implement best practices to further improve HelloSaanich in turn to support Council.
- Advance the SaanichIM Project: Electronic Document and Records Management System (EDRMS) readiness and implementation, in collaboration with the IT Department.
- Administer 2026 General Local and School District elections in accordance with provincial legislation and municipal policies.

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%



HelloSaanich engagement platform

****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 base financial decisions on predictability, consistency, prudence, and long-term sustainability.

2025 Progress

- Completed review of various payment methods available to residents and businesses. Starting May 1, 2026, all fees, charges, and taxes can be paid by credit card.
- Finalized purchasing policy and signing authority. A new Council policy and signing authority was approved by Council.
- Completed review of implementation of digital capture of purchasing cards and cheque requisition receipts. Partial rollout of PCard digital receipts is underway; however, there are no plans at this time to implement digital receipts for cheque requisitions.
- Completed water meter communication system pilot project and identified a service provider to support establishing a remote meter reading network and water meter replacement program.
- Investigated strategies and options for establishing a dedicated stormwater fee.

2026 Look Ahead

- Implement a new digital accounts payable solution that captures and routes invoices through a defined approval workflow, then integrates the approved invoices into the Enterprise Resource Planning (ERP) system for processing and payment.
- Embark on water meter replacement program across the District (multi-year program).
- Identify preferred options for a stormwater fee for Council consideration and public engagement.

Indicators



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

Source: ***

- 2024: 46%
- 2022: 45%



The District of Saanich online payment portal

****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 ensure continuous improvement to support robust and modern internal processes.

2025 Progress

- Planning moved over to a fully digital end-to-end process for all application types, and continued focusing on improving data management, reporting, and tracking of development statistics. These internal process improvements led to higher quality and more accessible data, reduced staff resources spent searching for and analyzing data, and improved staff's ability to evaluate how planning policies are meeting departmental objectives.
- Conducted on-site records management reviews that include consideration of access and security of physical folders.
- Enhanced automated data analytics by creating 26 reports for 5 different departments, with another 8 reports in progress. Improved internal processes by adding 14 new eApply services in Tempest, digitizing internal forms, advancing AI-enabled productivity, and expanding Microsoft productivity and collaboration tools.

2026 Look Ahead

- Ongoing and continuous process improvements will see further enhancements applied to the Planning application processes, including eApply for online application submissions and improvements to the MySaanich client service portal experience.
- Initiate standard library configuration of SharePoint sites, and software-ready retentions schedule covering all records including recordkeeping rules and building meta-data rules. Develop a robust communication plan including a change management strategy for delivering strategic messages to employees to drive positive business results.

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%



The Records Management Team and Finance Department cleaned up of two large record vaults

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

2025 Progress

- The People and Culture Plan and Culture Tenets were approved by senior leadership in the Spring of 2025. The plan included a total of 33 initiatives, with 23 completed by the end of 2025.
- The completion of the District's Learning and Development Framework is an important achievement in equipping employees with the skills and knowledge to enhance performance, directly contributing to the success of our Organizational Excellence initiative.
- Saanich's continued commitment to health, safety and continuous improvement was demonstrated through its 17th Certification of Recognition (COR) audit. Scoring above industry average (95%), Saanich continues to be the longest standing COR certified local government.

2026 Look Ahead

- As part of the 2026 implementation strategy, the remaining 10 initiatives are planned to progress towards execution.
- With the District's Learning and Development Framework now complete, we can look ahead to implementing training initiatives that further enhance performance and advance our Organizational Excellence initiative. Phase 2 of the Learning Plan focuses on foundation leadership development, change and transition management and software proficiency.
- With foundational work complete, Saanich will initiate key projects supporting musculoskeletal injury prevention and psychological health and safety. Saanich will implement the 2026 COR Corrective Action plan, ensuring continuous improvement and worker health and safety.

Indicators



Number of Saanich employees participating in related training programs

Source: Human Resources

- 2025: 2,485
- 2024: 1,692
- 2023: 1,763



The District of Saanich People and Culture Plan

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

2025 Progress

- Continued work on the Asset Management Strategy 2023-2027 implementation plan.
- Implemented the Infrastructure Replacement Funding Strategy in the 2025-2029 Financial Plan.
- Began work on the 9 asset management plans.
- Developed the business case for the recommended asset management software solution

2026 Look Ahead

- Continue work on the Asset Management Strategy 2023-2027 implementation plan.
- Continue to implement the Infrastructure Replacement Funding Strategy (IRFS) through the annual Financial Plan.
- Continue work on the 9 asset management plans, towards planned completion in 2027.
- Procure new enterprise asset management software, pending budget approval.

Indicators



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

Source: VFA Software

- 2025: 0.44
- 2023: 0.42
- 2018: 0.42



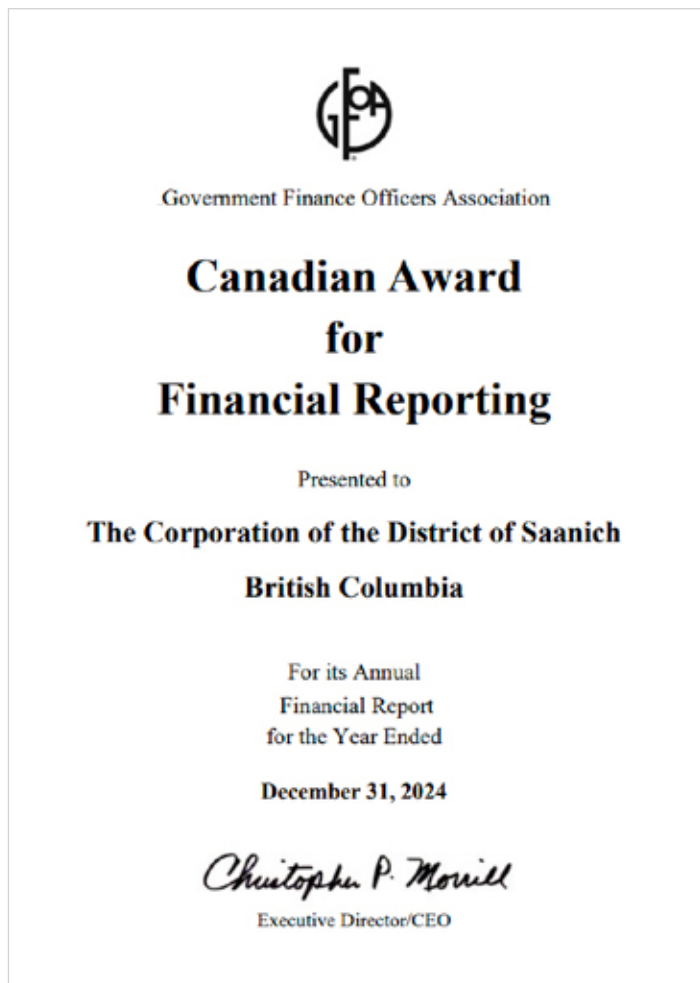
Financial Section

2025 Financial Statements

The Corporation of the District of Saanich
British Columbia

Fiscal year ended
December 31, 2025

Prepared by:
District of Saanich
Finance Department



Message from the Director of Finance



May 12, 2026

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, 2025, 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 2025 operations.

In 2025, investment in tangible capital assets such as equipment, drainage, buildings and improvements increased by \$45.6 million. Total reserve funds and appropriated surplus decreased by \$10.5 million due to uses of reserve funds such as computer hardware and software and capital works to fund capital projects, while capital reserves increased by \$6.4 million to allow for carry forward funding on multiyear capital projects. The net changes above result in the accumulated surplus showing an increase to the Corporation's overall financial position by \$40.4 million.

Revenue increases for 2025 include sale of services of \$1.5 million due to an increase in fees and revenues collected by the recreation facilities, and an increase in property taxation revenue of \$14.2 million. Water service charges and sewer user charges also increased by \$2.7 million and \$3.5 million respectively, from increased fees.

Total expenses increased by \$21.2 million or 7.6% over 2024 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 or 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". The signature is written in a cursive style.

Paul Arslan,
Chief Financial Officer

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, 2026



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, 2025
- 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, 2025, 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.



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.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants

Victoria, Canada
May 12, 2026

THE CORPORATION OF THE DISTRICT OF SAANICH

STATEMENT OF FINANCIAL POSITION

December 31, 2025, with comparative information for 2024

	2025	2024
Financial assets:		
Cash and cash equivalents (note 2)	\$ 222,035,269	\$ 232,764,707
Investments (note 2)	111,423,246	93,024,702
Receivables:		
Property taxes	3,770,216	3,459,613
Board of Cemetery Trustees of Greater Victoria (note 3b)	289,832	377,390
Accounts receivable	22,633,459	21,943,956
MFA cash deposit (note 4)	1,374,084	900,252
Other assets	6,797	6,797
	361,532,903	352,477,417
Financial liabilities:		
Accounts payable and accrued liabilities	47,973,843	39,492,890
Accrued employee benefit obligations (note 5)	22,966,239	22,293,239
Debt (note 3)	104,920,616	82,635,421
Deferred revenue (note 6)	32,057,294	29,433,231
Deposits and prepayments	32,219,634	29,494,474
Asset retirement obligation (note 8)	10,838,193	10,517,129
	250,975,819	213,866,384
Net financial assets	110,557,084	138,611,033
Non-financial assets:		
Inventories of supplies	4,693,460	4,530,556
Prepaid expenses	2,264,895	2,213,298
Tangible capital assets (note 9)	1,129,610,157	1,061,185,573
	1,136,568,512	1,067,929,427
Contingent liabilities, contracts, commitments (notes 4, 11, 12)		
Accumulated surplus (note 10)	\$1,247,125,596	\$ 1,206,540,460

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, 2025, with comparative information for 2024

	Budget	2025	2024
	(note 13)		
Revenue:			
Taxes (note 7)	\$ 191,825,641	\$ 191,021,206	\$ 176,830,604
Grants in lieu of taxes	3,654,372	3,969,503	3,484,979
Sales of services	27,819,208	29,063,464	27,564,288
Revenue from own sources	20,729,583	25,796,495	26,685,659
Government transfers (note 7)	5,950,049	4,323,481	3,401,434
Sale of water	25,737,064	26,210,440	24,995,830
Water service charges	4,530,026	4,553,018	1,828,059
Sewer user charges	32,601,639	32,969,840	29,460,240
Grants and contributions	13,271,000	13,425,287	12,527,369
Developer contributions	-	2,898,167	3,188,509
Development cost charges (note 6)	6,717,600	4,373,009	2,746,969
Sub-regional parks reserve (note 6)	250,000	-	-
Other	366,165	1,575,183	922,930
Total revenue	333,452,347	340,179,093	313,636,870
Expenses:			
General government services	43,332,521	39,347,351	41,847,918
Protective services	89,687,543	87,610,043	82,010,471
Engineering and public works	34,995,690	41,200,183	31,615,918
Refuse collection	10,886,636	10,804,538	10,380,255
Community planning	8,327,355	7,258,538	6,429,814
Recreation, parks and cultural	62,996,783	61,727,654	57,741,309
Water utility	27,061,212	24,245,537	22,920,396
Sewer utility	30,122,398	27,011,213	25,346,678
Other fiscal services	203,500	388,900	132,008
Total expenses	307,613,638	299,593,957	278,424,767
Annual surplus	25,838,709	40,585,136	35,212,103
Accumulated surplus, beginning of year	1,206,540,460	1,206,540,460	1,171,328,357
Accumulated surplus, end of year	\$ 1,232,379,169	\$ 1,247,125,596	\$ 1,206,540,460

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, 2025, with comparative information for 2024

	Budget	2025	2024
Annual surplus	\$ 25,838,710	\$ 40,585,136	\$ 35,212,103
Acquisition of tangible capital assets	(118,121,500)	(93,068,868)	(93,229,058)
Developer contributions of tangible capital assets	-	(2,898,167)	(3,188,509)
Amortization of tangible capital assets	25,549,500	27,228,853	26,341,748
Decrease (increase) in deposits on assets	-	-	3,251,101
Decrease (increase) in tangible capital assets due to asset retirement obligations	-	6,968	23,655
Loss on disposal of tangible capital assets	-	306,631	514,585
	(92,572,000)	(68,424,583)	(66,286,478)
Purchase of inventories of supplies	-	(162,905)	310,109
Purchase of prepaid expenses	-	(51,597)	(76,788)
	-	(214,502)	233,321
Change in net financial assets	(66,733,290)	(28,053,949)	(30,841,054)
Net financial assets, beginning of year	138,611,033	138,611,033	169,452,087
Net financial assets, end of year	\$ 71,877,743	\$ 110,557,084	\$ 138,611,033

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, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operating Activities:		
Annual surplus	\$ 40,585,136	\$ 35,212,103
Items not involving cash:		
Amortization	27,228,853	26,341,748
Accretion of asset retirement obligations	328,032	326,075
Developer contributions of tangible capital assets	(2,898,167)	(3,188,509)
Actuarial adjustment on debt	(589,512)	(565,237)
Accrued employee benefit obligations	673,000	733,000
Loss (gain) on disposal of tangible capital assets	306,631	514,585
Change in non-cash assets and liabilities:		
Property taxes receivable	(310,601)	(535,325)
Board of Cemetery Trustees receivable	87,558	83,390
Accounts receivable	(689,503)	(3,505,404)
Other assets	-	13,181
Accounts payable and accrued liabilities	8,480,953	10,063,777
Deferred revenue	2,624,062	5,517,112
Deposits and prepayments	2,725,160	3,339,908
Inventories of supplies	(162,904)	310,109
Prepaid expenses	(51,597)	(76,788)
Net change in cash from operating activities	78,337,101	74,583,725
Capital Activities:		
Cash used to acquire tangible capital assets	(93,068,868)	(93,229,058)
Decrease (increase) in deposits on tangible capital assets	-	3,251,101
Net change in cash from capital activities	(93,068,868)	(89,977,957)
Investing Activities:		
Net increase in investments	(18,398,544)	13,516,207
Financing Activities:		
MFA cash deposit	(473,832)	6,613
Debt proceeds	28,373,000	30,795,770
Debt repaid	(5,410,733)	(5,247,563)
Debt repaid (Board of Cemetery Trustees)	(87,562)	(83,390)
Net change in cash from financing activities	22,400,873	25,471,430
Increase in cash and cash equivalents	(10,729,438)	23,593,405
Cash and cash equivalents, beginning of year	232,764,707	209,171,302
Cash and cash equivalents, end of year	\$ 222,035,269	\$ 232,764,707

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, 2025

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, 2025

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, 2025

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, 2025

1. Significant accounting policies (continued):

n) 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, 2025

1. Significant accounting policies (continued):

o) 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.

p) 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.

q) 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, 2025

2. Cash, cash equivalents and investments:

	2025	2024
Cash and cash equivalents:		
Cash	\$ 211,614,010	\$ 222,634,610
Municipal Finance Authority money market fund	10,421,259	10,130,097
	<u>222,035,269</u>	<u>232,764,707</u>
Long-term investments:		
Guaranteed investment certificates	32,000,000	35,000,000
Municipal Finance Authority bonds/pooled funds	79,423,246	58,024,702
	<u>111,423,246</u>	<u>93,024,702</u>
Total investments	111,423,246	93,024,702
Total cash, cash equivalents and investments	<u>\$ 333,458,515</u>	<u>\$ 325,789,409</u>

The Cash balance consists of bank accounts, Municipal Finance Authority pooled high interest savings accounts, and the money market fund with rates ranging from 2.54% to 2.95% (2024 - 3.80% to 5.90%). Guaranteed investment certificates and Municipal Finance Authority non-money market funds had effective yields ranging from 3.30% to 4.86% (2024 - 4.86% to 5.90%) with maturities from 2026 to 2035.

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, 2025

3. Debt:

	2025	2024
Debt principal:		
Short term	\$ 13,962,724	\$ 35,920,451
Long term	90,957,892	46,714,970
	\$ 104,920,616	\$ 82,635,421

- a) While the gross debenture debt issued as at December 31, 2025 was \$123,968,330 (2024 - \$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 \$12,775,410 (2024 - \$34,332,680) and MFA 5-year equipment financing in the amount of \$1,187,314 (2024 - \$1,587,771).

- 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. 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 2025 the debt and the receivable balance recorded in the financial statements is \$289,832 (2024 - \$377,390). At December 31, 2025, the Board also had an outstanding demand loan of \$0 (2024 -\$0). The Corporation's guaranteed portion of both the long-term debt and demand loan is \$144,916 (2024 - \$188,696).
- c) Principal payments on debt for the next five years and thereafter are as follows:

	General	Sewer	Total
2026	\$ 7,817,624	\$ 772,711	\$ 8,590,335
2027	7,059,620	772,711	7,832,331
2028	6,801,282	772,711	7,573,993
2029	6,280,774	772,711	7,053,485
2030	5,725,854	662,614	6,388,468
2031 and thereafter	61,853,408	5,628,597	67,482,005

Interest on debt ranges from 0.61% to 4.97% with maturity dates from March 29, 2026 to October 22, 2055. Interest expense on debt during the year was \$3,538,449 (2024 - \$3,561,778).

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

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, 2025, there were contingent demand notes of \$3,448,609 (2024 - \$2,524,867) 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:

	2025	2024	Increase (Decrease)
Vacation pay and banked overtime	\$ 4,360,400	\$ 3,897,600	\$462,800
Accumulated sick leave and retirement benefit payment	14,801,300	14,287,800	513,500
Accrued benefit obligation	19,161,700	18,185,400	976,300
Add unamortized net actuarial gain	3,804,539	4,107,839	(303,300)
Accrued employee benefit obligations, end of year	22,966,239	22,293,239	673,000
Less funded amount	(11,154,822)	(10,923,802)	(231,020)
Total unfunded employee benefit obligations	\$ 11,811,417	\$ 11,369,437	\$ 441,980

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, 12 years in 2024).

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

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

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

	2025	2024
Accrued benefit obligations:		
Balance, beginning of year	\$ 22,293,239	\$ 21,560,239
Current service cost	1,602,300	1,498,000
Interest cost	809,400	815,100
Benefits paid	(1,884,700)	(1,777,400)
Actuarial loss on event-driven liabilities	574,400	451,000
Actuarial gain	(428,400)	(253,700)
Balance, end of year	\$ 22,966,239	\$ 22,293,239

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:

	2025	2024
Discount rates	4.40%	4.30%
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 trusted pension plan. The board of trustees, representing plan members and employers, is responsible for administering 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, 2025, the Plan has about 273,000 active members and approximately 133,000 retired members. Active members include approximately 47,000 contributors from local governments.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

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

The most recent valuation for the Municipal Pension Plan as of December 31, 2024, indicated a \$2,675 million funding surplus for basic pension benefits on a going concern basis.

The Corporation paid \$13,629,102 (2024 - \$12,406,949) for employer contributions while employees contributed \$11,428,509 (2024 - \$10,449,996) to the Plan in fiscal 2025.

The next valuation will be as at December 31, 2027.

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, 2023, and extrapolated to December 31, 2024. At December 31, 2024, the total plan provision for approved and unreported claims was \$31,688,000 with a plan deficit of \$4,356,410. The actuary does not attribute portions of the unfunded liability to individual employers. The Corporation paid \$718,684 (2024 - \$698,969) for employer contributions and the Corporation's employees paid \$718,791 (2024 - \$699,381) for employee contributions to the plan in 2025.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

6. Deferred revenue:

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

	2025	2024
Development cost charges:		
Balance, beginning of year	\$ 16,398,392	\$ 15,605,431
Investment income	539,563	676,186
Fees and contributions	4,198,634	2,863,744
Amounts spent on projects and recorded as revenue	(4,373,009)	(2,746,969)
Balance, end of year	16,763,580	16,398,392
Sub-regional parks reserve:		
Balance, beginning of year	1,209,731	1,176,686
Investment income	31,271	33,045
Balance, end of year	1,241,002	1,209,731
General operating fund deferred revenue	12,921,350	10,688,546
Capital fund deferred revenue	1,131,362	1,136,562
Total deferred revenue	\$ 32,057,294	\$ 29,433,231

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

7. Taxation and Government Transfers:

a) Taxes

	2025	2024
General Purpose:		
Property Tax	\$ 189,041,714	\$ 174,985,681
Utility 1% Tax	1,465,002	1,445,810
	190,506,716	176,431,491
Special Assessments:		
Cadboro Bay Village Business Improvement Area	25,000	20,000
Hotel Room Tax:		
Tourism Victoria – Destination Marketing Commission	489,490	379,113
	\$ 191,021,206	\$ 176,830,604

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.

	2025	2024
Provincial Government - school taxes	\$ 65,877,537	\$ 63,898,072
Capital Regional District	13,533,299	12,727,316
Capital Regional Hospital District	6,741,160	6,784,103
Municipal Finance Authority	10,916	10,884
B.C. Assessment Authority	2,010,989	1,944,282
B.C. Transit Authority	21,601,420	15,731,494
	\$ 109,775,321	\$ 101,096,151

c) Government transfers:

	2025	2024
Operating transfers:		
Federal	\$ 745,975	\$ 29,000
Provincial	3,577,506	3,372,434
	\$ 4,323,481	\$ 3,401,434

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

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 \$10,828,193 (2024 - \$10,517,129) have been discounted using a present value calculation with a discount rate of 3.99% (3.99% - 2024) for buildings over 10 years and 3.26% (3.35% 2024) for land over 5 years. Discount rates based on the December 31, 2025, Municipal Finance Authority are indicative long-term finance rates.

	2025	2024
Balance, beginning of year:	\$ 10,517,129	\$10,214,709
Initial recognition of expected discounted cash flows:		
Buildings	31,364	36,558
Decrease due to disposal:		
Buildings	(38,332)	(60,213)
Increase due to accretion:		
Buildings	48,440	48,078
Land	279,592	277,997
Balance, end of year:	\$ 10,838,193	\$ 10,517,129

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

9. Tangible capital assets:

Cost	Balance at December 31, 2024	Additions	Disposals and transfers	Balance at December 31, 2025
Land	\$ 346,297,348	\$ 2,740,366	\$ -	\$ 349,037,714
Vehicles, machinery & equipment	95,452,254	16,701,396	2,685,591	109,468,059
Buildings & building improvements	169,086,044	9,188,992	260,365	178,014,671
Park infrastructure	48,224,152	92,968	-	48,317,120
Drainage infrastructure	229,805,349	4,336,962	-	234,142,311
Roads infrastructure	241,756,053	3,516,987	-	245,273,040
Water infrastructure	177,034,980	3,772,842	11,767	180,796,055
Sewer infrastructure	184,832,057	1,413,141	-	186,245,198
Assets under construction	103,275,824	157,466,572	103,275,824	157,466,572
Total	\$ 1,595,764,061	\$ 199,230,226	\$ 106,233,547	\$ 1,688,760,740

Accumulated amortization	Balance at December 31, 2024	Disposals	Amortization expense	Balance at December 31, 2025
Land (ARO amortization)	\$ 3,200,000	\$ -	\$ 1,600,000	\$ 4,800,000
Vehicles, machinery & equipment	61,149,608	2,577,832	8,114,337	66,686,113
Buildings & building improvements	62,738,242	68,749	3,870,515	66,540,008
Park infrastructure	36,694,689	-	912,448	37,607,137
Drainage infrastructure	100,638,949	-	2,477,549	103,116,498
Roads infrastructure	122,151,593	-	5,899,579	128,051,172
Water infrastructure	67,204,527	10,177	2,305,277	69,499,627
Sewer infrastructure	80,800,880	-	2,049,148	82,850,028
Total	\$ 534,578,488	\$ 2,656,758	\$ 27,228,853	\$ 559,150,583

	Net book value December 31, 2024	Net book value December 31, 2025
Land	\$ 343,097,348	\$ 344,237,714
Vehicles, machinery & equipment	34,302,646	42,781,946
Buildings & building improvements	106,347,802	111,474,663
Park infrastructure	11,529,463	10,709,983
Drainage infrastructure	129,166,400	131,025,813
Roads infrastructure	119,604,460	117,221,868
Water infrastructure	109,830,453	111,296,428
Sewer infrastructure	104,031,177	103,395,170
Assets under construction	103,275,824	157,466,572
Total	\$ 1,061,185,573	\$ 1,129,610,157

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

9. Tangible capital assets (continued):

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
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, 2025

9. Tangible capital assets (continued):

a) Assets under construction

Assets under construction having a value of \$157,466,572 (2024 - \$103,275,824) 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 \$2,898,167 (2024 - \$3,188,509) comprised of land in the amount of \$47,092 (2024 - \$8,711), drainage, parks, and transportation infrastructure \$1,113,957 (2024 - \$1,590,533), and water and sewer infrastructure in the amount of \$1,737,118 (2024 - \$1,589,265). Contributed assets capitalized in 2025 were \$2,006,463 (2024 - \$2,253,626) with \$891,704 expensed (2024 - \$934,883).

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 2025 or 2024.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

10. Accumulated surplus:

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

	2025	2024
Surplus:		
Invested in tangible capital assets	\$ 1,014,141,176	\$ 968,410,413
Operating funds	22,313,472	22,956,034
Capital funds	80,762,495	74,366,735
Unfunded employee benefit obligations	(11,811,417)	(11,369,437)
Total surplus	1,105,405,726	1,054,363,745
Appropriated surplus set aside for:		
Insurance	2,000,000	2,000,000
Future expenses	15,556,899	14,747,120
Working capital	4,450,000	4,450,000
Total appropriated surplus	22,006,899	21,197,120
Reserves set aside for specific purpose by Council:		
Land sales fund	243,078	60,402
Public safety and security fund	2,460,245	2,287,176
Prospect Lake fund	210,931	205,617
Carbon neutral fund	259,100	286,472
Climate action fund	1,856,521	1,818,319
Equipment depreciation fund	13,037,876	13,169,468
Community amenity contributions fund	661,201	-
Growing communities fund	13,286,158	13,471,147
Capital works fund	38,121,703	46,768,774
Urban forest fund	751,028	601,250
Park lands acquisition fund	705,044	446,471
Commonwealth pool high performance repair and replacement fund	318,660	290,006
Facility replacement fund	8,825,737	9,720,531
Computer hardware and software fund	11,876,646	14,212,724
Sayward gravel pit fund	243,334	215,637
Specific area capital project fund	2,341,609	2,372,857
Affordable Housing Fund	3,085,310	2,969,099
Water capital fund	5,650,759	5,949,429
Sewer capital fund	12,085,364	13,120,384
Development cost charge program municipal responsibility reserve	3,130,141	2,457,571
Receivable reserves	562,526	556,261
Total reserve funds	119,712,971	130,979,595
	\$ 1,247,125,596	\$ 1,206,540,460

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

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 (2024 - \$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, 2025 the combined demand loan balance was \$0 (2024 - \$0) with the Corporation's share of that balance being \$0 (2024 - \$0). 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, 2025

12. Contracts and commitments:

At December 31, 2025, the following major contracts were in progress:

	Total amount of contract	Paid or accrued
Purchase of vehicles and equipment	\$ 12,765,618	\$ 1,265,134
Consulting and Parks and Public Works projects	51,677,509	28,850,800
Facilities projects	40,490,640	19,880,877

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 \$258,241 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 \$340,640 per annum and increasing slightly each year due to Saanich's share of the operating costs.
- c) The Corporation has contracted with Jawl Properties Ltd. for the lease of a portion of the building at 102-3350 Douglas Street for Corporate Services. The term of the lease is for ten years ending March, 2035. The lease payment is currently \$240,384 per annum and increasing slightly each year due to Saanich's share of the operating costs.
- d) 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 2026 is \$2,964,400.

THE CORPORATION OF THE DISTRICT OF SAANICH

NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2025

13. Budget data:

The budget data presented in these financial statements is based upon the 2025-2029 Financial Plan adopted by Council May 12, 2025. 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	\$ 271,411,300
Total Water Utility revenues per Financial Plan	31,681,500
Total Sewer Utility revenues per Financial Plan	33,755,100
Add:	
Net Fleet revenues recorded as gross per PSAB	1,841,990
Less:	
Inter departmental revenues netted against expenses per PSAB	(5,237,543)
Total revenue	333,452,347
Expenses:	
Total General expenses per Financial Plan	248,275,700
Total Water Utility expenses per Financial Plan	24,243,800
Total Sewer Utility expenses per Financial Plan	28,873,700
Capital expenditure budget that is expensed per PSAB	15,141,500
Less:	
Reserve expenditure recognized as transfers per PSAB	(5,149,140)
Inter departmental revenues netted against expenses per PSAB	(3,771,923)
Total expenses	307,613,637
Annual surplus	\$ 25,838,710

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, 2025

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 Corporation 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, 2025

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, 2025

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 2025 - 2029 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, 2025

16. Segmented information (continued):

2025	General Government	Protective Services	Engineering	Planning	Parks, Recreation & Comm.	Water and Sewer	Reserve Funds	Total
Revenue:								
Taxes	\$ 27,371,848	\$ 75,823,102	\$ 36,563,098	\$ 4,242,705	\$ 47,020,453	\$ -	\$ -	\$ 191,021,206
Grants in lieu of taxes	568,799	1,575,637	759,797	88,165	977,105	-	-	3,969,503
Sales of services	-	923,456	9,620,256	-	18,519,752	-	-	29,063,464
Other revenue from own sources	9,702,705	3,393,898	3,245,777	4,800,467	-	800,000	3,853,648	25,796,495
Government transfers	372,881	1,360,800	-	1,744,918	844,882	-	-	4,323,481
Sale of water and charges	-	-	-	-	-	30,763,458	-	30,763,458
Sewer user charge	-	-	-	-	-	32,969,840	-	32,969,840
Grants and contributions	160,181	-	5,507,875	-	101,282	131,243	7,524,706	13,425,287
Developer contribution	-	-	1,161,050	-	-	1,737,117	-	2,898,167
Developer cost charges	4,361,066	-	-	-	-	11,943	-	4,373,009
Other	58,500	-	838,109	-	-	678,574	-	1,575,183
Total revenue	42,595,980	83,076,893	57,695,962	10,876,255	67,463,474	67,092,175	11,378,354	340,179,093
Expenses:								
Salaries, wages, and benefits	25,333,543	73,785,408	18,656,436	5,095,992	33,946,499	7,306,096	-	164,123,974
Goods and services	7,220,806	10,234,604	6,761,126	2,162,546	12,257,531	36,169,719	-	74,806,332
Interest and financial charges	1,477,763	102,216	1,522,561	-	303,617	462,693	-	3,868,850
Other	1,478,365	-	-	-	7,841,223	-	-	9,319,588
Capital expenditures	96,425	229,240	14,386,053	-	3,427,117	1,779,493	-	19,918,328
Accretion	48,440	-	279,592	-	-	-	-	328,032
Amortization	4,080,909	3,258,575	10,398,953	-	3,951,667	5,538,749	-	27,228,853
Total expenses	39,736,251	87,610,043	52,004,721	7,258,538	61,727,654	51,256,750	-	299,593,957
Annual surplus (deficit)	2,859,729	(4,533,150)	5,691,241	3,617,717	5,735,820	15,835,425	11,378,354	40,585,136
Accumulated surplus, beginning of year								1,206,540,460
Accumulated surplus, end of year								\$ 1,247,125,596

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
Revenue:								
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	3,288,838	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
Developer contribution	-	-	1,599,244	-	-	1,589,265	-	3,188,509
Development cost charges	2,497,403	-	-	-	-	249,566	-	2,746,969
Other	58,500	-	399,966	-	-	464,464	-	922,930
Total revenue	40,175,794	75,722,967	48,697,394	9,807,268	65,885,313	59,755,817	13,592,317	313,636,870
Expenses:								
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	-	1,511,416	-	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
Total expenses	41,979,926	82,010,471	41,996,173	6,429,814	57,741,309	48,267,074	-	278,424,767
Annual surplus (deficit)	(1,804,132)	(6,287,504)	6,701,221	3,377,454	8,144,004	11,488,743	13,592,317	35,212,103
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

Schedule A, Statement of BC Safe Restart Grant

Year ended December 31, 2025
(unaudited)

	2025	2024
Balance, beginning of year	\$ 294,778	\$ 582,078
Use of funds:		
Revenue losses due to previous recreation centre closures Impacting current staffing shortages for programs	-	(149,300)
Emergency Operations Centre and municipal facilities support for additional office protective barrier costs	(19,500)	(128,000)
Grants to Other Organizations	-	(10,000)
Balance, end of year	\$ 275,278	\$ 294,778

Schedule B, Statement of Growing Communities Fund Grant

	2025	2024
Balance, beginning of year	\$ 13,471,147	\$ 15,242,599
Interest earned	527,478	779,591
Use of funds:		
Property purchase – Temporary Nellie McClung Library	(2,369,990)	(2,551,043)
Balance, end of year	\$ 11,628,635	\$ 13,471,147

Schedule C, Statement of Local Government Housing Initiatives Fund Grant

	2025	2024
Balance, beginning of year	\$ 632,788	\$ -
Local Government Housing Initiatives Fund Grant, funding received	-	712,442
Use of funds:		
Tillicum Burnside Corridor Plan	116,248	594
Development of Parking Standards	34,182	20,668
Water Modeling for Density Impacts	216,705	27,288
Sewer Modeling for Density Impacts	131,243	31,104
Zoning Bylaw Modernization	3,302	-
Cost Sharing of Excess Infrastructure	16,100	-
Development Cost Charges Update	33,571	-
Balance, end of year	\$ 81,437	\$ 632,788

2025 Statistical section

The Corporation of the District of Saanich
British Columbia

Fiscal year ended
December 31, 2025

Prepared by:
District of Saanich
Finance Department

THE CORPORATION OF THE DISTRICT OF SAANICH

STATISTICAL SECTION

Revenue by source – 5-year comparison (unaudited)

	2025	2024	2023	2022	2021
Revenue:					
Taxes	191,021,206	176,830,604	163,366,880	151,734,601	141,801,217
Grants in lieu of taxes	3,969,503	3,484,979	3,387,428	3,183,076	3,034,859
Sales of services	29,063,464	27,564,288	24,446,127	20,541,273	16,543,879
Revenue from own sources	25,796,495	26,685,659	24,540,759	16,767,148	12,900,578
Transfers from other governments	4,323,481	3,401,434	16,850,691	2,381,939	2,077,743
Sale of water	26,210,440	24,995,830	24,925,059	21,989,587	22,263,168
Water service charges	4,553,018	1,828,059	1,734,353	1,912,858	1,518,712
Sewer user charges	32,969,840	29,460,240	28,633,183	26,972,653	27,196,375
Grants and contributions	13,425,287	12,527,369	12,170,516	9,553,217	18,843,891
Developer contributions	2,898,167	3,188,509	3,778,372	7,555,004	7,508,467
Development cost charges	4,373,009	2,746,969	6,247,386	3,154,663	1,441,498
Sub-regional park reserve	-	-	-	-	876,274
Other	1,414,672	922,930	870,147	758,381	709,038
	340,018,582	313,636,870	310,950,901	266,504,400	256,715,699

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

	2025	2024	2023	2022	2021
Expenses by function:					
General government services	39,347,351	41,847,918	34,594,391	28,046,213	27,086,482
Protective services	87,610,043	82,010,471	73,236,943	68,018,797	63,949,096
Engineering and public works	41,200,183	31,615,918	33,648,338	29,755,247	27,686,082
Refuse collection	10,804,538	10,380,255	9,220,967	8,369,828	7,977,306
Community planning	7,258,538	6,429,814	6,102,583	4,931,407	4,323,819
Recreation, parks and cultural	61,727,654	57,741,309	51,719,188	46,833,143	41,640,879
Water utility	24,245,537	22,920,396	22,912,662	20,122,394	20,253,578
Sewer utility	27,011,213	25,346,678	26,228,427	24,523,072	22,747,453
Other fiscal services	388,900	132,008	381,713	74,893	72,776
	299,593,957	278,424,767	258,045,212	230,674,994	215,737,471
Expenses by object:					
Salaries, wages, and benefits	164,123,974	151,312,881	136,236,639	122,476,166	116,336,828
Goods and services	95,052,692	87,911,848	83,155,776	75,927,493	67,858,536
Interest and financial charges	3,868,850	4,035,286	2,128,866	1,535,921	1,480,347
Other	9,319,588	8,823,003	10,074,925	8,069,324	8,178,764
Amortization	27,228,853	26,341,749	26,449,006	22,666,090	21,882,996
	299,593,957	278,424,767	258,045,212	230,674,994	215,737,471

THE CORPORATION OF THE DISTRICT OF SAANICH

STATISTICAL SECTION

Taxable assessments for general and regional district - 5-year comparison

(unaudited)

	2025	2024	2023	2022	2021
Residential	46,551,571,460	46,591,153,573	47,081,436,076	42,045,648,460	34,019,087,376
Utilities	26,067,300	23,776,500	22,555,200	20,655,700	19,632,400
Light industry	65,204,200	47,771,900	41,598,400	33,977,400	29,531,900
Major industry	-	-	447,000	-	-
Business/other	3,071,159,429	3,021,690,633	2,940,510,679	2,659,104,964	2,449,975,199
Recreation/non-profit	19,673,100	19,057,000	23,456,000	23,061,800	19,408,400
Farm	3,664,759	3,616,704	3,607,487	3,731,002	3,638,630
	49,737,340,248	49,707,066,310	50,113,610,842	44,786,179,326	36,541,273,905

Property taxes collected - 5-year comparison

(unaudited)

	2025	2024	2023	2022	2021
Taxes due beginning of year	3,459,613	2,924,288	2,808,869	2,551,070	2,716,080
General purpose taxes	190,506,716	176,431,491	162,878,885	151,264,651	141,515,829
Special assessments	25,000	20,000	20,000	20,000	-
Penalties and interest	914,174	841,255	776,981	731,591	647,545
User and other charges	1,145,228	921,706	1,002,604	855,641	826,617
Taxes and charges due	196,050,730	181,138,740	167,487,339	155,422,953	145,706,071
District of Saanich					
Taxes and charges due					
Other authorities	109,775,321	101,096,151	93,442,445	86,545,155	82,238,994
Taxes and charges due	305,826,051	282,234,891	260,929,784	241,968,108	227,945,065
Taxes collected - District of Saanich	193,633,821	178,918,356	165,610,278	153,618,737	144,075,387
Taxes collected - Other Authorities	108,422,014	99,856,922	92,395,218	85,540,502	81,318,608
Taxes collected	302,055,835	278,775,278	258,005,496	239,159,239	225,393,995
Taxes outstanding	3,770,216	3,459,613	2,924,288	2,808,869	2,551,070
Percentage of taxes collected	98.77%	98.77%	98.88%	98.84%	98.88%

Taxes levied for other authorities

(unaudited)

	2025	2024	2023	2022	2021
Provincial Government – school taxes	65,877,537	63,898,072	61,718,502	57,371,811	54,279,269
Capital Regional District	13,533,299	12,727,316	11,861,348	11,309,041	10,372,537
Capital Regional Hospital District	6,741,160	6,874,103	6,857,662	6,873,997	7,307,594
Municipal Finance Authority	10,916	10,884	10,953	9,797	8,060
B.C. Assessment Authority	2,010,989	1,944,282	1,907,516	1,782,630	1,710,779
B.C. Transit Authority	21,601,420	15,731,494	11,086,464	9,197,879	8,560,755
	109,775,321	101,186,151	93,442,445	86,545,155	82,238,994

THE CORPORATION OF THE DISTRICT OF SAANICH

STATISTICAL SECTION

Municipal tax rates

(unaudited)

	2025	2024	2023	2022	2021
Residential	3.11596	2.8633	2.5793	2.6832	3.0965
Utilities	24.73595	24.6215	24.6819	25.2581	25.9079
Supportive Housing	3.11597	2.8633	2.5793	2.6832	3.0965
Major Industry	4.40224	-	6.0993	-	-
Light Industry	4.40224	6.0316	6.0993	6.8334	7.0277
Business/Other	14.26896	13.5922	12.6325	12.8853	13.0864
Managed Forest	21.40345	20.3883	18.9488	19.3280	19.6296
Rec/Non-Profit	11.79596	11.0995	9.3290	8.1467	8.1364
Farm	0.5000	0.5000	0.4935	0.4936	0.4933

Principal taxpayers

(unaudited)

Registered Owner	Primary Property	2025 Taxes Levied
Ravine Equities (Nominee) Inc.	Uptown Shopping Centre	\$ 6,764,546
Anthem Crestpoint Tillicum Holdings Ltd.	Tillicum Centre	2,684,422
Grosvenor Canada Ltd. & Admns Broadmead Investment Corp.	Broadmead Shopping Centre	1,710,773
University Heights Shopping Centre	University Heights Shopping Centre	1,510,481
4000 Seymour Place Building Ltd.	BC Systems Building	1,419,153
Island Home Centre Holdings Ltd.	Island Home Centre	1,418,972
Royal Oak Shopping Centre Ltd. & Hansbraun Investments Ltd.	Royal Oak Shopping Centre	1,389,899
Foundation For the University of Victoria	Vancouver Island Technology Centre	1,204,250
High Quadra Holdings Ltd./Hansbraun Investments Ltd./Marcentre Holdings Ltd./Highmark Holdings Ltd	Saanich Centre Shopping Centre	956,340
First Capital Corporation	Tuscany Village Shopping Centre	821,771

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)

	2025	2024	2023	2022	2021
Reserve funds balances:					
Land sales fund	243,078	60,402	58,753	393,398	2,716,731
Public safety and security fund	2,460,245	2,287,176	2,491,443	3,172,390	3,237,718
Prospect Lake fund	210,931	205,617	200,000	-	-
Carbon neutral fund	259,100	286,472	279,824	587,660	667,227
Climate action fund	1,856,521	1,818,319	776,328	537,695	253,478
Equipment depreciation fund	13,037,876	13,169,468	14,600,121	11,935,323	8,278,692
Community amenity contributions Fund	661,201	-	-	-	-
Growing communities fund	13,286,158	13,471,147	15,242,599	-	-
Capital works fund	38,121,703	46,768,774	56,450,928	58,754,664	59,317,432
Urban forest fund	751,028	601,250	446,025	211,239	314,224
Park lands acquisition fund	705,044	446,471	44,443	-	-
Commonwealth pool operating fund	-	-	-	-	5,277
Commonwealth pool high performance repair and replacement fund	318,660	290,006	294,363	288,222	292,703
Facility replacement fund	8,825,737	9,720,531	16,850,357	17,226,921	16,312,205
Computer hardware and software fund	11,876,646	14,212,724	13,076,238	12,113,861	10,466,092
Sayward gravel pit fund	243,334	215,637	218,114	463,521	858,502
Specific area capital project fund	2,341,609	2,372,857	2,338,982	2,289,489	2,509,870
Affordable Housing Fund	3,085,310	2,969,099	-	-	-
Water capital fund	5,650,759	5,949,429	6,058,564	8,553,067	8,719,401
Sewer capital fund	12,085,364	13,120,384	12,920,025	13,197,290	12,471,548
Development cost charge program municipal responsibility reserve	3,130,141	2,457,571	1,800,000	1,200,000	600,000
Receivable reserves	562,526	556,261	370,064	171,735	-
	119,712,971	130,979,595	144,517,171	131,096,475	127,021,100
Reserve surpluses:					
Insurance	2,000,000	2,000,000	2,000,000	2,315,300	2,315,300
Future expenses	15,556,899	14,747,120	10,569,012	9,914,795	11,688,540
Working capital	4,450,000	4,450,000	4,450,000	4,450,000	4,450,000
	22,006,899	21,197,120	17,019,012	16,680,095	18,453,840

Financial position

(unaudited)

	2025	2024	2023	2022	2021
Financial assets	361,532,903	352,477,417	338,462,674	308,989,925	293,465,069
Financial liabilities	250,975,819	213,866,384	168,677,822	141,726,153	135,325,811
Net financial assets	110,557,084	138,611,033	169,784,852	167,263,772	158,139,258

THE CORPORATION OF THE DISTRICT OF SAANICH

STATISTICAL SECTION

Accumulated surplus

(unaudited)

	2025	2024	2023	2022	2021
Annual surplus	40,424,625	35,212,103	52,905,689	35,829,406	40,978,228
Accumulated surplus, beginning of year	1,206,540,460	1,171,328,357	1,118,755,433	1,082,926,027	1,041,947,799
Accumulated surplus, end of year	1,246,965,085	1,206,540,460	1,171,661,122	1,118,755,433	1,082,926,027

Debt

(unaudited)

	Amount of Issue			
	Authorized	Unissued and Unsold	2025 Outstanding	2024 Outstanding
General Government				
IT Equipment	1,921,721	-	1,921,721	2,111,854
Municipal Hall Renovations	1,534,400	-	1,534,400	848,000
Land	27,815,000	-	27,815,000	25,800,000
	31,271,121		31,271,121	28,759,854
Engineering and Public Works:				
Roads	21,700,385	-	21,700,385	19,871,996
Drains	15,019,840	-	15,019,840	15,014,893
	36,720,225	-	36,720,225	34,886,889
Refuse collection	847,877	-	847,877	1,041,045
Recreation, Parks, and Cultural Services:				
Equipment	1,187,315	-	1,187,315	1,587,771
Recreation facilities	241,515	-	241,515	329,277
Parks and trails	7,250,510	-	7,250,510	6,175,939
Library	3,500,000	-	3,500,000	-
	12,179,339	-	12,179,339	8,092,987
Protective services	14,200,000	-	14,200,000	-
Other (energy retrofit/school)	275,010	-	275,010	366,680
Accrued actuarial gain	(244,841)	-	(244,841)	(205,506)
General capital fund	95,248,731	-	95,248,731	72,941,949
General operating fund (ROBP)	289,832	-	289,832	377,391
Sewer construction	9,451,020	-	9,451,020	9,382,227
Accrued actuarial gain	(68,966)	-	(68,966)	(66,146)
Sewer capital fund	9,382,054	-	9,382,054	9,316,081
	104,920,616	-	104,920,616	82,635,421

THE CORPORATION OF THE DISTRICT OF SAANICH

STATISTICAL SECTION

Debt charges (unaudited)

	2025			2024
	Interest	Principal Instalments	Total	Total
General Government				
IT Equipment	736,536	177,500	914,036	821,732
Land	410,826	730,270	1,141,096	1,245,848
	1,147,362	907,770	2,055,132	2,067,580
Engineering and Public Works:				
Roads	821,531	1,129,466	1,950,997	1,893,228
Drains	594,429	1,588,106	2,182,535	2,166,031
	1,415,961	2,717,572	4,133,532	4,059,259
Refuse collection	106,600	134,707	241,307	470,471
Recreation, Parks, and Cultural Services:				
Equipment	47,324	400,456	447,780	345,551
Recreation facilities	10,584	86,997	97,581	100,053
Parks	244,889	412,984	657,872	627,540
Other	820	-	820	-
	303,616	900,437	1,204,053	1,073,144
Protective services:	102,216	-	102,216	-
Royal Oak Burial Park	58,500	31,428	89,928	89,928
Debt charges recovery	(58,500)	(31,428)	(89,928)	(89,928)
	3,075,755	4,660,485	7,736,240	7,670,454
Interest allowed on prepaid taxes	296,538	-	296,538	447,959
Other	33,862	-	33,862	25,549
	3,406,155	4,660,485	8,066,640	8,143,962

Debt (unaudited)

	2025	2024	2023	2022	2021
General	95,538,562	73,319,340	48,308,212	37,667,794	38,420,780
Sewer utility	9,382,054	9,316,081	9,427,630	8,945,971	9,403,622
Total outstanding debt	104,920,616	82,635,421	57,735,842	46,613,765	47,824,402
Estimated debt limit	864,000,000	704,000,000	648,000,000	573,000,000	620,000,000
Legal debt servicing limit	78,939,766	67,845,865	67,921,449	61,154,202	56,558,096
Population (BC Stats)	126,011	125,436	129,786	125,853	124,639
Debt per capita	836	659	445	370	384
Debt charges as a percentage of expenses	3.1%	3.3%	2.5%	2.5%	2.4%

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)

	2025	2024	2023	2022	2021
Area of municipality - land and Water	11,178 Hec	11,178 Hec	11,178 Hec	11,178 Hec	11,178 Hec
Estimated population	126,011	125,436	129,786	125,853	124,639
Greater Victoria unemployment rate	4.1%	3.9%	3.7%	3.8%	4.9%
Average household income	117,100	117,100	117,100	117,100	117,100
Voter's list electors	87,319	87,353	89,654	89,654	86,656
Number of properties	41,728	41,592	41,508	41,480	41,388
Number of public parks	173	172	172	172	171
Area of public parks and open spaces	1,789 Hec	1788Hec	1,788 Hec	1,788 Hec	1,778 Hec
Trail networks	113 km	111 km	111 km	110 km	110 km
Surfaced roads	576 km	577 km	576 km	576 km	574 km
Marked bicycle lanes	191.8 km	180 km	188 km	188 km	182 km
Storm sewers	584 km	578 km	580 km	578 km	578 km
Sanitary sewers	570 km	570 km	570 km	570 km	570 km
Water mains	547 km	547 km	548 km	548 km	547 km
Water services	30,027	30,130	30,228	30,497	30,185
Fire hydrants	2,365	2,355	2,345	2,333	2,327
Business licences	5,929	5,773	5,652	4,931	4,741
Number of District of Saanich employees	1,991	1,984	1,862	1,659	1,584
Building Permits issued					
Number of single family and duplex	67	76	69	98	100
Dollar value of single family and duplex	62,575,814	55,774,000	48,242,000	67,250,000	72,760,000
Number of other permits	534	473	539	531	614
Dollar value of other permits	295,362,037	286,837,000	303,421,000	90,125,000	253,426,000
Total permits issued	601	549	608	629	714
Total value of permits issued	357,937,851	342,611,000	351,663,000	157,375,000	326,186,000

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 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)

	2025	2024	2023	2022	2021
Capital fund:					
Operating fund	21,165,400	15,599,879	13,880,834	14,470,277	14,831,949
Reserves	36,989,493	43,524,313	23,008,037	19,759,309	14,242,139
Development cost charges	4,361,067	2,497,403	2,706,827	1,946,830	1,206,823
Developer/public	1,161,049	1,599,244	4,549,598	6,377,416	4,263,672
Grants & contributions	5,769,338	3,541,965	4,346,022	1,983,622	1,090,739
Debt	27,373,000	29,995,770	14,687,413	2,865,000	3,325,150
	96,819,347	96,758,574	63,178,731	47,402,454	38,960,472
Sewer capital fund:					
Operating fund	3,614,508	3,994,360	4,344,972	4,251,934	4,251,051
Reserves	1,882,020	162,098	-	-	-
Development cost charges	11,943	28,700	584,888	364,419	166,561
Developer/public	573,965	343,067	516,314	417,423	432,427
Grants & contributions	131,243	31,104	-	-	-
Debt	1,000,000	800,000	1,300,000	700,000	-
	7,213,679	5,359,329	6,746,174	5,733,776	4,850,039
Water capital fund:					
Operating fund	8,808,869	7,943,948	4,725,753	7,635,758	5,851,732
Reserves	850,618	278,627	2,672,000	-	-
Development cost charges	-	220,866	486,657	843,414	68,114
Developer/public	1,163,152	1,246,198	1,181,474	760,165	2,812,368
Grants & contributions	-	27,289	-	9,650	45,978
	10,822,639	9,716,928	9,065,884	9,248,987	8,778,192

THE CORPORATION OF THE DISTRICT OF SAANICH

ANNUAL DEVELOPMENT COST CHARGES REPORT

For 2025

(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 2025.

Development Cost Charge Reserve Funds

	Beginning Balance	Fees Collected	Project Appropriations	Interest Earned	Ending Balance	Waivers and Reductions
Area Wide - Sewer	\$425,826	\$523,644	\$(11,942)	\$31,179	\$968,707	-
Area Wide - Water	1,177,872	351,308	-	50,856	1,580,036	-
Area Wide - Drains	76,549	241,646	-	10,582	328,777	-
Area Wide - Roads	1,420,031	2,354,044	(2,568,206)	40,103	1,245,972	-
Cordova Bay - Roads	5,400,429	4,028	(56,519)	177,857	5,525,795	-
Area Wide Parks	5,440,149	723,965	(1,681,867)	149,066	4,631,313	-
Parks S.E. Comm. Area	615,859	-	-	20,482	636,341	-
Parks N.E. Comm. Area	489,265	-	-	16,271	505,536	-
Parks N.W. Comm. Area	1,352,412	-	(54,474)	43,165	1,341,103	-
	<u>\$16,398,392</u>	<u>\$4,198,635</u>	<u>\$(4,373,008)</u>	<u>\$539,561</u>	<u>\$16,763,580</u>	<u>-</u>

THE CORPORATION OF THE DISTRICT OF SAANICH

PERMISSIVE TAX EXEMPTIONS GRANTED FOR 2025

Total tax levy for Saanich and other authorities

(unaudited)

Organization	2025 Taxes
Places of Public Worship	
Christ Community Christian Reformed Church	\$ 46,234
Cornerstone Pentecostal Church	20,309
Croatian Catholic Church Leopold Mandic	27,475
Elk Lake Baptist Church	42,407
Gateway Baptist Church	70,924
Holly Cross Catholic Church	68,076
Hope Lutheran Church	25,394
Church Of Christ	30,028
Lambrick Park Church	46,341
Lifetree Ministry	66,602
Lutheran Church of the Cross	39,243
New Apostolic Church	3,265
New Life Community Fellowship	28,915
North Douglas Pentecostal Church	65,783
Our Lady Fatima Catholic Church	38,381
Parish Of Saint John the Evangelist, Victoria Bc	8,207
Saanich Baptist Church	76,700
Saanich Community Church Mennonite Brethren	42,906
Sacred Heart Catholic Church	61,312
Salvation Army Victoria Citadel	216,485
Seventh-Day Adventist Church-BC	75,387
Shelbourne Street Church of Christ Society	32,680
St Aidan's United Church	39,660
St Dunstan's Anglican Church	54,519
St Luke's Anglican Church	60,261
St. David By the Sea Anglican Church	23,369
St. George's Anglican Church	51,537
St. Joseph's Catholic Church	24,636
St. Michaels Anglican Church	37,126
St. Peter's Anglican Church	40,478
The Church of Jesus Christ of Latter-Day Saints	72,896
The Trustees of Knox Presbyterian Church	23,491
The Victoria Christadelphian Ecclesia	31,942
Trustees Of the Congregation of The Cordova Bay United Church	57,651
Trustees Of the Prospect Lake Congregation of Jehovah's Witnesses, Victoria	19,243
Trustees Of the Trinity Presbyterian Church	8,532
Unitarian Church of Victoria	68,581
United Church of Canada	391
Victoria And Vancouver Island Greek Community Church	66,580
Victoria First Church of the Nazarene	61,101
Victoria Full Gospel Fellowship	28,696
Victoria Rim Alliance Church	18,516
Westview Gospel Chapel	18,304
	1,940,564

THE CORPORATION OF THE DISTRICT OF SAANICH

PERMISSIVE TAX EXEMPTIONS GRANTED FOR 2025 (CONTINUED)

Total tax levy for Saanich and other authorities (unaudited)

Sport	
District of Saanich (Viewmont Tennis Courts)	37,946
Power To Be	113,296
Saanich Health & Physical Endeavors Society	49,805
Victoria Canoe & Kayak Club	12,624
Victoria Rowing Society	44,990
	258,660
Community Activity Centres	
Cordova Bay Community Club	44,560
District of Saanich (Nature Trust of BC)	29,459
Garth Homer Foundation	132,946
Goward House Society	102,882
Greater Victoria Public Library Board	45,854
Saanich Neighbourhood Place	17,299
Saanich Volunteer Services Society	5,096
Shekinah Homes Society	12,845
Victoria United Chapter Society	18,988
	409,928
Cultural Organizations	
Crown Provincial (Hallmark Heritage Society)	4,925
Jewish Community Centre of Victoria	31,245
Ukrainian Canadian Cultural Society	51,793
Vancouver Island Netherlands Association	39,194
	127,156
Agricultural Organizations	
Capital City Allotment Association	46,866
Haliburton Community Organic Farm Society	3,634
Horticulture Centre of The Pacific	263,984
	314,484
Community Service Organizations	
Burnside Gorge Community Association	14,062
Canadian Centre of Learning for Maitreya Missionary	5,136
Children's Health Foundation of Vancouver Island	300,656
Girl Guides of Canada	49,608
Gordon Head Mutual Improvement Society	14,276
Habitat For Humanity (Restore)	71,385
Prospect Lake Community Association	21,384
Scout Properties (BC/Yukon)	54,607
Society of St. Vincent de Paul of Vancouver Island	72,376
The Cridge Centre for the Family	18,213
The District of Saanich (Saanich Police)	83,297
The First Cedar Hill Hall Society (Boy Scouts)	19,690
Victoria Humane Society	15,938
Victoria Native Friendship Centre	229,946
	970,574

THE CORPORATION OF THE DISTRICT OF SAANICH

PERMISSIVE TAX EXEMPTIONS GRANTED FOR 2025 (CONTINUED)

Total tax levy for Saanich and other authorities (unaudited)

Community Housing Organizations	
Aboriginal Coalition to end Homelessness Society	5,788
Baptist Housing Mount View Heights Care Society	178,412
Broadmead Care Society	21,338
Independent Living Housing Society	26,578
Island Community Mental Health Association	12,232
Luther Court Society	17,388
Union Gospel Mission Foundation	8,237
Victoria Association for Community Living	145,596
	415,569
Affordable Housing	
Baptist Housing Society of BC	84,017
Beacon Community Association	4,914
Broadmead Care Society	70,697
Dawson Heights Housing Ltd	70,524
Greater Victoria Housing Society	19,898
More Than A Roof Housing Society	7,180
Mount Douglas Seniors Housing Society	44,534
Pacifica Housing Advisory Association	35,468
Society of St. Vincent de Paul of Vancouver Island	10,269
St. Peter's Society	1,116
	348,617
Natural Area Preservation	
Town of View Royal	11,066
	11,066
Total Permissive Tax Exemptions For 2025	\$ 4,796,618

**As presented to Saanich Council on June 22, 2026 in accordance
with Section 99, Community Charter**

For information or copies of this report, please contact:
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