



# District of Saanich 2018 Annual Report

DISTRICT OF SAANICH  
BRITISH COLUMBIA  
YEAR ENDED DECEMBER 31, 2018

DRAFT



# 2018 Annual Report

YEAR ENDED DECEMBER 31, 2018  
DISTRICT OF SAANICH, BRITISH COLUMBIA

Prepared by: Corporate Services Department

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# Saanich

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

The District was incorporated on March 1, 1906. The word Saanich means “emerging land” or “emerging people”. Saanich has a population of over 114,000 making it the most populated municipality on Vancouver Island, and the eighth most populated in the province.

Saanich lies within the Coast and Straits Salish territory, the traditional territories of the Lekwungen and W̱SÁNEĆ peoples, and is mindful of its commitment to reconciliation and relationship-building with neighbouring First Nations.

## Connect with us

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

# Introduction

Saanich strives to provide its residents with relevant and accessible information.

Within the 2018 Annual Report you will find information about Saanich, your elected officials, strategic planning and our 2018 achievements. Included are the strategic highlights for 2018 and progress updates on municipal services and operations followed by the audited financial statements.

The Annual Report is available on [saanich.ca](http://saanich.ca) and is also available in printed form at the Municipal Hall, recreation centres and Saanich libraries.

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

## MUNICIPAL COUNCIL

After October 20, 2018

### Mayor:

Fred Haynes

### Councillors:

Susan Brice

Judy Brownoff

Nathalie Chambers

Zac de Vries

Karen Harper

Rebecca Mersereau

Colin Plant

Ned Taylor

## MUNICIPAL COUNCIL

Before October 20, 2018

### Mayor:

Richard Atwell

### Councillors:

Susan Brice

Judy Brownoff

Karen Harper

Fred Haynes

Dean Murdock

Colin Plant

Vicki Sanders

Leif Wergeland

## MUNICIPAL SENIOR STAFF

### Chief Administrative Officer:

Paul Thorkelsson

### Director of Building, Bylaw, Licensing, and Legal Services:

Brent Reems

### Director of Corporate Services:

Laura Ciarniello

### Director of Engineering:

Harley Machielse

### Director of Finance:

Valla Tinney

### Fire Chief:

Mike Burgess

### Director of Parks and Recreation:

Suzanne Samborski

### Director of Planning:

Sharon Hvozdzanski

### Police Chief Constable:

Bob Downie

## POLICE BOARD

Mayor Fred Haynes

Mary Collins

Glen Crawford

Bruce Hallsor, QC

Irwin Henderson

Tim Kane

Linda Murray

## AUDITORS

KPMG LLP

## BANKERS

HSBC Bank Canada

# Message from Saanich Council



Mayor Fred Haynes

We are pleased to present the District of Saanich's 2018 Annual Report. As required under the *Community Charter*, Section 98, a municipality must prepare an annual report that includes:

- a brief report card on the previous year's efforts;
- a snapshot of municipal services and operations;
- financial information; and
- objectives and measures for the current and next year.

The 2018 Annual Report is based on the 2015-2018 Strategic Plan, which was developed by the former Council during its first year in office, formally adopted on October 26, 2015 and updated July 9, 2018.

We are collaboratively working as a new Council to develop a new Strategic Plan for our four-year term. As we begin that work, we celebrate our accomplishments over the past year that have helped us advance toward our collective vision for the future of Saanich.



Top (left to right): Councillors Zac de Vries, Judy Brownoff, Colin Plant, Nathalie Chambers, Ned Taylor

Bottom (left to right): Councillors Karen Harper, Susan Brice, Mayor Fred Haynes, and Councillor Rebecca Mersereau

# Message from the CAO

The 2015-2018 Strategic Plan, which the 2018 Annual Report reflects, is aligned with the Official Community Plan (OCP) vision for the future of a sustainable Saanich. Community themes, corporate themes, initiatives, indicators and policies are used to guide actions and report progress over the four-year term of the plan that coincides with a council term.

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

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



Paul Thorkelsson, Chief Administrative Officer



# Message from the Director of Finance

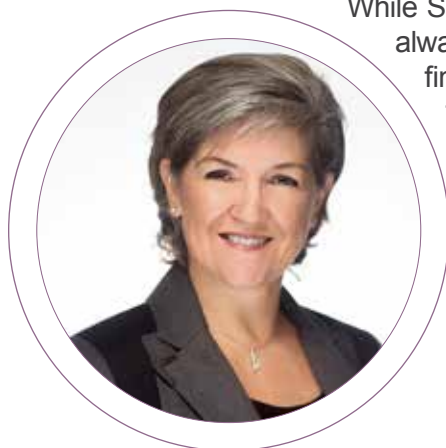
As the Director of Finance and the Chief Financial Officer for the District of Saanich, I am pleased to present the audited financial statements for the year ending December 31, 2018. The financial statements are the responsibility of the Saanich leadership team. The statements have been prepared in compliance with Section 167 of the *Community Charter*, and in accordance with generally accepted accounting principles approved by the Public Sector Accounting Board. The financial statements have been audited by KPMG LLP who have expressed their opinion the statements present fairly, in all material aspects, the financial position of the District as at December 31, 2018. Saanich maintains a system of internal accounting controls designed to safeguard the assets of the District and provide reliable financial information.

## Executive summary of financial results

As detailed in the 2018 Financial Statements, the District's financial results reflect an improved financial position and a continued commitment to sound financial management. Operating results for last year were slightly better than budgeted expectations. The District's net investment in capital assets increased by \$16.0 million and reserves grew by \$16.1 million. All of this places us in a better position to provide sustainable services to our community over the long term. Saanich has been proactive in our financial commitment to sustainable infrastructure renewal since 2008. Saanich has very low debt in relation to the amount allowed under this legislation. Saanich's consolidated, operating surplus now stands at \$26.4 million.

Saanich's net financial position continued to grow in 2018, reflecting the ongoing commitment to strengthening capacity to meet financial obligations. The accumulated surplus grew in the year to a total of \$985.9 million. Equity in capital assets makes up the most significant portion of the accumulated surplus balance (\$832.8 million), followed by reserve balances (\$83.5 million). Consolidated revenues for 2018 were \$3.7 million higher than 2017, primarily due to increased revenue from utilities and taxes levied. The largest expense increase compared to 2017 was \$2.7 million in protective services resulting from an increase of salaries and benefits for Police and Fire Departments. Additionally, sewer utility increased by \$1.9 million mainly due to a debt repayment to the Capital Regional District. The net result for 2018 is a contribution to accumulated surplus of \$25.3 million for the year.

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



*Valla Tinney*

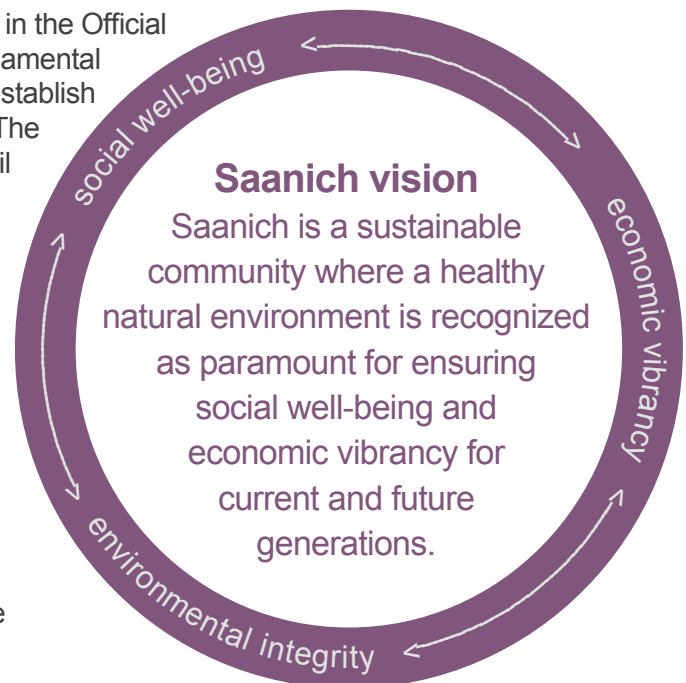
Valla Tinney, Chief Financial Officer



# Strategic planning and reporting structure

## Saanich vision and themes

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



## Strategic focus

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

Each corporate theme also has target indicators used to measure past achievement. Annual indicators focus on short-range progress with results measured each year to reflect current progress. Mid-range indicators help identify important trends over time. Targets were set in the 2015-2018 Strategic Plan and measured over a three to five year span.



# Saanich vision from the Official Community Plan

## COMMUNITY THEMES



## CORPORATE THEMES



# 2018 Key accomplishments

Practicing for a large scale emergency



Saanich staff from a variety of departments conducted a day-long emergency management exercise to enhance staff training and emergency plans for 2019 to 2021. This complex training exercise was thanks to \$25,000 from the UBCM Community Emergency Preparedness Fund.

Award of \$4 million to reduce carbon footprint

tco<sub>2</sub>e



Saanich was approved for \$4 million in Federal Gas Tax Funding to support a major mechanical infrastructure replacement at Saanich Commonwealth Place. The project aims to reduce the recreation centre's carbon footprint by 90 per cent paving the way for the facility to achieve carbon neutrality.

Record voter turnout



#saanichvotes



A total of 32,538 votes were cast during the 2018 general local election representing 38.26 per cent of Saanich's eligible voters. Voter turnout increased by almost four per cent from the 34.7 per cent turnout of eligible voters in the 2014 municipal election.

Nigel Valley housing plan moves forward



Conceptual drawing: Nigel Valley Illustrative Drawing of Proposed Development Looking South (Calum Srigley Design Consultant Ltd.)

Council approved the rezoning and development permit application for the Nigel Valley. Led by BC Housing on behalf of several non-profit groups, the development will increase market, non-market and supportive housing in the region.

# Highlights of some of the major projects and upgrades accomplished by Saanich during 2018.

## Facilities for Our Future



The Strategic Facilities Master Plan provides a framework to guide future planning so Saanich buildings can continue to support important services like recreation programs, public safety, parks and public works. The goal is to maintain and improve service delivery over the next 20 years.

## Saanich Commonwealth Place celebrates 25 years of sport and community



Saanich Commonwealth Place commemorated its 25th anniversary with a public celebration in November 2018. The centre opened in 1993 and was used the following year for the 1994 Commonwealth Games. Since then the centre has been maintained to support high performance sport.

## Parks ambassadors greet Mount Douglas visitors



Seventeen volunteer park ambassadors welcomed park visitors to Mount Douglas Park from May to September. The park ambassador pilot project launched in the spring in partnership with the Friends of Mount Douglas Park. Park ambassadors offered natural and cultural history information about the park and wayfinding to enhance visitor experience.

## Moving Saanich Forward



We worked with the community to develop a vision, policies and actions to guide the development of safe, attractive and convenient active transportation options for people of all ages and abilities through our Active Transportation Plan.



# Environmental integrity

## Long-range indicators

### CLIMATE CHANGE

tCO<sub>2</sub>e

Greenhouse gas (ghg) emissions: tonnes of carbon dioxide equivalent units (tco<sub>2</sub>e) per year  
- municipal operations:  
2015 actual - 4,713 tonnes  
2036 target - 2,178 tonnes

tCO<sub>2</sub>e

Greenhouse gas (ghg) emissions: tonnes of carbon dioxide equivalent units (tco<sub>2</sub>e) per year  
- community wide:  
2010 actual - 409,241 tonnes  
2036 target - 176,333 tonnes

### MOBILITY



Modal share - percentage of commuters travelling by walking:  
2016 actual - 6.3%  
2036 target - ≥ 12%



Modal share - percentage of commuters travelling by automobile:  
2016 actual - 73.4%  
2036 target - ≤ 64%

### GROWTH MANAGEMENT



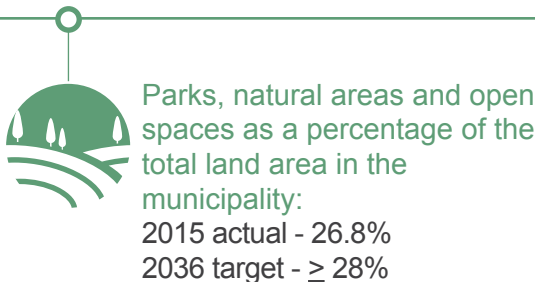
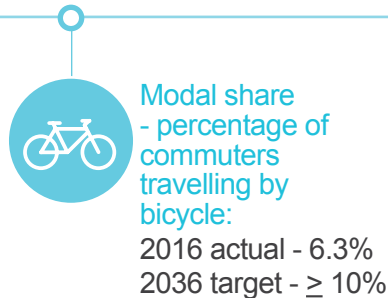
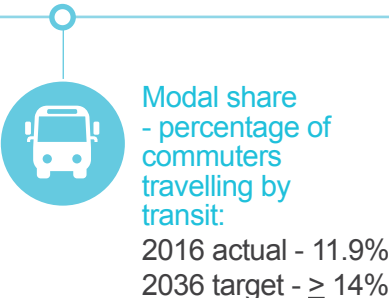
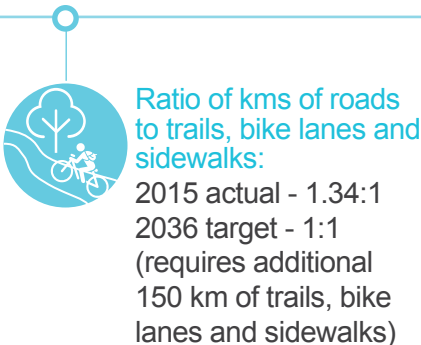
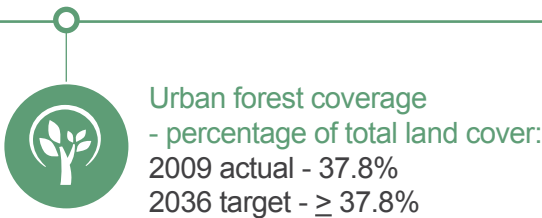
Percentage of citizens living inside centres and villages (assumption: 75% of new residents will live inside centres and villages):  
2015 actual - 55.6%  
2036 target - ≥ 58.0%

# Vision of environmental integrity

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

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

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



# Sustainable environment

## ANNUAL INDICATORS



Number of properties that qualify for farm tax status:  
2016 - 411  
2017 - 398  
2018 - 392 (target  $\geq$  410)



Residential garbage cart collection per year (tonnes):  
2016 - 8,614  
2017 - 8,867  
2018 - 8,942 (target  $\leq$  9,300)

## MID-RANGE INDICATORS



Number of hectares in Saanich within the Agricultural Land Reserve (ALR):  
2012 - 1,872  
2015 - 1,843  
2018 - target  $\geq$  1,872

## 2018 HIGHLIGHTS

### INVASIVE SPECIES MANAGEMENT

The Pulling Together program increased support to over 56 parks throughout Saanich. Over 200 volunteers, working more than 18,500 hours, helped restore disturbed natural areas.

### WASTEWATER PLANNING PROJECT

Staff worked with the Capital Regional District and provided feedback on many large infrastructure design submissions for the project, specifically, proposed work on Saanich roadways for the Conveyance Pipeline, building permit applications for the Residuals Treatment Facility at Hartland Landfill site and associated Hartland Water System Improvements, and the building permit application for the Arbutus Attenuation Tank and associated off-site improvement.

### PARKS AND OPEN SPACES

The Haro Woods Park Management Plan was approved by Council. The next phase of the Cedar Hill Park planning process will focus on action items for the Management Plan, including some planning for the open space area behind Cedar Hill Recreation Centre.

### URBAN FOREST STRATEGY

600 trees were planted on public land helping us work toward our goal of achieving a sustainable urban forest.



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



Residential organics cart collection per year (tonnes):  
 2016 - 9,151  
 2017 - 8,967  
 2018 - 8,947 (target  $\geq$  9,200)



Litres of potable water used (average per resident/per day):  
 2016 - 244  
 2017 - 242  
 2018 - 240 (target  $\leq$  250)



Number of additional multi-family units:  
 2012 - 220  
 2015 - 526  
 2018 - 652 (target  $\geq$  475)

## MOVING FORWARD

### DRAINAGE MASTER PLAN

Saanich resources were allocated to support regional and provincial projects in our community. As a result this project remained dormant in 2018. Moving forward, staff plan to model the drainage catchment areas for the Colquitz, Tod and Cecilia Creeks.

### WASTEWATER PLANNING PROJECT

Construction of the sewer conveyance pipeline will continue through 2020 as will approvals and inspections of the work that is happening within Saanich related to this project.

### CLIMATE ACTION

Council will consider adopting the updated Climate Action Plan which was created under the banner of "100% renewable".

### BIODIVERSITY STRATEGY

At Council's direction, draft terms of reference are being prepared for developing a program which includes the topics of climate adaptation, a biodiversity conservation strategy, and stewardship program. These will serve as a policy framework for other Saanich environmental policies and programs. A new Environmental Development Permit Area will be considered as part of this program.

# Balanced transportation

## ANNUAL INDICATORS



New sidewalks (km):  
2016 - 3.0  
2017 - 4.5  
2018 - 2.5 (target  $\geq 3$ )



New bike lanes (km):  
2016 - 3.9  
2017 - 3.8  
2018 - 1.6 (target  $\geq 4$ )

## MID-RANGE INDICATORS



Average daily automobile traffic volume:  
2012 - 140,000  
2015 - 135,400  
2018 - 128,500 (target  $\leq 134,000$ )

## 2018 HIGHLIGHTS

### TRANSPORTATION SAFETY

Through collaboration with the Ministry of Transportation and Infrastructure, safety improvements for motorists and pedestrians were made as part of the McKenzie Interchange project.

### MOBILITY INITIATIVES

Design consultant provided utility and transportation pre-engineering studies, geotechnical drilling program and report, an archaeological overview assessment, an environmental site assessment, and a conceptual design for the reconstruction of Shelbourne Street.

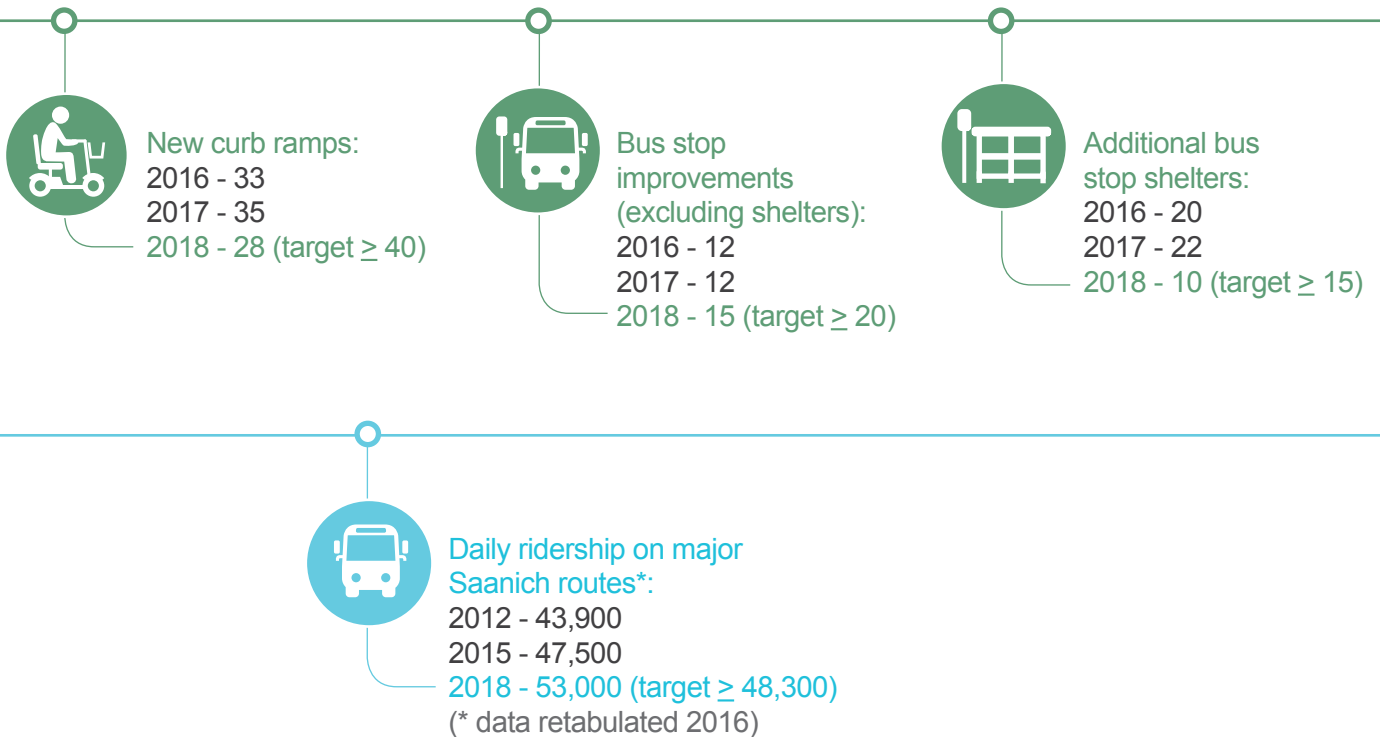
### TRANSPORTATION INITIATIVES

Ministry of Transportation and Infrastructure completed northbound bus lanes on Douglas Street that will facilitate reliable and efficient transit operations on this important transit corridor.

### RELOCATE CORDOVA BAY RD WITHIN MT. DOUGLAS PARK

Throughout the year, staff undertook further technical analysis with a focus on protecting the road where it is currently located rather than relocating it.

## Saanich: People in motion!



## MOVING FORWARD

<b>TRANSPORTATION SAFETY</b>	Collaboration will continue with the Ministry of Transportation and infrastructure toward the completion of the McKenzie Interchange project throughout 2019.
<b>MOBILITY INITIATIVES</b>	Detailed design work is underway for Phase 1 of the Shelbourne Street improvement project from Garnet Road to Torquay Drive. Construction is anticipated to commence in the latter part of the year.
<b>TRANSPORTATION INITIATIVES</b>	Staff continue to work with BC Transit on transportation initiatives, including a further refinement to the transit exchange at Uptown Centre and the implementation of southbound bus lanes on Douglas Street.
<b>ACTIVE TRANSPORTATION</b>	Staff are now working on implementing the Active Transportation Plan that was adopted by Council in 2018.
<b>RELOCATE CORDOVA BAY RD WITHIN MT. DOUGLAS PARK</b>	Staff will launch public engagement processes and presentations to inform the public about the viable options to protect Cordova Bay Road.

# Social well-being

## Long-range indicators

### FOOD SECURITY



**Taxable commercial farmland:**  
2011 actual - 2,222 hectares  
2036 target - 2,335 hectares



**Backyard vegetable garden or poultry keeping:**  
2015 actual - 42% of residents  
2036 target - 60% of residents

### HOUSING



30% or more of family income required for housing - percentage of renters:  
2016 actual - 51.0%  
2036 target - ≤ 35%



30% or more of family income required for housing - percentage of owners:  
2016 actual - 49.0%  
2036 target - ≤ 15%

### PUBLIC SAFETY



**Municipal crime rate (number of incidents per 1,000 residents):**  
2015 actual - 39 per 1,000  
2036 target - < 51 per 1,000



**Percentage of citizens who agree that saanich neighbourhoods are safe:**  
2015 actual - 96%  
2036 target - ≥ 97%

### COMMUNITY PARTICIPATION / VITALITY



**Percentage of citizens who agree that saanich welcomes citizen involvement:**  
2015 actual - 79%  
2036 target - ≥ 85%



**Percentage of citizens who rate the quality of life in saanich as good or very good:**  
2015 actual - 99%  
2036 target - ≥ 99%

# Vision of social well-being

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

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



## Community gardens:

2015 actual - 3  
2036 target -  $\geq 12$



## People on regional wait-list for supportive housing (Greater Victoria coalition to end homelessness mission/CRD) :

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



## Percentage of households prepared for a seven day emergency disaster event:

2015 actual - 40%  
2018 target -  $\geq 60\%$   
2036 target -  $\geq 90\%$



## Percentage of fire department emergency incident responses within eight minutes:

2015 actual - 91%  
2036 target -  $\geq 90\%$



## Critical infrastructure assessment:

2006 actual - C-  
2036 target -  $\geq B$

# Healthy community

## ANNUAL INDICATORS



Dwellings within 500m of a centre or village:  
2016 - 58.8%  
2017 - new data available Q3 2018  
2018 - 58.9% (target  $\geq 59.4\%$ )

## MID-RANGE INDICATORS



Shelter bed use by unique individuals in Greater Victoria:  
2012 - 1,615  
2015 - 1,725  
2018 - 1,525 (target  $< 1,725$ )



Percentage of supportive housing units in centres and villages:  
2012 - 12.5%  
2015 - 11.1%  
2018 - target  $\geq 12\%$

## 2018 HIGHLIGHTS

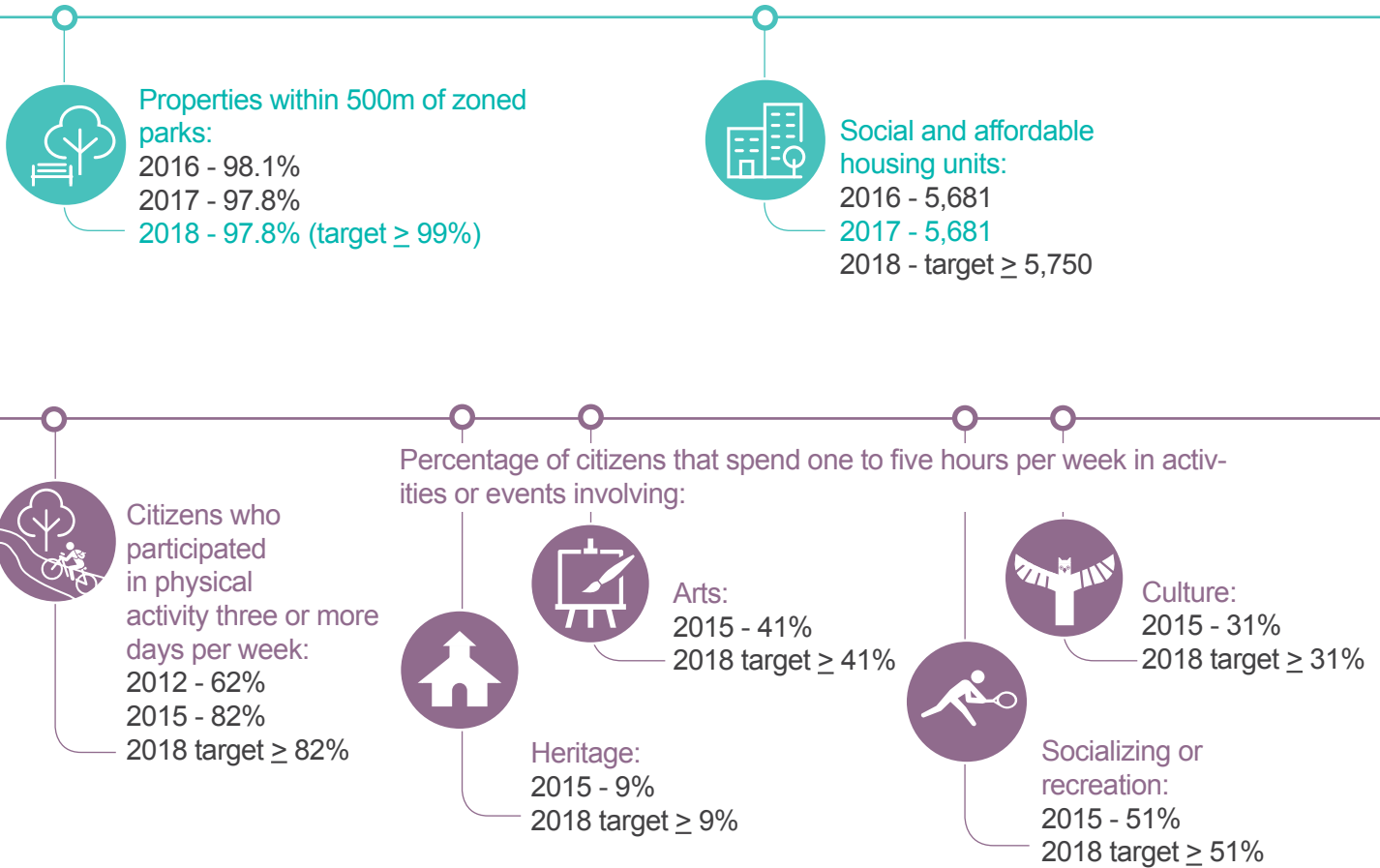
### AGRICULTURE AND FOOD SECURITY PLAN

This plan was adopted by Council in the fall of 2018 and will support agriculture and improve food security within our community.

### 12 LOCAL AREA PLANS

With significant community involvement and collaboration from staff, work commenced to update both the Cordova Bay and Cadboro Bay local area plans.

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



## MOVING FORWARD

### AFFORDABLE HOUSING SUMMARY

Possible options for creating new zones related to affordable housing in market projects will be brought forward for Council's consideration in 2019.

### 12 LOCAL AREA PLANS

Work on the Cordova Bay and Cadboro Bay local area plans will be completed. Staff will turn their attention to consulting with the public on the North Quadra and Quadra local area plan updates.

### AGRICULTURE AND FOOD SECURITY PLAN

A term position will be hired to assist with the implementation of the plan that includes support for agriculture and improvements to food security.

### GARDEN SUITES

Final draft regulations are being prepared and will be presented to the community for feedback in 2019. When public input is completed, the draft regulations will be brought forward to Council for review, consideration and/or adoption.



# Safe community

## ANNUAL INDICATORS



Vehicle collisions involving a pedestrian:  
2016 - 59  
2017 - 46  
2018 - 64 (target < 50)



Vehicle collisions involving a bicycle:  
2016 - 69  
2017 - 68  
2018 - 85 (target < 71)

## MID-RANGE INDICATORS



Percentage of citizens satisfied with Police services:  
2012 - 94%  
2015 - 97%  
2018 target  $\geq$  97%

## 2018 HIGHLIGHTS

### EMERGENCY COMMUNICATIONS

To facilitate the call back of Saanich management staff in the event of an emergency, this program saw the implementation of new staff scheduling software.

### TRANSPORTATION SAFETY

The Traffic Safety Unit completed six drinking and driving enforcement roadblocks during the summer and two additional roadblocks targeting drug impairment following the legalization of cannabis. Funded through partnership with Police Services, Ministry of Public Safety and Solicitor General, enforcement continued in December 2018 with three drinking and driving prevention campaigns.

### DISASTER PREPAREDNESS

Corporate Services Department completed their Department Operations Centre (DOC) plan. The Emergency Program remains ready to assist other additional departments to develop and implement their DOC.



## Saanich is a safe community for all citizens.



## MOVING FORWARD

### PUBLIC SAFETY RADIO FREQUENCIES

Saanich Fire will transition to the new P25 radio network which will support improved fire ground communications and the ability to record fire ground communications.

# Economic vibrancy

## Long-range indicators

### LONG-TERM FINANCIAL SUSTAINABILITY



Municipal debt servicing per capita:  
2015 actual - \$21  
2036 target - ≤ \$109



Percentage of revenue generated from property tax source:  
2015 actual - 44%  
2036 target - ≤ 55%

### COMMUNITY INFRASTRUCTURE



Annual infrastructure gap: \*  
2015 actual - \$6.26 million  
2016 target - \$6 million  
2019 target - no infrastructure gap  
\* calculated from five-year Financial Plan



Condition assessment by letter grade:  
2012 actual - C  
2036 target - ≥ B

### DIVERSIFIED ECONOMIC BASE



Employment by industry index:  
2012 actual - 0.71  
2036 target - ≥ 0.75



Percentage of commercial, industrial and institutional area to residential property area in Saanich:  
2015 actual - 28.3%  
2036 target - ≥ 35%

# Vision of economic vibrancy

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

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



Percentage of citizens who are satisfied with the quality of public services provided by Saanich:  
2015 actual - 85%  
2036 target -  $\geq$  85%



Percentage of businesses who are satisfied with the services provided by Saanich:  
2015 actual - 93%  
2036 target -  $\geq$  93%

# Vibrant, connected economy

## ANNUAL INDICATORS



Business generated property tax revenue:  
 2016 - 22.8%  
 2017 - 23.01%  
 2018 - 23.15% (target  $\geq$  23%)

## MID-RANGE INDICATORS

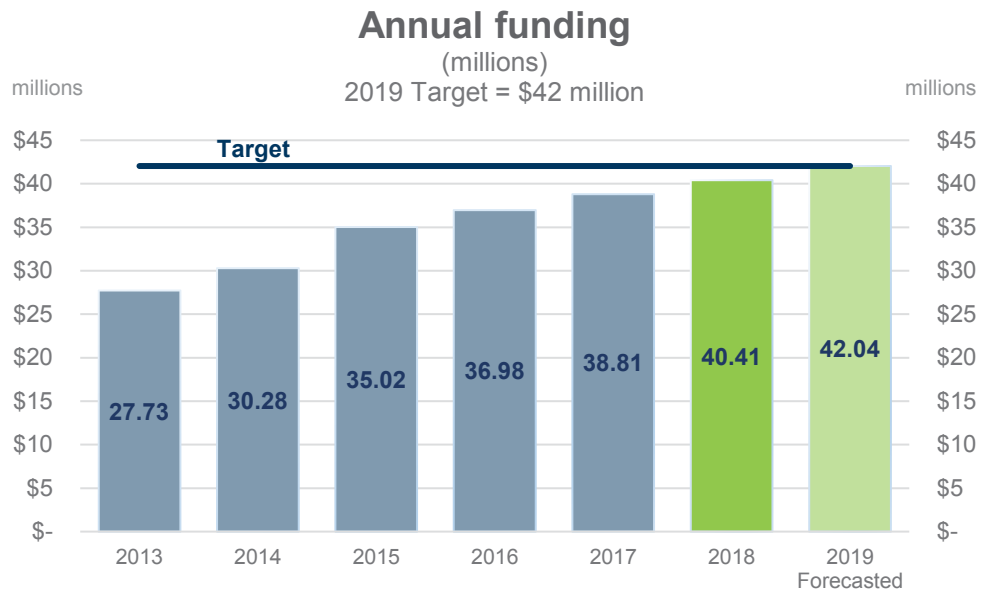


Average annual capital infrastructure replacement funding:  
 2012 - \$24,396,000  
 2015 - \$32,219,700  
 2018 - \$37,110,400  
 (target  $\geq$  \$40,466,400)

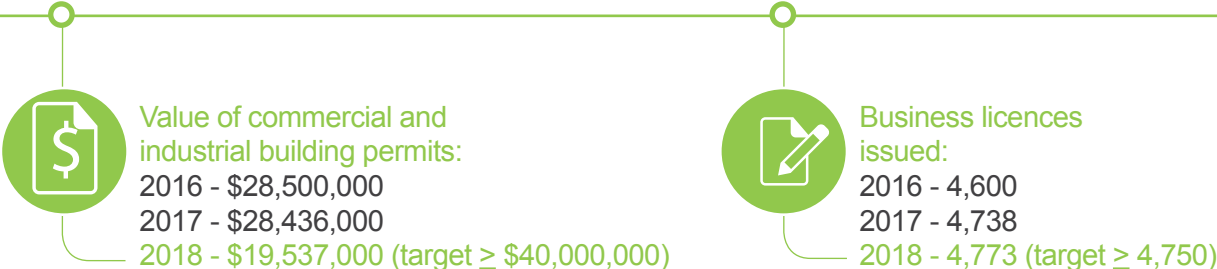
## 2018 HIGHLIGHTS

### SUSTAINABLE INFRASTRUCTURE REPLACEMENT LEVELS

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



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



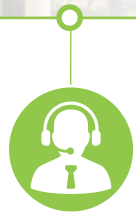
## MOVING FORWARD

<p>COMMUNITY AMENITY CONTRIBUTIONS</p>	<p>An information report outlining a range of approaches for securing community amenities as part of the development review process will be brought forward in 2019 for Council’s consideration.</p>
<p>UPTOWN/ DOUGLAS CORRIDOR PLANNING STUDY</p>	<p>The draft plan is currently being prepared. Public consultation on the draft document will take place during the summer and early fall of 2019. The draft plan will be presented to Council in mid to late fall.</p>
<p>BUILDING AND DEVELOPMENT PROCESS</p>	<p>The current review process is complete. Implementation of actions to improve service provision, including the time required to review and process applications, is underway. Service delivery assessments and improvements take place on a regular basis.</p>



# Service excellence

## ANNUAL INDICATORS



Recreation course registrations processed online:  
2016 - 29.6%  
2017 - 32%  
2018 - 43% (target  $\geq$  35%)

## MID-RANGE INDICATORS



Citizens who agree that Saanich is doing a good job in general:  
2012 - 89%  
2015 - 86%  
2018 target  $\geq$  89%



Citizens who agree they receive good value for the municipal taxes they pay:  
2012 - 86%  
2015 - 89%  
2018 target  $\geq$  89%

## 2018 HIGHLIGHTS

### INFORMATION TECHNOLOGY FOUNDATION

Progress continues on the projects that are part of the five-year strategy. Projects include a phone replacement, network upgrades, firewall implementation and enhancement of the secondary storage site.

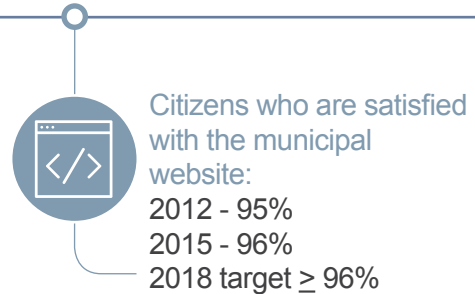
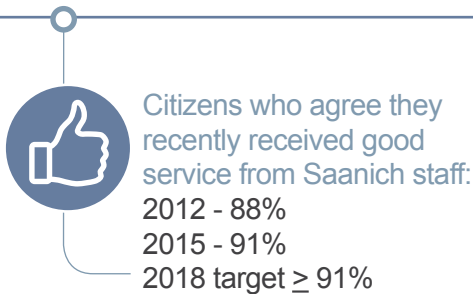
### BUSINESS TECHNOLOGY SYSTEMS

Work continues on many projects that are part of the five-year strategy. These include JD Edwards Human Resources and Safety module implementation, continuation of Fire dispatch remediation project, and the upgrade of both the Supervisory Control and Data Acquisition and Graphical Information System applications.

### ASSET MANAGEMENT

During 2018 staff formalized the terms of reference for the Asset Management Steering Committee and created a draft asset management policy.

## The heart of service excellence is people.



## MOVING FORWARD

### INFORMATION TECHNOLOGY FOUNDATION

The new phone system, firewall update and network systems will be completed in 2019. Work will commence throughout all facilities on wireless access, printer replacement and desktop and laptop replacement.

### BUSINESS TECHNOLOGY SYSTEMS






The implementation of JDE Human Resources and Safety module will be completed as will the upgrades of the Supervisory Control and Data Acquisition and Graphical Information System applications. Work will continue on the Tempest system, traffic signals and the acquisition of an updated set of aerial photos. New initiatives will commence related to Fire Department staffing, agenda management and budgeting software.

### ASSET MANAGEMENT

Staff will apply for grants to support implementation of our asset management plan. A Council policy will be presented to Council for adoption.

# Climate action



		2016	2017	2018
tCO <sub>2</sub> e	Reduce corporate greenhouse gas (GHG) emissions (tonnes)	5,259*	5,366*	5,081
	Increase electric vehicles in community	149	149	590
	Reduce municipal fleet emissions (tonnes)	2,987*	2,929*	2,920
	Reduce municipal building emissions (tonnes)	2,245	2,437	2,162
	Increase residential solar systems	72	92	122
	Decrease waste to Hartland Landfill (tonnes) - municipal and private haulers	24,693	25,578	23,629

\* Figures have been updated from earlier reported GHG emissions due to changes in methodology. New methodology more fully captures in-scope emissions (e.g., contractors).

		Previous data	Newest data
	Increase transit ridership	7.0% (2011)	10% (2017)*
	Increase walking participation	7.0% (2011)	8% (2017)*
	Increase cycling participation	4.0% (2011)	5% (2017)*
	Reduce residential energy use (tonnes)	87,613 (2012)	89,346 (2017)
tCO <sub>2</sub> e	Reduce community fuel consumption (tonnes)	262,128 (2010)	272,541 (2017)
	Reduce commercial energy use (tonnes)	44,908 (2012)	56,897 (2017)

\*New data is available every five years through the CRD Origin Destination Study.



# Saanich supports moving toward 100% renewable energy.

## Updated Climate Plan: 100% Renewable and Resilient Saanich



Saanich is building a plan to reach 100% renewable energy and 80% greenhouse gas emission reductions while building resilience to a changing climate. Phase 1 of the Saanich Climate Plan update was completed in December 2018, with extensive engagement showing strong community support for urgent, effective climate action. Phase 2 of public engagement will commence in early 2019 with completion of the plan anticipated in fall 2019.

## One planet living



The District is supporting a group of Saanich volunteers, businesses, schools, and organizations to create their own “One Planet Action Plans”. The One Planet Cities project is an international initiative funded by the KR Foundation in Denmark and aims to create happier, healthier, more liveable cities. The project is coordinated by Bioregional, a non-profit from the UK, and their local non-profit partners One Earth.

## Municipal Hall upgrades shrink GHG emissions

tco<sub>2</sub>e

The Municipal Hall's yearly carbon emissions were 33% smaller in 2018 than 2017 thanks to recent building efficiency upgrades. The new heating control systems will also result in greater comfort for occupants.

## Gordon Head Recreation Centre is powered with renewable energy



A renewable energy transformation of Gordon Head Recreation Centre was completed in 2018. Old, inefficient gas boilers were replaced with a renewable-energy heat pump with efficient backup gas boilers for building space and pool heating. In 2018, the upgrade reduced greenhouse gas emission by 38% compared to the previous year. Bigger savings are anticipated for 2019 with a full year of heat pump operation.

## Renewable homes



Saanich provided “top up” funding to two energy efficiency programs for Saanich residents between 2015 and 2018 to help shrink their greenhouse gas emissions. The Province's Oil to Heat Pump program provided rebates for the replacement of oil heating systems with a heat pump. 155 Saanich residents participated resulting in elimination of over 1,000 tonnes of GHGs per year. Through the Municipal Partner Offer pilot, Saanich provided “bonus” funding for 43 residents that undertook energy retrofits on their homes, and enabled oil heated homes to access rebates that were previously only offered by the utilities for electric and gas-heated homes.

## New electric vehicle charging stations



Six new electric vehicle (EV) charging stations were installed at Saanich facilities. The charging stations were installed in preparation of replacing current non-electric fleet vehicles with EVs. Transportation is the largest source of greenhouse gas emissions in our local government and community. Switching to electric vehicles, along with more active transportation, is essential to reach our climate targets. Additionally, EVs cost less to fuel and have lower maintenance costs than internal combustion engine vehicles.

# Public participation

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

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

The District will use a variety of options to communicate, interact, collaborate and work together with citizens to make decisions. These options are called the P2 Continuum which contains the following:



## Public participation

2018

	Presentations	352
	Open houses and pop-up events (in person or digital)	138
	Individual consultations and attendees at presentations, open houses and pop-ups	859
	Citizen input at Council meetings	714
	Written feedback (including surveys)	12,006
	Information letters and newsletters	818,205

## Community involvement

2018

Volunteers	1,531
Volunteer hours	33,889
Event attendees	40,238

## Volunteers

Volunteers are the true heroes who are constantly ready and willing to contribute their personal time, talents and energy to help make Saanich projects and events a success. They work with many departments including Fire, Police, Parks, Recreation, and Saanich Archives. Thank you for your enthusiasm and dedication!

## Newsletters

Saanich publishes several newsletters to help our residents keep informed and involved with our projects and initiatives. Subscribe to our newsletters at [Saanich.ca/connect](http://Saanich.ca/connect).

**Saanich Archives** shares information on the rich history of the area and our residents. The newsletter runs from September to May.

**Parks and Recreation Matters** is a bi-weekly newsletter featuring fitness tips, Parks and Recreation events and program information for the whole family.

**Our Backyard** is a seasonal newsletter supporting conservation, restoration and education of the natural environment in Saanich.

**Climate Action Quarterly** is a quarterly newsletter with updates on all of the upcoming events and opportunities that will help our residents take action on climate change.



# Highlighted projects

72

Total number of projects involving public participation in 2018.

## Market Analysis Study

Saanich Parks and Recreation commenced a comprehensive Market Analysis Study on recreation, wellness and health programs, services, activities and experiences. While a comprehensive analysis of data was also undertaken, public engagement activities included open houses, an online survey and stakeholder and user group engagement sessions.



## Your Say Your Way initiative



Saanich launched the Your Say, Your Way initiative to determine how citizens want to be involved in the strategic and financial planning processes. Public participation activities included 25 community pop up events and open houses, an online survey, stakeholder meetings, social media and web polls and an educational video. These activities created more than 5,000 points of engagement with Saanich residents. Saanich heard that residents want access to easy-to-understand educational material and online options for participation. Staff will implement the recommendations throughout 2019 and 2020.



## Cordova Bay and Cadboro Bay Local Area Plan updates

Cordova Bay and Cadboro Bay are the first two Local Area Plans to be updated as part of a multi-year process to update our 12 Saanich Local Area Plans. Extensive public engagement was undertaken in 2018 as part of the first phase of updating these plans. Engagement activities included two speaker series events, village design charrettes, topic-specific workshops and community vision open houses.



## Garden Suite Study



The Garden Suite Study examined the legalization of garden suites in urban areas of Saanich. Open house events, pop-up displays, presentations, stakeholder workshops, community surveys and a statistically valid survey were used to gauge community support for various regulatory elements and explore issues. Information gathered is being used to inform draft regulations to be reviewed by the public and considered by Council in 2019.



## Haro Woods Management Plan



The two-year planning process for the Haro Woods Management Plan was completed in 2018. This project featured significant involvement and collaboration with the public. Public engagement activities included 13 meetings of the resident advisory committee, four main public events, presentations to community association and advisory committees, and hundreds of surveys and various written comments. In December 2018 Council approved the final draft of this plan which will be implemented over the next several years.



# Community grants

2018 Grants are a rich source for funding for municipalities to cover plans and studies, pilot projects, capital projects and more. Specific grants focus on climate change while others are specifically related to community safety and local policing priorities. There are two different types of grants that Saanich receives. Conditional grants are designated for a specific purpose and may not be used for another project, while unconditional grants may be used for any purpose the recipient local government sees fit. Saanich staff monitor available grants and make applications with projects that meet the stated requirements. Once approved, Saanich receives grant funding in stages as work progresses. In 2018 Saanich received the following funding:

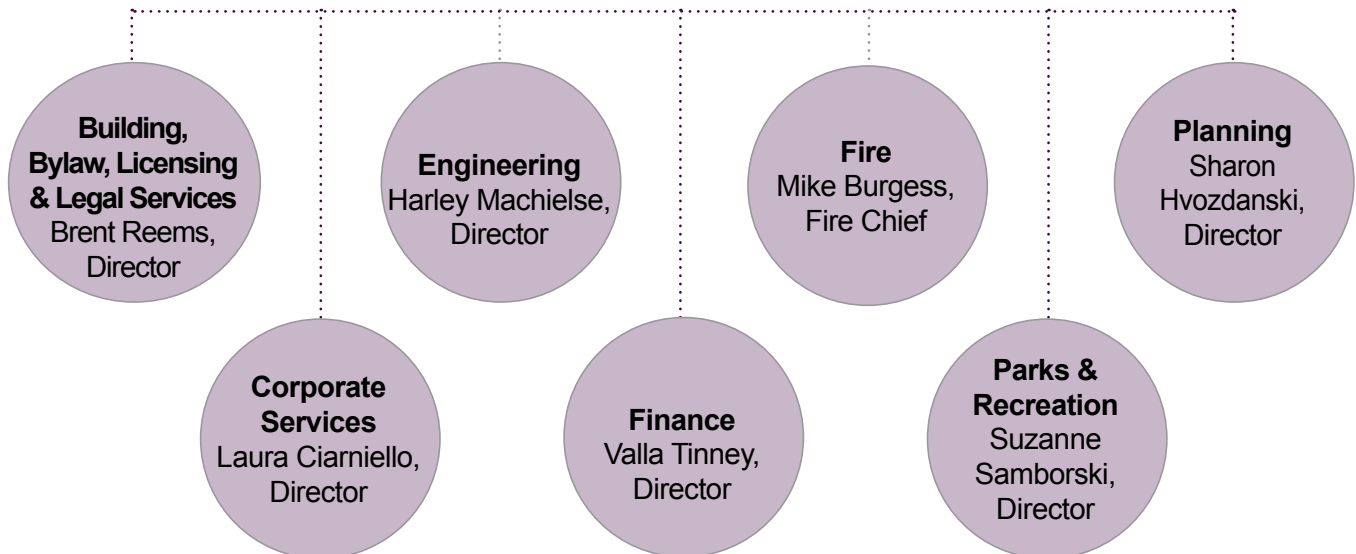


Operating agency	\$ Value	How funds were spent
Heritage BC	\$4,600	Interpretive signage improvements
Province of BC	\$50,000	Accessibility improvements at Lambrick Park
ICBC	\$72,100	Traffic improvements
BC Hydro Grant	\$37,399	Lighting improvements at Municipal Hall
Province of BC and the Federal Government of Canada	\$1,254,306	Improving wastewater and stormwater infrastructure
Province of BC	\$12,724	Employment program
Province of BC	\$1,431,787	Policing
Province of BC	\$19,700	Reserve policing
BC Hydro	\$92,125	Various sustainability initiatives
Fortis	\$7,113	Various sustainability initiatives
Federation of Canadian Municipalities	\$54,497	Climate action planning

# Corporate structure



## DEPARTMENTS



The following brief statements of departmental operations for 2018 are presented in accordance with the *Community Charter* Section 98 requirements.



# Building, Bylaw, Licensing and Legal Services



**Building Inspections**



**Business Licensing**



**Bylaw Enforcement**



**Lands**



**Legal**



**Risk Management**

KEY ACTIVITY LEVELS	2017 Actual	2018 Estimate	2018 Actual	2019 Estimate
Communication licenses at Mount Douglas and Mount Tolmie communication facilities negotiated and managed	10	10	<b>10</b>	10
Rights of way negotiated and acquired	20	20	<b>22</b>	20
Legal documents prepared for registration at the Land Title Office	117	40	<b>65</b>	65
Bylaws and other general legal instruments reviewed and/or prepared	53	25	<b>60</b>	60
Contracts and agreements reviewed	50	50	<b>40</b>	40
Building permits issued	869	850	<b>747</b>	-
Plumbing permits issued	912	850	<b>894</b>	-
Inspections conducted	6,670	6,500	<b>6,477</b>	-
Bylaw complaint inspections	4,496	4,000	<b>2,586</b>	3,500

2018 Department accomplishments	2019 Initiatives planned
---------------------------------	--------------------------

- Completed updates of several bylaws, including the Blasting Regulation Bylaw; Park Management and Control Bylaw; Tow-Away Bylaw; Streets and Traffic Bylaw; and Zoning Bylaw.
- Completed a review of the building permit process.
- Reviewed bylaw enforcement policies and procedures and implemented a Bylaw Enforcement Policy.
- Drafted and introduced a Bylaw Notice Enforcement Bylaw and policy to support the introduction of a bylaw notice adjudication system of enforcement.
- Reviewed and inspected water access properties owned by the District and enforced encroachments.
- Processed a high volume of building permits, including an increased volume of permits for multi-family construction projects.
- Managed a high volume bylaw enforcement caseload with increasing complexity due to continued municipal growth and densification.
- Settled significant damage claims in an equitable, timely and cost effective manner.
- Managed and supported legal processes and issues related to the Regina Park encampment.

- Prepare a draft plastic bag ban bylaw for Council's consideration and engage the public and stakeholders on the bylaw.
- Bring forward a new Building Bylaw for Council's consideration and adoption that incorporates Council direction on implementation of the BC Energy Step Code.
- Review bylaw enforcement considerations and approach relating to Building Bylaw violations and secondary suite regulations and decommissioning.
- Review and update municipal land policies and procedures.



# Corporate Services



Communications



Human Resources



Information Technology



Occupational Health and Safety



Strategic Planning

KEY ACTIVITY LEVELS	2017 Actual	2018 Estimate	2018 Actual	2019 Estimate
Service requests to Human Resources	11,150	13,000	<b>16,600</b>	18,000
Return to work opportunities from illness or injury supported	135	140	<b>240</b>	290
Service requests to IT Helpdesk	4,300	4,000	<b>4,800</b>	5,000
Software applications supported	250	275	<b>215</b>	215
Group facilitation sessions conducted	30	35	<b>27</b>	25

## 2018 Department accomplishments

- Participated in the design of the large-scale emergency management exercise.
- Developed and implemented a campaign to increase voter turnout in the municipal election.
- Managed communications with the public and stakeholders during the Regina Park encampment.
- Conducted 70 ergonomic risk assessments and 24 ergonomic training sessions and introduced an early reporting and assessment process for ergonomic symptoms.
- Completed risk assessments and exposure control plans for chlorine, chloramines, titanium dioxide, infectious materials and high potency narcotics.
- Obtained the BC Municipal Safety Association Certificate of Recognition for the 10<sup>th</sup> year.
- Implemented two modules of new HR Software and initiated design of remaining modules.
- Implemented the results of the CUPE Job Evaluation Maintenance Project.
- Commenced sub-committee negotiations with CUPE as per the November 2017 Memorandum of Settlement.
- Enhanced Saanich cybersecurity protections including implementation of next generation firewall.
- Completed an upgrade to the Tempest computer system which is used for revenue, licensing, permits and land management.
- Compiled and uploaded storm, sewer and drains spatial data layers to the Saanich GIS spatial data catalogue.

## 2019 Initiatives planned

- Focus on increasing staff awareness and understanding of mental health.
- Monitor and adjust workplace injury management program considering policy and practice changes arising from Paul Petrie's report to WorkSafeBC.
- Further implementation of new HR and Safety software modules.
- Develop and launch a community newsletter.
- Create a crisis communications plan.
- Educate residents about strategic and financial planning processes through the Shaping Saanich campaign.
- Complete citizen and business surveys.
- Work with Council to build new Strategic Plan for 2019-2023.
- Conclude sub-committee negotiations with CUPE as per the November 2017 Memorandum of Settlement.
- Implement remaining modules of new HR Software.
- Refresh healthy workplace program and onboarding process.
- Prepare for CUPE and IAFF 2020 negotiations.
- Implement a new phone and network system for all Saanich facilities.



# Engineering



Administration



Facilities



Project Management



Public Works



Transportation and Development



Underground Services

KEY ACTIVITY LEVELS	2017 Actual	2018 Estimate	2018 Actual	2019 Estimate
Fixtures converted to LED	666	620	<b>870</b>	800
Graffiti call responses	1,535	1,535	<b>1,227</b>	1,300
Signs maintained	5,440	5,440	<b>4,819</b>	5,200
Lanes swept (km)	1,846	2,500	<b>2,910</b>	2,900
Illegal dumping responses	534	550	<b>614</b>	650
Drain mains cleaned (km)	148	160	<b>159</b>	150
Catch basins cleaned	8,200	8,000	<b>7,263</b>	7,500
Waterways inspected/cleaned	112	75	<b>341</b>	300
Water meters replaced	977	1,000	<b>1,105</b>	1,500
Water quality samples taken	518	450	<b>600</b>	400
Hydrants serviced	891	900	<b>996</b>	1,000
Water mains flushed (km)	335	350	<b>262</b>	300

2018 Department accomplishments	2019 Initiatives planned
---------------------------------	--------------------------

- Staff completed and Council adopted the Active Transportation Plan.
- In its first full year of operation, the Borden Cycle Track had 280,000 cycling trips.
- Development Services processed 2,400 development and utility applications/permits.
- Replaced 4,700 metres of watermain; replaced/rehabilitated 3,500 metres of sanitary sewer; and replaced/rehabilitated 1,600 metres of storm drain main.
- Provided surveying services for more than 125 construction layouts, 130 preliminary designs and 184 as-constructed records.
- Implemented radio-based traffic signal coordination on the entire McKenzie corridor, resulting in improved traffic flows and reduced idling and greenhouse gases.
- Successfully delivered the 2018 Capital Works Program.
- Completion of first three phases of street light upgrades from HPS to LED (for a total of 2357 lights), resulting in 13% reduction in total street light power use.
- Staff completed and Council adopted the Strategic Facilities Master Plan.

- Complete a business case for the redevelopment of the Parks and Public Works Yard.
- Undertake a review of the Sidewalk Inspection Policy Completion.
- Develop and implement coordinated signals on Shelbourne and Quadra Street corridors.
- Update the engineering specifications of the Subdivision Bylaw.
- Develop staged strategy for an integrated stormwater master plan and drainage master plan delivery.
- Develop storm drain main condition assessment rating framework and replacement prioritization framework based on asset.





# Finance



Accounting



Payroll



Purchasing  
Services



Revenue  
Collection

KEY ACTIVITY LEVELS	2017 Actual	2018 Estimate	2018 Actual	2019 Estimate
Purchasing card transactions	17,389	17,500	<b>17,283</b>	17,500
Debit or credit card transactions	184,006	185,000	<b>202,285</b>	200,000
Cheques, EFTs, and direct debits issued	11,416	11,000	<b>12,200</b>	12,200
T4 slips produced and distributed	1,831	1,800	<b>2,193</b>	2,000
Invoices processed	32,273	25,000	<b>32,592</b>	33,000
Quotations, tenders, RFPs processed	189	190	<b>176</b>	180
Pieces of mail handled	181,997	180,000	<b>174,714</b>	180,000
Photocopies produced in the print shop	552,293	450,000	<b>467,845</b>	500,000
Property tax notices produced	42,963	43,000	<b>43,700</b>	43,700
Electronic home owner grants processed	15,852	15,500	<b>16,410</b>	16,800
Utility bills produced	118,081	119,000	<b>119,100</b>	120,000
Tax deferrals processed	2,717	2,500	<b>2,984</b>	3,000

## 2018 Department accomplishments

- Received Government Finance Officers Association Canadian award for Financial Reporting and Distinguished Budget Presentation award.
- Implemented a major upgrade to Tempest (land, property tax and utility software).
- Implemented financial inquiry tool to improve reporting capability of all departments.
- Prepared financial modelling for the proposed new Development Cost Charge Bylaw.
- Conducted Your Say Your Way public engagement campaign to guide Council decisions about enhancements to public involvement in financial planning processes.
- Commenced multi-year implementation of a public education and participation program for financial planning processes.

## 2019 Initiatives planned

- Implement budget software to replace current excel based budget production and strengthen department resilience.
- Implement tendering management software to replace current manual systems and increase efficiency of procurement processes.
- Complete a long term financial plan to ensure financial sustainability for municipal operations and capital repair and replacement.
- Strengthen the department's ability to provide internal audit, compliance, training and financial reporting support to the organization.
- Develop new educational materials for the public about the financial plan and taxation impacts with a "Budget in Brief" and new annual tax information insert.
- Implement enhanced opportunities for public engagement with development of the financial plan.



# Fire



Emergency Program



Fire Communications



Fire Prevention



Fire Suppression



Fire Training



Mechanical Services

KEY ACTIVITY LEVELS	2017 Actual	2018 Estimate	2018 Actual	2019 Estimate
Incident responses	4,975	4,900	<b>4,575</b>	4,600
Emergency incident responses	4,151	4,000	<b>3,900</b>	4,000
Fire related fatalities	0	0	<b>0</b>	0
Fire related injuries	0	0	<b>1</b>	0
Dollar fire loss (estimated)	\$2,311,465	\$2,225,000	<b>\$1,010,485</b>	\$1,000,000
Estimated value of property saved	\$142,689,855	\$100,000,000	<b>\$121,072,550</b>	\$120,000,000
Incidents dispatched (Saanich Fire and clients)	13,601	13,000	<b>10,699</b>	6,800
Public education programs and events	74	75	<b>60</b>	60
Public education program and event attendees	26,634	20,000	<b>20,149</b>	20,150

2018 Department accomplishments	2019 Initiatives planned
---------------------------------	--------------------------

- Designed and executed a complex emergency management functional exercise related to ammonia regulations. The exercise was supported by a \$25,000 grant from UBCM to enhance staff training and emergency plans and involved 45 Saanich staff, external agencies.
- Saanich Fire was the second fire department in B.C. to implement GPS based dispatching which dispatches the closest apparatus regardless of station boundaries for certain emergency incidents.
- Replaced entire equipment inventory of aging Self Contained Breathing Apparatus to ensure our fire fighters have adequate and reliable personal protective equipment. Entered into a new supplier agreement for structural firefighting turn-out gear and has shortened the replacement cycle for this equipment to support health and safety of our fire fighters.
- Improved fleet efficiencies and response capabilities by deploying a small medic unit (two person) for medical aid incidents rather than an Engine company (four person).

- Complete a fire services review to update the department's 10 year Strategic Plan that will guide long term planning for the delivery of fire and rescue services.
- Complete Fire Station No. 2 redevelopment planning and complete renovations to Fire Stations No. 1 and 3 to sustain the infrastructure and address health and safety, workplace and staffing requirements.
- Update the Emergency Program Strategic Plan using 2018 community survey results.
- Transition to P25 radio technology as part of the CREST radio communications system upgrade.
- Celebrate the Department's 100th anniversary through a variety of events and activities.



# Parks and Recreation



Community  
Services



Golf  
Course



Parks



Recreation  
Centres

KEY ACTIVITY LEVELS	2017 Actual	2018 Estimate	2018 Actual	2019 Estimate
Trees planted	1,100	1,000	<b>598*</b>	500
Bridges repaired	4	3	<b>2</b>	3
Trails resurfaced (km)	3	3	<b>3</b>	3
Calls for service received	3,092	3,000	<b>3,084</b>	3,050
Tree preservation permits processed	875	650	<b>892</b>	880
Youth centre visits	10,132	10,150	<b>8,680</b>	10,000
Registrations to summer playground programs	1,950	2,000	<b>1,890</b>	1,900
Active volunteers	240	260	<b>171</b>	175
Participants in special events	73,000	75,000	<b>40,115</b>	42,000
Leisure Involvement for Everyone (LIFE) visits	42,900	44,000	<b>40,160</b>	41,000
Golf green fee rounds	25,326	27,000	<b>36,050</b>	38,000

\*Trees planted in public parks and boulevards. Approximate 350 additional trees provided to private home owners to plant on their own properties as part of the tree partnership program or as part of tree permit requirements.

## 2018 Department accomplishments

- Completed Haro Woods Park Management Plan.
- Piloted Park Ambassadors Project in Mount Douglas Park.
- Renewed Rainbow and Rosedale Parks playgrounds.
- Restored Regina Park.
- Restored a heavily eroded trail (Upper Glendenning) in Mount Douglas Park.
- Installed a new accessible pathway in Lambrick Park to Gordon Head Recreation Centre.
- Successfully implemented Active Net enterprise system to enhance user registration experience.
- Completed year three of five of the Youth Development Strategy.

## 2019 Initiatives planned

- Complete Market Analysis Study, determine the priorities and develop an implementation strategy.
- Work with Federal and Provincial governments to extend the High Performance Sport Trust Fund at Saanich Commonwealth Place that expires in 2019.
- Manage the de-commissioning of the CLASS enterprise system.
- Invasive species removals and restoration plantings with volunteers in many Saanich parks.
- Creek restoration in Swan and Colquitz Creeks.
- Trail restorations in various natural areas including Mount Douglas Park.
- Updates to the Tree Protection Bylaw.
- Complete the Cedar Hill Park Management Plan.
- Park Ambassadors Project continues in Mount Douglas Park.
- Reynolds Park playground renewal.
- Layritz Park Little League and Braefoot Park field renewals.
- Upgrades at Gore Memorial Park.



# Planning



Community Planning



Current Planning



Environmental Services



Sustainability

KEY ACTIVITY LEVELS	2017 Actual	2018 Estimate	2018 Actual	2019 Estimate
Zoning applications processed	8	10	14	10
Development permit amendment applications processed	28	30	16	30
Development permit applications processed	30	32	28	30
Environmental Development Permits	16	18	18	18
Environmental Awards process	1	1	1	1
Environmental protocols processed*	29	31	23	25
Environmental and social reviews	43	45	39	0
Subdivision applications processed	20	22	26	22

\*Environmental protocols processed – was previously named environmental approvals.

Note: Environmental social reviews will no longer be undertaken for 2019 onwards.

## 2018 Department accomplishments

- Step Code requirements were adopted by Council in 2018 and will be implemented in a phased approach commencing June 1, 2019. Buildings represent approximately 30 per cent of Saanich community Greenhouse gas (GHG) emissions. The Step Code presents a considerable opportunity to make progress on our commitment to an 80 per cent reduction in our GHG emissions by 2050.
- A report regarding a Home Energy Retrofit Financing (LIC) Pilot in support of residents converting from oil to heat pumps was endorsed by Council and forwarded onto Strategic Plan discussions for prioritization.
- The Agricultural and Food Security Plan was adopted by Council in 2018. The plan includes clear actions for Saanich to enhance local agriculture and food security over the next 10 to 15 years.
- Significant progress was made on engaging the community in an important discussion around the benefits of garden suites and the development of draft regulations in support of this new housing form in Saanich. This planning process will be completed in mid-2019.

## 2019 Initiatives planned

- Completion of the update to the climate action plan under the framework of moving towards “a 100 per cent renewable and resilient Saanich by 2050”. In mid-2019 staff will also provide Council with options to accelerate key climate change mitigation and adaptation actions to help the municipality and the community effect meaningful change.
- Approval of terms of reference for a program of work to include the topics of climate adaptation, a biodiversity conservation strategy, and stewardship program to serve as a policy framework for other Saanich environmental policies and programs and a potential new Environmental Development Permit Area, and commencement of work.
- Completion of the updates to the Cordova Bay and Cadboro Bay Local Area Plans.
- Completion of the Uptown Douglas Corridor Plan.
- Commencement of the updates to the North Quadra and Quadra Local Area Plans. These plans will guide the anticipated growth and change in focused areas of our community over the next 5 to 10 to 30 years.
- Implementation of key initiatives from the Agricultural and Food Security Plan. The implementation of the plan will support our community becoming more resilient and reduce our impacts in regard to climate change.



# Police



KEY ACTIVITY LEVELS	2017 Actual	2018 Estimate	2018 Actual	2019 Estimate
Volunteers actively engaged with Saanich Police	1,079	≥ 1,058	<b>1,032</b>	1,079
Block Watch participants (total number of blocks)	714	≥ 700	<b>982</b>	> 1,000
Engagement and educational initiatives with seniors	20	20	<b>16</b>	17
Engagement and events with youth	61	60	<b>110</b>	108
Vehicle-only collisions	1,440	≤ 1,218	<b>1,297</b>	1,252
Vehicle collisions involving a pedestrian	46	≤ 50	<b>64</b>	53
Vehicle collisions involving a bicycle	68	≤ 71	<b>85</b>	76

2018 Department accomplishments	2019 Initiatives planned
---------------------------------	--------------------------

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Staff and volunteers from multiple divisions attended over 20 diversity and inclusion events and the department hosted its first community of practice learning event with the Canadian Centre for Diversity and Inclusion.</li> <li>• Completed front desk renovation to create a more secure interface for officers to interact with the public and a more usable waiting area.</li> <li>• Older adult awareness training was delivered to all officers to provide specific information to officers on different aspects of aging, including issues and concerns related to personal safety.</li> <li>• The Detective Division undertook intelligence-led policing initiatives to target prolific offenders in the community and conduct enforcement as needed.</li> <li>• Attended five secondary schools in Saanich presenting to approximately 600 students between grades 10-12 to introduce students to the Crime Stoppers program and increase their awareness of how they can use the program.</li> </ul> | <ul style="list-style-type: none"> <li>• Deliver a new Tactical Emergency Casualty Care training program to all officers to provide advanced trauma care knowledge for treating life-threatening injuries.</li> <li>• Establish a new bicycle registry for citizens to increase the percentage of found stolen bicycles that are returned to their owners.</li> <li>• Conduct community consultations on new models to deliver multilingual educational information to the community.</li> <li>• Deliver new educational presentations to high school students on the legalization and impact of cannabis.</li> <li>• Explore the resources required to develop a prevention and public education program on intimate partner violence.</li> <li>• Encourage meaningful feedback and public input on police services through the development of new public surveys.</li> </ul> |
|---|--|



# District of Saanich Financial section



2018 Financial statements

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

Fiscal year ended  
December 31, 2018

Prepared by:  
District of Saanich  
Finance Department



Government Finance Officers Association

## **Canadian Award for Financial Reporting**

Presented to

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

For its Annual  
Financial Report  
for the Year Ended

**December 31, 2017**

*Christopher P. Morill*  
Executive Director/CEO

# Report from the Director of Finance



May 13, 2019

Mayor and Council  
District of Saanich

Your Worship and Members of Council,

I am pleased to present the financial statements for the fiscal year ending December 31, 2018 pursuant to Section 98 of the Community Charter Act.

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

The 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 2018 operations.

In 2018, the Corporation's financial position continued to strengthen. Investment in tangible capital assets such as lands, parks infrastructure, roads and sidewalks increased by \$16.0 million. Total reserves and appropriated surplus increased by \$11.4 million, while the operating fund surplus increased by \$4.1 million. The capital fund surplus decreased by \$5.5 million to support the investment of tangible capital assets. Overall these results strengthened the Corporation's overall financial position by \$25.3 million.

Revenue increases to note for 2018 include taxation of \$4.7 million and sewer user charges of \$2.3 million, while grants and contributions decreased by \$6.2 million. Sewer user charges increased to support debt servicing costs for the Regional Sewer Treatment Program. Total expenses increased by \$8.6 million or 4.7% over 2017.

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

Respectfully submitted,

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

Valla Tinney, FCPA, FCGA  
Director of Finance



# THE CORPORATION OF THE DISTRICT OF SAANICH

## MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

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

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

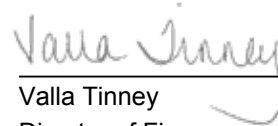
The Municipal Council meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

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



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Paul Thorkelsson  
Chief Administrative Officer



---

Valla Tinney  
Director of Finance

May 13, 2019



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

## INDEPENDENT AUDITORS' REPORT

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

### **Opinion**

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

- the statement of financial position as at December 31, 2018
- the statement of operations and accumulated surplus for the year then ended
- the statement of change 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 Entity as at December 31, 2018 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 "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity 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.

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



### ***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 Entity'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 Entity or to cease operations, or has no realistic alternative but to do so.

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

### ***Auditors' 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 auditors' 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 Entity'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 Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants

Victoria, Canada  
May 13, 2019

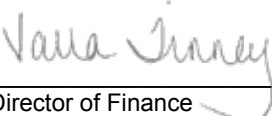
# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATEMENT OF FINANCIAL POSITION

December 31, 2018, with comparative information for 2017

	2018	2017
<b>Financial assets:</b>		
Cash and cash equivalents (note 2)	\$ 95,042,171	\$ 104,308,680
Investments (note 2)	104,345,259	84,893,025
<b>Receivables:</b>		
Property taxes	1,924,378	2,088,635
Board of Cemetery Trustees of Greater Victoria (note 3b)	821,814	884,041
Accounts receivable	14,032,042	13,478,042
MFA cash deposit (note 4)	617,914	596,433
Other assets	7,619	6,797
	<u>216,791,197</u>	<u>206,255,653</u>
<b>Financial liabilities:</b>		
Accounts payable and accrued liabilities	11,908,234	16,288,255
Accrued employee benefit obligations (note 5)	18,045,439	16,703,539
Debt (note 3)	34,014,828	35,856,122
Deferred revenue (note 6)	21,280,461	19,473,796
Deposits and prepayments	14,769,920	11,963,909
	<u>100,018,882</u>	<u>100,285,621</u>
<b>Net financial assets</b>	<u>116,772,315</u>	<u>105,970,032</u>
<b>Non-financial assets:</b>		
Inventories of supplies	1,958,421	1,890,081
Prepaid expenses	1,238,500	1,034,693
Tangible capital assets (note 9)	865,964,467	851,737,575
	<u>869,161,388</u>	<u>854,662,349</u>
<b>Contingent liabilities, contracts and commitments (notes 4, 11 and 12)</b>		
<b>Accumulated surplus (note 10)</b>	<u>\$ 985,933,703</u>	<u>\$ 960,632,381</u>

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, 2018, with comparative information for 2017

	Budget (note 13)	2018	2017
<b>Revenue:</b>			
Taxes (note 7)	\$ 122,259,870	\$ 122,321,935	\$ 117,594,301
Grants in lieu of taxes	2,453,500	2,572,116	2,416,030
Sales of services	19,781,510	20,613,810	19,897,971
Revenue from own sources	9,115,930	13,171,324	12,472,690
Transfers from other governments (note 8)	1,660,840	1,617,946	1,777,289
Sale of water	19,623,660	19,842,712	18,731,765
Water service charges	1,679,400	1,707,405	1,681,581
Sewer user charges	21,523,420	21,191,214	18,901,240
Grants and contributions	6,684,000	7,573,117	13,735,590
Developer contributions	-	5,163,197	5,344,725
Development cost charges (note 6)	948,000	364,438	-
Sub-regional parks reserve (note 6)	212,613	212,614	212,613
Other	415,155	891,690	807,210
<b>Total revenue</b>	<b>206,357,898</b>	<b>217,243,518</b>	<b>213,573,005</b>
<b>Expenses:</b>			
General government services	22,117,206	19,029,400	16,770,535
Protective services	58,078,173	58,766,380	56,111,109
Engineering and public works	22,199,888	25,759,099	26,639,750
Refuse collection	6,969,550	6,860,145	6,502,197
Community planning	3,658,510	3,212,254	2,658,119
Recreation, parks and cultural	40,589,812	42,321,285	41,547,026
Water utility	16,202,160	17,738,210	16,790,012
Sewer utility	17,659,893	18,178,258	16,261,783
Other fiscal services	96,625	77,165	72,177
<b>Total expenses</b>	<b>187,571,817</b>	<b>191,942,196</b>	<b>183,352,708</b>
Annual surplus	18,786,081	25,301,322	30,220,297
Accumulated surplus, beginning of year	960,632,381	960,632,381	930,412,084
<b>Accumulated surplus, end of year</b>	<b>\$ 979,418,462</b>	<b>\$ 985,933,703</b>	<b>\$ 960,632,381</b>

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

# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

Year ended December 31, 2018, with comparative information for 2017

	Budget	2018	2017
Annual surplus	\$ 18,786,081	\$ 25,301,322	\$ 30,220,297
Acquisition of tangible capital assets	(80,054,300)	(28,990,615)	(24,933,322)
Developer contributions of tangible capital assets	-	(5,163,197)	(5,344,725)
Amortization of tangible capital assets	19,445,000	19,216,650	19,406,889
Loss on disposal of tangible capital assets	-	710,270	182,139
	(60,609,300)	(14,226,892)	(10,689,019)
Purchase of inventories of supplies	-	(68,340)	(64,719)
Purchase of prepaid expenses	-	(203,807)	(246,858)
	-	(272,147)	(311,577)
Change in net financial assets	(41,823,219)	10,802,283	19,219,701
Net financial assets, beginning of year	105,970,032	105,970,032	86,750,331
Net financial assets, end of year	\$ 64,146,813	\$ 116,772,315	\$ 105,970,032

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, 2018, with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operating Activities:		
Annual surplus	\$ 25,301,322	\$ 30,220,297
Items not involving cash:		
Amortization	19,216,650	19,406,889
Developer contributions of tangible capital assets	(5,163,197)	(5,344,725)
Actuarial adjustment on debt	(501,542)	(450,466)
Accrued employee benefit obligations	1,341,900	904,582
Loss on disposal of tangible capital assets	710,270	182,139
Change in non-cash assets and liabilities:		
Property taxes receivable	164,257	193,147
Board of Cemetery Trustees receivable	62,227	59,263
Accounts receivable	(554,000)	291,429
Other assets	(822)	-
Accounts payable and accrued liabilities	(4,380,021)	1,791,107
Deferred revenue	1,806,665	(3,164,047)
Deposits and prepayments	2,806,011	678,753
Inventories of supplies	(68,340)	(64,719)
Prepaid expenses	(203,807)	(246,858)
Net change in cash from operating activities	40,537,573	44,456,791
Capital Activities:		
Cash used to acquire tangible capital assets	(28,990,615)	(24,933,322)
Investing Activities:		
Net decrease in investments	(19,452,234)	2,235,999
Financing Activities:		
MFA cash deposit	(21,481)	(58,447)
Debt issued	1,582,000	6,831,798
Capital lease repaid	-	(3,587)
Debt repaid	(2,859,525)	(2,470,826)
Debt repaid (Board of Cemetery Trustees)	(62,227)	(59,263)
Net change in cash from financing activities	(1,361,233)	4,239,675
Increase (decrease) in cash and cash equivalents	(9,266,509)	25,999,143
Cash and cash equivalents, beginning of year	104,308,680	78,309,537
Cash and cash equivalents, end of year	\$ 95,042,171	\$ 104,308,680

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, 2018

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

### 1. Significant accounting policies:

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

#### a) Reporting entity:

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

#### b) Basis of accounting:

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

#### c) Cash and cash equivalents:

Cash and cash equivalents are comprised of cash on hand, 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 except for the investments in the Municipal Finance Authority of British Columbia Bond and Intermediate Funds which are recorded at cost plus earnings that are reinvested in the funds. Short-term investments are comprised of bankers’ acceptances, guaranteed investment certificates 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.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

---

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

d) Investments (continued):

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

e) Deferred revenue:

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

f) Deposits and prepayments:

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

g) Debt:

Debt is recorded net of repayments and actuarial adjustments.

h) Employee future benefits:

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

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

i) Government transfers:

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made, except when and to the extent the transfer gives rise to an obligation that meets the definition of a liability. Transfers received for which expenses are not yet incurred are included in deferred revenue.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

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

j) Property tax revenue:

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

k) Loan guarantees:

Loan guarantees are accounted for and reported as contingent liabilities.

l) Non-financial assets:

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

i) Tangible capital assets

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

<b>Asset</b>	<b>Useful Life - Years</b>
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.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

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

l) Non-financial assets (continued):

ii) Contributions of tangible capital assets

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

iii) Works of art and cultural and historic assets

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

iv) Interest capitalization

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

v) Leased tangible capital assets

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

vi) Inventories of supplies

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

m) 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 District is directly responsible or accepts responsibility for a liability
- (iv) it is expected that future economic benefits will be given up, and
- (v) a reasonable estimate of the liability can be made.

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

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

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

n) Use of estimates:

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

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

	2018	2017
Cash and cash equivalents:		
Cash	\$ 56,322,104	\$ 83,707,837
Bankers' acceptances, deposit notes, Municipal Finance Authority money market fund	38,720,067	20,600,843
	95,042,171	104,308,680
Short-term investments:		
Bankers' acceptances, guaranteed investment certificates, deposit notes	50,999,619	17,428,930
Long-term investments:		
Deposit notes and debentures	9,503,907	24,377,285
Municipal Finance Authority bond, intermediate bond fund	43,841,733	43,086,810
	53,345,640	67,464,095
Total investments	104,345,259	84,893,025
Total cash, cash equivalents and investments	\$ 199,387,430	\$ 189,201,705

The Cash balance consists of bank accounts and a high interest savings account opened the late fall of 2018 with an effective interest rate of 2.52% as of December 31, 2018. Bankers' acceptances, guaranteed investment certificates, money market fund and bonds had effective yields from 1.25% to 2.77% (2017 – 1.05% to 2.82%) maturing from 2019 to 2026.

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

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

### 3. Debt:

	2018	2017
Debt principal:		
Short term	\$ 3,948,010	\$ 3,401,289
Long term	30,066,818	32,454,833
	<b>\$ 34,014,828</b>	<b>\$ 35,856,122</b>

- a) While the gross debenture debt issued as at December 31, 2018 was \$49,391,330 (2017 - \$49,554,700), 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 \$3,110,000 and MFA 5-year equipment financing in the amount of \$838,010, both bearing interest at 2.80% (2017 - 1.94%).

- b) The City of Victoria and the Corporation established the Board of Cemetery Trustees of Greater Victoria in 1922 under the Municipal Cemeteries Act. The Board is a not-for-profit organization that operates the Royal Oak Burial Park. The terms of the agreement provides the Board a borrowing limit of \$3 million, with the City of Victoria and the Corporation providing equal guarantee. Under this agreement, in 2003 the Corporation borrowed \$1,500,000 of long term debt through the Municipal Finance Authority on behalf of the Board. The Corporation is reimbursed for all payments of principal and interest as they are paid. In 2018 the debt and the receivable balance recorded in the financial statements is \$821,814 (2017 - \$884,041). At December 31, 2018 the Board also had an outstanding demand loan of \$1,196,655 (2017 - \$1,819,791) with the Bank of Montreal. The Corporation's guarantee portion of both the long term debt and demand loan is \$1,009,235 (2017 - \$1,351,916).
- c) Principal payments on debt for the next five years are as follows:

	General	Sewer	Total
2019	\$ 5,578,859	\$ 491,977	\$ 6,070,836
2020	2,499,261	454,903	2,954,164
2021	2,257,180	454,903	2,712,083
2022	1,855,851	454,903	2,310,754
2023	1,770,368	424,938	2,195,306

Interest on debt ranges from 1.55% to 3.73% with maturity dates from April 9, 2019 to October 4, 2032. Interest expense on debt during the year was \$1,241,359 (2017 - \$1,160,849).

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

### 4. Municipal Finance Authority debt reserve fund:

The Corporation issues its debt instruments through the Municipal Finance Authority ("MFA"). As a condition of the borrowing, the Corporation is obligated to lodge security by means of demand notes and interest bearing cash deposits based on the amount of the borrowing. The deposits are included in the Corporation's financial statements as MFA cash deposits. If the debt is repaid without default, the deposits are refunded to the Corporation. The notes, which are contingent in nature, are held by the MFA to act as security against the possibility of debt repayment default and are not recorded in the financial statements. Upon the maturity of a debt issue, the demand notes are released and deposits refunded to the Corporation. As at December 31, 2018, there were contingent demand notes of \$1,755,622 (2017 - \$1,714,668) 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:

	2018	2017	Increase (Decrease)
Vacation pay and banked overtime	\$ 2,994,700	\$ 2,140,115	\$ 854,585
Accumulated sick leave and retirement benefit payments	13,418,900	14,563,424	(1,144,524)
Accrued benefit obligation	16,413,600	16,703,539	(289,939)
Add unamortized net actuarial gain	1,631,839	-	1,631,839
Accrued employee benefit obligations, end of year	18,045,439	16,703,539	1,341,900
Less funded amount	(9,574,841)	(8,859,357)	(715,484)
Total unfunded employee benefit obligations	\$ 8,470,598	\$ 7,844,182	\$ 626,416

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 (13 years in 2018 and 2019)

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

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

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

	2018	2017
Accrued benefit obligations:		
Balance, beginning of year	\$ 16,703,539	\$ 15,798,957
Current service cost	1,210,500	1,275,932
Interest cost	549,000	493,889
Benefits paid	(970,600)	(1,133,561)
Actuarial gain on event-driven liabilities	553,000	-
Actuarial loss	-	268,322
Balance, end of year	\$ 18,045,439	\$ 16,703,539

For 2018, the accrued benefit obligations and the benefit costs were estimated by actuarial valuation by an independent actuarial firm. The Corporation performed its own actuarial valuation for 2017 and prior year obligations. For event-driven liabilities, actuarial gains or losses are immediately recognized.

Key estimates used in the valuation:

	2018	2017
Discount rates	3.20%	3.15%
Expected future inflation rates	2.50%	2.25%
Expected wage and salary increases	2.5% to 5.9%	2.6% to 4.5%

The Corporation and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trusteed 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 at December 31, 2018, the Plan has about 197,000 active members and approximately 95,000 retired members. Active members include approximately 39,000 contributors from local governments.



# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

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

The most recent valuation for the Municipal Pension Plan as at December 31, 2015, indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1,927 million was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The Corporation paid \$10,214,606 (2017 - \$9,316,909) for employer contributions while employees contributed \$8,106,607 (2017 - \$7,224,204) to the Plan in fiscal 2018.

The next valuation will be as at December 31, 2018, with results available in 2019.

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, 2017. At December 31, 2017, the total plan provision for approved and unreported claims was \$17,177,300 with a plan surplus of \$3,852,873. The actuary does not attribute portions of the unfunded liability to individual employers. The Corporation paid \$483,395 (2017 - \$463,030) for employer contributions and the Corporation's employees paid \$489,722 (2017 - \$463,559) for employee contributions to the plan in 2018.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

### 6. Deferred revenue:

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

	2018	2017
Development cost charges:		
Balance, beginning of year	\$ 14,817,577	\$ 18,002,782
Investment income	291,794	204,819
Fees and contributions	626,023	1,713,010
Amounts spent on projects and recorded as revenue	(364,438)	-
Transferred to reserve fund	-	(5,103,034)
Balance, end of year	15,370,956	14,817,577
Sub-regional parks reserve:		
Balance, beginning of year	1,229,164	1,162,013
Investment income	26,600	16,579
Fees and contributions	681,600	263,185
Amounts spent on projects and recorded as revenue	(212,614)	(212,613)
Balance, end of year	1,724,750	1,229,164
General operating fund deferred revenue	4,184,755	3,368,355
Capital fund deferred revenue	-	58,700
Total deferred revenue	\$ 21,280,461	\$ 19,473,796

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

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

### 7. Taxation:

#### a) Taxes

	2018	2017
General Purpose:		
Property Tax	\$ 120,641,750	\$ 116,000,039
Utility 1% Tax	1,432,707	1,380,145
	<u>122,074,457</u>	<u>117,380,184</u>
Special Assessments:		
Cadboro Bay Village Business Improvement Area	20,000	20,000
	<u>20,000</u>	<u>20,000</u>
Hotel Room Tax:		
Tourism Victoria – Destination Marketing Commission	227,478	194,117
	<u>\$ 122,321,935</u>	<u>\$ 117,594,301</u>

#### 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.

	2018	2017
Provincial Government - school taxes	\$ 49,971,231	\$ 48,089,501
Capital Regional District	9,299,660	9,100,588
Capital Regional Hospital District	8,426,815	8,264,922
Municipal Finance Authority	7,396	6,409
B.C. Assessment Authority	1,568,011	1,474,427
B.C. Transit Authority	7,632,885	7,784,936
	<u>\$ 76,905,998</u>	<u>\$ 74,720,783</u>

### 8. Government transfers:

	2018	2017
Operating transfers:		
Federal	\$ 12,724	\$ 11,729
Provincial	1,605,222	1,765,560
	<u>\$ 1,617,946</u>	<u>\$ 1,777,289</u>

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

### 9. Tangible capital assets:

Cost	Balance at December 31, 2017	Additions	Disposals and transfers	Balance at December 31, 2018
Land	\$ 293,910,445	\$ 794,947	\$ -	\$ 294,705,392
Vehicles, machinery and equipment	61,437,285	6,139,918	4,007,347	63,569,856
Buildings and building improvements	132,302,638	2,589,115	71,387	134,820,366
Park infrastructure	43,261,390	2,034,987	171,481	45,124,896
Drainage infrastructure	199,518,366	4,984,951	-	204,503,317
Roads infrastructure	201,310,368	6,255,148	17,698	207,547,818
Water infrastructure	142,345,118	4,689,676	17,646	147,017,148
Sewer infrastructure	156,812,000	4,872,706	-	161,684,706
Assets under construction	12,026,890	13,819,251	12,026,890	13,819,251
<b>Total</b>	<b>\$ 1,242,924,500</b>	<b>\$ 46,180,699</b>	<b>\$ 16,312,449</b>	<b>\$ 1,272,792,750</b>

Accumulated amortization	Balance at December 31, 2017	Disposals	Amortization expense	Balance at December 31, 2018
Vehicles, machinery and equipment	\$ 33,531,947	\$ 3,314,240	\$ 3,763,655	\$ 33,981,362
Buildings and building improvements	42,459,543	68,788	2,660,208	45,050,963
Park infrastructure	27,879,198	170,479	1,522,038	29,230,757
Drainage infrastructure	82,895,147	-	2,610,361	85,505,508
Roads infrastructure	85,543,681	5,687	4,744,087	90,282,081
Water infrastructure	52,397,483	16,098	1,985,797	54,367,182
Sewer infrastructure	66,479,926	-	1,930,504	68,410,430
Assets under construction	-	-	-	-
<b>Total</b>	<b>\$ 391,186,925</b>	<b>\$ 3,575,292</b>	<b>\$ 19,216,650</b>	<b>\$ 406,828,283</b>

	Net book value December 31, 2017	Net book value December 31, 2018
Land	\$ 293,910,445	\$ 294,705,392
Vehicles, machinery and equipment	27,905,338	29,588,494
Buildings and building improvements	89,843,095	89,769,403
Park infrastructure	15,382,192	15,894,139
Drainage infrastructure	116,623,219	118,997,809
Roads infrastructure	115,766,687	117,265,737
Water infrastructure	89,947,635	92,649,966
Sewer infrastructure	90,332,074	93,274,276
Assets under construction	12,026,890	13,819,251
<b>Total</b>	<b>\$ 851,737,575</b>	<b>\$ 865,964,467</b>

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

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

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

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

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

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

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

a) Assets under construction

Assets under construction having a value of \$13,819,251 (2017 - \$12,026,890) have not been amortized. Amortization of these assets will commence the year after the asset is put into service.

b) Contributed tangible capital assets

Contributed tangible capital assets have been recognized at fair market value at the date of contribution. The value of contributed assets received during the year is \$5,163,197 (2017 - \$5,344,725) comprised of land in the amount of \$794,948 (2017 - \$3,333,735), drainage, parks and transportation infrastructure \$3,016,458 (2017 - \$1,008,767), and water and sewer infrastructure in the amount of \$1,351,791 (2017 - \$474,100). Contributed assets capitalized in 2018 were \$4,370,990 (2017 - \$4,816,602) and the remaining \$792,207 (2017 - \$528,123) were expensed.

c) Tangible capital assets disclosed at nominal values

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

d) Works of art and historical treasures

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

e) Write-down of tangible capital assets

No significant write-down of tangible capital assets occurred during 2018 or 2017.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

### 10. Accumulated surplus:

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

	2018	2017
<b>Surplus:</b>		
Invested in tangible capital assets	\$ 832,771,452	\$ 816,765,494
Operating funds	26,422,798	22,340,665
Capital funds	40,157,788	45,690,853
Unfunded employee benefit obligations	(8,470,598)	(7,844,182)
<b>Total surplus</b>	<b>890,881,440</b>	<b>876,952,830</b>
<b>Appropriated surplus set aside for:</b>		
Insurance	2,315,300	2,315,300
Future expenses	4,748,546	9,485,478
Working capital	4,450,000	4,450,000
<b>Total appropriated surplus</b>	<b>11,513,846</b>	<b>16,250,778</b>
<b>Reserve funds set aside for specific purpose by Council:</b>		
Land sales fund	2,484,857	2,789,212
Public safety and security fund	2,507,604	2,743,352
Carbon neutral fund	671,619	782,033
Equipment depreciation fund	6,348,126	6,451,013
Capital works fund	37,183,881	30,749,934
Commonwealth pool operating fund	213,386	479,175
Commonwealth pool high performance repair and replacement fund	212,305	188,094
Facility replacement fund	12,014,502	8,277,122
Computer hardware and software fund	7,340,750	5,565,901
Sayward gravel pit fund	1,852,946	1,812,411
Specific area capital project fund	4,552,665	4,571,301
Water capital fund	4,064,270	901,003
Sewer capital fund	4,091,506	2,118,222
<b>Total reserve funds</b>	<b>83,538,417</b>	<b>67,428,773</b>
	<b>\$ 985,933,703</b>	<b>\$ 960,632,381</b>

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

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### 11. Contingent liabilities:

- a) Capital Regional District debt, under the provisions of the Local Government Act, is a direct, joint and several liability of the Capital Regional District and each member municipality within the District, including The Corporation of the District of Saanich.
- b) The Corporation is a shareholder and member of the Capital Region Emergency Service Telecommunications (CREST) Incorporated, which provides centralized emergency communications and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and the Gulf Islands. Members' obligations to share in funding ongoing operations and any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.
- c) In the normal course of a year, claims for alleged damages are made against the Corporation and are recorded when a liability is likely and reasonably determinable. The Corporation maintains an insurance reserve in its accumulated surplus of \$2,315,300 (2017 - \$2,315,300) to provide for claims, and also maintains insurance coverage to provide for insured claims should they exceed \$2,000,000 in any year.
- d) The Corporation has provided a 50% loan guarantee in respect of a Bank of Montreal demand loan 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 loan bears interest at the Bank's prime lending rate plus 0.5%, calculated monthly. The loan has fixed monthly payments of \$12,741 including both principal and interest. As of December 31, 2018 the balance of the demand loan was \$1,196,655 (2017-\$1,819,791) with the Corporation's share of that balance being \$598,328 (2017 - \$909,896). 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, 2018

### 12. Contracts and commitments:

At December 31, 2018, the following major contracts were in progress:

	Total amount of contract	Paid or accrued
Purchase of vehicles and equipment	\$ 2,903,338	\$ 420,874
Consulting and Parks and Public Works projects	11,535,959	6,695,157
Facilities projects	2,284,816	813,548

Commitments:

- a) The Corporation has a liability to the Capital Regional District of \$212,613 for the Haro Wood property purchase. The payment term remaining is one year, ending September 2019, at \$212,613 per annum.
- b) The Corporation has contracted with Ravine Equities Inc. for the lease of property at Uptown to be used as library (Emily Carr Library). The term of the lease is for 10 years ending December 2023, at \$197,120 for the first five years and \$213,646 for subsequent five years.
- c) The Corporation has contracted with Itziar Management Ltd. for the lease of a portion of the building at 57 Cadillac Avenue for Police Services. The term of the lease is for eight years ending April, 2024 reaching \$261,173 per annum for the last five years.
- 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, 2019. 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 2019 is \$1,459,320.

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

### 13. Budget data:

The budget data presented in these financial statements is based upon the 2018-2022 Financial Plan adopted by Council May 14, 2018. The following chart reconciles the approved budget to the budget figures reported in these financial statements.

	Budget Amount
<b>Revenues:</b>	
Total General revenues per Financial Plan	\$ 162,576,500
Total Water Utility revenues per Financial Plan	21,700,300
Total Sewer Utility revenues per Financial Plan	22,394,200
<b>Add:</b>	
Net Fleet revenues recorded as gross per PSAB	762,710
Reserve transfers recognized as revenues per PSAB	1,160,613
<b>Less:</b>	
Inter departmental revenues netted against expenses per PSAB	(2,236,425)
<b>Total revenue</b>	<b>206,357,898</b>
<b>Expenses:</b>	
Total General expenses per Financial Plan	160,502,200
Total Water Utility expenses per Financial Plan	16,474,700
Total Sewer Utility expenses per Financial Plan	18,412,500
<b>Less:</b>	
Reserve expenditure recognized as transfers per PSAB	(5,581,158)
Inter departmental revenues netted against expenses per PSAB	(2,236,425)
<b>Total expenses</b>	<b>187,571,817</b>
<b>Annual surplus</b>	<b>\$ 18,786,081</b>

### 14. Comparative figures:

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

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

### 15. 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 Public Works; Planning; Parks, Recreation and Culture, and Water and Sewer Services. For management reporting purposes, the Corporation's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

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

#### General Government

The General Government Operations provide the functions of Corporate Services and Administration; Finance; Building, Bylaw, Licensing & Legal Services; Human Resources; 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 and Public Works

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

#### Planning

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

# THE CORPORATION OF THE DISTRICT OF SAANICH

## NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2018

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### 15. Segmented information (continued):

#### **Parks, Recreation and Culture**

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

#### **Water and Sewer**

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

#### **Statement of Segmented Information**

The following statement provides additional financial information for the foregoing functions. Taxation and grants in lieu of taxes are apportioned to the functions based on their share of net departmental budgeted expenditures in the 2018 - 2022 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, 2018

## 15. Segmented information (continued):

2018	General Government	Protective Services	Engineering and Public works	Planning	Parks, Recreation and Culture	Water and Sewer	Reserve Funds	Total
Revenue:								
Taxes	\$ 17,945,245	\$ 50,847,313	\$ 20,985,769	\$ 2,536,389	\$ 30,007,219	\$ -	\$ -	\$ 122,321,935
Grants in lieu of taxes	377,342	1,069,188	441,277	53,334	630,975	-	-	2,572,116
Sales of services	-	952,080	6,364,757	-	13,296,973	-	-	20,613,810
Other revenue from own sources	4,775,857	2,773,199	1,104,002	3,340,903	36,281	-	1,141,082	13,171,324
Transfers from other governments	-	1,451,487	-	153,735	12,724	-	-	1,617,946
Sale of water and charges	-	-	-	-	-	21,550,117	-	21,550,117
Sewer user charge	-	-	-	-	-	21,191,214	-	21,191,214
Grants and contributions	-	-	455,542	-	54,600	1,246,440	5,816,535	7,573,117
Development cost charges	364,438	-	-	-	-	-	-	364,438
Developer contribution	212,614	-	3,811,406	-	-	1,351,791	-	5,163,197
Sub-regional park fund	32,625	-	415,473	-	-	443,592	-	212,614
Other	23,708,121	57,093,267	33,578,226	6,084,361	44,038,772	45,783,154	6,957,617	217,243,518
Expenses:								
Salaries, wages and benefits	13,535,381	50,778,345	13,242,118	2,772,774	21,935,747	4,641,966	-	106,906,331
Goods and services	2,438,460	6,240,572	6,500,807	425,363	8,230,384	24,611,915	-	48,447,501
Interest and financial charges	62,603	3,062	631,330	-	311,913	276,993	-	1,285,901
Other	1,158,250	-	-	-	6,912,033	-	-	8,070,283
Capital expenditures	1,301,403	291,285	3,390,051	3,901	1,561,286	1,467,604	-	8,015,530
Amortization	610,468	1,453,116	8,854,938	10,216	3,369,922	4,917,990	-	19,216,650
Annual surplus (deficit)	19,106,565	58,766,380	32,619,244	3,212,254	42,321,285	35,916,468	-	191,942,196
Annual surplus (deficit)	4,601,556	(1,673,113)	958,982	2,872,107	1,717,487	9,866,686	6,957,617	25,301,322
Accumulated surplus, beginning of year								960,632,381
Accumulated surplus, end of year								\$ 985,933,703

# THE CORPORATION OF THE DISTRICT OF SAANICH

**NOTES TO FINANCIAL STATEMENTS**

Year ended December 31, 2018

**15. Segmented information (continued):**

2017	General Government	Protective Services	Engineering and Public works	Planning	Parks, Recreation and Culture	Water and Sewer	Reserve Funds	Total
Revenue:								
Taxes	\$ 17,917,100	\$ 49,246,576	\$ 20,816,115	\$ 2,502,490	\$ 27,112,020	\$ -	\$ -	\$ 117,594,301
Grants in lieu of taxes	368,115	1,011,794	427,677	51,415	557,029	-	-	2,416,030
Sales of services	-	917,834	6,123,415	-	12,856,722	-	-	19,897,971
Other revenue from own sources	3,920,251	2,743,748	734,793	4,054,274	279,835	-	739,789	12,472,690
Transfers from other governments	-	1,655,897	-	109,663	11,729	-	-	1,777,289
Sale of water and charges	-	-	-	-	-	20,413,346	-	20,413,346
Sewer user charge	-	-	-	-	-	18,901,240	-	18,901,240
Grants and contributions	-	40,000	1,421,493	-	10,000	787,022	11,477,075	13,735,590
Development cost charges	-	-	-	-	-	-	-	-
Developer contribution	212,613	-	4,627,739	-	-	716,986	-	5,344,725
Sub-regional park fund	31,500	-	339,285	-	-	436,425	-	212,613
Other	22,449,579	55,615,849	34,490,517	6,717,842	40,827,335	41,255,019	12,216,864	213,573,005
Expenses:								
Salaries, wages and benefits	12,765,667	49,033,701	12,574,491	2,480,098	20,921,087	4,439,775	-	102,214,819
Goods and services	2,024,455	5,151,794	5,928,681	167,332	8,204,811	22,232,758	-	43,709,831
Interest and financial charges	53,922	3,062	565,526	-	310,110	268,906	-	1,201,526
Other	1,208,771	-	-	-	6,141,035	-	-	7,349,806
Capital expenditures	71,981	392,407	5,552,537	-	2,069,603	1,383,309	-	9,469,837
Amortization	717,916	1,530,145	8,520,712	10,689	3,900,380	4,727,047	-	19,406,889
	16,842,712	56,111,109	33,141,947	2,658,119	41,547,026	33,051,795	-	182,352,708
Annual surplus (deficit)	5,606,867	(495,260)	1,348,570	4,059,723	(719,691)	8,203,224	12,216,864	30,220,297
Accumulated surplus, beginning of year								930,412,084
Accumulated surplus, end of year								\$ 960,632,381

# District of Saanich Statistical section



2018 Statistical section

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

Fiscal year ended  
December 31, 2018

Prepared by:  
District of Saanich  
Finance Department

# THE CORPORATION OF THE DISTRICT OF SAANICH

## Revenue by source – 5 year comparison (unaudited)

	2018	2017	2016	2015	2014
Revenue:					
Taxes	122,321,935	117,594,301	112,480,997	108,248,863	103,424,844
Grants in lieu of taxes	2,572,116	2,416,030	2,307,301	2,251,524	2,185,034
Sales of services	20,613,810	19,897,971	19,584,292	18,785,980	18,100,695
Revenue from own sources	13,171,324	12,472,690	11,462,753	11,206,385	9,887,328
Transfers from other governments	1,617,946	1,777,289	1,690,725	1,739,137	1,059,266
Sale of water	19,842,712	18,731,765	19,660,606	18,898,264	18,291,138
Water service charges	1,707,405	1,681,581	1,684,983	1,661,741	1,669,797
Sewer user charges	21,191,214	18,901,240	17,586,782	15,944,230	14,504,661
Grants and contributions	7,573,117	13,735,590	8,554,246	5,576,170	14,717,419
Development cost charges	364,438	-	2,045,324	439,689	873,330
Developer contributions	5,163,197	5,344,725	2,255,373	1,907,488	911,219
Sub-regional park reserve	212,614	212,613	212,613	212,613	779,613
Other	891,690	807,210	764,311	1,201,203	1,134,427
	217,243,518	213,573,005	200,290,306	188,073,287	187,538,771

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

	2018	2017	2016	2015	2014
Expenses by function:					
General government services	19,029,400	16,770,535	16,951,813	14,589,225	14,993,247
Protective services	58,766,380	56,111,109	53,881,430	53,274,526	50,265,056
Engineering and public works	25,759,099	26,639,750	24,389,313	22,824,334	24,361,182
Refuse collection	6,860,145	6,502,197	6,421,907	6,193,436	6,901,317
Community planning	3,212,254	2,658,119	2,545,823	2,483,844	2,428,115
Recreation, parks and cultural	42,321,285	41,547,026	39,820,666	38,635,385	37,692,803
Water utility	17,738,210	16,790,012	16,706,350	15,089,974	15,375,451
Sewer utility	18,178,258	16,261,783	14,174,196	13,931,938	11,937,822
Other fiscal services	77,165	72,177	67,097	469,571	488,087
	191,942,196	183,352,708	174,958,595	167,492,233	164,443,080
Expenses by object:					
Salaries, wages and benefits	106,906,331	102,214,819	99,457,880	95,781,255	92,789,805
Goods and services	56,463,031	53,179,668	46,516,546	44,718,233	38,898,780
Interest and financial charges	1,285,901	1,201,526	1,157,809	1,232,362	1,297,953
Other	8,070,283	7,349,806	6,974,642	7,111,174	7,001,069
Amortization	19,216,650	19,406,889	20,851,718	18,649,209	16,498,531
	191,942,196	183,352,708	174,958,595	167,492,233	164,443,080



# THE CORPORATION OF THE DISTRICT OF SAANICH

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

	2018	2017	2016	2015	2014
Residential	31,144,829,050	26,640,824,959	22,052,514,473	21,050,842,866	20,742,785,143
Utilities	14,152,100	13,121,000	12,176,200	12,005,000	12,591,500
Light industry	26,663,200	21,918,400	17,409,300	17,445,200	13,083,700
Business/other	2,223,267,101	2,063,980,601	1,910,211,201	1,829,143,451	1,838,317,391
Managed forest	15,000	13,300	11,700	10,800	10,300
Recreation/non-profit	16,726,500	14,198,600	14,590,000	14,429,100	14,529,400
Farm	3,487,625	3,564,581	3,594,700	3,634,235	3,661,466
	33,429,140,576	28,757,621,441	24,010,507,574	22,927,510,652	22,624,978,900

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

	2018	2017	2016	2015	2014
Taxes and charges due District of Saanich	125,686,877	121,055,604	116,381,798	112,353,357	108,153,620
Taxes and charges due Other authorities	76,905,998	74,720,783	74,321,567	74,741,172	75,037,238
Taxes and charges due	202,592,875	195,776,387	190,703,365	187,094,529	183,190,858
Taxes collected	200,668,496	193,687,752	188,421,583	184,364,099	180,414,707
Taxes outstanding	1,924,379	2,088,635	2,281,782	2,730,430	2,776,151
Percentage of taxes collected	99.05%	98.90%	98.80%	98.54%	98.48%

## Taxes levied for other authorities (unaudited)

	2018	2017	2016	2015	2014
Provincial Government – school taxes	49,971,231	48,089,501	48,412,050	49,257,297	49,787,825
Capital Regional District	9,299,660	9,100,588	8,603,412	8,267,852	7,808,593
Capital Regional Hospital District	8,426,815	8,264,922	7,870,464	7,752,092	7,915,770
Municipal Finance Authority	7,396	6,409	5,423	5,175	5,115
B.C. Assessment Authority	1,568,011	1,474,427	1,536,285	1,596,751	1,641,458
B.C. Transit Authority	7,632,885	7,784,936	7,893,933	7,862,005	7,878,477
	76,905,998	74,720,783	74,321,567	74,741,172	75,037,238

## THE CORPORATION OF THE DISTRICT OF SAANICH

### Municipal tax rates (unaudited)

	2018	2017	2016	2015	2014
Residential	2.9529	3.3249	3.8568	3.8911	3.7719
Utilities	30.2356	31.6409	31.8954	31.5087	28.3459
Supportive Housing	2.9529	3.3249	3.8568	3.8911	3.7719
Light Industry	7.8435	8.9685	9.4304	9.1914	10.6164
Business/Other	12.5655	12.9357	13.3157	13.2118	12.6030
Managed Forest	18.6502	20.4070	22.3876	23.2153	23.3500
Rec/Non Profit	8.3025	8.1242	7.9211	7.7024	7.2379
Farm	0.5000	0.5000	0.5000	0.5000	0.5000

### Principal taxpayers (unaudited)

Registered Owner	Primary Property	2018 Taxes Levied
Ravine Equities (Nominee) Inc.	Uptown Shopping Centre	\$ 6,790,067
Riokim Holdings	Tillicum Centre	2,539,266
Grosvenor Canada Ltd. & Admns Broadmead Investment Corp.	Broadmead Shopping Centre	1,376,622
Island Home Centre Holdings Ltd.	Island Home Centre	1,125,135
4000 Seymour Place Building Ltd.	BC Systems Building	1,131,865
Individuals	University Heights Shopping Centre	1,060,652
Royal Oak Shopping Centre Ltd.	Royal Oak Shopping Centre	913,992
Foundation For The University of Victoria	Vancouver Island Technology Centre	907,529
High Quadra Holdings Ltd. /Hansbraun Investments Ltd.	Saanich Centre Shopping Centre	716,838
First Capital (Tuscany Village) Corporation	Tuscany Village Shopping Centre	646,741

# THE CORPORATION OF THE DISTRICT OF SAANICH

## Reserve fund balances and surpluses (unaudited)

	2018	2017	2016	2015	2014
<b>Reserve funds balances:</b>					
Land sales reserve fund	2,484,857	2,789,212	2,358,164	2,974,060	2,896,454
Public safety and security reserve fund	2,507,604	2,743,352	2,105,389	2,208,776	2,148,854
Carbon neutral reserve fund	671,619	782,033	721,067	733,503	552,664
Equipment depreciation reserve fund	6,348,126	6,451,013	5,870,002	5,972,046	6,039,461
Capital works reserve fund	37,183,881	30,749,934	26,573,054	24,086,088	22,450,659
Commonwealth pool operating reserve fund	213,386	479,175	734,510	973,018	1,207,880
Commonwealth pool high performance repair and replacement reserve fund	212,305	188,094	215,467	165,892	167,428
Facility replacement fund	12,014,502	8,277,122	5,709,076	3,377,522	990,864
Computer hardware and software fund	7,340,750	5,565,901	4,577,235	1,756,544	-
Sayward gravel pit reserve fund	1,852,946	1,812,411	1,859,307	1,838,259	1,812,581
Specific area capital project reserve fund	4,552,665	4,571,301	-	-	-
Water capital fund	4,064,270	901,003	-	-	-
Sewer capital fund	4,091,506	2,118,222	963,171	250,000	-
Investment income reserve	-	-	-	-	-
Receivable reserve	-	-	-	-	136,095
	<b>83,538,417</b>	<b>67,428,773</b>	<b>51,686,442</b>	<b>44,335,708</b>	<b>38,402,940</b>
<b>Reserve surpluses:</b>					
Insurance	2,315,300	2,315,300	2,315,300	2,315,300	2,315,300
Future expenses	4,748,546	9,485,478	4,837,883	3,664,758	8,124,689
Working capital	4,450,000	4,450,000	4,450,000	4,450,000	4,450,000
	<b>11,513,846</b>	<b>16,250,778</b>	<b>11,603,183</b>	<b>10,430,058</b>	<b>14,889,989</b>

## Financial position (unaudited)

	2018	2017	2016	2015	2014
Financial assets	216,791,197	206,255,653	182,977,901	164,388,862	163,683,224
Financial liabilities	100,018,882	100,285,621	96,227,570	84,684,108	89,870,698
Net financial assets	<b>116,772,315</b>	<b>105,970,032</b>	<b>86,750,331</b>	<b>79,704,754</b>	<b>73,812,526</b>

## Accumulated surplus (unaudited)

	2018	2017	2016	2015	2014
Annual surplus	25,301,322	30,220,297	25,331,711	20,581,054	23,095,691
Accumulated surplus, beginning of year	960,632,381	930,412,084	905,080,373	884,499,319	861,403,628
Accumulated surplus, end of year	<b>985,933,703</b>	<b>960,632,381</b>	<b>930,412,084</b>	<b>905,080,373</b>	<b>884,499,319</b>

# THE CORPORATION OF THE DISTRICT OF SAANICH

**Debt**  
(unaudited)

	<u>Amount of Issue</u>			
	Authorized	Unissued and Unsold	2018 Outstanding	2017 Outstanding
General Government				
IT Equipment	650,533	-	650,533	819,952
	650,533		650,533	819,952
Engineering and Public Works:				
Roads	6,137,365	-	6,137,365	5,699,878
Drains	8,995,777	-	8,995,777	9,709,332
	15,133,142	-	15,133,142	15,409,210
Refuse collection	3,599,749	-	3,599,749	3,970,667
Recreation, Parks and Cultural Services:				
Equipment	314,083	-	314,083	178,507
Recreation facilities	1,919,164	-	1,919,164	2,366,126
Parks and trails	4,055,673	-	4,055,673	3,864,691
Library	528,792	-	528,792	686,347
	6,817,712	-	6,817,712	7,095,671
Protective services	43,679	-	43,679	57,133
Other (energy retrofit/school)	189,692	-	189,692	241,810
Accrued actuarial gain	(176,683)	-	(176,683)	(148,099)
General capital fund	26,257,824	-	26,257,824	27,446,344
General operating fund (ROBP)	821,814	-	821,814	884,041
Sewer construction	6,958,381	-	6,958,381	7,542,108
Accrued actuarial gain	(23,191)	-	(23,191)	(16,372)
Sewer capital fund	6,935,190	-	6,935,190	7,525,736
	34,014,828	-	34,014,828	35,856,121

# THE CORPORATION OF THE DISTRICT OF SAANICH

## Debt charges (unaudited)

	2018			2017
	Interest	Principal Instalments	Total	Total
General Government				
IT Equipment	18,061	169,419	187,480	177,094
	18,061	169,419	187,480	177,094
Engineering and Public Works:				
Roads	173,599	320,713	494,312	309,960
Drains	307,731	810,835	1,118,566	1,026,288
Local improvements	-	-	-	-
Other	-	-	-	-
	481,330	1,131,548	1,612,878	1,336,248
Refuse collection	150,000	329,745	479,745	479,745
Recreation, Parks and Cultural Services:				
Equipment	3,733	36,423	40,156	14,526
Recreation facilities	132,523	307,181	439,704	397,266
Parks	125,452	247,451	372,903	289,947
Other	50,205	137,040	187,245	198,474
	311,913	728,095	1,040,008	900,213
Protective services:	3,062	8,740	11,802	11,802
Royal Oak Burial Park	32,625	31,428	64,053	62,929
Debt charges recovery	(32,625)	(31,428)	(64,053)	(62,929)
	964,366	2,367,547	3,331,913	2,905,102
Interest allowed on prepaid taxes	14,665	-	14,665	17,692
Other	29,877	-	29,877	22,985
	1,008,908	2,367,547	3,376,455	2,945,779

## Long-term debt (unaudited)

	2018	2017	2016	2015	2014
General	27,079,638	28,330,385	25,410,292	18,748,441	20,629,776
Sewer utility	6,935,190	7,525,737	6,594,587	4,300,098	4,872,734
Total outstanding debt	34,014,828	35,856,122	32,004,879	23,048,539	25,502,510
Estimated debt limit	558,000,000	547,000,000	467,000,000	507,000,000	405,000,000
Legal debt servicing limit	50,681,673	48,242,706	46,556,781	44,752,096	42,423,706
Population (BC Stats)	122,245	115,864	110,889	110,803	110,767
Debt per capita	278	309	289	208	230
Debt charges as a percentage of expenses	2.2%	2.0%	1.7%	1.9%	2.2%

# THE CORPORATION OF THE DISTRICT OF SAANICH

## Miscellaneous information and demographic statistics (unaudited)

	2018	2017	2016	2015	2014
Area of municipality - land and Water	11,178 Hec	11,178 Hec	11,178 Hec	11,178 Hec	11,178 Hec
Estimated population (BC Stats)	122,245	115,864	110,889	110,803	110,767
Voter's list electors	86,656	83,559	82,155	82,155	82,155
Number of properties	40,754	40,335	40,258	40,076	39,954
Number of public parks	172	172	171	170	169
Area of public parks and open spaces	1751 Hec	1751 Hec	1751 Hec	1,750 Hec	1,749 Hec
Trail networks	110 km	109.2 km	107.9 km	100.0 km	100.0 km
Surfaced roads	574 km	574 km	574 km	574 km	574 km
Marked bicycle lanes	171.8 km	170.2 km	167.9 km	164 km	157 km
Storm sewers	575 km	573 km	571 km	567 km	566 km
Sanitary sewers	568 km	568 km	568 km	566 km	566 km
Water mains	548 km	547 km	547 km	551 km	547 km
Water services	30,407	30,361	30,013	30,235	30,191
Fire hydrants	2,290	2,282	2,274	2,265	2,257
Business licences	4,768	4,718	4,610	4,907	4,676
Number of District of Saanich employees	1,715	1,624	1,615	1,583	1,546
<b>Building Permits issued</b>					
Number of single family and duplex	84	119	123	91	53
Dollar value of single family and duplex	57,426,000	87,109,000	81,137,000	55,417,000	30,614,000
Number of other permits	663	750	722	631	648
Dollar value of other permits	180,832,000	223,560,000	147,615,000	124,012,000	88,933,000
<b>Total permits issued</b>	<b>747</b>	<b>869</b>	<b>845</b>	<b>722</b>	<b>701</b>
<b>Total value of permits issued</b>	<b>238,258,000</b>	<b>310,669,000</b>	<b>228,752,000</b>	<b>179,429,000</b>	<b>119,547,000</b>

# THE CORPORATION OF THE DISTRICT OF SAANICH

## Capital expenses by source (unaudited)

	2018	2017	2016	2015	2014
<b>Capital fund:</b>					
Operating fund	9,529,791	11,593,234	11,211,000	11,609,540	14,195,956
Reserves	12,865,343	4,432,738	18,470,789	11,976,344	7,647,058
Developer/public	3,923,982	4,568,286	1,756,241	1,447,887	1,839,588
Grants & contributions	397,566	1,471,493	2,491,528	609,187	773,339
Debt	1,582,000	5,331,800	-	-	5,004,823
	<b>28,298,682</b>	<b>27,397,551</b>	<b>33,929,558</b>	<b>25,642,958</b>	<b>29,460,764</b>
<b>Sewer capital fund:</b>					
Operating fund	3,979,098	3,103,227	2,399,954	4,291,850	1,913,830
Reserves	1,743,872	-	-	1,264,612	-
Developer/public	349,534	277,001	63,987	215,675	651,002
Grants	1,226,439	758,340	-	-	-
Debt	-	1,500,000	2,764,600	-	2,125,000
	<b>7,298,943</b>	<b>5,638,568</b>	<b>5,228,541</b>	<b>5,772,137</b>	<b>4,689,832</b>
<b>Water capital fund:</b>					
Operating fund	4,839,186	6,008,635	5,073,638	5,740,436	6,741,835
Reserves	-	-	-	-	4,723,880
Developer/public	1,022,258	520,989	550,179	236,578	381,871
	<b>5,861,444</b>	<b>6,529,624</b>	<b>5,623,817</b>	<b>5,977,014</b>	<b>11,847,586</b>

# THE CORPORATION OF THE DISTRICT OF SAANICH

**Permissive Tax Exemptions granted for 2018**  
**Total tax levy for Saanich and other authorities**  
(unaudited)

<b>Organization</b>	<b>2018 Taxes</b>
<b>Places Of Public Worship</b>	
Elk Lake Baptist Church	\$ 14,401
Cordova Bay United Church	22,662
Lion Of Judah Ministries	22,648
Unitarian Church Of Victoria	31,345
St David By The Sea Anglican Church	7,871
Gateway Baptist Church	24,159
Victoria First Church Of The Nazarene	20,861
Seventh Day Adventist Church	27,323
Saanich Community Church Mennonite Brethren	14,315
St Michael's Anglican Church	12,933
United Church Of Canada	191
Our Lady Of Fatima Catholic Church	13,199
Victoria And Vancouver Island Greek Community Church	29,618
Iglesia Ni Cristo Church Of Christ	10,105
Christ Community Christian Reformed Church	15,588
Cornerstone Pentecostal Church	6,931
Westview Gospel Chapel	6,229
Sacred Heart Catholic Church	30,556
Christian Reformed Church	22,959
Salvation Army Victoria Citadel	116,378
New Life Community Fellowship	10,941
The Church Of Jesus Christ Of Latter-Day Saints	24,800
Saanich Baptist Church	26,312
Christadelphian Ecclesia	10,891
Croatian Catholic Church St Leopold Mandic	11,759
Holy Cross Catholic Church	24,243
Gordon Head United Church	14,849
Lambrick Park Church	15,588
St Dunstan's Anglican Church	22,068
St Aidan's United Church	13,399
St Peter's Anglican Church	13,702
St Luke's Anglican Church	23,031
St John The Evangelist Church	4,154
North Douglas Pentecostal Church	22,607
New Apostolic Church	1,116
Kingdom Hall Of Jehovah's Witnesses	6,572
Trinity Presbyterian Church	2,877
City Light Church of Victoria	10,760
Hope Lutheran Church	8,640
Victoria Pacific Rim Alliance Church	6,268
Knox Presbyterian Church	8,561
Shelbourne Street Church Of Christ	11,094
Lutheran Church Of The Cross	21,723
St George's Anglican Church	19,780
Cadboro Bay United Church	18,423
	<b>804,430</b>



# THE CORPORATION OF THE DISTRICT OF SAANICH

## Permissive Tax Exemptions granted for 2018 (continued) Total tax levy for Saanich and other authorities (unaudited)

<b>Schools</b>	
St Joseph's School	11,949
	<b>11,949</b>
<b>Sport</b>	
Braefoot Community Association	22,958
Gorge Soccer Association	122,155
Power To Be	41,250
Saanich Health & Physical Endeavors Society	16,102
Southern Island Sailing Society	23,556
Victoria Rowing Society	24,427
Victoria Canoe & Kayak Club	6,072
	<b>256,520</b>
<b>Community Activity Centres</b>	
Cordova Bay Community Club	16,439
Royal Oak Women's Institute	7,217
Garth Homer Foundation	74,304
Greater Victoria Public Library Board	42,622
Shekinah Homes Society	8,394
Goward House Society	42,892
	<b>191,868</b>
<b>Cultural Organizations</b>	
Saanich Heritage Foundation	24,153
Crown Provincial (Hallmark Heritage Society)	2,728
Vancouver Island Netherlands Assn	13,808
Ukrainian Canadian Cultural Society	15,388
Jewish Community Centre Of Victoria	12,223
	<b>68,300</b>
<b>Agricultural Organizations</b>	
Haliburton Community Organic Farm Society	6,417
Horticulture Centre Of The Pacific	128,938
Capital City Allotment Association	27,630
	<b>162,985</b>
<b>Community Service Organizations</b>	
Canadian Centre Of Learning For Maitreya Missionary	3,574
Island Community Mental Health Association	14,824
Girl Guides Of Canada	22,285
Prospect Lake District Community Association	9,797
Society Of St. Vincent De Paul Of Vancouver Island	48,044
Cridge Centre	9,387
Gordon Head Mutual Improvement Society	7,891
Children's Health Foundation Of Vancouver Island	191,211
Scout Properties	29,877
Victoria Native Friendship Centre	124,934
Habitat for Humanity	37,378
The Catholic Diocese of Victoria	12,903
The District of Saanich (Police)	74,304
	<b>586,409</b>

## THE CORPORATION OF THE DISTRICT OF SAANICH

**Permissive Tax Exemptions granted for 2018 (continued)**  
**Total tax levy for Saanich and other authorities**  
 (unaudited)

<b>Community Housing Organizations</b>	
Baptist Housing Mount View Heights Care Society	157,783
Baptist Housing Society Of BC	8,374
Broadmead Care Society	9,353
Dawson Heights Housing Ltd	21,661
Independent Living Housing Society	17,922
Island Community Mental Health Association	8,360
Luther Court Society	52,028
Victoria Association For Community Living	73,696
	<u>349,177</u>
<b>Natural Area Preservation</b>	
Hunter, Frances	167
	<u>167</u>
<b>Total Permissive Tax Exemptions For 2018</b>	<b>\$ 2,431,805</b>



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



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