District of Saanich
2016 Annual Report

DISTRICT OF SAANICH
BRITISH COLUMBIA
YEAR ENDED DECEMBER 31, 2016

Prepared by:
Legislative Services Department
Finance Department
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The District of Saanich is an urban and rural municipality on Vancouver Island in British Columbia. It is located north of the provincial capital, Victoria. Saanich had an approximate population of 114,000 citizens in 2016, making it the most populous municipality on Vancouver Island, and the eighth most populous in the province. The word Saanich means “emerging land” or “emerging people.” The District was incorporated on March 1, 1906.

Saanich is the largest municipality in the Greater Victoria Region with an area of 103 square kilometres (40 square miles) and is a member municipality of the Capital Regional District.
Introduction

Welcome to our 2016 Annual Report. At Saanich we continue to strive to make information relevant and easy for you to access.

Within this report you will find information about Saanich, who your elected officials are and the strategic planning and reporting structure. Included are the strategic highlights for 2016 and progress information on municipal services and operations followed by the audited financial statements and permissive tax exemptions.

The report presented here is available in portable document format (PDF) for easy on screen viewing and printing. It is also available at the Municipal Hall, Recreation Centres and all public library branches in printed form.

Your comments are welcome at the Legislative Services Department in person, by telephone at 250-475-1775 or through e-mail to clerksec@saanich.ca

Current Municipal Council & Officers

MUNICIPAL COUNCIL
Mayor: Richard Atwell
Councillors:
Susan Brice
Judy Brownoff
Fred Haynes
Dean Murdock
Colin Plant
Vicki Sanders
Leif Wergeland

MUNICIPAL OFFICERS
Chief Administrative Officer: Paul Thorkelsson
Director of Corporate Services: Laura Ciamello
Director of Engineering: Harley Machielse
Director of Finance: Valla Tinney
Fire Chief: Mike Burgess
Director of Legislative Services: Ken Watson
Director of Parks and Recreation: Suzanne Samborski
Director of Planning: Sharon Hvоздanski
Police Chief Constable: Bob Downie

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

AUDITORS
KPMG LLP

BANKERS
HSBC Bank Canada
Message from Saanich Council

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

This progress report is based on the strategic focus for 2015-2018 which was developed by Council during its first year in office and formally adopted on October 26, 2015. This year’s report continues to use infographics or data visualizations to help tell the story of our progress during 2016.

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

We would like to recognize the many years of contributions by the late Councillor Vic Derman - he was a passionate steward and advocate for the environment, and always worked towards making the world a better place. He will be sorely missed.

Top: Councillors Susan Brice, Judy Brownoff, Fred Haynes, Dean Murdock
Bottom: Councillors Colin Plant, Vicki Sanders, and Leif Wergeland
Message from the CAO

The 2015-2018 Strategic Plan, upon which this progress report is based, is aligned to the Official Community Plan (OCP) vision for the future of a Sustainable Saanich. Three community themes, six corporate themes, 34 initiatives, 73 indicators, 18 objectives, and 327 policies are used to guide actions and report progress over the term of the plan.

How does Saanich measure progress and show that it is living up to the principles in the OCP? The target is to uphold the guiding principles when making decisions and taking actions. Long-range progress on the guiding principles is reported every five years. Progress on long range OCP indicators was last reported in the 2015 Annual Report. The next report on OCP progress is due to be published in June 2020.

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

Paul Thorkelsson, Chief Administrative Officer
Strategic Planning and Reporting Structure

Achieving the Saanich Vision

The policies adopted by Saanich Council in the Official Community Plan (OCP) express the fundamental values and goals of the community and establish the direction for achieving a 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.

Strategic Focus

The six corporate themes remain as a key strategic focus. Each initiative identified in the 2015-2018 Strategic Plan is grounded in the Saanich Vision, related to an OCP policy, linked to one of 18 objectives and aligned with one of the six corporate themes.

Progress toward each theme is reported anecdotally while referencing the percentage, trend or quantitative milestone achieved with each initiative. While the initiatives do not provide an exhaustive list of municipal activities, they have been carefully chosen as key priority actions to advance toward the Saanich Vision.

Each corporate theme also has target indicators used to measure past achievement. Annual indicators focus on short range progress with results measured each year to reflect current progress. Mid range indicators help identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span. This report includes progress on annual indicators for 2016. Progress on mid-range indicators will next be published in June, 2019. Progress on long-range indicators will next be published in June, 2020. Details about data sources and statistics used in this report are available on the Key Performance Indicators page at saanich.ca.
Saanich Vision

environmental integrity

social well-being

economic vibrancy
Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

~ Brundtland Report 1987

Saanich Vision
Saanich is a sustainable community where a healthy natural environment is recognized as paramount for ensuring social well-being and economic vibrancy, for current and future generations.

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

~ Brundtland Report 1987
District of Saanich
Strategic Progress and Results
SAANICH VISION FROM OCP

COMMUNITY THEMES

- Environmental Integrity
- Social Well-Being
- Economic Vibrancy
- Sustainable Environment
- Balanced Transportation
- Healthy Community
- Safe Community
- Vibrant, Connected Economy
- Service Excellence

CORPORATE THEMES

- Citizen Perspective
- Financial Perspective
- Internal Process Perspective
- Learning & Growth Perspective

CORPORATE OBJECTIVES

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

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

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

- Learning & Growth Perspective:
  - Develop and retain a skilled municipal workforce
  - Enhance use of information technology
  - Foster corporate excellence
### Environmental Integrity

**Long-Range Indicators**

#### CLIMATE CHANGE

**GREENHOUSE GAS (GHG) EMISSIONS: TONNES OF CARBON DIOXIDE EQUIVALENT UNITS (tCO₂e) PER YEAR**

- **MUNICIPAL OPERATIONS**
  - 2015 Actual: 4,713 tonnes
  - 2036 Target: 2,178 tonnes

- **COMMUNITY WIDE**
  - 2010 Actual: 409,241 tonnes
  - 2036 Target: 176,333 tonnes

#### MOBILITY

**MODAL SHARE** - PERCENTAGE OF COMMUTERS TRAVELLING BY WALKING

- 2011 Actual: 7%
- 2036 Target: ≥ 10%

**MODAL SHARE** - PERCENTAGE OF COMMUTERS TRAVELLING BY AUTOMOBILE AS A DRIVER

- 2011 Actual: 68%
- 2036 Target: ≤ 50%

**MODAL SHARE** - PERCENTAGE OF COMMUTERS TRAVELLING BY AUTOMOBILE AS A PASSENGER

- 2011 Actual: 13%
- 2036 Target: ≥ 20%

#### 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%

**PARKS, NATURAL AREAS AND OPEN SPACES AS A PERCENTAGE OF THE TOTAL LAND AREA IN THE MUNICIPALITY**

- 2015 Actual: 26.8%
- 2036 Target: ≥ 28%
Vision of Environmental Integrity

Saanich is a model steward working diligently to improve and balance the natural and built environments. Saanich restores and protects air, land and water quality, the biodiversity of existing natural areas and eco-systems, the network of natural areas, open spaces and urban forests. The challenges posed by climate change are responded to. “Centres” and “Villages” 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.

Long-Range Indicators for Environmental Integrity

Progress on long-range indicators was last reported in the 2015 Annual Report. The next report for 2019 is due in June, 2020. Details about data sources and statistics used in this report are available on the Key Performance Indicators page at saanich.ca.
Sustainable Environment

**ANNUAL INDICATORS**

**NUMBER OF PROPERTIES THAT QUALIFY FOR FARM TAX STATUS:**
- 2014 - 402
- 2015 - 406
- 2016 - 411 (target ≥ 408)

**TARGET ACHIEVED**
- 2017 target ≥ 410

**RESIDENTIAL GARBAGE CART COLLECTION PER YEAR (TONNES):**
- 2014 - 8,832
- 2015 - 8,286
- 2016 - 8,614 (target ≤ 8,180)

**TARGET NOT MET**
- 2017 target ≤ 8,180

Annual indicators focus on short term targets established in the Strategic Plan and are measured in the Annual Progress Report the following year.

**MID-RANGE INDICATORS**

Mid-range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report. Progress on Mid-range indicators was last reported in the 2015 Annual Report and will be reported on in the 2018 report due in June, 2019.

**2016 HIGHLIGHTS**

- **RITHE RESERVOIR**
  - The Rithet reservoir is a vital piece of infrastructure to about 60,000 residents in the Royal Oak area, and its reconstruction is now complete. The new 17,600 cubic meter reservoir is seismically sound and able to serve as a water source in the event of a major earthquake.

- **INVASIVE SPECIES MANAGEMENT**
  - Work continued with the ‘Pulling Together’ program that covers 42 parks with over 200 volunteers to help restore disturbed natural areas. By 2018, the long-term plan for minimizing the impacts of invasive species on the natural ecosystems in Saanich will be fully implemented.

- **URBAN FOREST STRATEGY**
  - By 2018, the long-term plan for achieving a sustainable urban forest in Saanich will be fully operational.
Saanich is a model sustainable community and steward of the environment.

**RESIDENTIAL ORGANICS CART COLLECTION PER YEAR (TONNES):**
- 2014 - 5,951
- 2015 - 8,490
- 2016 - 9,151 (target ≥ 8,500)
**TARGET ACHIEVED**
- 2017 target ≥ 8,500

**LITRES OF POTABLE WATER CONSUMED (AVERAGE PER RESIDENT/PER DAY):**
- 2014 - 267.0
- 2015 - 249.0
- 2016 - 244.0 (target ≤ 257)
**TARGET ACHIEVED**
- 2017 target ≤ 250

**NUMBER OF HECTARES IN SAANICH WITHIN THE AGRICULTURAL LAND RESERVE (ALR):**
- 2009 - 1,872
- 2012 - 1,872
- 2015 - 1,843
**2018 TARGET ≥ 1,872**

**NUMBER OF ADDITIONAL MULTI-FAMILY UNITS:**
- 2009 - 0
- 2012 - 220
- 2015 - 526
**2018 TARGET ≥ 475**

**MOVING FORWARD**

**WASTEWATER PLANNING PROJECT**
- Support the CRD (Capital Regional District) project team on the Core Area Wastewater Treatment project, to ensure Saanich interests are considered.

**CLIMATE ACTION PLANS**
- Continue work on the implementation of two Climate Action Plans (Mitigation and Adaptation). One example is the commencement of a 5-year program to convert street lights to Light Emitting Diode (LEDs), resulting in a 30% reduction in electricity use and savings of $240,000.

**DRAINAGE MASTER PLAN**
- Saanich has made a commitment to improve its storm drain network and reduce the risk of flooding through the development of watershed-based models in support of an overall Drainage Master Plan. The first drainage basin model completed in 2016 was the Blenkinsop/Swan Creek Watershed. The next watersheds to be modeled include Cecilia Creek, Colquitz/Elk Lake and Tod Creek.
Balanced Transportation

• Collaboration with the Ministry of Transportation will identify safety improvements as part of the Trans-Canada Highway / McKenzie Avenue and Admirals Road intersection.

• After three months of technical analysis and public engagement we have completed the first phase of Moving Saanich Forward. More than 2,000 residents have been involved in the process to date, attending events, interacting on social media and completing surveys. What we heard through the public engagement process will be incorporated as the project transitions into its second phase, developing a vision, goals and targets for active transportation in Saanich.

• Staff sought public input on key mobility options based on the Shelbourne Valley Action Plan in 2016.

Annual indicators focus on short term targets established in the Strategic Plan and are measured in the Annual Progress Report the following year.

Mid-range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report. Progress on Mid-range indicators was last reported in the 2015 Annual Report and will be reported on in the 2018 report due in June, 2019.

NEW SIDEWALKS (KM):
- 2014 - 5.2
- 2015 - 5.7
- 2016 - 3.0 (target ≥3)
TARGET ACHIEVED
2017 target ≥ 3

NEW BIKE LANES (KM):
- 2014 - 6.9
- 2015 - 7.3
- 2016 - 3.9 (target ≥4)
TARGET NOT MET
2017 target ≥ 4

NEW CURB RAMPS:
- 2014 - 38
- 2015 - 100
- 2016 - 33 (target ≥40)
TARGET NOT MET
2017 target ≥ 40

2016 HIGHLIGHTS

TRANSPORTATION SAFETY

ACTIVE TRANSPORTATION

MOBILITY INITIATIVES
TRANSPORTATION INITIATIVES

- Continued work with BC Transit on transportation initiatives involving the transit exchange at Uptown Centre and implementation of bus rapid transit on Douglas Street.

- Preparation of a Strategic Plan to protect or relocate Cordova Bay Road within Mount Douglas Park is planned. The Plan should include measures to reduce the rate of erosion at the toe of the slope, as well as to protect portions of the middle and upper slope sections below Cordova Bay Road.

- The Moving Saanich Forward team is now working to develop a draft Pedestrian and Bicycle Network Plan as well as recommendations for the draft Active Transportation Plan. Further public engagement on what we heard and the draft Active Transportation Plan is underway in 2017.

MOVING FORWARD

ADDITIONAL BUS STOP SHELTERS:

- 2014 - 5
- 2015 - 10
- 2016 - 20 (target ≥15)

TARGET ACHIEVED
- 2017 target ≥ 15

ADDITIONAL BUS STOP SHELTERS:

- 2014 - 12
- 2015 - 28
- 2016 - 12 (target ≥25)

TARGET NOT MET
- 2017 target ≥ 25

AVG DAILY AUTOMOBILE TRAFFIC VOLUME:

- 2009 - 144,500
- 2012 - 140,000
- 2015 - 135,400
- 2018 TARGET < 134,000

DAILY RIDERSHIP ON MAJOR SAANICH ROUTES:

- 2009 - 45,900
- 2012 - 43,900
- 2015 - 47,500
- 2018 TARGET > 48,300

SAANICH: People in motion!

• The Moving Saanich Forward team is now working to develop a draft Pedestrian and Bicycle Network Plan as well as recommendations for the draft Active Transportation Plan. Further public engagement on what we heard and the draft Active Transportation Plan is underway in 2017.
Social Well-Being

Long-Range Indicators

**FOOD SECURITY**
- **TAXABLE COMMERCIAL FARMLAND**
  - 2011 Actual - 2,222 hectares
  - 2036 Target - 2,335 hectares

- **BACKYARD VEGETABLE GARDEN OR POULTRY KEEPING**
  - 2015 Actual - 42% of residents
  - 2036 Target - 60% of residents

**HOUSING**
- **30% OR MORE OF FAMILY INCOME REQUIRED FOR HOUSING: PERCENTAGE OF RENTERS**
  - 2011 Actual - 44.5%
  - 2036 Target - ≤ 35%

- **30% OR MORE OF FAMILY INCOME REQUIRED FOR HOUSING: PERCENTAGE OF OWNERS**
  - 2011 Actual - 19.5%
  - 2036 Target - ≤ 15%

**PUBLIC SAFETY**
- **MUNICIPAL CRIME RATE (NUMBER OF INCIDENTS PER 1,000 RESIDENTS)**
  - 2015 Actual - 39 per 1,000
  - 2036 Target - < 51 per 1,000

- **PERCENTAGE OF CITIZENS WHO AGREE THAT SAANICH NEIGHBOURHOODS ARE SAFE**
  - 2015 Actual - 96%
  - 2036 Target - > 97%

**COMMUNITY PARTICIPATION / VITALITY**
- **PERCENTAGE OF CITIZENS WHO AGREE THAT SAANICH WELCOMES CITIZEN INVOLVEMENT**
  - 2015 Actual - 79%
  - 2036 Target - ≥ 85%

- **PERCENTAGE OF CITIZENS WHO RATE THE QUALITY OF LIFE IN SAANICH AS GOOD OR VERY GOOD**
  - 2015 Actual - 99%
  - 2036 Target - ≥ 99%
Vision of Social Well-Being

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

Community activities and events generate inter-generational and inter-cultural 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.

Long-Range Indicators for Social Well-Being

Progress on long-range indicators was last reported in the 2015 Annual Report. The next report for 2019 is due in June, 2020. Details about data sources and statistics used in this report are available on the Key Performance Indicators page at saanich.ca.
Healthy Community

**2016 HIGHLIGHTS**

**YOUTH DEVELOPMENT STRATEGY**
- Implementation of Year 1 of the Youth Development Strategy.

**OLDER ADULT STRATEGY**
- Work on an Older Adult Strategy (OAS) started in 2016 and development phases were completed. This project will emphasize healthy and active aging which strengthens the overall community.

**AGRICULTURE AND FOOD SECURITY PLAN**
- Completed Phase 1 and Phase 2 of the Plan, which included the developed themes and draft actions based on public engagement input.

**12 LOCAL AREA PLANS**
- Saanich continues work on the planning stages of a multi-year program to update the 12 Local Area Plans.

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**ANNUAL INDICATORS**

- **Dwellings within 500m of a “Centre” or “Village”:**
  - 2014 - 58.4%
  - 2015 - 58.6%
  - 2016 - 58.8% (target ≥59%)
  - **Target not met**
  - 2017 target ≥ 59.4%

- **Properties within 500m of zoned parks:**
  - 2014 - 98.4%
  - 2015 - 97.8%
  - 2016 - 98.1% (target ≥98.5%)
  - **Target not met**
  - 2017 target ≥ 99%

**MID-RANGE INDICATORS**

- **Shelter bed use by unique individuals in Greater Victoria:**
  - 2009 - 1,943
  - 2012 - 1,615
  - 2015 - 1,725
  - 2018 Target 0

- **Percentage of supportive housing units in “centres” and “villages”:**
  - 2009 - new for 2012
  - 2012 - 12.5%
  - 2015 - 11.1%
  - 2018 Target ≥ 12%

- **Citizens who participated in physical activity 3 or more days per week:**
  - 2009 - 63%
  - 2012 - 62%
  - 2015 - 82%
  - 2018 Target ≥ 82%

- **Properties within 500m of zoned parks:**
  - 2014 - 98.4%
  - 2015 - 97.8%
  - 2016 - 98.1% (target ≥98.5%)
  - **Target not met**
  - 2017 target ≥ 99%

**Annual indicators focus on short term targets established in the Strategic Plan and are measured in the Annual Progress Report the following year.**

**Mid-range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report. Progress on Mid-range indicators was last reported in the 2015 Annual Report and will be reported on in the 2018 report due in June, 2019.**
SAANICH SOCIAL AND AFFORDABLE HOUSING UNITS:

- 2014 - 5,643
- 2015 - 5,658
- 2016 - 5,681 (target ≥5,700)

TARGET NOT MET
- 2017 target ≥ 5,750

PERCENTAGE OF CITIZENS THAT SPEND 1 TO 5 HOURS PER WEEK IN ACTIVITIES OR EVENTS INVOLVING:

- ARTS:
  - 2015 - 41%
  - 2018 TARGET ≥ 41%

- CULTURE:
  - 2015 - 31%
  - 2018 TARGET ≥ 31%

- HERITAGE:
  - 2015 - 9%
  - 2018 TARGET ≥ 9%

- CULTURE:
  - 2015 - 31%
  - 2018 TARGET ≥ 31%

MOVING FORWARD

- Develop Plans for the management and use of Cedar Hill Park and Haro Woods.

- Staff have been developing a 20 year Strategic Facilities Master Plan for the District’s key service delivery facilities. The Master Plan document will guide maintenance, renovation and redevelopment projects to improve service and program delivery.

- Work continues on a community based Governance Review. The governance structure and policies within Saanich and our partnerships with the region will be reviewed.

- A draft Agriculture and Food Security Plan will be presented for public input in mid-2017. The Plan will set priorities for action over the next 15 years.
Safe Community

TRANSPORTATION SAFETY
• Saanich Police have successfully worked towards transportation safety ensuring traffic safety in high-risk areas continues to be a priority. Saanich Police have targeted enforcement in these key locations.

ESTABLISH RESEARCH FOUNDATION
• Saanich Police continues to use intelligence-led policing to improve crime reduction strategies. In 2016, the Patrol Division used daily and weekly crime information produced from data analysis to focus patrol resources on high crime areas.

PUBLIC SAFETY RADIO FREQUENCIES
• Saanich Fire Department’s portable and mobile units were replaced. This technology supports a transition to a new radio network, which will provide improved communications reliability, capacity, clarity, and coverage.

Annual indicators focus on short term targets established in the Strategic Plan and are measured in the Annual Progress Report the following year.

Mid-range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report. Progress on Mid-range indicators was last reported in the 2015 Annual Report and will be reported on in the 2018 report due in June, 2019.
Saanich is a safe community for all citizens.

- **DISASTER PREPAREDNESS**
  - Disaster preparedness continues to increase and is fully resourced for Fire and Public Works, with Police planning to establish resources.

- **EMERGENCY COMMUNICATIONS**
  - This is a multi-year initiative and is linked to Saanich’s new website and using social media to communicate emergency updates of the District’s Emergency Plan.

**BREAK AND ENTER (NO./YEAR):**
- 2014 - 306
- 2015 - 326
- 2016 - 280 (target < 350)

**TARGET ACHIEVED**
- 2017 target < 340

**NUMBER OF CITIZENS ATTENDING NEIGHBOURHOOD EMERGENCY PREPAREDNESS PRESENTATIONS:**
- 2014 - 2,027
- 2015 - 2,008
- 2016 - 2,229 (target > 2,000)

**TARGET ACHIEVED**
- 2017 target ≥ 2,000

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

**PERCENTAGE OF CITIZENS SATISFIED WITH FIRE SERVICES:**
- 2009 - 98%
- 2012 - 97%
- 2015 - 99%
- 2018 TARGET ≥ 99%

**PERCENTAGE OF CITIZENS WHO AGREE ROADS IN SAANICH ARE SAFE:**
- 2009 - 88%
- 2012 - 85%
- 2015 - 91%
- 2018 TARGET ≥ 91%
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

- **Condition Assessment by Letter Grade**
  - 2012 Actual: C
  - 2036 Target: ≥ B

  *calculated from 5-year Financial Plan

**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, appealing environment, skilled workforce, responsive public services and excellent community infrastructure make it an ideal location to live, work and conduct business.

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

Long-Range Indicators for Economic Vibrancy

Progress on long-range indicators was last reported in the 2015 Annual Report. The next report for 2019 is due in June, 2020. Details about data sources and statistics used in this report are available on the Key Performance Indicators page at saanich.ca.
Vibrant, Connected Economy

• The Wilkinson Bridge replacement project was completed and includes new bike lanes, sidewalks and extending the Colquitz River Trail.

Annual indicators focus on short term targets established in the Strategic Plan and are measured in the Annual Progress Report the following year.

Mid-range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report. Progress on Mid-range indicators was last reported in the 2015 Annual Report and will be reported on in the 2018 report due in June, 2019.

2016 HIGHLIGHTS

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

• The Wilkinson Bridge replacement project was completed and includes new bike lanes, sidewalks and extending the Colquitz River Trail.

**BUSINESS GENERATED PROPERTY TAX REVENUE:**
- 2014 - 22.2%
- 2015 - 22.7%
- 2016 - 22.8% (target ≥ 23%)

**VALUE OF COMMERCIAL AND INDUSTRIAL BUILDING PERMITS:**
- 2014 - $16,678,000
- 2015 - $51,924,000
- 2016 - $28,500,000 (target ≥ $40,000,000)

**ANNUAL INDICATORS**

**MID-RANGE INDICATORS**
Saanich is a community supported by a vibrant, diverse and connected regional economy.

**BUSINESS LICENCES ISSUED:**
- 2014 - 4,676
- 2015 - 4,508
- 2016 - 4,600 (target ≥ 4,700)
**TARGET NOT MET**
- 2017 target ≥ 4,750

**AVERAGE ANNUAL CAPITAL INFRASTRUCTURE REPLACEMENT FUNDING:**
- 2009 - $15,971,800
- 2012 - $24,396,000
- 2015 - $32,219,700
- 2018 TARGET ≥ $42,438,000

**MOVING FORWARD**

- **UPTOWN/DOUGLAS CORRIDOR PLANNING STUDY**
  - Initiated Phase 3 of the study including research, public engagement and development of the project vision and goals with a draft Plan scheduled for 2017. A review of the Douglas Corridor and Uptown Centre will help focus effort on promoting the best long term use of the area.

- **COMMUNITY AMENITY CONTRIBUTIONS**
  - Saanich is committed to remaining a community that is affordable. This review will recommend implementation on “best practices” for amenity contributions in areas identified for density.
RECREATION COURSE REGISTRATIONS PROCESSED ONLINE:
2014 - 24%
2015 - 27%
2016 - 29.6% (target ≥ 27%)
TARGET ACHIEVED
2017 target ≥ 28%

FIRE SAFETY - PUBLIC BUILDING INSPECTIONS:
2014 - 2,982
2015 - 3,180
2016 - 3,200 (target ≥ 3,000)
TARGET ACHIEVED
2017 target ≥ 3,000

Annual indicators focus on short term targets established in the Strategic Plan and are measured in the Annual Progress Report the following year.

CITIZENS WHO AGREE THAT IN GENERAL SAANICH IS DOING A GOOD JOB:
2009 - 88%
2012 - 89%
2015 - 86%
2018 TARGET ≥ 89%

CITIZENS WHO AGREE THEY RECEIVE GOOD VALUE FOR THE MUNICIPAL TAXES THEY PAY:
2009 - 88%
2012 - 86%
2015 - 89%
2018 TARGET ≥ 89%

Mid-range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report. Progress on Mid-range indicators was last reported in the 2015 Annual Report and will be reported on in the 2018 report due in June, 2019.

2016 HIGHLIGHTS

- Staff throughout the District worked on the redesign of the municipal website. This key component of the communication program was successfully launched in July of 2016.

- The objective of this program is to ensure that technological capabilities meet desired business and organizational objectives well into the future. In 2016, server and storage systems were upgraded, providing capacity for current needs and future growth. The financial system was successfully upgraded as well.

- Time and resources need to be dedicated at the foundational level of the information technology infrastructure. The work proposed will not only protect Saanich resources but will help meet the asset replacement strategy.
The heart of service is people.

**POLICE CALLS RESPONDED TO:**
- 2014 - 25,554
- 2015 - 28,571
- 2016 - 29,486 (target > 28,500)

**TARGET ACHIEVED**
- 2017 target > 28,500

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

**CITIZENS WHO ARE SATISFIED WITH THE MUNICIPAL WEBSITE:**
- 2009 - 92%
- 2012 - 95%
- 2015 - 96%
- 2018 TARGET > 96%

**MOVING FORWARD**

- Replacement of the software that runs all aspects of recreation management from in person and online registrations to facility, field and parks bookings is in progress.

- Upgrades to hardware and software for the property tax and utility billing system are proceeding. This will streamline the systems that staff use to serve citizens.

- The installation of video capabilities to facilitate the recording and viewing of council meetings, including implementation of the agenda management software that connects to the webcast is scheduled to be completed by September 2017. Once implemented, webcasting will allow greater access to the decision-making process and help to promote openness and transparency.
SELECTED HIGHLIGHTS
Climate Action

2016 HIGHLIGHTS

- In 2016, Saanich led a significant carbon reduction project at the Gordon Head Recreation Centre by replacing an existing inefficient heating system with a new high-efficiency air source heat pump and condensing boiler system. The heat pump was commissioned at the beginning of 2017 and is expected to achieve significant energy savings, helping to reduce the Corporate GHG emissions by approximately 7%, a savings of 400 tonnes CO₂e annually.

- In 2016 Saanich purchased a REALice® System for the Gold rink at Pearkes Arena with support from Fortis BC. Reclaimed heat is already used at the Pearkes facility for showers and as supplementary hot water for the arena’s resurfacing machines. It further reduced the Arena’s energy requirement and is anticipated to save 900GJ of energy use per year.

- The electric vehicle (EV) fast charging station at Uptown, the first of its kind in the regional district, saw a total of nearly 2,200 individual charging sessions in 2016 - that’s an average of 6 uses per day. Given that EVs are powered primarily from renewable electricity, this saves approximately 10 tonnes CO₂e per year.

- 2016 saw 90 homes registered for Saanich “top-up rebates” to convert heating oil tanks to Air Source Heat Pumps, providing potential emissions reductions of 720 tonnes CO₂e per year (up to 8 tonnes per property).
In 2016, Saanich began a 5-year program to convert 6,000 of their 9,000 street lights from High Pressure Sodium (HPS) lamps to energy efficient Light Emitting Diodes (LEDs). The program will result in a 51% reduction in overall electricity use and an annual savings of $214,000 and 26 tCO₂e once fully complete. The LED fixtures also have a longer life span than HPS fixtures reducing the need for maintenance.

Saanich is developing a plan to reach 100% renewable energy within the community by 2050 through consultation with the public and key stakeholders and using corporate projects and operations as show case examples of how to achieve this target.

A Corporate Building Operations Management System is being developed, which will support the monitoring of system performance and the management of energy use and reduction of GHG emissions in our municipal buildings.

REDUCE RESIDENTIAL ENERGY USE (tonnes): 2007 - 95,843 2012 - 87,613 2020 TARGET ≤ 61,329

REDUCE COMMUNITY SOLID WASTE DIVERSION: 2015 - 36% 2016 - 40% TARGET ACHIEVED 2020 TARGET ≥ 34.5%


REDUCE COMMUNITY SOLAR SYSTEMS: 2015 - 68 2016 - 72 2020 TARGET ≥ 1,000

REDUCE MUNICIPAL BUILDING EMISSIONS (tonnes): 2007 - 2,567 2015 - 2,205 2016 - 2,245 2020 TARGET ≤ 1,284

REDUCE RESIDENTIAL FUEL CONSUMPTION (tonnes): 2007 - 272,311 2010 - 262,128 2020 TARGET ≤ 190,618

MOVING FORWARD

District of Saanich | saanich.ca
Public Participation

ANNUAL INDICATORS

PRESENTATIONS:
- 2014 - 36
- 2015 - 57
- 2016 - 182

INDIVIDUAL CONSULTATIONS:
- 2015 - 130
- 2016 - 2,840

SPEAKERS:
- 2015 - 100
- 2016 - 169

* Presentations include information sessions, displays, focus groups, open houses, meetings, town hall meetings, and site visits.

COMMUNITY INVOLVEMENT

EMERGENCY PREPAREDNESS:
- Volunteers - 94
- Volunteer hours - 3,779

CRIME PREVENTION:
- Ace Team members - 30
- Student volunteers - 25
- Block Watch members - 1,024
- Reserves members - 57

PARKS AND RECREATION:
- Volunteers - 148
- Volunteer hours - 5,241
- Pulling Together (invasive plant control) volunteer hours - 14,298

2016 HIGHLIGHTS

- Mt. Douglas Access Strategy
- Tolmie Park renovation
- Cedar Hill Park Plan
- New Park - Walter Avenue
- Rutledge Park Spray Pad
- Sierra Park Playground replacement
- McMinn Park
- Balmacarra Beach Access
- East Copley Playground replacement

- Agriculture and Food Security Plan
- Uptown-Douglas Corridor Plan
- Older Adult Strategy

2016 Annual Report District of Saanich
Saanich is committed to public participation.

The community benefits when there is a strong working partnership among citizens, council and staff.

ATTENDEES IN 2016

- Neighbourhood presentations - 2,229 (80 presentations in 2016)
- Music in the Park - 8,100
- Moon Festival - 2,500
- Canada Day Picnic / Gorge on Art - 8,500
- Cadboro Bay Festival - 3,800
- Deck the Halls - 850
- Strawberry Festival - 7,500

ARCHIVES:
- Inquiries / visits - 827

EMERGENCY PREPAREDNESS:
- Neighbourhood presentations - 2,229 (80 presentations in 2016)

PARKS & RECREATION:
- Music in the Park - 8,100
- Moon Festival - 2,500
- Canada Day Picnic / Gorge on Art - 8,500
- Cadboro Bay Festival - 3,800
- Deck the Halls - 850
- Strawberry Festival - 7,500

SURVEY RESPONDENTS:
- 2014 - 1,169
- 2015 - 2,442
- 2016 - 7,706

FEEDBACK FORMS RECEIVED:
- 2015 - 350
- 2016 - 1,751

INFORMATION LETTERS MAILED:
- 2015 - 4,545
- 2016 - 27,213

Environmental Infrastructure

- Haro Woods Management Plan
- Environmental Development Permit Area (EDPA) Review
- Agriculture and Food Security Plan
- Miniature Goat Pilot Project
- Active Transportation Plan
- Shelbourne Valley Action Plan
- Safe Routes to School Program
- Crosswalks: Gorge at Millgrove & Viewmont at Greenlea
- Bike lanes: Lansdowne; Galloping Goose/Carey connection
- Sidewalks: Cadboro Bay, Marigold, Carey, Gladiola, West Saanich & Linwood
Corporate Structure

SAANICH VISION FROM OCP

COMMUNITY THEMES

- Environmental Integrity
- Social Well-Being
- Economic Vibrancy

CORPORATE THEMES

- Sustainable Environment
- Balanced Transportation
- Healthy Community
- Safe Community
- Vibrant, Connected Economy
- Service Excellence

Mayor and Saanich Council

Saanich Police Board

Police Chief

Constable Bob Downie

Chief Administrative Officer

Paul Thorkelsson

DEPARTMENTS

- Corporate Services
  Laura Ciarniello, Director
- Engineering
  Harley Machielse, Director
- Finance
  Valla Tinney, Director
- Fire
  Mike Burgess, Fire Chief
- Legislative Services
  Ken Watson, Director
- Parks & Recreation
  Suzanne Samborski, Sharon Hvozdanski, Directors
The following brief statements of departmental operations for 2016 are presented in accordance with the Community Charter Section 98 requirements.
Corporate Services

What we provide:

**2016 Key Accomplishments**

- Successfully launched and maintained Saanich’s new website.
- Implemented a social media strategy, enabling the District to become more active on mainstream social media channels.
- Issued 40 media releases; a 60% increase from the previous year.
- Successfully refreshed the Canadian Union of Public Employees (CUPE) Job Evaluation Plan.
- Recruited and selected 225 positions throughout the organization.
- Upgraded the server and storage systems to provide capacity for current needs and future growth.
- Established the technology infrastructure to provide for and support the upgrade of the financial system.
- Implemented an expanded program for workplace injury management.
- Updated and trained staff on programs on fall protection and Workplace Hazardous Materials Information System (WHMIS) 2015.

**2017 & 2018 Initiatives Planned**

- Conclude a new collective agreement with the Canadian Union of Public Employees (CUPE) and Police Collective, and accompanying staff training.
- Create and conduct a Safety Supervisory Orientation training program.
- Implement a new Human Resources / Payroll system.

---

**KEY ACTIVITY LEVELS**

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Return to work opportunities from illness or injury supported</td>
<td>new for 2016</td>
<td>1,127</td>
<td>5,982</td>
<td>6,000</td>
</tr>
<tr>
<td>Service requests to IT Helpdesk - reduce service requests by 5%</td>
<td>4,376</td>
<td>4,117</td>
<td>3,168</td>
<td>3,000</td>
</tr>
<tr>
<td>Software upgrades or new products installed</td>
<td>40</td>
<td>47</td>
<td>67</td>
<td>50</td>
</tr>
<tr>
<td>Safety training sessions provided</td>
<td>514</td>
<td>200</td>
<td>28</td>
<td>30</td>
</tr>
<tr>
<td>Work site inspections</td>
<td>77</td>
<td>100</td>
<td>71</td>
<td>50</td>
</tr>
</tbody>
</table>
Engineers

What we provide:

- 2017 & 2018 Initiatives Planned
  - Complete the Water Master Plan and incorporate the recommendations into the 5-year Capital Plan.
  - Continue with the wood stave and substandard drain replacement project.
  - Continue with Year 2 of the conversion of High Pressure Sodium (HPS) fixtures to LED Street Light fixtures.
  - The Moving Saanich Forward team is now working to develop a draft pedestrian and bicycle network plan as well as recommendations for the draft Active Transportation Plan. Further public engagement on what we heard and the draft Active Transportation Plan is underway in 2017.

- 2016 Key Accomplishments
  - The Active Transportation Plan is underway.
  - The Wilkinson Road bridge replacement combined with the Colquitz River Trail project got underway, with anticipated completion in the first quarter of 2017.
  - Lansdowne Bicycle facilities were implemented from Foul Bay to City of Victoria municipal boundary, and construction started on the missing gap on the Lochside Trail on Borden and Cedar Hill Road.
  - A multi-year LED Street Light Replacement Program was initiated and is underway.
  - Replacements were carried out to 5,000 m of water mains, 3,040 m of sanitary sewers, 860 m of substandard storm drains, and 1,325 m of wood stave storm drains.
  - Successfully commissioned the instrumentation and controls at the new Rithet Reservoir and Austin Sewer lift station.
  - Pilot project initiated with Warm Mix Asphalt as part of our Pavement Overlay Program, to assist with the reduction in greenhouse gases.
  - Replacement of the boiler plant at Gordon Head Recreation Centre to significantly reduce greenhouse gases at the facility.
  - Replacement of the Pearkes Gold Arena roof.

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**KEY ACTIVITY LEVELS**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of fixtures converted to LED</td>
<td>new</td>
<td>1,000</td>
<td>734</td>
<td>600</td>
</tr>
<tr>
<td>Number of graffiti calls responded to</td>
<td>913</td>
<td>1,460</td>
<td>892</td>
<td>1,550</td>
</tr>
<tr>
<td>Number of signs maintained</td>
<td>new</td>
<td>4,500</td>
<td>5,073</td>
<td>4,500</td>
</tr>
<tr>
<td>Number of lane kilometres swept</td>
<td>3,092</td>
<td>3,000</td>
<td>2,651</td>
<td>3,000</td>
</tr>
<tr>
<td>Number of illegal dumpings responded to</td>
<td>445</td>
<td>480</td>
<td>418</td>
<td>425</td>
</tr>
<tr>
<td>Kilometres of drain mains cleaned</td>
<td>235</td>
<td>200</td>
<td>198</td>
<td>200</td>
</tr>
<tr>
<td>Number of catch basins cleaned</td>
<td>8,410</td>
<td>7,500</td>
<td>9,374</td>
<td>7,500</td>
</tr>
<tr>
<td>Kilometres of waterways inspected/cleaned</td>
<td>83</td>
<td>75</td>
<td>106</td>
<td>75</td>
</tr>
<tr>
<td>Number of water meters replaced</td>
<td>1,364</td>
<td>1,500</td>
<td>1,352</td>
<td>1,500</td>
</tr>
<tr>
<td>Number of water quality samples taken</td>
<td>521</td>
<td>400</td>
<td>514</td>
<td>400</td>
</tr>
<tr>
<td>Number of hydrants serviced</td>
<td>821</td>
<td>1,000</td>
<td>972</td>
<td>1,000</td>
</tr>
<tr>
<td>Kilometres of water mains flushed</td>
<td>378</td>
<td>370</td>
<td>277</td>
<td>370</td>
</tr>
</tbody>
</table>
2016 Key Accomplishments

- Received Government Finance Officers Association (GFOA) Financial Reporting Award for 10 consecutive years.
- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for 8 consecutive years.
- Implemented a financial software upgrade.
- Created the Development Cost Charges (DCC) transition plan.

2017 & 2018 Initiatives Planned

- Implement the Human Resources / Payroll system and migrate data from the old system.
- Upgrade the Tempest software technical platform which impacts some user processes.
- Acquire and implement a new recreation software program.

MUNICIPAL SERVICES AND OPERATIONS:

Finance

What we provide:

Accounting
Revenue Collection
Payroll
Purchasing Services

### KEY ACTIVITY LEVELS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchasing card transactions</td>
<td>17,258</td>
<td>17,000</td>
<td>17,508</td>
<td>17,500</td>
</tr>
<tr>
<td>Debit or credit card transactions</td>
<td>197,767</td>
<td>190,000</td>
<td>195,941</td>
<td>180,000</td>
</tr>
<tr>
<td>Accounts payable and deposit cheques distributed</td>
<td>11,108</td>
<td>11,000</td>
<td>11,100</td>
<td>11,000</td>
</tr>
<tr>
<td>T4 slips produced and distributed</td>
<td>1,766</td>
<td>1,800</td>
<td>1,761</td>
<td>1,800</td>
</tr>
<tr>
<td>Number of invoices processed</td>
<td>21,580</td>
<td>23,000</td>
<td>42,000</td>
<td>23,000</td>
</tr>
<tr>
<td>Number of quotations, tenders, RFPs processed</td>
<td>227</td>
<td>230</td>
<td>210</td>
<td>250</td>
</tr>
<tr>
<td>Pieces of mail handled</td>
<td>204,605</td>
<td>200,000</td>
<td>178,982</td>
<td>200,000</td>
</tr>
<tr>
<td>Photocopies produced in the print shop</td>
<td>393,193</td>
<td>400,000</td>
<td>365,496</td>
<td>400,000</td>
</tr>
<tr>
<td>Property tax notices produced</td>
<td>42,728</td>
<td>42,600</td>
<td>42,900</td>
<td>43,000</td>
</tr>
<tr>
<td>Electronic home owner grants processed</td>
<td>14,670</td>
<td>14,500</td>
<td>15,559</td>
<td>15,000</td>
</tr>
<tr>
<td>Utility bills produced</td>
<td>119,509</td>
<td>119,000</td>
<td>111,900</td>
<td>119,500</td>
</tr>
<tr>
<td>Tax deferments processed</td>
<td>2,211</td>
<td>2,300</td>
<td>2,416</td>
<td>2,350</td>
</tr>
</tbody>
</table>
MUNICIPAL DEPARTMENTAL OPERATIONS

Fire Key 2016 Accomplishments

- Infrastructure upgrades completed at Fire Station No. 2.
- A Fire Services Agreement was established between the municipalities of Central Saanich, Esquimalt, Saanich, Oak Bay, and View Royal. The agreement enhances the level of fire protection and life safety resources.
- First Responder Training given to firefighters in administering overdose-reversing medication.
- A 1-Year agreement was created with Rio Can property leasing for firefighters to use the unoccupied Kelsey’s Restaurant building at Tillicum Mall for no charge for multi-unit training exercises with other municipalities.
- Delivery of a new 2015 Smeal fire engine equipped with anti-idle “green power” technology (reducing carbon emissions up to 13% and average fuel costs down 11%).
- Portable and mobile radio communication systems upgraded; improving reliability, capacity, clarity, and coverage.
- Saanich and Oak Bay renewed the 5-Year agreement with the University of Victoria for Confined Space Rescue Services.

2017 & 2018 Initiatives Planned

- Complete Fire Station No. 3 renovations to sustain fire infrastructure and accommodate workplace and staffing requirements.
- Attend community events and deliver community fire and life safety public education programs to a wide range of audiences at a variety of locations.
- Provide firefighter-delivered door-to-door fire prevention education and smoke alarm inspections to reduce frequency and severity of residential structure fires.
### Legislative Services

**What we provide:**

#### 2015 & 2016 Estimate

<table>
<thead>
<tr>
<th>Key Activity Levels</th>
<th>2015 Actual</th>
<th>2016 Estimate</th>
<th>2016 Actual</th>
<th>2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Archival research inquiries managed</td>
<td>837</td>
<td>1,000</td>
<td>827</td>
<td>1,000</td>
</tr>
<tr>
<td>Archive website visits</td>
<td>102,673</td>
<td>100,000</td>
<td>61,955</td>
<td>100,000</td>
</tr>
<tr>
<td>Number of communication licenses at Mt. Douglas and Mt. Tolmie communication facilities negotiated and managed</td>
<td>12</td>
<td>12</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>Number of rights of way negotiated and acquired</td>
<td>18</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Number of legal documents prepared for registration at the Land Title Office</td>
<td>41</td>
<td>40</td>
<td>61</td>
<td>40</td>
</tr>
<tr>
<td>Number of bylaws and other general legal instruments reviewed and/or prepared</td>
<td>32</td>
<td>25</td>
<td>20</td>
<td>25</td>
</tr>
<tr>
<td>Incidents received and investigated to ensure corrective action</td>
<td>134</td>
<td>60</td>
<td>35</td>
<td>60</td>
</tr>
<tr>
<td>Contracts and agreements reviewed</td>
<td>30</td>
<td>25</td>
<td>31</td>
<td>25</td>
</tr>
<tr>
<td>Number of group facilitation sessions conducted</td>
<td>20</td>
<td>20</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td>Council and committee meetings supported</td>
<td>196</td>
<td>190</td>
<td>210</td>
<td>190</td>
</tr>
<tr>
<td>Records management and FIPPA training sessions provided</td>
<td>7</td>
<td>11</td>
<td>16</td>
<td>12</td>
</tr>
</tbody>
</table>

#### 2016 Key Accomplishments

- Completed agreements for the disposal of surplus municipal property.
- Continued implementation of the Privacy Management Program.
- Continued implementation of the Records Management Program.
- Continued the multi-year “Saanich Remembers World War One” project to commemorate the men and women of Saanich who served in the First World War.
- Held risk management workshops for staff, and conducted risk assessments on parks, facilities and equipment in order to prevent loss.
- Updated the look and feel of the 2015 Annual Report, ensuring easier access to a broader audience.

#### 2017 & 2018 Initiatives Planned

- Review and update the policies for the acquisition and disposition of property and the management of municipal lands holdings.
- Prepare a new Animals Bylaw, separating out and enhancing kennel regulations.
- Begin planning for the 2018 elections including a review of available technologies to replace the aging electronic voter system.
- Implement Council meeting webcasting.
- Complete implementation of Privacy Management and Records Management programs.
- Coordinate Council check-ins for updating the corporate Strategic Plan.
Parks and Recreation

What we provide:

<table>
<thead>
<tr>
<th>Community Services</th>
<th>Recreation Centres</th>
<th>Parks</th>
<th>Golf</th>
</tr>
</thead>
</table>

**2016 Key Accomplishments**

- Renovation of Tolmie Park including the provision of Saanich’s first dedicated outdoor pickleball court.
- The ‘Pulling Together’ volunteer program covered 42 parks with over 200 volunteers to remove invasive species.
- Acquired Kardum Park, which together with Saanich lands has created a natural area park of about 3 hectares.
- Replacement of the East Copley Park Playground.
- Completion of Mount Douglas Park Access Study.
- A major renovation of Layritz Baseball Diamond 7.
- Implemented Year 1 of the Youth Development Strategy.
- Development phases of the Older Adult Strategy were completed.
- Sourced a new location and program for Saanich Cycling Festival.
- Inaugural Arts, Culture and Heritage Awards were presented.

**2017 & 2018 Initiatives Planned**

- Complete the Lindsay portion of the Colquitz Trail.
- Implement new enterprise software program (to replace CLASS).
- Renovate McMinn Park.
- Replace Copley West sports field.
- Complete park management plans for Haro Woods and Cedar Hill Park.
- Implement Mount Douglas Park access initiatives.
- Complete and start implementation of the Older Adult Strategy.
- Formalize and implement the Health and Recreation Partnership Agreement.
- Develop a Recreation Facilities Market and Programs Analysis.
- Replace bench seating in the Gold Rink at G. R. Pearkes Recreation Centre with upholstered chairs with arms.

### Key Activity Levels

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tree planting</td>
<td>652</td>
<td>600</td>
<td>908</td>
<td>600</td>
</tr>
<tr>
<td>Bridges repaired</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Trails resurfacing (km)</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Benches and furniture refinished</td>
<td>50</td>
<td>100</td>
<td>45</td>
<td>75</td>
</tr>
<tr>
<td>Calls for service received</td>
<td>2,829</td>
<td>3,000</td>
<td>3,049</td>
<td>3,000</td>
</tr>
<tr>
<td>Tree preservation permits processed</td>
<td>675</td>
<td>600</td>
<td>774</td>
<td>600</td>
</tr>
<tr>
<td>Number of youth centre visits</td>
<td>27,008</td>
<td>21,000</td>
<td>26,300</td>
<td>21,000</td>
</tr>
<tr>
<td>Number of registrations to summer playground programs</td>
<td>2,632</td>
<td>1,850</td>
<td>2,270</td>
<td>1,850</td>
</tr>
<tr>
<td>Total number of active volunteers</td>
<td>149</td>
<td>125</td>
<td>148</td>
<td>125</td>
</tr>
<tr>
<td>Number of participants in special events</td>
<td>97,944</td>
<td>80,000</td>
<td>67,200</td>
<td>73,000</td>
</tr>
<tr>
<td>Number of Leisure Involvement for Everyone (LIFE) visits</td>
<td>37,309</td>
<td>39,000</td>
<td>37,310</td>
<td>39,000</td>
</tr>
<tr>
<td>Golf green fee rounds</td>
<td>21,556</td>
<td>20,000</td>
<td>23,177</td>
<td>21,500</td>
</tr>
</tbody>
</table>
Planning

What we provide:

- **Review of Development Applications**, overseeing the construction of new buildings, and enforcing of Council Bylaws. The ongoing review of how we can continually improve the delivery of these services is a key part of this work.

- Continue to implement key initiatives from the Climate Action Plans. The focus for 2017 will be on community and corporate initiatives related to improving building energy and efficiency and moving towards 100% renewable energy.

- Support relevant Council approved initiatives for the Canada 150 Celebration. This will include overseeing processes related to installation of "commemorative" public art pieces.

- Implement required actions related to the independent EDPA Bylaw review, as directed by Council.

### 2016 Key Accomplishments

- Completed Phase 1 and Phase 2 and initiated Phase 3 of the Uptown Douglas Corridor Plan.
- Completed Phase 1 and Phase 2 of the Agriculture and Food Security Plan.
- Worked with Engineering to develop and seek public input on short-term options for mobility improvements related to the Shelbourne Valley Action Plan.
- Preliminary work undertaken on developing a Plan and companion programs to move Saanich as a community towards 100% renewable energy.
- Implemented a Residential Building Retrofit Strategy that will help residents improve energy efficiency and save money. 168 Saanich residents registered for the Saanich "top-up rebate" in 2016 for home energy improvements ranging from attic and wall insulation to draft-proofing and air source heat pumps.

### 2017 & 2018 Initiatives Planned

- Review of Development Applications, overseeing the construction of new buildings, and enforcing of Council Bylaws. The ongoing review of how we can continually improve the delivery of these services is a key part of this work.

- Continue to implement key initiatives from the Climate Action Plans. The focus for 2017 will be on community and corporate initiatives related to improving building energy and efficiency and moving towards 100% renewable energy.

- Support relevant Council approved initiatives for the Canada 150 Celebration. This will include overseeing processes related to installation of "commemorative" public art pieces.

- Implement required actions related to the independent EDPA Bylaw review, as directed by Council.

---

**KEY ACTIVITY LEVELS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Zoning applications processed</td>
<td>13</td>
<td>20</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Development permit amendment applications processed</td>
<td>28</td>
<td>30</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Development permit applications processed</td>
<td>33</td>
<td>35</td>
<td>43</td>
<td>35</td>
</tr>
<tr>
<td>Environmental Development Permits</td>
<td>18</td>
<td>37</td>
<td>27</td>
<td>37</td>
</tr>
<tr>
<td>Environmental Awards Process</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Environmental Approvals</td>
<td>38</td>
<td>40</td>
<td>16</td>
<td>40</td>
</tr>
<tr>
<td>Environmental and Social Reviews</td>
<td>15</td>
<td>29</td>
<td>51</td>
<td>29</td>
</tr>
<tr>
<td>Building permits issued</td>
<td>722</td>
<td>800</td>
<td>845</td>
<td>800</td>
</tr>
<tr>
<td>Plumbing permits issued</td>
<td>864</td>
<td>800</td>
<td>964</td>
<td>800</td>
</tr>
<tr>
<td>Inspections conducted</td>
<td>6,476</td>
<td>6,500</td>
<td>6,666</td>
<td>6,500</td>
</tr>
<tr>
<td>Bylaw complaints processed</td>
<td>1,925</td>
<td>2,500</td>
<td>2,824</td>
<td>2,500</td>
</tr>
<tr>
<td>Subdivision applications processed</td>
<td>24</td>
<td>30</td>
<td>20</td>
<td>30</td>
</tr>
</tbody>
</table>
**2016 Key Accomplishments**

- Extensive public engagement to support the strategic planning process.
- Acquired much needed additional space for personnel at 57 Cadillac Avenue.
- Continued use of intelligence-led policing to improve crime reduction strategies, allowing the Patrol Division to focus resources on high crime areas.
- In collaboration with The Insurance Corporation of British Columbia (ICBC), identified crash locations resulting in the most significant injury to persons and targeted enforcement in these key locations.
- Completed Departmental Operations and Evacuation Plans for use in the event of a natural disaster.
- Developed new working relationships with local probation officers to increase the accountability of offenders.
- Worked with health care professionals to reduce trauma around police interactions for people with mental illness.

**2017 & 2018 Initiatives Planned**

- Continue to work with The Insurance Corporation of British Columbia (ICBC) to reduce the frequency and severity of crashes by targeting locations.
- Assess the effectiveness of the Coordinated Response to Problem Properties (CORPP), which addresses policing and social concerns of the affected neighbourhoods.
- Continue to use intelligence-led policing with efforts specifically focussed toward investigative, patrol and traffic responsibilities.
- Focus on vulnerable seniors; providing support, education and referrals around topics of fraud, financial, and internet crime prevention education.
- Continue to explore integration opportunities to be more effective and efficient through collaboration with regional partners in providing the highest level of police services.
2016 Financial Statements
The Corporation of the
District of Saanich
British Columbia
Fiscal year ended December 31, 2016
Prepared by:
District of Saanich
Finance Department

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, 2015

[Signature]
June 13, 2017

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, 2016 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 Institute of Chartered Accountants and the Provincial Ministry of Community, Sport & Cultural Development.

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

The audit firm of KPMG was appointed by Council and is responsible for expressing an opinion as to whether the financial statements, prepared by the District’s management, fairly present the financial position of the District of Saanich and the results of its 2016 operations.

In 2016, Saanich’s financial position continued to strengthen. Investment in tangible capital assets such as lands, parks infrastructure, roads and sidewalks increased by $8.8 million. Total reserves increased by $8.5 million, while operating and capital funds surpluses combined, increased by $8.0 million. These results strengthened Saanich’s overall financial position by $25.3 million.

Revenue increases to note for 2016 include taxation of $4.2 million, sewer user charges of $1.6 million, grants and contributions of $3.0 million, and development cost charges used of $1.6 million. Total expenses increased by $7.5 million or 4.5% over 2015.

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

Respectfully submitted,

Valla Tinney
Director of Finance
THE CORPORATION OF THE DISTRICT OF SAANICH

MANAGEMENT’S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

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

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

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

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

Paul Thorkelsson  
Chief Administrative Officer

Valla Tinney  
Director of Finance

June 13, 2017
INDEPENDENT AUDITORS’ REPORT

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

We have audited the accompanying financial statements of the Corporation of the District of Saanich, which comprise the statement of financial position as at December 31, 2016, the statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management’s Responsibility for the Financial Statements

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

Auditors’ Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Corporation of the District of Saanich as at December 31, 2016, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

June 13, 2017
Victoria, Canada
# STATEMENT OF FINANCIAL POSITION

December 31, 2016, with comparative information for 2015

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 78,309,537</td>
<td>$ 41,033,917</td>
</tr>
<tr>
<td>Investments (note 2)</td>
<td>87,129,024</td>
<td>109,432,089</td>
</tr>
<tr>
<td>Receivables:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property taxes</td>
<td>2,281,782</td>
<td>2,730,430</td>
</tr>
<tr>
<td>Board of Cemetery Trustees</td>
<td>943,304</td>
<td>999,746</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>13,769,471</td>
<td>9,728,217</td>
</tr>
<tr>
<td>MFA cash deposit (note 4)</td>
<td>537,986</td>
<td>457,666</td>
</tr>
<tr>
<td>Other assets</td>
<td>6,797</td>
<td>6,797</td>
</tr>
<tr>
<td><strong>Total financial assets</strong></td>
<td>182,977,901</td>
<td>164,388,862</td>
</tr>
<tr>
<td><strong>Financial liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>14,497,148</td>
<td>13,071,603</td>
</tr>
<tr>
<td>Accrued employee benefit obligations (note 5)</td>
<td>15,798,957</td>
<td>15,637,727</td>
</tr>
<tr>
<td>Capital lease obligations</td>
<td>3,587</td>
<td>6,297</td>
</tr>
<tr>
<td>Debt (note 3)</td>
<td>32,004,879</td>
<td>23,048,539</td>
</tr>
<tr>
<td>Deferred revenue (note 6)</td>
<td>22,637,843</td>
<td>23,050,569</td>
</tr>
<tr>
<td>Deposits and prepayments</td>
<td>11,285,156</td>
<td>9,869,373</td>
</tr>
<tr>
<td><strong>Total financial liabilities</strong></td>
<td>96,227,570</td>
<td>84,684,108</td>
</tr>
<tr>
<td><strong>Net financial assets</strong></td>
<td>86,750,331</td>
<td>79,704,754</td>
</tr>
<tr>
<td><strong>Non-financial assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories of supplies</td>
<td>1,825,362</td>
<td>1,455,107</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>787,835</td>
<td>710,825</td>
</tr>
<tr>
<td>Tangible capital assets (note 9)</td>
<td>841,048,556</td>
<td>823,209,687</td>
</tr>
<tr>
<td><strong>Total non-financial assets</strong></td>
<td>843,661,753</td>
<td>825,375,619</td>
</tr>
<tr>
<td>Contingent liabilities and commitments (notes 4, 11 and 12)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Accumulated surplus (note 10)</strong></td>
<td>$930,412,084</td>
<td>$ 905,080,373</td>
</tr>
</tbody>
</table>

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

[Signature]

Director of Finance
# THE CORPORATION OF THE DISTRICT OF SAANICH

## STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

Year ended December 31, 2016, with comparative information for 2015

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes (note 7)</td>
<td>$112,674,350</td>
<td>$112,480,997</td>
<td>$108,248,863</td>
</tr>
<tr>
<td>Grants in lieu of taxes</td>
<td>2,168,400</td>
<td>2,307,301</td>
<td>2,251,524</td>
</tr>
<tr>
<td>Sales of services</td>
<td>18,423,790</td>
<td>19,584,292</td>
<td>18,785,980</td>
</tr>
<tr>
<td>Revenue from own sources</td>
<td>8,826,510</td>
<td>11,462,753</td>
<td>11,206,385</td>
</tr>
<tr>
<td>Transfers from other governments (note 8)</td>
<td>1,515,880</td>
<td>1,690,725</td>
<td>1,739,137</td>
</tr>
<tr>
<td>Sale of water</td>
<td>18,799,170</td>
<td>19,660,606</td>
<td>18,898,264</td>
</tr>
<tr>
<td>Water service charges</td>
<td>1,653,000</td>
<td>1,684,983</td>
<td>1,661,741</td>
</tr>
<tr>
<td>Sewer user charges</td>
<td>17,624,140</td>
<td>17,586,782</td>
<td>15,944,230</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>7,244,600</td>
<td>8,554,246</td>
<td>5,576,170</td>
</tr>
<tr>
<td>Developer contributions (note 9b)</td>
<td>-</td>
<td>2,255,373</td>
<td>1,907,488</td>
</tr>
<tr>
<td>Development cost charges (note 6)</td>
<td>3,100,300</td>
<td>2,045,324</td>
<td>439,689</td>
</tr>
<tr>
<td>Sub-regional park reserve (note 6)</td>
<td>212,613</td>
<td>212,613</td>
<td>212,613</td>
</tr>
<tr>
<td>Other</td>
<td>340,930</td>
<td>764,311</td>
<td>1,201,203</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>192,371,070</td>
<td>200,290,306</td>
<td>188,073,287</td>
</tr>
</tbody>
</table>

| **Expenses:**           |        |        |        |
| General government services | 19,226,151 | 16,951,813 | 14,589,225 |
| Protective services      | 52,897,123 | 53,881,430 | 53,274,526 |
| Engineering and public works | 21,377,442 | 24,389,313 | 22,824,334 |
| Refuse collection        | 6,507,570  | 6,421,907 | 6,193,436 |
| Community planning       | 2,847,460  | 2,545,823 | 2,483,844 |
| Recreation, parks and cultural | 37,470,114 | 39,820,666 | 38,635,385 |
| Water utility            | 15,625,170 | 16,706,350 | 15,089,974 |
| Sewer utility            | 15,196,490 | 14,174,196 | 13,931,938 |
| Other fiscal services    | 91,460    | 67,097  | 469,571 |
| **Total expenses**       | 171,308,980 | 174,958,595 | 167,492,233 |

**Annual surplus**

|        | 2016 | 2015   | 2015   |
|--------|------|--------|
| Annual surplus | 21,062,090 | 25,331,711 | 20,581,054 |

**Accumulated surplus, beginning of year**

|        | 2015   | 2015   | 2015   |
|--------|--------|--------|
| 905,080,373 | 905,080,373 | 884,499,319 |

**Accumulated surplus, end of year**

|        | 2016 | 2015   | 2015   |
|--------|------|--------|
| $926,142,463 | $930,412,084 | $905,080,373 |

The accompanying notes are an integral part of these financial statements.
## STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

Year ended December 31, 2016, with comparative information for 2015

<table>
<thead>
<tr>
<th></th>
<th>Budget 16-17 (note 13)</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual surplus</strong></td>
<td>$ 21,062,090</td>
<td>$ 25,331,711</td>
<td>$ 20,581,054</td>
</tr>
<tr>
<td><strong>Acquisition of tangible capital assets</strong></td>
<td>(90,101,100)</td>
<td>(36,855,627)</td>
<td>(31,129,125)</td>
</tr>
<tr>
<td><strong>Developer contributions of tangible capital assets</strong></td>
<td>-</td>
<td>(2,255,373)</td>
<td>(1,907,488)</td>
</tr>
<tr>
<td><strong>Amortization of tangible capital assets</strong></td>
<td>18,994,500</td>
<td>20,851,718</td>
<td>18,649,209</td>
</tr>
<tr>
<td><strong>Loss on disposal of tangible capital assets</strong></td>
<td>-</td>
<td>420,413</td>
<td>245,876</td>
</tr>
<tr>
<td><strong>(71,106,600)</strong></td>
<td>(17,838,869)</td>
<td>(14,141,528)</td>
<td></td>
</tr>
<tr>
<td><strong>Purchase of inventories of supplies</strong></td>
<td>-</td>
<td>(370,255)</td>
<td>(121,020)</td>
</tr>
<tr>
<td><strong>Purchase of prepaid expenses</strong></td>
<td>-</td>
<td>(77,010)</td>
<td>(426,278)</td>
</tr>
<tr>
<td><strong>(447,265)</strong></td>
<td>(547,298)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Change in net financial assets</strong></td>
<td>(50,044,510)</td>
<td>7,045,577</td>
<td>5,892,228</td>
</tr>
<tr>
<td><strong>Net financial assets, beginning of year</strong></td>
<td>79,704,754</td>
<td>79,704,754</td>
<td>73,812,526</td>
</tr>
<tr>
<td><strong>Net financial assets, end of year</strong></td>
<td>$ 29,660,244</td>
<td>$ 86,750,331</td>
<td>$ 79,704,754</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
STATEMENT OF CASH FLOWS

Year ended December 31, 2016, with comparative information for 2015

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash provided by (used in):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual surplus</td>
<td>$ 25,331,711</td>
<td>$ 20,581,054</td>
</tr>
<tr>
<td>Items not involving cash:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>20,851,718</td>
<td>18,649,209</td>
</tr>
<tr>
<td>Developer contributions of tangible capital assets</td>
<td>(2,255,373)</td>
<td>(1,907,488)</td>
</tr>
<tr>
<td>Actuarial adjustment on debt</td>
<td>(403,695)</td>
<td>(426,327)</td>
</tr>
<tr>
<td>Accrued employee benefit obligations</td>
<td>161,230</td>
<td>405,485</td>
</tr>
<tr>
<td>Loss on disposal of tangible capital assets</td>
<td>420,413</td>
<td>245,876</td>
</tr>
<tr>
<td>Change in non-cash assets and liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property taxes receivable</td>
<td>448,648</td>
<td>45,721</td>
</tr>
<tr>
<td>Board of Cemetery Trustees receivable</td>
<td>56,442</td>
<td>53,754</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>(4,041,254)</td>
<td>(707,965)</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>1,425,546</td>
<td>(4,695,702)</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>(412,726)</td>
<td>640,873</td>
</tr>
<tr>
<td>Deposits and prepayments</td>
<td>1,415,783</td>
<td>927,865</td>
</tr>
<tr>
<td>Inventories of supplies</td>
<td>(370,255)</td>
<td>(121,020)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(77,010)</td>
<td>(426,278)</td>
</tr>
<tr>
<td>Net change in cash from operating activities</td>
<td>42,551,178</td>
<td>33,265,057</td>
</tr>
<tr>
<td>Capital Activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash used to acquire tangible capital assets</td>
<td>(36,855,627)</td>
<td>(31,129,125)</td>
</tr>
<tr>
<td>Investing Activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net decrease (increase) in investments</td>
<td>22,303,065</td>
<td>(41,953,279)</td>
</tr>
<tr>
<td>Financing Activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MFA cash deposit</td>
<td>(80,320)</td>
<td>19,429</td>
</tr>
<tr>
<td>Debt issued</td>
<td>11,307,230</td>
<td>-</td>
</tr>
<tr>
<td>Capital lease repaid</td>
<td>(2,710)</td>
<td>(11,140)</td>
</tr>
<tr>
<td>Debt repaid</td>
<td>(1,890,754)</td>
<td>(1,973,890)</td>
</tr>
<tr>
<td>Debt repaid (Board of Cemetery Trustees)</td>
<td>(56,442)</td>
<td>(53,754)</td>
</tr>
<tr>
<td>Net change in cash from financing activities</td>
<td>9,277,004</td>
<td>(2,019,355)</td>
</tr>
<tr>
<td>Increase (decrease) in cash and cash equivalents</td>
<td>37,275,620</td>
<td>(41,836,702)</td>
</tr>
<tr>
<td>Cash and cash equivalents, beginning of year</td>
<td>41,033,917</td>
<td>82,870,619</td>
</tr>
<tr>
<td>Cash and cash equivalents, end of year</td>
<td>$ 78,309,537</td>
<td>$ 41,033,917</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
THE CORPORATION OF THE DISTRICT OF SAANICH

Year ended December 31, 2016

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

1. Significant accounting policies:

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

a) Reporting entity:

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

b) Basis of accounting:

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

c) Cash and cash equivalents:

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

d) Investments:

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

Year ended December 31, 2016

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.
1. Significant accounting policies (continued):

   j) Property tax revenue:

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

   k) Non-financial assets:

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

   i) Tangible capital assets

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

<table>
<thead>
<tr>
<th>Asset</th>
<th>Useful Life - Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles, machinery and equipment</td>
<td>2 - 25</td>
</tr>
<tr>
<td>Buildings and building improvements</td>
<td>20 - 75</td>
</tr>
<tr>
<td>Parks infrastructure</td>
<td>15 - 50</td>
</tr>
<tr>
<td>Drainage, water and sewer infrastructure</td>
<td>40 - 100</td>
</tr>
<tr>
<td>Roads infrastructure</td>
<td>15 - 100</td>
</tr>
</tbody>
</table>

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

   ii) Contributions of tangible capital assets

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

   iii) Works of art and cultural and historic assets

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

   iv) Interest capitalization

   The Corporation does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.
1. Significant accounting policies (continued):

   Non-financial assets (continued):
   
   v) Leased tangible capital assets

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

   vi) Inventories of supplies

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

   l) Liability for Contaminated Sites:

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

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

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

   m) Use of estimates:

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

Year ended December 31, 2016

2. Cash and cash equivalents and investments:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash and cash equivalents:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$ 69,762,579</td>
<td>$ 22,554,920</td>
</tr>
<tr>
<td>Bankers’ acceptances, deposit notes, and Municipal Finance Authority money market funds</td>
<td>8,546,958</td>
<td>18,478,997</td>
</tr>
<tr>
<td></td>
<td>78,309,537</td>
<td>41,033,917</td>
</tr>
</tbody>
</table>

| **Short-term investments:** |               |               |
| Bankers’ acceptances, GIC’s and deposit notes | 12,500,000 | 2,500,000 |

| **Long-term investments:** |               |               |
| Deposit notes and debentures | 21,877,285 | 26,877,284 |
| Municipal Finance Authority bond, and intermediate and bond funds | 52,751,739 | 80,054,805 |
|                           | 74,629,024    | 106,932,089   |

Total investments 87,129,024 109,432,089

Total cash, cash equivalents and investments $ 165,438,561 $ 150,466,006

Bankers’ acceptances, deposit notes, bonds and GIC’s have effective interest rates of 1.20% to 2.82% (2015 – 1.45% to 2.82%) and mature from 2017 to 2026. The Municipal Finance Authority Funds earn interest based on current market conditions and do not have set maturity dates. Funds can be withdrawn with three days notice.

The Corporation’s investments have market values that approximate costs.
3. Debt:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt principal:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short term</td>
<td>$3,242,630</td>
<td>$-</td>
</tr>
<tr>
<td>Long term</td>
<td>$28,762,249</td>
<td>$23,048,539</td>
</tr>
<tr>
<td></td>
<td>$32,004,879</td>
<td>$23,048,539</td>
</tr>
</tbody>
</table>

a) While the gross debenture debt issued as at December 31, 2016 was $43,858,900 (2015 - $37,624,300), the debt principal reported is net of repayments and actuarial gains or losses (per above).

Short term debt consists of MFA short term financing in the amount of $2,322,630 and MFA 5-year equipment financing in the amount of $920,000, both bearing interest at 1.44%.

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.

b) In 2003 the Corporation borrowed $1,500,000 on behalf of the Board of Cemetery Trustees of Greater Victoria. The Corporation is reimbursed for all payments of principal and interest as they are paid. In 2016 the debt and the receivable balance recorded in the financial statements is $943,304.

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

<table>
<thead>
<tr>
<th></th>
<th>General</th>
<th>Sewer</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>4,337,233</td>
<td>457,669</td>
<td>4,794,902</td>
</tr>
<tr>
<td>2018</td>
<td>2,039,824</td>
<td>411,327</td>
<td>2,451,151</td>
</tr>
<tr>
<td>2019</td>
<td>2,065,838</td>
<td>411,327</td>
<td>2,477,165</td>
</tr>
<tr>
<td>2020</td>
<td>2,092,718</td>
<td>374,253</td>
<td>2,466,971</td>
</tr>
<tr>
<td>2021</td>
<td>1,829,436</td>
<td>374,253</td>
<td>2,203,689</td>
</tr>
</tbody>
</table>

Interest on debt ranges from 1.44% to 4.82% with maturity dates from April 12, 2017 to April 19, 2031. Interest expense on debt during the year was $1,122,212 (2015 - $1,197,814).
NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2016

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, 2016, there were contingent demand notes of $1,549,286 (2015 - $1,350,596) 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:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacation pay and banked overtime</td>
<td>$1,962,650</td>
<td>$2,043,564</td>
<td>$(80,914)</td>
</tr>
<tr>
<td>Accumulated sick leave and retirement benefit payments</td>
<td>13,836,307</td>
<td>13,594,163</td>
<td>242,144</td>
</tr>
<tr>
<td>Total employee benefit obligations</td>
<td>15,798,957</td>
<td>15,637,727</td>
<td>161,230</td>
</tr>
<tr>
<td>Less funded amount</td>
<td>(8,845,248)</td>
<td>(8,771,554)</td>
<td>(73,694)</td>
</tr>
<tr>
<td>Total unfunded employee benefit obligations</td>
<td>$6,953,709</td>
<td>$6,866,173</td>
<td>$87,536</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$13,594,163</td>
<td>$13,217,326</td>
</tr>
<tr>
<td>Current service cost</td>
<td>1,108,459</td>
<td>1,089,810</td>
</tr>
<tr>
<td>Interest cost</td>
<td>477,099</td>
<td>730,495</td>
</tr>
<tr>
<td>Benefits paid</td>
<td>(886,688)</td>
<td>(605,547)</td>
</tr>
<tr>
<td>Actuarial gain</td>
<td>(456,726)</td>
<td>(837,921)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>$13,836,307</td>
<td>$13,594,163</td>
</tr>
</tbody>
</table>

The Corporation has performed its own actuarial valuation for 2016 and prior year obligations. The significant actuarial assumptions adopted in measuring the Corporation’s accrued benefit obligations are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discount rates</td>
<td>3.15%</td>
<td>3.15%</td>
</tr>
<tr>
<td>Expected future inflation rates</td>
<td>2.25%</td>
<td>2.25%</td>
</tr>
<tr>
<td>Expected wage and salary increases</td>
<td>2.58% to 4.50%</td>
<td>2.58% to 4.50%</td>
</tr>
</tbody>
</table>

The Corporation and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trusted pension plan. The board of trustees, representing plan members and employers, is responsible for administrating the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2015, the Plan has about 189,000 active members and approximately 85,000 retired members. Active members include approximately 37,000 contributors from local governments.

The most recent valuation for the Municipal Pension Plan as at December 31, 2015 indicated a $2,224 million funding surplus for basic pension benefits on a going concern basis.

The Corporation paid $9,071,289 (2015 - $9,618,253) for employer contributions while employees contributed $7,146,233 (2015 - $7,610,374) to the Plan in fiscal 2016.

The next valuation will be as at December 31, 2018 with results available later in 2019.
5. **Accrued employee benefit obligations and pension plan (continued):**

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

GVLRA – CUPE Long-Term Disability Trust

The health and welfare trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association representing a number of employers, and the Canadian Union of Public Employees, representing a number of CUPE locals. The Trust’s sole purpose is to provide a long-term disability income benefit plan. Employers and employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined as of December 31, 2014. At December 31, 2015, the total plan provision for approved and unreported claims was $17,582,101 with a net deficit of $1,519,599. The actuary does not attribute portions of the unfunded liability to individual employers. The Corporation paid $472,009 (2015 - $485,165) for employer contributions and the Corporation’s employees paid $472,915 (2015 - $485,655) for employee contributions to the plan in 2016.

6. **Deferred revenue:**

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

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development cost charges:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>$18,942,266</td>
<td>$18,502,134</td>
</tr>
<tr>
<td>Investment income</td>
<td>297,163</td>
<td>297,662</td>
</tr>
<tr>
<td>Fees and contributions</td>
<td>808,677</td>
<td>582,159</td>
</tr>
<tr>
<td>Amounts spent on projects and recorded as revenue</td>
<td>(2,045,324)</td>
<td>(439,689)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>18,002,782</td>
<td>18,942,266</td>
</tr>
</tbody>
</table>

| Sub-regional parks reserve:                |        |        |
| Balance, beginning of year                | 969,747 | 1,067,878 |
| Investment income                         | 15,979  | 10,227  |
| Fees and contributions                    | 388,900 | 104,255 |
| Amounts spent on projects and recorded as revenue | (212,613) | (212,613) |
| Balance, end of year                      | 1,162,013 | 969,747 |

General operating fund deferred revenue  

|                        |        |        |
| General operating fund deferred revenue  | 3,473,048 | 3,138,556 |

| Total deferred revenue               | $ 22,637,843 | $ 23,050,569 |
7. Taxation:

a) Taxes

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Purpose:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Tax</td>
<td>$ 110,908,342</td>
<td>$ 106,691,616</td>
</tr>
<tr>
<td>Utility 1% Tax</td>
<td>1,379,686</td>
<td>1,398,795</td>
</tr>
<tr>
<td></td>
<td>112,288,028</td>
<td>108,090,411</td>
</tr>
<tr>
<td>Special Assessments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Improvement Frontage Tax</td>
<td>1,437</td>
<td>1,733</td>
</tr>
<tr>
<td>Cadboro Bay Village Business Improvement Area</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>21,437</td>
<td>21,733</td>
</tr>
<tr>
<td>Hotel Room Tax:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Victoria – Destination Marketing Commission</td>
<td>171,532</td>
<td>136,719</td>
</tr>
<tr>
<td></td>
<td>$ 112,480,997</td>
<td>$ 108,248,863</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Government - school taxes</td>
<td>$ 48,412,050</td>
<td>$ 49,257,297</td>
</tr>
<tr>
<td>Capital Regional District</td>
<td>8,603,412</td>
<td>8,267,852</td>
</tr>
<tr>
<td>Capital Regional Hospital District</td>
<td>7,870,464</td>
<td>7,752,092</td>
</tr>
<tr>
<td>Municipal Finance Authority</td>
<td>5,423</td>
<td>5,175</td>
</tr>
<tr>
<td>B.C. Assessment Authority</td>
<td>1,536,285</td>
<td>1,596,751</td>
</tr>
<tr>
<td>B.C. Transit Authority</td>
<td>7,893,933</td>
<td>7,862,005</td>
</tr>
<tr>
<td></td>
<td>$ 74,321,567</td>
<td>$ 74,741,172</td>
</tr>
</tbody>
</table>

8. Government transfers:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating transfers:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>$ 11,298</td>
<td>$ 9,842</td>
</tr>
<tr>
<td>Provincial</td>
<td>1,679,427</td>
<td>1,729,295</td>
</tr>
<tr>
<td></td>
<td>$ 1,690,725</td>
<td>$ 1,739,137</td>
</tr>
</tbody>
</table>
9. Tangible capital assets:

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

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

<table>
<thead>
<tr>
<th>Net book value</th>
<th>Net book value</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31, 2015</td>
<td>December 31, 2016</td>
</tr>
<tr>
<td>Land</td>
<td>$287,140,802</td>
</tr>
<tr>
<td>Vehicles, machinery and equipment</td>
<td>48,901,215</td>
</tr>
<tr>
<td>Buildings and building improvements</td>
<td>115,555,004</td>
</tr>
<tr>
<td>Park infrastructure</td>
<td>46,511,053</td>
</tr>
<tr>
<td>Drainage infrastructure</td>
<td>190,467,206</td>
</tr>
<tr>
<td>Roads infrastructure</td>
<td>185,979,330</td>
</tr>
<tr>
<td>Water infrastructure</td>
<td>131,787,708</td>
</tr>
<tr>
<td>Sewer infrastructure</td>
<td>147,926,476</td>
</tr>
<tr>
<td>Assets under construction</td>
<td>24,211,071</td>
</tr>
<tr>
<td>Total</td>
<td>$823,209,687</td>
</tr>
</tbody>
</table>
9. Tangible capital assets (continued):

<table>
<thead>
<tr>
<th>Cost</th>
<th>Balance at December 31, 2014</th>
<th>Additions</th>
<th>Disposals and transfers</th>
<th>Balance at December 31, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$286,737,432</td>
<td>$441,106</td>
<td>$37,736</td>
<td>$287,140,802</td>
</tr>
<tr>
<td>Vehicles, machinery and equipment</td>
<td>48,130,265</td>
<td>3,462,164</td>
<td>2,691,214</td>
<td>48,901,215</td>
</tr>
<tr>
<td>Buildings and building improvements</td>
<td>114,315,189</td>
<td>1,644,986</td>
<td>405,171</td>
<td>115,555,004</td>
</tr>
<tr>
<td>Park infrastructure</td>
<td>45,534,616</td>
<td>1,334,865</td>
<td>358,430</td>
<td>46,511,051</td>
</tr>
<tr>
<td>Drainage infrastructure</td>
<td>186,907,101</td>
<td>3,616,179</td>
<td>56,074</td>
<td>190,467,206</td>
</tr>
<tr>
<td>Roads infrastructure</td>
<td>178,559,872</td>
<td>47,419,458</td>
<td>-</td>
<td>185,979,330</td>
</tr>
<tr>
<td>Water infrastructure</td>
<td>128,568,458</td>
<td>3,219,250</td>
<td>-</td>
<td>131,797,708</td>
</tr>
<tr>
<td>Sewer infrastructure</td>
<td>145,815,184</td>
<td>2,122,069</td>
<td>10,777</td>
<td>147,926,476</td>
</tr>
<tr>
<td>Assets under construction</td>
<td>14,294,838</td>
<td>24,211,071</td>
<td>-</td>
<td>24,211,071</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,148,862,955</td>
<td>$47,471,148</td>
<td>$17,854,240</td>
<td>$1,178,479,863</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles, machinery and equipment</td>
<td>$21,127,849</td>
<td>$2,687,478</td>
<td>$4,535,971</td>
<td>$23,276,342</td>
</tr>
<tr>
<td>Buildings and building improvements</td>
<td>35,849,710</td>
<td>373,130</td>
<td>2,217,591</td>
<td>37,694,171</td>
</tr>
<tr>
<td>Park infrastructure</td>
<td>26,808,200</td>
<td>358,431</td>
<td>1,740,419</td>
<td>28,190,188</td>
</tr>
<tr>
<td>Drainage infrastructure</td>
<td>75,466,938</td>
<td>47,419</td>
<td>2,463,223</td>
<td>77,882,742</td>
</tr>
<tr>
<td>Roads infrastructure</td>
<td>72,707,019</td>
<td>-</td>
<td>4,083,644</td>
<td>76,790,663</td>
</tr>
<tr>
<td>Water infrastructure</td>
<td>46,886,061</td>
<td>-</td>
<td>1,791,372</td>
<td>48,677,433</td>
</tr>
<tr>
<td>Sewer infrastructure</td>
<td>60,949,019</td>
<td>7,371</td>
<td>1,816,989</td>
<td>62,758,637</td>
</tr>
<tr>
<td>Assets under construction</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$339,794,796</td>
<td>$3,173,829</td>
<td>$18,649,209</td>
<td>$355,270,176</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$286,737,432</td>
<td>$287,140,802</td>
</tr>
<tr>
<td>Vehicles, machinery and equipment</td>
<td>27,002,416</td>
<td>25,624,873</td>
</tr>
<tr>
<td>Buildings and building improvements</td>
<td>78,465,479</td>
<td>77,860,833</td>
</tr>
<tr>
<td>Park infrastructure</td>
<td>18,726,416</td>
<td>18,320,863</td>
</tr>
<tr>
<td>Drainage infrastructure</td>
<td>111,440,163</td>
<td>112,584,464</td>
</tr>
<tr>
<td>Roads infrastructure</td>
<td>105,852,853</td>
<td>109,188,667</td>
</tr>
<tr>
<td>Water infrastructure</td>
<td>81,682,397</td>
<td>83,110,275</td>
</tr>
<tr>
<td>Sewer infrastructure</td>
<td>84,866,165</td>
<td>85,167,839</td>
</tr>
<tr>
<td>Assets under construction</td>
<td>14,294,838</td>
<td>24,211,071</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$809,068,159</td>
<td>$823,209,687</td>
</tr>
</tbody>
</table>
9. Tangible capital assets (continued):
   a) Assets under construction

   Assets under construction having a value of $21,462,432 (2015 - $24,211,071) have not been amortized. Amortization of these assets will commence the year after the asset is put into service.

   b) Contributed tangible capital assets

   Contributed tangible capital assets have been recognized at fair market value at the date of contribution. The value of contributed assets received during the year is $2,255,373 (2015 - $1,907,488) comprised of land in the amount of $1,362,482 (2015 - $441,105), drainage and transportation infrastructure $278,725 (2015 - $1,101,906), and water and sewer infrastructure in the amount of $614,166 (2015 - $364,477).

   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 write-down of tangible capital assets occurred during 2016 or 2015.
10. Accumulated surplus:

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

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invested in tangible capital assets</td>
<td>$ 809,983,394</td>
<td>$ 801,154,597</td>
</tr>
<tr>
<td>Operating funds</td>
<td>25,522,813</td>
<td>24,526,554</td>
</tr>
<tr>
<td>Capital funds</td>
<td>38,569,961</td>
<td>31,499,629</td>
</tr>
<tr>
<td>Unfunded employee benefit obligations</td>
<td>(6,953,709)</td>
<td>(6,866,173)</td>
</tr>
<tr>
<td>Total surplus</td>
<td>867,122,459</td>
<td>850,314,607</td>
</tr>
<tr>
<td>Appropriated surplus set aside for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>2,315,300</td>
<td>2,315,300</td>
</tr>
<tr>
<td>Future expenses</td>
<td>4,837,883</td>
<td>3,664,758</td>
</tr>
<tr>
<td>Working capital</td>
<td>4,450,000</td>
<td>4,450,000</td>
</tr>
<tr>
<td>Total appropriated surplus</td>
<td>11,603,183</td>
<td>10,430,058</td>
</tr>
<tr>
<td>Reserve funds set aside for specific purpose by Council:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land sales fund</td>
<td>2,358,164</td>
<td>2,974,060</td>
</tr>
<tr>
<td>Public safety and security fund</td>
<td>2,105,389</td>
<td>2,208,776</td>
</tr>
<tr>
<td>Carbon neutral fund</td>
<td>721,067</td>
<td>733,503</td>
</tr>
<tr>
<td>Equipment depreciation fund</td>
<td>5,870,002</td>
<td>5,972,046</td>
</tr>
<tr>
<td>Capital works fund</td>
<td>26,573,054</td>
<td>24,086,088</td>
</tr>
<tr>
<td>Commonwealth pool operating fund</td>
<td>734,510</td>
<td>973,018</td>
</tr>
<tr>
<td>Commonwealth pool high performance repair and replacement fund</td>
<td>215,467</td>
<td>165,892</td>
</tr>
<tr>
<td>Facility replacement fund</td>
<td>5,709,076</td>
<td>3,377,522</td>
</tr>
<tr>
<td>Computer hardware and software fund</td>
<td>4,577,235</td>
<td>1,756,544</td>
</tr>
<tr>
<td>Sayward gravel pit fund</td>
<td>1,859,307</td>
<td>1,838,259</td>
</tr>
<tr>
<td>Sewer capital fund</td>
<td>963,171</td>
<td>250,000</td>
</tr>
<tr>
<td>Total reserve funds</td>
<td>51,686,442</td>
<td>44,335,708</td>
</tr>
</tbody>
</table>

$ 930,412,084 $ 905,080,373
NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2016

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 (2015 - $2,315,300) to provide for
      claims, and also maintains insurance coverage to provide for insured claims should they exceed
      $2,000,000 in any year.

12. Commitments:
   At December 31, 2016, the following major contracts were in progress:

<table>
<thead>
<tr>
<th>Contract Description</th>
<th>Total amount of contract</th>
<th>Paid or accrued</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of vehicles and equipment</td>
<td>$898,069</td>
<td>$</td>
</tr>
<tr>
<td>Consulting and Parks and Public Works projects</td>
<td>23,836,612</td>
<td>17,267,807</td>
</tr>
<tr>
<td>Facilities projects</td>
<td>2,483,124</td>
<td>1,818,280</td>
</tr>
</tbody>
</table>

   The Corporation has a liability to the Capital Regional District of $637,839 for the Haro Wood property
   purchase. The payment term remaining is three years, ending September 2019, at $212,613 per annum.

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

   The Corporation has contracted with Itziar Management Ltd. for the lease of a portion of the building
   at 57 Cadillac Avenue for Police Services. The term of the lease is for eight years ending April, 2024
   at an average of $179,400 per annum.
NOTES TO FINANCIAL STATEMENTS

Year ended December 31, 2016

13. Budget data:

The budget data presented in these financial statements is based upon the 2016-2020 Financial Plan adopted by Council May 9, 2016. The following chart reconciles the approved budget to the budget figures reported in these financial statements.

| Budget Amount                  |  
|-------------------------------|---
| **Revenues:**                 |   
| Total General revenues per Financial Plan | $ 152,069,500  
| Total Water Utility revenues per Financial Plan | 20,954,400  
| Total Sewer Utility revenues per Financial Plan | 17,747,900  
| Add:                          |   
| Net Fleet revenues recorded as gross per PSAB | 759,050  
| Reserve transfers recognized as revenues per PSAB | 2,882,700  
| Less:                         |   
| Inter departmental revenues netted against expenses per PSAB | (2,042,480)  
| **Total revenue**             | 192,371,070  
| **Expenses:**                 |   
| Total General expenses per Financial Plan | 143,450,400  
| Total Water Utility expenses per Financial Plan | 15,749,000  
| Total Sewer Utility expenses per Financial Plan | 14,524,180  
| Less:                         |   
| Reserve expenditure recognized as transfers per PSAB | (372,120)  
| Inter departmental revenues netted against expenses per PSAB | (2,042,480)  
| **Total expenses**            | 171,308,980  
| **Annual surplus**            | $ 21,062,090  

14. Comparative figures:

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

Year ended December 31, 2016

15. Segmented information:

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

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

**General Government**

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

**Protective Services**

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

**Engineering and Public Works**

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

**Planning and Development**

The Planning Department is comprised of four Divisions: Community Planning, Environmental Services, Subdivision and Inspections/Bylaw Enforcement. These Divisions manage all activities and applications relating to long range and current planning, subdivision review, building construction, environmental protection and bylaw enforcement.
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 2016 - 2020 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.
## 15. Segmented information (continued):

### Revenue:

<table>
<thead>
<tr>
<th>Segment</th>
<th>General Government</th>
<th>Protective Services</th>
<th>Engineering and Public works</th>
<th>Planning and Development</th>
<th>Parks, Recreation and Culture</th>
<th>Water and Sewer Funds</th>
<th>Reserve Funds</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxes</td>
<td>342,763</td>
<td>967,011</td>
<td>416,660</td>
<td>48,311</td>
<td>532,556</td>
<td>-</td>
<td>-</td>
<td>2,307,301</td>
</tr>
<tr>
<td>Grants in lieu of taxes</td>
<td>3,529,914</td>
<td>2,628,365</td>
<td>1,271,449</td>
<td>3,284,510</td>
<td>26,162</td>
<td>-</td>
<td>722,353</td>
<td>11,462,753</td>
</tr>
<tr>
<td>Sales of services</td>
<td>- 1,815,886</td>
<td>- 63,542</td>
<td>- 11,298</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>21,345,589</td>
<td>21,345,589</td>
</tr>
<tr>
<td>Transfers from other governments</td>
<td>-</td>
<td>80,152</td>
<td>2,443,539</td>
<td>- 82,871</td>
<td>- 5,947,684</td>
<td>8,554,246</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of water and charges</td>
<td>-</td>
<td>678,680</td>
<td>- 1,326,644</td>
<td>40,000</td>
<td>2,045,324</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sewer user charge</td>
<td>-</td>
<td>1,641,207</td>
<td>- 614,166</td>
<td>- 2,255,373</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>- 80,152</td>
<td>2,443,539</td>
<td>- 82,871</td>
<td>- 5,947,684</td>
<td>8,554,246</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development cost charges</td>
<td>-</td>
<td>678,680</td>
<td>- 1,326,644</td>
<td>40,000</td>
<td>2,045,324</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developer contribution</td>
<td>-</td>
<td>1,641,207</td>
<td>- 614,166</td>
<td>- 2,255,373</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-regional park fund</td>
<td>212,613</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>212,613</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>31,500</td>
<td>- 285,052</td>
<td>-</td>
<td>- 447,759</td>
<td>764,311</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20,826,487</td>
<td>53,324,814</td>
<td>32,943,584</td>
<td>5,751,530</td>
<td>40,739,558</td>
<td>40,034,296</td>
<td>6,670,037</td>
<td>200,290,306</td>
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### Expenses:

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<th>Expense</th>
<th>General Government</th>
<th>Protective Services</th>
<th>Engineering and Public works</th>
<th>Planning and Development</th>
<th>Parks, Recreation and Culture</th>
<th>Water and Sewer Funds</th>
<th>Reserve Funds</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, wages and benefits</td>
<td>12,113,714</td>
<td>46,677,193</td>
<td>12,857,589</td>
<td>2,393,851</td>
<td>21,021,558</td>
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<td>-</td>
<td>99,457,880</td>
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<tr>
<td>Goods and services</td>
<td>1,013,709</td>
<td>5,517,697</td>
<td>5,804,485</td>
<td>139,595</td>
<td>7,782,639</td>
<td>20,183,958</td>
<td>- 40,442,083</td>
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<tr>
<td>Interest and financial charges</td>
<td>36,126</td>
<td>7,753</td>
<td>533,574</td>
<td>-</td>
<td>326,156</td>
<td>254,200</td>
<td>- 1,157,809</td>
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<tr>
<td>Other</td>
<td>929,932</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,044,710</td>
<td>-</td>
<td>- 6,974,642</td>
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<tr>
<td>Capital expenditures</td>
<td>70,349</td>
<td>368,943</td>
<td>3,266,397</td>
<td>-</td>
<td>765,256</td>
<td>1,603,518</td>
<td>- 6,074,463</td>
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<td>Amortization</td>
<td>2,855,080</td>
<td>1,309,844</td>
<td>8,349,175</td>
<td>12,377</td>
<td>3,880,347</td>
<td>4,444,895</td>
<td>- 20,851,718</td>
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<td>Total</td>
<td>17,018,910</td>
<td>53,881,430</td>
<td>30,811,220</td>
<td>2,545,823</td>
<td>39,820,666</td>
<td>30,880,546</td>
<td>- 174,958,595</td>
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</table>

### Annual surplus (deficit):

| Surplus/Deficit | 3,807,577 | (556,616) | 2,132,364 | 3,205,707 | 918,892 | 9,153,750 | 6,670,037 | 25,331,711 |

### Accumulated surplus, beginning of year:

| Surplus/Deficit | 905,080,373 |

### Accumulated surplus, end of year:

| Surplus/Deficit | $930,412,084 |
## 15. Segmented information (continued):

### 2015

<table>
<thead>
<tr>
<th></th>
<th>General Government</th>
<th>Protective Services</th>
<th>Engineering and Public works</th>
<th>Planning and Development</th>
<th>Parks, Recreation and Culture</th>
<th>Water and Sewer Funds</th>
<th>Reserve Funds</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Taxes</td>
<td>$14,708,452</td>
<td>$44,088,689</td>
<td>$21,525,040</td>
<td>$3,248,145</td>
<td>$24,678,537</td>
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<td>-</td>
<td>$108,248,863</td>
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<td>Grants in lieu of taxes</td>
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<td>917,023</td>
<td>447,710</td>
<td>67,560</td>
<td>513,302</td>
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<tr>
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<td>5,731,019</td>
<td>-</td>
<td>12,205,535</td>
<td>-</td>
<td>-</td>
<td>18,785,980</td>
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<td>Other revenue from own sources</td>
<td>3,925,312</td>
<td>3,169,187</td>
<td>1,205,187</td>
<td>2,434,471</td>
<td>29,188</td>
<td>-</td>
<td>443,070</td>
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<td>Transfers from other governments</td>
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<td>69,842</td>
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<td>Sale of water and charges</td>
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<td>-</td>
<td>20,560,005</td>
<td>-</td>
<td>20,560,005</td>
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<tr>
<td>Sewer user charge</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>15,944,230</td>
<td>-</td>
<td>15,944,230</td>
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<tr>
<td>Grants and contributions</td>
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<td>203,602</td>
<td>-</td>
<td>57,088</td>
<td>5,315,480</td>
<td>-</td>
<td>5,576,170</td>
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<td>40,000</td>
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<td>441,105</td>
<td>364,477</td>
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<td>1,907,488</td>
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<td>Sub-regional park fund</td>
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<td>-</td>
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<td>-</td>
<td>-</td>
<td>212,613</td>
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<tr>
<td>Other</td>
<td>-</td>
<td>31,500</td>
<td>667,718</td>
<td>-</td>
<td>501,985</td>
<td>-</td>
<td>-</td>
<td>1,201,203</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>19,183,806</strong></td>
<td><strong>50,693,620</strong></td>
<td><strong>31,161,871</strong></td>
<td><strong>5,820,018</strong></td>
<td><strong>38,044,725</strong></td>
<td><strong>37,410,697</strong></td>
<td><strong>5,758,550</strong></td>
<td><strong>188,073,287</strong></td>
</tr>
</tbody>
</table>

| **Expenses:**         |                    |                     |                               |                          |                               |                       |              |                |
| Salaries, wages and benefits | 11,032,633      | 45,457,488          | 12,548,319                    | 2,350,337                | 19,859,195                    | 4,533,283             | -            | 95,781,255    |
| Goods and services    | 1,106,097         | 6,449,009           | 5,526,577                     | 120,973                  | 7,558,442                     | 19,355,761            | -            | 40,116,859    |
| Interest and financial charges | 34,548         | 7,753               | 525,708                       | -                        | 374,853                       | 289,500               | -            | 1,232,362     |
| Other                | 1,226,104         | -                   | -                             | -                        | 5,885,070                     | -                     | -            | 7,111,174     |
| Capital expenditures  | 409,423           | 114,960             | 2,378,536                     | -                        | 1,159,226                     | 539,229               | -            | 4,601,374     |
| Amortization         | 1,249,991         | 1,245,316           | 8,038,630                     | 12,534                   | 3,798,599                     | 4,304,139             | -            | 18,849,209    |
| **Total**            | **15,058,796**    | **53,274,526**      | **29,017,770**                | **2,483,844**            | **38,633,385**                | **29,021,912**        | -            | **167,492,233** |

| **Annual surplus (deficit)** | 4,125,010        | (2,580,906)         | 2,144,101                     | 3,336,174                | (590,660)                     | 8,388,785             | 5,758,550    | 20,581,054    |

Accumulated surplus, beginning of year: 884,499,319

Accumulated surplus, end of year: $905,080,373
2016 Statistical Section
The Corporation of the District of Saanich
British Columbia
Fiscal year ended December 31, 2016
### Revenue by source – 5 year comparison

(unaudited)

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes</td>
<td>112,480,997</td>
<td>108,248,863</td>
<td>103,424,844</td>
<td>99,657,263</td>
<td>95,370,688</td>
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<td>2,251,524</td>
<td>2,185,034</td>
<td>2,189,407</td>
<td>2,086,324</td>
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<td>Sales of services</td>
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<td>18,785,980</td>
<td>18,100,695</td>
<td>17,142,785</td>
<td>16,116,849</td>
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<td>Revenue from own sources</td>
<td>11,462,753</td>
<td>11,206,385</td>
<td>9,887,328</td>
<td>16,923,696</td>
<td>11,510,975</td>
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<td>1,739,137</td>
<td>1,059,266</td>
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<td>Sale of water</td>
<td>19,660,606</td>
<td>18,898,264</td>
<td>18,291,138</td>
<td>16,526,391</td>
<td>16,021,559</td>
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<td>Water service charges</td>
<td>1,684,983</td>
<td>1,661,741</td>
<td>1,669,797</td>
<td>1,663,368</td>
<td>1,658,182</td>
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<tr>
<td>Sewer user charges</td>
<td>17,586,782</td>
<td>15,944,230</td>
<td>14,504,661</td>
<td>12,456,844</td>
<td>10,362,054</td>
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<tr>
<td>Grants and contributions</td>
<td>8,554,246</td>
<td>5,576,170</td>
<td>14,717,419</td>
<td>12,084,083</td>
<td>3,440,065</td>
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<td>Development cost charges</td>
<td>2,255,373</td>
<td>439,689</td>
<td>873,330</td>
<td>599,920</td>
<td>1,417,029</td>
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<td>Developer contributions</td>
<td>2,045,324</td>
<td>1,907,488</td>
<td>911,219</td>
<td>1,680,034</td>
<td>3,068,371</td>
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<td>Sub-regional park reserve</td>
<td>212,613</td>
<td>212,613</td>
<td>779,613</td>
<td>246,337</td>
<td>-</td>
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<td>Other</td>
<td>764,311</td>
<td>1,201,203</td>
<td>1,134,427</td>
<td>2,087,934</td>
<td>1,596,278</td>
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<tr>
<td><strong>Total revenue:</strong></td>
<td>200,290,306</td>
<td>188,073,287</td>
<td>187,538,771</td>
<td>189,079,499</td>
<td>164,740,727</td>
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### Expenses by function and object – 5 year comparison

(unaudited)

<table>
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<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td><strong>Expenses by function:</strong></td>
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<tr>
<td>General government services</td>
<td>16,951,813</td>
<td>14,589,225</td>
<td>14,993,247</td>
<td>12,963,223</td>
<td>11,185,085</td>
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<td>Protective services</td>
<td>53,811,430</td>
<td>53,274,526</td>
<td>50,265,056</td>
<td>47,198,327</td>
<td>45,473,299</td>
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<td>Engineering and public works</td>
<td>24,389,313</td>
<td>22,824,334</td>
<td>24,361,182</td>
<td>20,904,026</td>
<td>22,202,366</td>
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<tr>
<td>Refuse collection</td>
<td>6,421,907</td>
<td>6,193,436</td>
<td>6,901,317</td>
<td>5,276,804</td>
<td>5,073,688</td>
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<tr>
<td>Community planning</td>
<td>2,545,823</td>
<td>2,483,844</td>
<td>2,428,115</td>
<td>2,256,328</td>
<td>2,081,629</td>
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<tr>
<td>Recreation, parks and cultural</td>
<td>39,820,666</td>
<td>38,635,385</td>
<td>37,692,803</td>
<td>36,856,776</td>
<td>36,468,555</td>
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<tr>
<td>Water utility</td>
<td>16,706,350</td>
<td>15,089,974</td>
<td>15,375,451</td>
<td>14,672,917</td>
<td>14,439,004</td>
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<tr>
<td>Sewer utility</td>
<td>14,174,196</td>
<td>13,931,938</td>
<td>11,937,822</td>
<td>10,451,528</td>
<td>8,754,592</td>
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<tr>
<td>Other fiscal services</td>
<td>67,097</td>
<td>469,571</td>
<td>488,087</td>
<td>477,317</td>
<td>509,275</td>
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<tr>
<td><strong>Total expenses:</strong></td>
<td>174,958,595</td>
<td>167,492,233</td>
<td>164,443,080</td>
<td>151,057,246</td>
<td>146,187,493</td>
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</tbody>
</table>

<table>
<thead>
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</thead>
<tbody>
<tr>
<td><strong>Expenses by object:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries, wages and benefits</td>
<td>99,457,880</td>
<td>95,781,255</td>
<td>92,789,805</td>
<td>87,853,593</td>
<td>84,925,092</td>
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<td>Goods and services</td>
<td>46,516,546</td>
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<td>39,078,889</td>
<td>37,298,432</td>
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<td>Interest and financial charges</td>
<td>1,157,809</td>
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<td>1,297,953</td>
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<td>Other</td>
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<td>Amortization</td>
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<td>16,202,536</td>
<td>16,171,529</td>
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<tr>
<td><strong>Total expenses:</strong></td>
<td>174,958,595</td>
<td>167,492,233</td>
<td>164,443,080</td>
<td>151,057,246</td>
<td>146,187,493</td>
</tr>
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## Taxable assessments for general and regional district - 5 year comparison
(unaudited)

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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
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<td>21,050,842,866</td>
<td>20,742,785,143</td>
<td>21,382,227,492</td>
<td>21,967,042,470</td>
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<td>Utilities</td>
<td>12,176,200</td>
<td>12,005,000</td>
<td>12,591,500</td>
<td>12,529,700</td>
<td>12,504,200</td>
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<td>Light industry</td>
<td>17,409,300</td>
<td>17,445,200</td>
<td>13,083,700</td>
<td>12,489,700</td>
<td>8,843,800</td>
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<td>1,829,143,451</td>
<td>1,838,317,391</td>
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<td>10,800</td>
<td>10,300</td>
<td>11,000</td>
<td>11,500</td>
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<td>14,590,000</td>
<td>14,429,100</td>
<td>14,529,400</td>
<td>15,890,400</td>
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<td>Farm</td>
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<td>3,741,535</td>
<td>3,617,400</td>
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## Property taxes collected - 5 year comparison
(unaudited)

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<tbody>
<tr>
<td>Taxes and charges due</td>
<td>190,703,365</td>
<td>187,094,529</td>
<td>183,190,858</td>
<td>183,568,900</td>
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<td>184,364,099</td>
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<td>180,218,491</td>
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<td>2,730,430</td>
<td>2,776,151</td>
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<td>2,864,509</td>
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<tr>
<td>Percentage of taxes collected</td>
<td>98.80%</td>
<td>98.54%</td>
<td>98.48%</td>
<td>98.17%</td>
<td>98.35%</td>
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</table>

## Taxes levied for other authorities
(unaudited)

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Government – school taxes</td>
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<td>49,257,297</td>
<td>49,787,825</td>
<td>50,267,495</td>
<td>50,072,328</td>
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<tr>
<td>Capital Regional District</td>
<td>8,603,412</td>
<td>8,267,852</td>
<td>7,808,593</td>
<td>7,743,960</td>
<td>7,277,320</td>
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<td>Capital Regional Hospital District</td>
<td>7,870,464</td>
<td>7,752,092</td>
<td>7,915,770</td>
<td>7,790,240</td>
<td>7,632,238</td>
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<td>Municipal Finance Authority</td>
<td>5,423</td>
<td>5,175</td>
<td>5,115</td>
<td>5,203</td>
<td>5,291</td>
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<td>B.C. Assessment Authority</td>
<td>1,536,285</td>
<td>1,596,751</td>
<td>1,641,458</td>
<td>1,658,878</td>
<td>1,633,350</td>
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<td>B.C. Transit Authority</td>
<td>7,893,933</td>
<td>7,862,005</td>
<td>7,878,477</td>
<td>7,470,719</td>
<td>6,658,617</td>
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<td></td>
<td>74,321,567</td>
<td>74,741,172</td>
<td>75,037,238</td>
<td>74,936,495</td>
<td>73,279,144</td>
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### Municipal tax rates
(unaudited)

<table>
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</thead>
<tbody>
<tr>
<td>Residential</td>
<td>3.8568</td>
<td>3.8911</td>
<td>3.7719</td>
<td>3.5429</td>
<td>3.3303</td>
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<tr>
<td>Utilities</td>
<td>31.8954</td>
<td>31.5087</td>
<td>28.3459</td>
<td>27.7146</td>
<td>26.9534</td>
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<tr>
<td>Supportive Housing</td>
<td>3.8568</td>
<td>3.8911</td>
<td>3.7719</td>
<td>3.5429</td>
<td>3.3303</td>
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<tr>
<td>Business/Other</td>
<td>13.3157</td>
<td>13.2118</td>
<td>12.6030</td>
<td>12.3350</td>
<td>11.9608</td>
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<tr>
<td>Managed Forest</td>
<td>22.3876</td>
<td>23.2153</td>
<td>23.3500</td>
<td>21.2587</td>
<td>18.9158</td>
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<tr>
<td>Rec/Non Profit</td>
<td>7.9211</td>
<td>7.7024</td>
<td>7.2379</td>
<td>6.8588</td>
<td>6.2457</td>
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<tr>
<td>Farm</td>
<td>0.5000</td>
<td>0.5000</td>
<td>0.5000</td>
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### Principal taxpayers
(unaudited)

<table>
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<tr>
<th>Registered Owner</th>
<th>Primary Property</th>
<th>2016 Taxes Levied</th>
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<tbody>
<tr>
<td>Ravine Equities (Nominee) Inc.</td>
<td>Uptown Shopping Centre</td>
<td>6,687,739</td>
</tr>
<tr>
<td>Riokim Holdings</td>
<td>Tillicum Centre</td>
<td>2,571,415</td>
</tr>
<tr>
<td>Grosvenor Canada Ltd. &amp; Admns Broadmead Investment Corp.</td>
<td>Broadmead Shopping Centre</td>
<td>1,346,505</td>
</tr>
<tr>
<td>4000 Seymour Place Building Ltd.</td>
<td>BC Systems Building</td>
<td>1,069,902</td>
</tr>
<tr>
<td>Island Home Centre Holdings Ltd.</td>
<td>Island Home Centre</td>
<td>1,040,725</td>
</tr>
<tr>
<td>Individuals</td>
<td>University Heights Shopping Centre</td>
<td>1,076,789</td>
</tr>
<tr>
<td>Foundation For The University of Victoria</td>
<td>Vancouver Island Technology Centre</td>
<td>847,613</td>
</tr>
<tr>
<td>Royal Oak Shopping Centre Ltd.</td>
<td>Royal Oak Shopping Centre</td>
<td>906,533</td>
</tr>
<tr>
<td>High Quadra Holdings Ltd. /Hansbraun Investments Ltd.</td>
<td>Saanich Centre Shopping Centre</td>
<td>705,212</td>
</tr>
<tr>
<td>First Capital (Tuscany Village) Corporation</td>
<td>Tuscany Village Shopping Centre</td>
<td>678,667</td>
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</table>
## Reserve fund balances and surpluses (unaudited)

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Reserve funds balances:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land sales reserve fund</td>
<td>2,358,164</td>
<td>2,974,060</td>
<td>2,896,454</td>
<td>3,275,206</td>
<td>3,052,667</td>
</tr>
<tr>
<td>Public safety and security reserve fund</td>
<td>2,105,389</td>
<td>2,208,776</td>
<td>2,148,854</td>
<td>2,725,343</td>
<td>2,660,723</td>
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<tr>
<td>Carbon neutral reserve fund</td>
<td>721,067</td>
<td>733,503</td>
<td>552,664</td>
<td>530,780</td>
<td>497,444</td>
</tr>
<tr>
<td>Equipment depreciation reserve fund</td>
<td>5,870,002</td>
<td>5,972,046</td>
<td>6,039,461</td>
<td>8,081,516</td>
<td>6,975,420</td>
</tr>
<tr>
<td>Capital works reserve fund</td>
<td>26,573,054</td>
<td>24,086,088</td>
<td>22,450,659</td>
<td>12,374,812</td>
<td>11,163,582</td>
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<tr>
<td>Commonwealth pool operating reserve fund</td>
<td>734,510</td>
<td>973,018</td>
<td>1,207,880</td>
<td>1,428,250</td>
<td>1,446,262</td>
</tr>
<tr>
<td>Commonwealth pool high performance repair and replacement reserve fund</td>
<td>215,467</td>
<td>165,892</td>
<td>167,428</td>
<td>137,390</td>
<td>140,001</td>
</tr>
<tr>
<td>Facility replacement fund</td>
<td>5,709,076</td>
<td>3,377,522</td>
<td>990,864</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Computer hardware and software fund</td>
<td>4,577,235</td>
<td>1,756,544</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sayward gravel pit reserve fund</td>
<td>1,859,307</td>
<td>1,838,259</td>
<td>1,812,581</td>
<td>1,782,804</td>
<td>1,739,218</td>
</tr>
<tr>
<td>Sewer capital fund</td>
<td>963,171</td>
<td>250,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment income reserve</td>
<td>-</td>
<td>-</td>
<td>136,095</td>
<td>295,940</td>
<td>61,263</td>
</tr>
<tr>
<td>Receivable reserve</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>51,686,442</td>
<td>44,335,708</td>
<td>38,402,940</td>
<td>30,632,041</td>
<td>27,736,580</td>
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</table>

<table>
<thead>
<tr>
<th>Reserve surpluses:</th>
<th></th>
<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>Insurance</td>
<td>2,315,300</td>
<td>2,315,300</td>
<td>2,315,300</td>
<td>2,315,300</td>
<td>2,315,300</td>
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<tr>
<td>Future expenses</td>
<td>4,837,883</td>
<td>3,664,758</td>
<td>8,124,689</td>
<td>8,288,841</td>
<td>8,284,258</td>
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<tr>
<td>Working capital</td>
<td>4,450,000</td>
<td>4,450,000</td>
<td>4,450,000</td>
<td>4,450,000</td>
<td>4,450,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>11,603,183</td>
<td>10,430,058</td>
<td>14,889,989</td>
<td>15,054,141</td>
<td>15,049,558</td>
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## Financial position (unaudited)

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Financial assets</td>
<td>182,977,901</td>
<td>164,388,862</td>
<td>163,683,224</td>
<td>165,021,411</td>
<td>152,197,049</td>
</tr>
<tr>
<td>Financial liabilities</td>
<td>96,227,570</td>
<td>84,684,108</td>
<td>89,870,698</td>
<td>92,444,295</td>
<td>86,921,194</td>
</tr>
<tr>
<td><strong>Net financial assets</strong></td>
<td>86,750,331</td>
<td>79,704,754</td>
<td>73,812,526</td>
<td>72,577,116</td>
<td>65,275,855</td>
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</table>

## Accumulated surplus (unaudited)

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Annual surplus</td>
<td>25,331,711</td>
<td>20,581,054</td>
<td>23,095,691</td>
<td>38,022,253</td>
<td>18,553,234</td>
</tr>
<tr>
<td>Accumulated surplus, beginning of year</td>
<td>905,080,373</td>
<td>884,499,319</td>
<td>861,403,628</td>
<td>823,381,375</td>
<td>804,828,141</td>
</tr>
<tr>
<td>Accumulated surplus, end of year</td>
<td>930,412,084</td>
<td>905,080,373</td>
<td>884,499,319</td>
<td>861,403,628</td>
<td>823,381,375</td>
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## Debt
(unaudited)

<table>
<thead>
<tr>
<th></th>
<th>Amount of Issue</th>
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<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td></td>
<td>Authorized</td>
<td>Unissued and Unsold</td>
<td>Outstanding</td>
<td>Outstanding</td>
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<tr>
<td>General Government</td>
<td>850,000</td>
<td>-</td>
<td>850,000</td>
<td>-</td>
</tr>
<tr>
<td>IT Equipment</td>
<td>850,000</td>
<td></td>
<td>850,000</td>
<td>-</td>
</tr>
<tr>
<td>Engineering and Public Works:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roads</td>
<td>3,345,749</td>
<td>-</td>
<td>3,345,749</td>
<td>642,632</td>
</tr>
<tr>
<td>Drains</td>
<td>9,426,514</td>
<td>-</td>
<td>9,426,514</td>
<td>7,874,821</td>
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<tr>
<td>Roads</td>
<td>12,772,263</td>
<td>-</td>
<td>12,772,263</td>
<td>8,517,453</td>
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<tr>
<td>Refuse collection</td>
<td>4,327,320</td>
<td>-</td>
<td>4,327,320</td>
<td>4,670,255</td>
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<tr>
<td>Recreation, Parks and Cultural Services:</td>
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<td></td>
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<tr>
<td>Equipment</td>
<td>70,000</td>
<td>-</td>
<td>70,000</td>
<td>-</td>
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<tr>
<td>Recreation facilities</td>
<td>2,691,096</td>
<td>-</td>
<td>2,691,096</td>
<td>2,227,157</td>
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<tr>
<td>Parks and trails</td>
<td>2,681,076</td>
<td>-</td>
<td>2,681,076</td>
<td>1,035,906</td>
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<tr>
<td>Library</td>
<td>837,842</td>
<td>-</td>
<td>837,842</td>
<td>983,510</td>
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<tr>
<td>Recreation, Parks and Cultural Services:</td>
<td></td>
<td></td>
<td>6,280,014</td>
<td>4,246,573</td>
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<tr>
<td>Protective services</td>
<td>70,070</td>
<td>-</td>
<td>70,070</td>
<td>82,510</td>
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<tr>
<td>Other (energy retrofit/school)</td>
<td>291,922</td>
<td>-</td>
<td>291,922</td>
<td>340,108</td>
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<tr>
<td>Accrued actuarial gain (124,601)</td>
<td>(124,601)</td>
<td>- (124,601)</td>
<td>(108,204)</td>
<td></td>
</tr>
<tr>
<td>General capital fund</td>
<td>24,466,988</td>
<td>-</td>
<td>24,466,988</td>
<td>17,748,695</td>
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<tr>
<td>General operating fund (ROBP)</td>
<td>943,304</td>
<td>-</td>
<td>943,304</td>
<td>999,746</td>
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<tr>
<td>Sewer construction</td>
<td>6,617,639</td>
<td>-</td>
<td>6,617,639</td>
<td>4,340,624</td>
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<tr>
<td>Accrued actuarial gain (23,052)</td>
<td>(23,052)</td>
<td>- (23,052)</td>
<td>(40,526)</td>
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<tr>
<td>Sewer capital fund</td>
<td>6,594,587</td>
<td>-</td>
<td>6,594,587</td>
<td>4,300,098</td>
</tr>
<tr>
<td></td>
<td>32,004,879</td>
<td>-</td>
<td>32,004,879</td>
<td>23,048,539</td>
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### Debt charges
(unaudited)

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<thead>
<tr>
<th></th>
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<th>2015</th>
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<tbody>
<tr>
<td></td>
<td>Interest</td>
<td>Principal Instalments</td>
</tr>
<tr>
<td>General Government</td>
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<tr>
<td>IT Equipment</td>
<td>529</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>529</td>
<td>-</td>
</tr>
<tr>
<td>Engineering and Public Works:</td>
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<td></td>
</tr>
<tr>
<td>Roads</td>
<td>87,241</td>
<td>68,070</td>
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<tr>
<td>Drains</td>
<td>296,333</td>
<td>607,947</td>
</tr>
<tr>
<td>Local improvements</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>383,574</td>
<td>676,017</td>
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<tr>
<td>Refuse collection</td>
<td>150,000</td>
<td>329,745</td>
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<tr>
<td>Recreation, Parks and Cultural Services:</td>
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<td></td>
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<tr>
<td>Equipment</td>
<td>44</td>
<td>-</td>
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<tr>
<td>Recreation facilities</td>
<td>125,410</td>
<td>262,016</td>
</tr>
<tr>
<td>Parks</td>
<td>77,439</td>
<td>125,730</td>
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<tr>
<td>Other</td>
<td>123,263</td>
<td>137,039</td>
</tr>
<tr>
<td></td>
<td>326,156</td>
<td>524,785</td>
</tr>
<tr>
<td>Protective services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Royal Oak Burial Park</td>
<td>31,500</td>
<td>31,429</td>
</tr>
<tr>
<td>Debt charges recovery</td>
<td>(31,500)</td>
<td>(31,429)</td>
</tr>
<tr>
<td></td>
<td>868,012</td>
<td>1,539,287</td>
</tr>
<tr>
<td>Interest allowed on prepaid taxes</td>
<td>14,430</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>21,167</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>903,609</td>
<td>1,539,287</td>
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### Long-term debt
(unaudited)

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>25,410,292</td>
<td>18,748,441</td>
<td>20,629,776</td>
<td>17,798,057</td>
<td>19,535,438</td>
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<tr>
<td>Sewer utility</td>
<td>6,594,587</td>
<td>4,300,098</td>
<td>4,872,734</td>
<td>3,397,857</td>
<td>3,961,052</td>
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<tr>
<td>Total outstanding debt</td>
<td>32,004,879</td>
<td>23,048,539</td>
<td>25,502,510</td>
<td>21,195,914</td>
<td>23,496,490</td>
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<tr>
<td>Estimated debt limit</td>
<td>467,000,000</td>
<td>507,000,000</td>
<td>405,000,000</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Legal debt servicing limit</td>
<td>46,556,781</td>
<td>44,752,096</td>
<td>42,423,706</td>
<td>38,653,473</td>
<td>36,929,671</td>
</tr>
<tr>
<td>Population (BC Stats)</td>
<td>110,889</td>
<td>110,803</td>
<td>110,767</td>
<td>110,879</td>
<td>114,013</td>
</tr>
<tr>
<td>Debt per capita</td>
<td>289</td>
<td>208</td>
<td>230</td>
<td>191</td>
<td>206</td>
</tr>
<tr>
<td>Debt charges as a percentage of expenses</td>
<td>1.7%</td>
<td>1.9%</td>
<td>2.2%</td>
<td>2.1%</td>
<td>2.2%</td>
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</tbody>
</table>
### Miscellaneous information and demographic statistics
(unaudited)

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Area of municipality - land and water</td>
<td>11,178 Hec</td>
<td>11,178 Hec</td>
<td>11,178 Hec</td>
<td>11,178 Hec</td>
<td>11,178 Hec</td>
</tr>
<tr>
<td>Estimated population (BC Stats)</td>
<td>110,889</td>
<td>110,803</td>
<td>110,767</td>
<td>110,879</td>
<td>114,013</td>
</tr>
<tr>
<td>Voter's list electors</td>
<td>82,155</td>
<td>82,155</td>
<td>82,155</td>
<td>84,546</td>
<td>84,546</td>
</tr>
<tr>
<td>Number of properties</td>
<td>40,258</td>
<td>40,076</td>
<td>39,954</td>
<td>39,925</td>
<td>39,711</td>
</tr>
<tr>
<td>Number of public parks</td>
<td>171</td>
<td>170</td>
<td>169</td>
<td>169</td>
<td>169</td>
</tr>
<tr>
<td>Area of public parks and open spaces</td>
<td>1751 Hec</td>
<td>1750 Hec</td>
<td>1,749 Hec</td>
<td>1,749 Hec</td>
<td>1,737 Hec</td>
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<tr>
<td>Trail networks</td>
<td>107.9 km</td>
<td>100.0 km</td>
<td>100.0 km</td>
<td>100.0 km</td>
<td>100.0 km</td>
</tr>
<tr>
<td>Surfed roads</td>
<td>574 km</td>
<td>574 km</td>
<td>574 km</td>
<td>574 km</td>
<td>572 km</td>
</tr>
<tr>
<td>Marked bicycle lanes</td>
<td>167.9 km</td>
<td>164 km</td>
<td>157 km</td>
<td>151 km</td>
<td>147 km</td>
</tr>
<tr>
<td>Storm sewers</td>
<td>571 km</td>
<td>567 km</td>
<td>566 km</td>
<td>564 km</td>
<td>561 km</td>
</tr>
<tr>
<td>Sanitary sewers</td>
<td>568 km</td>
<td>566 km</td>
<td>566 km</td>
<td>566 km</td>
<td>566 km</td>
</tr>
<tr>
<td>Water mains</td>
<td>547 km</td>
<td>551 km</td>
<td>547 km</td>
<td>547 km</td>
<td>547 km</td>
</tr>
<tr>
<td>Water services</td>
<td>30,013</td>
<td>30,235</td>
<td>30,191</td>
<td>30,159</td>
<td>30,124</td>
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<td>Fire hydrants</td>
<td>2,274</td>
<td>2,265</td>
<td>2,257</td>
<td>2,250</td>
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<tr>
<td>Business licences</td>
<td>4,610</td>
<td>4,907</td>
<td>4,676</td>
<td>4,756</td>
<td>4,776</td>
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#### Building Permits issued

<table>
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<tbody>
<tr>
<td>Number of single family and duplex</td>
<td>123</td>
<td>91</td>
<td>53</td>
<td>53</td>
<td>86</td>
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<tr>
<td>Dollar value of single family and duplex</td>
<td>81,137,000</td>
<td>55,417,000</td>
<td>30,614,000</td>
<td>22,353,000</td>
<td>38,416,000</td>
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<tr>
<td>Number of other permits</td>
<td>722</td>
<td>631</td>
<td>648</td>
<td>592</td>
<td>639</td>
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<tr>
<td>Dollar value of other permits</td>
<td>147,615,000</td>
<td>124,012,000</td>
<td>88,933,000</td>
<td>191,623,000</td>
<td>91,972,000</td>
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<tr>
<td>Total permits issued</td>
<td>845</td>
<td>722</td>
<td>701</td>
<td>645</td>
<td>725</td>
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<tr>
<td>Total value of permits issued</td>
<td>228,752,000</td>
<td>179,429,000</td>
<td>119,547,000</td>
<td>213,976,000</td>
<td>130,388,000</td>
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## Capital expenses by source
(unaudited)

<table>
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<tbody>
<tr>
<td><strong>Capital fund:</strong></td>
<td></td>
<td></td>
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<tr>
<td>Operating fund</td>
<td>11,211,000</td>
<td>11,609,540</td>
<td>14,195,956</td>
<td>13,428,722</td>
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<td>Reserves</td>
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<td>11,976,344</td>
<td>7,647,058</td>
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<td>3,385,367</td>
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<tr>
<td>Developer/public</td>
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<td>1,447,887</td>
<td>1,839,588</td>
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<td>Grants &amp; contributions</td>
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<td>-</td>
<td>5,004,823</td>
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<td><strong>Total</strong></td>
<td>33,929,558</td>
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<td>29,460,764</td>
<td>35,827,644</td>
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<tr>
<td>Operating fund</td>
<td>2,399,954</td>
<td>4,291,850</td>
<td>1,913,830</td>
<td>3,760,000</td>
<td>1,784,550</td>
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<td>-</td>
<td>1,264,612</td>
<td>-</td>
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<td>37,000</td>
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<td>Developer/public</td>
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<td>215,675</td>
<td>651,002</td>
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<td>123,150</td>
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<td>Debt</td>
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<td>-</td>
<td>2,125,000</td>
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<tr>
<td><strong>Total</strong></td>
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<td>5,772,137</td>
<td>4,689,832</td>
<td>4,512,444</td>
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<td><strong>Water capital fund:</strong></td>
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<tr>
<td>Operating fund</td>
<td>5,073,638</td>
<td>5,740,436</td>
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<td>Reserves</td>
<td>-</td>
<td>-</td>
<td>4,723,880</td>
<td>494,711</td>
<td>-</td>
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<td>Developer/public</td>
<td>550,179</td>
<td>236,578</td>
<td>381,871</td>
<td>180,093</td>
<td>450,880</td>
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<td><strong>Total</strong></td>
<td>5,623,817</td>
<td>5,977,014</td>
<td>11,847,586</td>
<td>5,013,428</td>
<td>4,767,100</td>
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**Permissive Tax Exemptions granted for 2016**
**Total tax levy for Saanich and other authorities**
(unaudited)

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>Amended 2016 TAXES</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLACES OF PUBLIC WORSHIP</td>
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<tr>
<td>ELK LAKE BAPTIST CHURCH</td>
<td>15,398</td>
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<tr>
<td>CORDOVA BAY UNITED CHURCH</td>
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<td>LION OF JUDAH MINISTRIES</td>
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<td>UNITARIAN CHURCH OF VICTORIA</td>
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<td>ST DAVID BY THE SEA ANGLICAN CHURCH</td>
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<td>VICTORIA FIRST CHURCH OF THE NAZARENE</td>
<td>19,830</td>
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<td>SAANICH COMMUNITY CHURCH MENNONITE BRETHREN</td>
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<tr>
<td>ST MICHAEL'S ANGLICAN CHURCH</td>
<td>12,321</td>
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<tr>
<td>UNITED CHURCH OF CANADA</td>
<td>137</td>
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<tr>
<td>OUR LADY OF FATIMA CATHOLIC CHURCH</td>
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<tr>
<td>VICTORIA AND VANCOUVER ISLAND GREEK COMMUNITY CHURCH</td>
<td>28,790</td>
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<tr>
<td>ST JOSEPH'S CATHOLIC CHURCH</td>
<td>68</td>
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<tr>
<td>IGLESIAS NI CRISTO CHURCH OF CHRIST</td>
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<tr>
<td>CHRIST COMMUNITY CHRISTIAN REFORMED CHURCH</td>
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<tr>
<td>CHRISTIAN LIFE PENTECOSTAL CHURCH</td>
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<tr>
<td>WESTVIEW GOSPEL CHAPEL</td>
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<td>SACRED HEART CATHOLIC CHURCH</td>
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<td>NEW LIFE COMMUNITY FELLOWSHIP</td>
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<td>THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS</td>
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<td>SAANICH BAPTIST CHURCH</td>
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<td>CHRISTADELPHIAN ECCLESIA</td>
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<td>CROATIAN CATHOLIC CHURCH ST LEOPOLD MANDIC</td>
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<td>HOLY CROSS CATHOLIC CHURCH</td>
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<td>GORDON HEAD UNITED CHURCH</td>
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<td>LAMBRICK PARK CHURCH</td>
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<td>ST DUNSTAN'S ANGLICAN CHURCH</td>
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<td>ST AIDAN'S UNITED CHURCH</td>
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<td>ST PETER'S ANGLICAN CHURCH</td>
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<td>ST LUKE'S ANGLICAN CHURCH</td>
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<td>ST JOHN THE EVANGELIST CHURCH</td>
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<tr>
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<td>TRINITY PRESBYTERIAN CHURCH</td>
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<td>VICTORIA FULL GOSPEL FELLOWSHIP</td>
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<td>HOPE LUTHERAN CHURCH</td>
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<tr>
<td>VICTORIA PACIFIC RIM ALLIANCE CHURCH</td>
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<tr>
<td>KNOX PRESBYTERIAN CHURCH</td>
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<td>SHELBOURNE STREET CHURCH OF CHRIST</td>
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<tr>
<td>LUTHERAN CHURCH OF THE CROSS</td>
<td>21,672</td>
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<tr>
<td>ST GEORGE'S ANGLICAN CHURCH</td>
<td>14,578</td>
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<tr>
<td>CADBORO BAY UNITED CHURCH</td>
<td>17,520</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>752,727</strong></td>
</tr>
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</table>
THE CORPORATION OF THE DISTRICT OF SAANICH

Permissive Tax Exemptions granted for 2016 (continued)

Total tax levy for Saanich and other authorities
(unaudited)

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>Amended 2016 TAXES</th>
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<tbody>
<tr>
<td><strong>SCHOOLS</strong></td>
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<tr>
<td>SEVENTH DAY ADVENTIST SCHOOL</td>
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<tr>
<td>ST JOSEPH’S SCHOOL</td>
<td>0</td>
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<tr>
<td>DISCOVERY SCHOOL SOCIETY</td>
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<tr>
<td>ST. ANDREW’S CATHOLIC SCHOOL</td>
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<tr>
<td>VICTORIA CHRISTIAN EDUCATION SOCIETY</td>
<td>0</td>
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<tr>
<td>ST MARGARET’S SCHOOL</td>
<td>0</td>
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<tr>
<td>INT’L ASS’N OF PROG. MONTESSORIANS (day care)</td>
<td>0</td>
</tr>
<tr>
<td>ST PATRICK’S SCHOOL</td>
<td>0</td>
</tr>
<tr>
<td>ST MICHAEL’S UNIVERSITY SCHOOL</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>74,520</strong></td>
</tr>
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| **SPORT**                                         |                    |
| BRAEFOOT COMMUNITY ASSOCIATION                    | 22,774             |
| GORGE SOCCER ASSOCIATION                          | 129,564            |
| SAANICH HEALTH & PHYSICAL ENDEAVORS SOCIETY      | 14,325             |
| SOUTHERN ISLAND SAILING SOCIETY                  | 39,491             |
| VICTORIA ROWING SOCIETY                           | 26,873             |
| VICTORIA CANOE & KAYAK CLUB                       | 5,291              |
| **Total**                                         | **238,318**        |

| **COMMUNITY ACTIVITY CENTRES**                    |                    |
| CORDOVA BAY COMMUNITY CLUB                        | 15,728             |
| ROYAL OAK WOMEN’S INSTITUTE                       | 6,996              |
| GARTH HOMER FOUNDATION                            | 87,911             |
| GREATER VICTORIA PUBLIC LIBRARY BOARD             | 44,032             |
| SHEKINAH HOMES SOCIETY                            | 8,918              |
| GOWARD HOUSE SOCIETY                              | 45,495             |
| **Total**                                         | **209,080**        |

| **CULTURAL ORGANIZATIONS**                        |                    |
| SAANICH HERITAGE FOUNDATION                       | 23,708             |
| VANCOUVER ISLAND NETHERLANDS ASSN                 | 12,318             |
| UKRAINIAN CANADIAN CULTURAL SOCIETY              | 13,025             |
| JEWISH COMMUNITY CENTRE OF VICTORIA              | 10,983             |
| **Total**                                         | **60,034**         |

| **AGRICULTURAL ORGANIZATIONS**                    |                    |
| HALIBURTON COMMUNITY ORGANIC FARM SOCIETY        | 7,330              |
| HORTICULTURE CENTRE OF THE PACIFIC               | 121,012            |
| CAPITAL CITY ALLOTMENT ASSOCIATION               | 24,885             |
| **Total**                                         | **153,227**        |
Permissive Tax Exemptions granted for 2016 (continued)
Total tax levy for Saanich and other authorities
(unaudited)

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>Amended 2016 TAXES</th>
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<tr>
<td><strong>COMMUNITY SERVICE ORGANIZATIONS</strong></td>
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<tr>
<td>CANADIAN CENTRE OF LEARNING FOR MAITREYA MISSIONARY</td>
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<td>ISLAND COMMUNITY MENTAL HEALTH ASSOCIATION</td>
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<td>GIRL GUIDES OF CANADA</td>
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<td>PROSPECT LAKE DISTRICT COMMUNITY ASSOCIATION</td>
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<td>CRIDGE CENTRE</td>
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<td>CHILDREN’S HEALTH FOUNDATION OF VANCOUVER ISLAND</td>
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<td><strong>COMMUNITY HOUSING ORGANIZATIONS</strong></td>
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<td>BAPTIST HOUSING MOUNT VIEW HEIGHTS CARE SOCIETY</td>
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<td><strong>403,447</strong></td>
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<td><strong>NATURAL AREA PRESERVATION</strong></td>
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<td>HUNTER, FRANCES</td>
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<td><strong>136</strong></td>
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<td><strong>TOTAL PERMISSIVE TAX EXEMPTIONS FOR 2016</strong></td>
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