

District of North Saanich,
British Columbia, Canada

2024 Annual Report

For The Year Ended December 31, 2024



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The Annual Report is produced by the Corporate Services and Financial Services departments of the District of North Saanich in cooperation with other municipal departments and agencies.

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District Vision



Vision

Our vision statement is future oriented and long term. It describes Council's overarching aspirations for the District of North Saanich. A healthy, sustainable, and resilient community enjoying an extraordinary quality of life.

Mission

Our mission statement describes our purpose—what we do, how we do it, and why we do it.

Our mission is: To deliver effective and efficient services to our residents, businesses, and visitors in ways that demonstrate good governance, strong partnerships, and healthy communities.

Values

Values are the guiding principles and beliefs in which we operate. They support our vision and shape our culture. Our values govern how we make decisions. Living our values is a joint commitment by Council and by all employees. Our values are:

People: To create a desirable, inclusive, and equitable work environment that will attract, engage, and retain one of our most important assets—our employees.

Service: To focus on excellent service to our community delivered by professional, responsive, and accountable employees.

Integrity: To conduct ourselves in an honest, respectful, ethical, and responsible manner.

Stewardship: To serve as a trusted steward of the public's financial, environmental, social, and physical resources.

Innovation: To welcome new ideas, collaboration, best practices, and continuous improvement.

Acknowledgements

The District of North Saanich is located within the traditional territory of the W̱SÁNEĆ people, represented today by W̱JOḺEḺP (Tsartlip), SṮÁUTW̱ (Tsawout), W̱SÍ,KEM (Tseycum), BOKEĆEN (Pauquachin), and MÁLEXEL (Malahat) First Nations. The W̱SÁNEĆ people have been here since time immemorial and this is their home.

The District is committed to strengthening the collaborative relationship with Indigenous peoples on the Saanich Peninsula, and working together toward a common vision, and in support of reconciliation and decolonization, as the District makes decisions regarding the land base. In addition, the District is committed to working to support Indigenous stewardship in line with United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Declaration of the Rights of Indigenous Peoples Act (DRIPA) including management and restoration efforts on all lands.

Message From The Mayor



As we reflect on the accomplishments of 2024, I am filled with pride and gratitude for the many ways our community, staff and members of Council have come together to shape the future of North Saanich. This year has been one of progress, participation, and thoughtful planning — all guided by a shared vision of preserving what makes our District unique while preparing for what lies ahead.

A major milestone this year was the successful re-launch of our Official Community Plan (OCP) engagement process. From April through August, the District hosted a series of public events, pop-up activities, and online surveys to hear directly from residents about their aspirations and concerns. Your insights are shaping a renewed OCP that reflects the values and priorities of North Saanich today and for generations to come.

Public engagement was at the heart of many other initiatives as well. We continued development of the Parks Master Plan and advanced key projects like the Citizen Engagement Strategy, Deep Cove Traffic Calming measures, and the Loneliness and Isolation Survey — all rooted in community connection and long-term wellbeing.

Infrastructure improvements also moved forward this year. In partnership with the Town of Sidney and the Victoria Airport Authority, we completed construction of the Beacon Avenue West roundabout. We also celebrated the completion of the pedestrian bridge at Reay Creek, a project that enhances safety and walkability in our community.

Council approved three new positions in our Fire Department — two firefighters and a FireSmart coordinator/firefighter — helping support a team that responded to more than 1,000 calls in 2024. Internally, we strengthened our leadership capacity as our Director of Infrastructure took on the additional role of First Nations Relations, deepening our commitment to reconciliation and collaboration.

The District also formed three new advisory bodies and conducted accessibility audits on our websites to ensure services are inclusive and responsive.

One memorable moment was the final flight of the Martin Mars water bomber over Patricia Bay on August 11 — a powerful tribute to a legendary aircraft and the people it served. We are proud that this historic plane is now on display at the BC Aviation Museum, where it will continue to inspire future generations. We encourage all residents to visit the Martin Mars in its final resting place.

Agriculture remains a vital part of North Saanich's identity, and we remain steadfast in our efforts to protect farmland, support local producers, and promote a thriving, sustainable food system.

Council and staff are engaging with local farmers to ensure the voices of those who work our agricultural lands are heard.

On behalf of Council, thank you for your continued involvement, care, and dedication to our community. Together, we are building a strong and vibrant future for North Saanich.

Sincerely,



Mayor Peter Jones



North Saanich Council

Mayor & Council - 2022-2026

Elected by the citizens of North Saanich, Council is a legislative body that provides leadership to the District's government. Council is made up of the Mayor and six Councillors. The four year term is from November 2022 to October 2026.

North Saanich Council is committed to ensuring that the priorities of local citizens guide the policies it establishes and the decisions it makes on civic matters such as land use and budget levels for operations and capital expenditures.

Back row: Councillors Jack McClintock, Celia Stock,
Kristine Marshall, Phil DiBattista

Front row: Councillor Sanjiv Shrivastava, Mayor Peter Jones,
Councillor Irene McConkey



Mayor: Peter Jones

- South Island Reconciliation Advisory Committee
- Capital Regional District Board
- Climate Action Inter-Municipal Task Force
- Peninsula Recreation Commission
- Saanich Peninsula Wastewater Commission
- Saanich Peninsula Water Commission
- Peninsula Emergency Measures Executive Committee

Councillor: Phil DiBattista

- Saanich Peninsula Accessibility Advisory Committee
- Rotary Park Joint Liaison Committee
- Saanich Peninsula Chamber of Commerce
- Saanich Peninsula Literacy Task Group
- School District No. 63 North Saanich Liaison Committee
- Vancouver Island Regional Library Board/Library Steering Committee
- Peninsula Recreation Commission

Councillor: Kristine Marshall

- North Saanich Free Ride Park Committee
- Indigenous Consultation Working Group
- ArtSea Community Arts
- Memorial Park Society
- Peninsula and Area Agricultural Commission
- Saanich Peninsula Restorative Justice
- Healthy Community Living Advisory Committee

Councillor: Jack McClintock

- Victoria Airport Environmental Management Committee
- Victoria Airport Noise Management Committee
- Victoria Family Court Youth Justice Committee

Councillor: Irene McConkey

- CREST (Capital Region Emergency Services Telecommunications)
- Greater Victoria Labour Relations Association
- Victoria Urban Reconciliation Dialogue Steering Committee
- Community Planning Advisory Committee

Councillor: Sanjiv Shrivastava

- Indigenous Consultation Working Group
- Peninsula Streams Society
- Sandown Centre for Regenerative Agriculture
- Saanich Peninsula Wastewater Commission
- Saanich Peninsula Water Commission
- South Island Prosperity Project
- Agriculture and Food Security Advisory Committee

Councillor: Celia Stock

- Indigenous Consultation Working Group
- Municipal Insurance Association of BC
- Regional Housing Trust Fund Commission
- Regional Water Supply Commission

Council appointments listed are based on the following roles, as of December 31, 2024: Member, Director, Representative, Liaison, and Delegate.

Community Profile

The District of North Saanich is located at the north end of the Saanich Peninsula approximately 25 kilometres north of Victoria, British Columbia on southern Vancouver Island.

North Saanich exists within the Traditional Territories of Coast Salish peoples. Specifically, the Pauquachin First Nation and Tseycum First Nation are an active and vital part of our community, and the District is committed to respectfully and appropriately engaging these nations in matters of common interest.

The District is surrounded on three sides by 40 kilometres of ocean shoreline, is home to the Victoria International Airport, and the Swartz Bay Ferry Terminal.

This area historically emerged from several coastal focal points inward to the interior of the Peninsula. Today, the community-like neighbourhoods which include Ardmere, Deep Cove, Curteis Point, Cloake Hill/Green Park, Dean Park and the South East Quadrant are on the periphery of a rich agricultural interior which is protected by the Provincial Agricultural Land Reserve. Agriculture is very important to the municipality, as evidenced in the number of farms, and road side produce and flower stands.

Please visit us in person, or online at northsaanich.ca.



Canadian Award For Financial Reporting

Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the District of North Saanich for its annual financial report for the fiscal year ended December 31, 2023. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we will be submitting it to GFOA to determine its eligibility for another award.



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

**District of North Saanich
British Columbia**

For its Annual
Financial Report
for the Year Ended

December 31, 2023



Executive Director/CEO

Message From The Chief Administrative Officer



As the Chief Administrative Officer of the District of North Saanich, I am pleased to present our 2024 Annual Report. This past year has been one of progress, collaboration, and commitment to building a more resilient, inclusive, and engaged community.

Throughout 2024, we made substantial advancements across a range of priorities that reflect the values and aspirations of our residents. We focused on enhancing public engagement, investing in our people, strengthening emergency services, and delivering meaningful infrastructure projects.

A major highlight was the development of our Citizen Engagement Strategy, which strengthens how we connect with and involve our residents in decision-making. We also completed a review of District Committees and Commissions, ensuring our governance structure continues to reflect the community's needs and expectations.

We deepened our commitment to internal culture and employee wellness by launching our first Long-Term Service & Employee Appreciation event and a summer wellness series. These initiatives celebrate our dedicated staff and support a positive and healthy workplace. In the spirit of continuous learning and reconciliation, we also undertook Indigenous awareness training across the organization.

Public participation remained a cornerstone of our work. We engaged the community on the 2024 budget development and allocation of the Growing Communities Fund, ensuring transparent and inclusive financial planning. We also facilitated broad engagement on the Official Community Plan (OCP) Review during the summer, with valuable input from our advisory committees helping shape the draft OCP, to be delivered in early 2025.

Our fire services saw meaningful investment and growth. We hired two new full-time firefighters and a full-time FireSmart Coordinator/Firefighter and proudly welcomed IAFF Local 5509 to the North Saanich Fire Department. These steps reflect our ongoing commitment to public safety and emergency preparedness.

Infrastructure improvements were also a priority. We completed the Reay Creek Pedestrian Bridge, finalized the Glynwood Park Road upgrade design, and completed the Traffic Calming Study on Tatlow Road, Birch Road, and Downey Road. These projects contribute to a safer and more connected community. Additionally, we continued progress on the Parks Master Plan, which will guide the future development and preservation of our natural spaces.

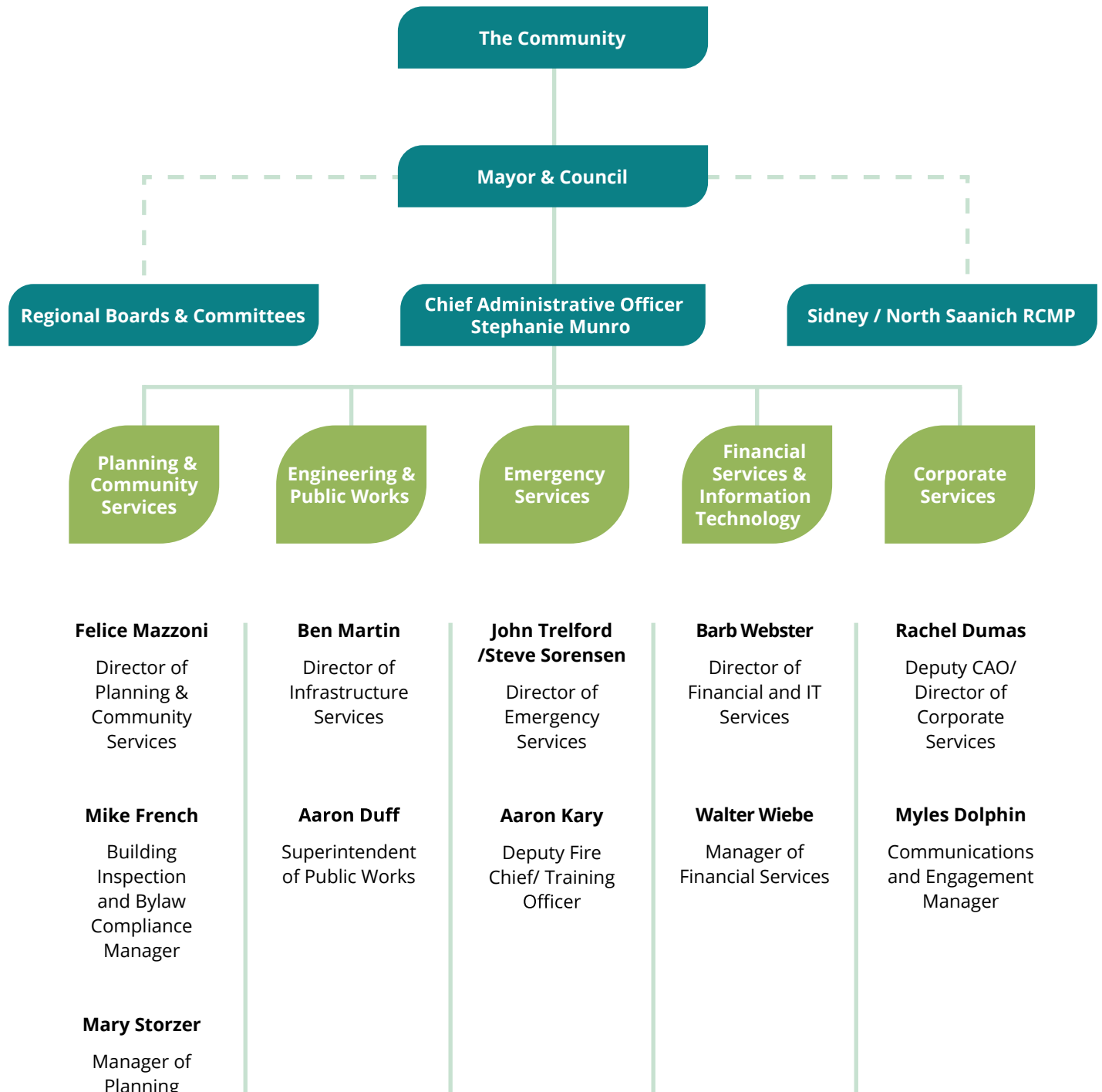
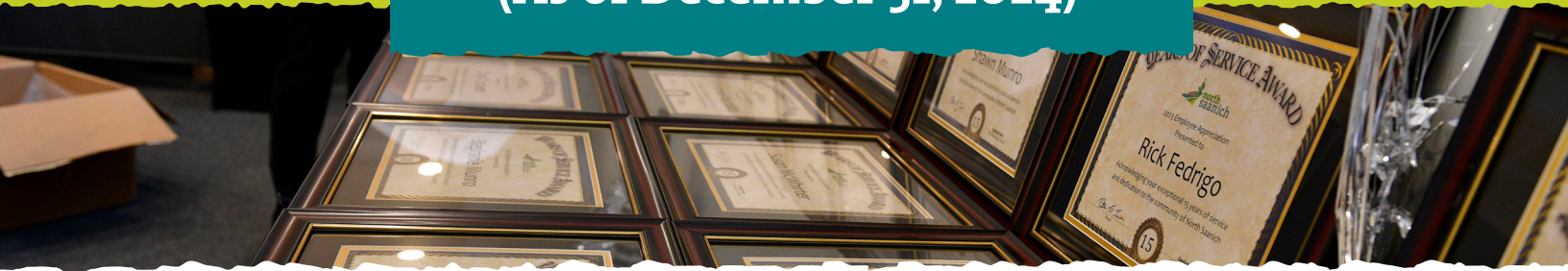
None of these achievements would have been possible without the dedication, professionalism, and passion of our staff, Council, and community partners. Their contributions continue to drive the success of our municipality.

As we look ahead, we remain committed to fostering a responsive, transparent, and forward-thinking local government. With your continued engagement and support, we will build on this year's momentum to create an even stronger future for the District of North Saanich.

Sincerely,



Stephanie Munro
Chief Administrative Officer
May 27, 2025



The Strategic Plan sets out Council's focus and strategic priorities for at least three years and beyond. The Strategic Plan sets the context for all the District does and is the basis for Departments' business plans and annual budget submissions. Council is reviewing and updating the plan in 2025 with new strategies to achieve long-term goals. The complete Strategic Plan can be found at northsaanich.ca/local-government/corporate-annual-reports/

Protect the Natural Environment

- Preserve and protect sensitive environmental areas and ecosystems
- Implement appropriate climate change mitigation, adaptation actions, and monitoring
- Enhance parks, trails, greenspace, marine access, and biodiversity

Focus on Local Agriculture & Support Food Production & Systems

- Expand food production on ALR lands
- Explore food distribution opportunities
- Support agricultural initiatives

Maintain a Safe, Inclusive, Healthy, & Vibrant Community

- Ensure community safety and emergency preparedness
- Encourage and support active lifestyles
- Build upon community assets to support social connections for seniors, youth, and families

Support Growth That is Environmentally, Socially, & Economically Sustainable

- Provide an efficient and effective operating environment for local business
- Facilitate commercial development in OCP designated areas

Embody Good Governance Principles of Community Engagement, Accountability, Leadership, Impartiality, & Transparency

- Pursue community engagement opportunities to inform decision making
- Forge trusted relationships with the WSÁNEĆ people and other Indigenous communities
- Foster trust and confidence in local government through open and transparent communication
- Promote a positive and high performance workforce culture

Department Overview: Corporate Services



The Corporate Services Department supports effective governance and administration for the District. It manages all business related to Council and committees, ensuring compliance with the Local Government Act and Community Charter. This includes preparing agendas and minutes, maintaining official records, and supporting legislative processes. The department oversees human resources, communications and engagement, and manages Freedom of Information (FOI) requests and records management. It also provides a range of support services to other departments, helping ensure transparency, coordination, and compliance across the organization.

The Department is responsible for:

- Providing advice with respect to Council procedures, policies, and functions
- Coordinating all local government elections and other voting opportunities
- Administering requests for access to information through the Freedom of Information and Protection of Privacy Act
- Coordinating the management and maintenance of all vital records of the municipality
- Executing legal documents on behalf of the District
- Providing administrative support to Council, Committee of the Whole, the Chief Administrative Officer, and various advisory bodies
- Managing the District's human resource function
- Administering internal and external corporate communications
- Planning and executing public engagement
- Communicating news about District initiatives through media relations, social media platforms, and other communications channels

Activity Level Performance Measures & Key Statistics

Performance Metrics - How Many?	2023	2024
Public Notices Posted on northsaanich.ca/notices	70	63
Projects Engaged on with Community	7	17
Freedom of Information Requests	40	29
Requests Completed	35	25
Extensions Submitted	0	0

Department Overview: Corporate Services



2024 Accomplishments:

- Completed implementation of Human Resources software – HR Downloads
- Completed Citizen Engagement Strategy
- Completed Municipal Policy review process
- Commenced Bylaw review process
- Completed review of District Commissions/Committee and Boards
- Held first Long-Term Service & Employee Appreciation event
- Continued with Building Permits scanning project – summer student
- Website accessibility audit completed
- Introduced staff summer health and wellness events
- Completed File Room Improvements Project
- Finalized scanning of all employee files to new software
- Completed staff Respectful Workplace Training
- Completed committee review – established three new committees and facilitated orientation
- Completed in-person Indigenous Relations Awareness training – Part 1
- Completed in-person Indigenous Relations for Local Governments – Part 2
- Completed staff First-Aid Training – Level 1 (currently 18 qualified staff)
- Completed staff Intermediate First-Aid Training – Level 2 (currently 9 qualified staff)

Plans for 2025:

- Commence iCompass software implementation for electronic staff report process
- Facilitate CRD Septic Bylaw engagement / open house
- Review Council Procedures Bylaw
- Review Council Renumeration Bylaw
- Host municipality for the Saanich Peninsula Accessibility Advisory Committee
- Host municipality for the Peninsula Agricultural & Area Commission
- Finalize Bylaw review process
- Facilitate staff Respectful Workplace training
- Facilitate staff Diversity, Equity, and Inclusion training
- Commence Council meeting live streaming software review
- Commence website review
- Annual Report 2025 (for the year 2024)
- Facilitate BC Heritage Week event (February)
- Introduce Occupational Health and Safety Program
- 2025 Quality of Life Survey
- Engagement for a variety of projects including the Official Community Plan, Wolf Orchard Park, Lands End Multi-Use Path, and others
- Continued with Building Permits scanning project – auxiliary staff

Looking Ahead to 2026:

- General Local Election - 2026



The Financial and Information Technology Services Department's primary role is to manage the District's finances and computer network systems.

The Department is responsible for:

- Budgeting, accounting, financial planning and reporting
- Collection services including property taxes, and utility billing
- Cash and debt management
- Payroll and benefits administration
- Accounts payable
- Risk management
- Overseeing the RCMP and janitorial contracts
- Management and support of the District's computer network
- Management and support of the District's telephone and cellular communication

Activity Level Performance Measures & Key Statistics:

Performance Metrics	2023 Actual	2024 Actual
\$ Property tax collection	\$31,169,000	\$33,714,000
# Property tax folios	5,288	5,705
Utility bills mailed	10,614	10,462
Utility bills E-billed	2,899	3,082
Interest earnings	\$2,120,000	\$2,530,000
Weighted Average Yield on Investments	4.9%	4.93%
Canadian Award for Financial Reporting	Yes	TBD

2024 Results:

- Delivered a budget engagement survey and engagement results summary for 2024
- Updated Investment Policy to include Council's Socially Responsible Investment Strategy
- Developed an approach to allocating the Growing Communities Fund, which included an engagement strategy for 2024
- Continued the asset management project (multi-year project) in order to work towards improving data quality and consolidating departmental information (condition reports, asset details, GIS locations, Asset Retirement Obligations (ARO) applicability)
- Internal review of HRISMyWay to update payroll information security to best practices and stream line approval processes and develop plan to rollout to departments in 2025
- Reviewed and reported on the performance of the Long-Term Operator of the Sandown Agricultural Lands
- Prepared and delivered Reserve Workshop for Senior Staff and Council
- Continued the upgrade of the security system at the municipal hall and both fire halls
- Continued audio visual improvements in the Council Chambers
- Continued organizational-wide cyber security awareness training
- Completed Server Replacement project

2025 Goals and Major Projects:

- Develop funding agreements for grants provided outside of the Grant in Aid program
- Review the District's Purchasing Policy
- Develop workflow processes and support materials for procurement processes
- Rollout HRISMyWay to the departments and implement any new approval processes and security best practices
- Review finance processes and implement efficiencies where appropriate
- Provide support to climate action related initiatives planned by the Planning and Community Services Department
- Apply for the GFOA Award for Excellence in Financial Reporting for 2024
- Continue the asset management project (multi-year project)
- Replacement of computer workstations



The Infrastructure Services Department includes public works and is responsible for services to the community with regards to the planning, construction, maintenance, and operation of the District's infrastructure. The Department is responsible for parks, roadways, facilities, sewer, water, and storm drainage systems and also manages and issues permits for all works on District roadways and property. This department reviews designs for new subdivisions and developments, provides municipal service information, addressing, soil permits, public tree management, and external utility permits. The Department manages the planning, design and construction of all new infrastructure capital projects supporting a sustainable asset management methodology. The Department also provides GIS services to the organization and public. Following the Council motion of October 7, 2024 the Department is now also responsible for Asset Management and First Nations Relations.

Infrastructure Services is led by the Director of Infrastructure Services and the Public Works Superintendent who are supported by an engineering and public works staff of 31 employees. The Public Works group maintains the District's parks, trails, roadways, facilities, water services, sewer services and fleet. The Public Works and Engineering group manages all public requests for municipal service related to parks, roadways, facilities, sewer, water, and storm drainage systems.

The Department also provides support to many external organizations that have relationships with the District including the Friends of Dominion Brook Park, Friends of the Bike Jump Park, Friends of North Saanich Parks, Greater Victoria Green Team, Peninsula Baseball, Peninsula Soccer, Victoria Airport Authority, CRD, RCMP, MoTI and BC Transit.

Activity Level Performance Measures & Key Statistics

Activity	2023	2024
Permits – Soil & Blasting	9	9
Permits – Building & Development	150	145
Permits - Trees	304	301
Permits - Park Use	39	19
Subdivisions Approved	3	5
Permit & Construction Security Deposits Processed	34	120
Engineering & Public Works Service Requests	1,116	1,064
Traffic Counts & Analysis	10	6
Roadways Resurfaced - Chip Seal	4.36 km	7,294 m ²
Roadways Resurfaced - Asphalt Repairs	-	1,361 m ²
Roadways Resurfaced - Crack Seal	-	14 km
Ditching Maintenance	22.3 km	
Ditching Maintenance - Machine Ditching	-	700 m
Ditching Maintenance - Hand Ditching	-	17 km
Water Main Breaks	6	2
Sanitary Sewer Main Breaks	1	0
Green Waste Facility Customers	4,922	6,033
Special Events	24	16
Film Permits	4	6



2024 Results:

- Reay Creek Pedestrian Bridge complete
- Parks Master Plan draft complete
- Glynwood Park Road upgrade design complete
- Traffic Calming Study on Tatlow Road, Birch Road, and Downey Road complete
- Active transportation options on Lands End Road complete
- Septic Maintenance Bylaw
- Water Master Plan Implementation – East Saanich Road watermain upgrade design complete
- Pavement management condition assessment complete
- Municipal Hall Re-configuration design complete
- Park Plan for Wolf Orchard Park complete
- Water Master Plan Update RFP complete
- Sewer Master Plan Update RFP complete

Plans for 2025:

- Parks Master Plan Council adoption
- Glynwood Park Road upgrade – Public Information and Construction
- Traffic calming recommendations on Tatlow, Birch, Wain and Downey – Construction
- Active transportation on Lands End Road – Public Engagement
- Septic Maintenance Bylaw – Public Engagement & Adoption
- Water Master Plan Implementation: East Saanich Road watermain - Construction
- Pavement management condition assessment – Integration into Asset Management Plan
- Roadway pavement renewal: West Saanich at Willingdon Ave - Construction
- Municipal Hall Re-configuration: New meeting room and offices - Construction

- Park Plan for Wolf Orchard Park – Public Engagement and Construction
- Water Master Plan Update
- Sewer Master Plan Update
- Municipal Site Master Plan – Request for Proposal (RFP) & Award
- Park Plan for Wain Road & Noble Garden
- First Nations Relationship Strategy
- Asset Management Strategy
- Nymph Point Park Environmental Partnership Project
- Natural Asset Inventory RFP & Basic Inventory
- Cost/benefits of the Green Waste Facility
- Drainage Master Plan Initiation – RFP for capital improvement in Tseycum Creek Watershed
- Drainage Partnership Improvement Tseycum First Nation – Construction
- Emergency Drainage System Assessment: Chalet Creek at West Saanich
- Emergency Drainage System Repair: Cromar Beach Access
- Drainage Improvement: Meldram Drive Storm System Review
- Archaeological Protection Policy
- Private Property Damage from Public Infrastructure Policy
- Management of Trees on District Lands Policy
- Soil Removal and Deposit Bylaw update
- Traffic Safety Improvements on Lochside Drive – (x2) Pedestrian Crosswalks, one at Cy Hampson and an accessible one at Bakerview Road
- Traffic Safety Improvements on Haro Park Terrace: Speed Hump and Sidewalk Extension – Community Engagement
- Blaauw Pier Condition Assessment



Planning and Community Services provides advice and essential services related to the regulation and administration of land development and community growth. This includes creating and implementing planning policy, reviewing development applications, issuing building and tree cutting permits as well as bylaw enforcement.

The Department is also responsible for the provision of services to other departments, including:

- Facilitating inter-departmental meetings regarding development applications which may impact the operations of other departments
- Budget preparation and review in cooperation with the Financial Services Department
- Providing updates on projects and initiatives for District websites

2024 Activity Level Performance Measures & Key Statistics:

Activity	2023 Actual	2024 Actual
Building Permit applications processed	116	131
Tree applications processed	304	301
Building inspections performed	1213	978
Bylaw infraction complaints responded to	114	145
Bylaw infraction tickets issued	13	61
Business license applications processed (new)	67	67

2024 Results:

- Official Community Plan public engagement concluded with a “What We Heard” report and an OCP outline, vision, goals and objectives endorsed by Council
- Report to Council highlighting changes to provincial requirements associated with the new Provincial Housing and regulations
- Progress on several major Bylaw Compliance files
- Initiated work on a Climate Action Strategy
- Upon the retirement of our full-time Bylaw Officer, a Senior Bylaw Officer was appointed and will continue to work with the other Bylaw Enforcement Officer
- A new Manager of Planning was hired

2025 Goals and Major Projects:

- Complete the Official Community Plan including community consultation, drafting and legal review, and adoption by Council
- Complete the Zoning Bylaw update to reflect new policy in the OCP
- Complete a climate change mitigation and adaptation plan
- Update the Building and Plumbing Bylaw 1150 to incorporate further Energy Step Code levels and introduce a new Net Zero Carbon Step Code Level in support of the District's Strategic Plan Goals and GHG and Energy Reduction in Buildings
- Provide amendments to the District's Animal Control Bylaw 751
- Continue to achieve compliance on Bylaw files
- Policy regarding existing non-conforming buildings
- Review and create a new internal municipal process for subdivisions and development applications
- Prepare a new North Saanich Building and Plumbing Bylaw



Department Overview: Fire & Emergency Services



The North Saanich Fire Department is a composite department that consists of both salaried and volunteer staff. The Department is headed by a Fire Chief and is assisted by a Deputy Fire Chief, four full-time Fire Fighters, a full-time Fire Prevention Officer, a full-time FireSmart Coordinator, an Administrative Assistant, 25 paid-on-call firefighters, eight recruits in training and four Auxiliary firefighters operating out of two fire halls. The department's main priority is to protect lives and property of North Saanich residents and visitors.

The fire department is responsible for providing fire suppression, medical first responder services, auto extrication, rescue, commercial building and oil burning appliance inspections, and fire cause investigations within the District. Other actions include: hazardous materials response, disaster planning, fire prevention, and public education. The North Saanich Fire Department jointly operates Saanich Peninsula Alert and the Peninsula Emergency Measures Organization with the Town of Sidney and the District of Central Saanich.

2024 Activity Level Performance Measures & Key Statistics:

Performance Metrics	2023 Actual	2024 Actual
Responses (duty, fire, medical)	957	1029
Response hours (duty, fire, medical)	5190	4820
Solid fuel and oil application inspections	16	22
Burning permits issued	701	651
Commercial inspections	296	265

2024 Results:

- Recruit volunteer firefighter class in December 2024
- Hired two new full-time firefighters and a full-time FireSmart Coordinator/Firefighter
- Welcomed the IAFF local 5509 to North Saanich Fire Department
- Welcomed a new, Interim Fire Chief
- Continued provision of fire prevention education
- Continued implementing recommendations from the CWPP
- Continue Emergency Management training and exercises for staff
- Overnight Staffing Pilot adopted by Council as permanent program in April 2024:
 - o Staffed 365 days
 - o 597 Firefighter shifts (Includes duty crew shifts and live fire education)
 - o 485 Officer Shifts (includes duty officer shifts)
- Updated Ammonia Response Plans

Department Overview: Fire & Emergency Services

2025 Goals and Major Projects:

- Initiative a Fire Department Strategic Plan
- Fire hydrant upgrade
- Update service agreements:
 - o Airport
 - o Institute of Ocean Sciences
 - o BC Ferries
 - o First Nations
- Vehicle Replacements:
 - o Support 1 Replacement
 - o Chief 3 Replacement
 - o Tender 2 Replacement
- Explore secondary water supply at McTavish Hall
- Update Fireworks Bylaw
- Update Fire Department Standard Operating Procedures
- EOC Training for Municipal Staff
- Continue implementing recommendations from the CWPP
- Update Fire Department Operating Bylaw
- Complete IAFF Collective Agreement
- Update DNS Business Continuity Plan
- Update DNS Evacuation Plan
- Upgrade North Saanich EOC with Emergency Power Supply





Sidney/North Saanich RCMP-GRC

Policing Services in 2024

Sidney North Saanich Detachment saw a seven percent decrease in total calls for service in 2024 with 1,935 calls and investigations responded to within the Town of Sidney. Over the past year crimes involving violence decreased two percent while property crimes increased five percent over the past year. A six percent increase in fraud scams involving a financial loss continues to reflect a growing trend in this type of crime with impacts on community seniors.

Policing services to the community include the response to emergency and non-emergency calls and the investigations of criminal, provincial statute and by-law offences. Traffic services include the investigation of traffic accidents and conducting impaired driving, and motor vehicle act enforcement. The detachment Community Policing services place emphasis on crime reduction and prevention programs which support awareness and prevention of property crime. A major crime unit supports the investigation of the most serious crime investigations inclusive of missing persons, child exploitation, sexual assault and intimate partner violence investigations.

2024 Policing Priority Review

The detachment established annual policing priorities to include traffic safety, community engagement, property crime reduction and fraud scam awareness initiatives in 2024. Throughout the year efforts are undertaken to devote prevention and enforcement activities towards these policing priority objectives. In 2024 RCMP responded to 109 traffic accidents, a total of 85 impaired driving investigations were conducted, 1,158 traffic violation contacts were issued and over 120 community outreach initiatives were undertaken. Participation in the summer street market supported community connections providing block watch, fraud scam, traffic safety and bike registration program information. The results of these initiatives contributes to improved awareness of traffic safety and self protection from fraud scams and property crimes.

Community Policing Volunteer Programs

The Community Policing unit continue the expansion of crime prevention programs to the community. An active Block Watch program is expanding in Sidney neighbourhoods and keeps participants informed on current crime trends. The Speed Watch program supports speed awareness and traffic calming measures. Victims of crime are assisted through referrals to the Greater Victoria Victims Services program and the local Restorative Justice program provides alternative resolutions to police responded incidents through a referral process.

The Community Policing unit provides engagement with the community through school liaison, community outreach and business watch programs.



Policing Priorities for 2025

Initiatives in 2025 will include a continuation of successful programs from the previous year with the introduction of new priorities. Participation in the Beacon Avenue street market will continue as an opportunity to reach more of the community with prevention information. Property crime reduction remains at the forefront with emphasis to be placed on Project 529 bike and e-bike registration, fraud awareness, removal of valuables from vehicles and shoplifting prevention enhancements. A dedicated traffic officer will focus enforcement on pedestrian safety, aggressive driving and traffic accident reduction. The installation of residential and business video systems has proven to provide high value measures that are both preventative and support investigation directed towards crime reduction.

Detachment Commander Comments

The support of the community adopting crime prevention practices and quickly reporting crime activity has been instrumental in swift police interventions and responses. Community assistance has been tremendous in helping the police investigate criminal activity and in some areas we are seeing a decrease in crime levels. Community members are encouraged in taking measures to protect themselves and their property, being informed about fraud scams, securing homes and vehicles, observing safe driving, cycling and pedestrian practices and immediately reporting crime or suspicious activity to police.

Thank you for supporting your local police.

Staff Sergeant Wayne Conley

Sidney/North Saanich RCMP

2024 Activity Level Performance Measures & Key Statistics

Performance Metrics - How Many?	2023	2024
Total Persons Crimes	78	85
Total Property Crimes	204	215
Total Other Criminal Codes	92	75
Total Number of Vehicle Collisions	93	109
Total Calls for Service	2083	1935
Total Traffic Charges/Tickets/Notice Orders Issued for Sidney/North Saanich	1709	1158
Total Prisoner Counts	201	202

May 14, 2025



As Chief Financial Officer for the District, I am pleased to present the District of North Saanich's annual financial report for the year ending December 31, 2024. The purpose of the report is to publish the District of North Saanich's financial statements, Auditor's Report and to provide an update on the District.

The financial statements are the responsibility of the District's management. The statements have been prepared in compliance with Section 167 of the Community Charter, and in accordance with generally accepted accounting principles approved by the Public Sector Accounting Board (PSAB). The financial statements have been audited by KPMG Canada LLP, who have expressed their opinion that the statements present fairly, in all material aspects, the financial position of the District as at December 31, 2024. The District maintains a system of internal accounting controls designed to safeguard the assets of the District and provide reliable financial information.

The District relies heavily on property taxes, water and sewer charges to fund all of the services it provides. Of the \$28 million of revenue reported by the District for 2024, 57.9% of it came from property taxes and 20.5% from water and sewer fees and charges. The 5.75% increase in tax revenues collected in 2024 over 2023 taxes collected, was due in part to a 1.14% increase in the tax rate, 1.5% increase in growth and the remainder from an increase in assessed values of 3.11%. Revenue was higher than budgeted due to the increase in interest rates which benefited the District's investment portfolio. Contributed assets are non-cash contributions of assets which are contributed by a developer when developing property within the District. There were no donations of land as there was in 2023 that was included in contributed assets. The District is required to record contributed assets at their fair market value.

The District spends the revenues it collects on a variety of services. Transportation and Protective Services, which includes policing and fire protection, account for 38% of the expenses. Recreation, cultural and parks expenses are services that the District provides directly, or contracts with directly, such as Library services. The Panorama Recreation Centre is funded through the Capital Regional District and its property tax levy. Expenses increased from prior year due in part to the additional EComm-911 Dispatch services billed by the Province, salary and wage increase as well as the cost of inflation experienced in 2024.

In 2024 the District continued the practice of closing the infrastructure funding gap as tax funded capital reached \$2.6 million or 17% of municipal tax revenue. The infrastructure funding gap is the gap between what the District has saved for future capital works replacement projects and what will need to be spent to replace existing assets. Capital expenditures are amortized over the life of the assets, and this is the expense seen on the Statement of Operations.

The majority of the debt that the District holds is for sewer infrastructure. The total debt for the District has decreased from \$4.2 million at the end of 2023 to \$3.9 million in 2024 as principal payments are made. Operating results for 2024 exceeded budgeted expectations. The District's net investment in capital assets decreased by \$340,000, and total accumulated surplus increased by \$3.1 million.

Under the direction and guidance of the District's Council, the District of North Saanich is well positioned to continue delivering quality services to its residents now and in the future. Our department is very proud to have once again received the Canadian Award for Financial Reporting for the 2023 annual report and look forward to the year ahead.

Barb Webster CPA, CGA
Director of Financial Services
& Information Technology

...



Financial Information: 2024 Permissive Property Tax Exemptions

In accordance with Section 98 (2)(b) of the Community Charter, we disclose that the following properties were provided permissive property tax exemptions by the District of North Saanich Council in 2024. Permissive tax exemptions are those exemptions granted by bylaw in accordance with Section 224 of the Community Charter.

Property/Organization	Address	Municipal Taxes (\$)
BOKEĆEN XAXE (Sacred) Society	McTavish Road	29,682
St. John's United Church	10990 West Saanich Rd.	9,573
Highway Christian Fellowship	10364 McDonald Park Rd.	14,226
The Kiwanis Village	10585 McDonald Park Rd.	12,566
676 Kittyhawk Sponsoring Committee Society (Air Cadets)	1979 DeHavilland Way	4,732
B.C. Aviation Museum	1910 Norseman Rd.	24,067
Navy League of Canada (Saanich Peninsula Branch)	9565 Hurricane Rd.	2,643
Memorial Park Society (field behind Parkland School)	McDonald Park Rd.	10,461
Saanich Peninsula Chamber of Commerce (Visitor Information Centre)	10382 Pat Bay Highway	3,603
Memorial Park Society (Blue Heron Park)	10714 McDonald Park Rd.	18,314
McTavish Academy of Art	1720 McTavish Rd.	25,527
Seventh Day Adventist Church	9300 Willingdon Rd.	21,030
Capital Regional District	1717 McTavish Rd.	37,596
Holy Trinity Anglican Church - Hall	1325 Mills Rd.	4,755
Holy Trinity Anglican Church & Cemetery	1319 Mills Rd.	10,391
Town of Sidney (McTavish Fire Hall)	1665 McTavish Rd.	15,065
Saanich Peninsula Presbyterian Church	9296 East Saanich Rd.	18,396
Total		\$262,627

District of North Saanich Financial Statements Year Ended December 31, 2024

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Financial Statements

Year Ended December 31, 2024

District of North Saanich

December 31, 2024

Management's Responsibility for the Financial Statements

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

The District'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 Mayor and Council meet 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 District. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the District's financial statements.



Chief Administrative Officer



Director of Financial Services

Financial Statements

Year Ended December 31, 2024



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

INDEPENDENT AUDITOR'S REPORT

To the Mayor and Councilors of the District of North Saanich

Opinion

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

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

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the District as at December 31, 2024, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

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

Financial Statements

Year Ended December 31, 2024



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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.

Financial Statements

Year Ended December 31, 2024



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants

Victoria, Canada
May 13, 2025

Financial Statements

Year Ended December 31, 2024

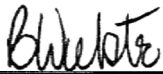
District of North Saanich

Statement of Financial Position

As at December 31, 2024, with comparative information for 2023

	2024	2023
Financial assets		
Cash and cash equivalents	\$ 14,729,685	\$ 13,787,783
Portfolio investments (note 3)	37,614,427	35,782,775
Accounts receivable		
Taxes	702,915	568,445
Other (note 4)	2,143,827	2,900,609
Debt reserve deposits (note 5)	147,670	142,701
	55,338,524	53,182,313
Liabilities		
Accounts payable and accrued liabilities (note 6)	4,980,192	5,796,843
Prepaid property taxes	1,064,338	987,315
Deferred revenue (note 7)	2,622,886	2,488,412
Deposits	1,301,331	1,569,594
Employee future benefit liability (note 8)	385,500	463,900
Asset retirement obligation (note 9)	66,024	62,940
Debt (note 10)	3,948,249	4,422,351
	14,368,520	15,791,355
Net financial assets	40,970,004	37,390,958
Non-financial assets		
Tangible capital assets (note 11)	92,410,936	92,751,612
Inventory of supplies	160,410	273,272
Prepaid expenses	193,330	177,828
	92,764,676	93,202,712
Accumulated surplus (note 12)	\$133,734,680	\$130,593,670

Contingencies and commitments (notes 5 and 14)



Director of Financial Services



Mayor

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

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Statement of Operations

For the year ended December 31, 2024, with comparative information for 2023

	Budget (note 18)	2024	2023
Revenues: (note 17)			
Municipal taxes (note 15)	\$ 16,182,650	\$ 16,216,882	\$ 15,334,032
Sale of services			
General	1,342,200	1,388,877	1,384,269
Water utility fees and charges	4,117,600	3,914,506	4,094,812
Sewer utility fees and charges	1,705,100	1,829,854	1,634,467
Income from portfolio investments	710,000	2,532,777	2,119,753
Contributed assets (note 11)	-	593,880	2,158,650
Government transfers (note 16)	1,363,000	1,261,702	6,216,466
Other revenue	284,700	264,594	174,908
	25,705,250	28,003,072	33,117,357
Expenses: (note 17)			
General government	5,611,742	5,300,222	4,854,498
Protective services	5,363,384	5,206,488	4,689,200
Solid waste management and environment	139,135	177,956	63,603
Planning and community	2,051,613	1,330,699	1,174,242
Transportation	4,756,360	4,235,756	4,092,126
Parks, recreation and culture	2,609,218	2,243,704	2,033,353
Water utility	4,436,103	4,066,588	4,047,777
Sewer utility	2,271,095	2,300,649	2,067,210
	27,238,650	24,862,062	23,022,009
Annual (deficit) surplus	(1,533,400)	3,141,010	10,095,348
Accumulated surplus, beginning of year	130,593,670	130,593,670	120,498,322
Accumulated surplus, end of year	\$129,060,270	\$133,734,680	\$130,593,670

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

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Statement of Change in Net Financial Assets

Year ended December 31, 2024, with comparative information for 2023

	Budget (note 18)	2024	2023
Annual (deficit) surplus	\$ (1,533,400)	\$ 3,141,010	\$ 10,095,348
Acquisition of tangible capital assets	(7,983,800)	(2,276,404)	(5,559,745)
Amortization of tangible capital assets	3,531,700	3,210,961	3,118,094
Loss (gain) on disposal of capital assets	-	(30,000)	29,060
Proceeds on disposal of capital assets	-	30,000	13,772
Contributed capital assets	-	(593,880)	(2,158,650)
	(5,985,500)	3,481,687	5,537,879
Acquisition of inventory of supplies	-	(121,906)	(358,915)
Consumption of inventory of supplies	-	234,766	337,967
Acquisition of prepaid expenses	-	(188,157)	(167,303)
Use of prepaid expenses	-	172,656	204,060
Change in net financial assets	(5,985,500)	3,579,046	5,553,688
Net financial assets, beginning of year	37,390,958	37,390,958	31,837,270
Net financial assets, end of year	\$ 31,405,458	\$ 40,970,004	\$ 37,390,958

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

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Statement of Cash Flows

For the year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operating transactions:		
Annual surplus	\$ 3,141,010	\$ 10,095,348
Items not involving cash:		
Contributed tangible capital assets	(593,880)	(2,158,650)
Loss (gain) on disposal of capital assets	(30,000)	29,060
Amortization of tangible capital assets	3,210,961	3,118,094
Accretion of asset retirement obligation	3,082	-
Actuarial sinking fund earnings	(178,371)	(165,139)
Reinvestment of portfolio investment earnings	(1,831,652)	(1,403,518)
	3,721,150	9,515,195
Change in non-cash operating assets and liabilities (note 13)	(237,114)	697,019
	3,484,036	10,212,214
Capital transactions:		
Acquisition of tangible capital assets	(2,276,404)	(5,496,805)
Proceeds on disposal of tangible capital assets	30,000	13,772
	(2,246,404)	(5,483,033)
Financing transactions:		
Repayment of debt	(295,730)	(295,730)
Investing transactions:		
Purchase of portfolio investments	-	(4,000,000)
Increase in cash and cash equivalents	941,902	433,451
Cash and cash equivalents, beginning of year	13,787,783	13,354,332
Cash and cash equivalents, end of year	\$ 14,729,685	\$ 13,787,783

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

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

The District of North Saanich (the "District") is a municipality in the Province of British Columbia that was created on August 19, 1965 pursuant to the Local Government Act of British Columbia and Community Charter of British Columbia. The District provides municipal services such as police, fire, public works, planning, parks and recreation, library, and general government operations.

1. Significant accounting policies

The financial statements of the District are prepared by management in accordance with Canadian public sector accounting standards, as recommended by the Public Sector Accounting Board ("PSAB"). Significant accounting policies adopted by the District are as follows:

(a) Basis of presentation

The financial statements reflect the assets, liabilities, revenues and expenses of the District and the relevant portion of any cost sharing arrangements.

The District participates in the cost sharing agreements with the Town of Sidney for RCMP police services, Library building maintenance and capital improvements, and the operations of the Shoal Senior Centre. Only the District's portion of these costs are recorded in the financial statements. Refer to Note 14 for additional details.

Interdepartmental and inter-fund transactions have been eliminated. The District does not administer any trust activities on behalf of external parties.

(b) Basis of accounting

The District 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 a legal obligation to pay.

(c) 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 and will be recognized over the period the liability is settled.

(d) 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.

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

(e) Cash equivalents

Cash equivalents include short-term highly liquid investments with a term to maturity of 90 days or less at acquisition.

(f) Investments

Investments consist of bonds and debentures and are recorded at amortized cost. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments. When there has been a loss in value that is other than a temporary decline in value, the respective investment is written down to recognize the loss.

(g) Taxation revenue

Taxation revenue is recorded at estimated amounts when it has been authorized and the taxable event occurs. Annual levies for non-optional municipal services and general administrative services are recorded as taxes for municipal services in the year they are levied. Taxes receivable are recognized, when they meet the definition of an asset, net of an allowance for anticipated uncollectable amounts. Levies imposed by other taxing authorities are not included as taxes for municipal purposes.

Through the British Columbia Assessments' appeal process, taxes may be adjusted by way of supplementary roll adjustments. The effects of these adjustments on taxes are recognized at the time they are awarded or can be reasonably estimated.

(h) Investment income

Investment income is reported as revenue in the period earned except when restricted in use by the funding government or related legal statute. In that event, the investment income earned is added to the deferred revenue balance.

(i) Debt

Debt is recorded net of principal repayments and actuarial earnings.

(j) Employee future benefits

The District and its employees make contributions to the Municipal Pension Plan and the Greater Victoria Labour Relations Association (GVLRA) Long-Term Disability Trust. As these are multi-employer plans, the assets and liabilities of the plan are not segregated by institution, and accordingly, the District accounts for the plan as a defined contribution plan and contributions are expensed as incurred.

Sick, personal, emergency, and family leave benefits and other retirement benefits are also available to the District'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 this benefit plan is accrued based on projected benefits as the employees render services necessary to earn the future benefits. Long-term disability income benefits are disclosed according to the Greater Victoria Labour Relations Associations' policy.

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

(k) Liability for contaminated sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. Liabilities are recorded net of any expected recoveries.

A liability for remediation of contaminated sites is recognized when all the following criteria are met:

- (i) the site is no longer in productive use;
- (ii) an environmental standard exists;
- (iii) contamination exceeds the environmental standard;
- (iv) the District is directly responsible or accepts responsibility;
- (v) it is expected that the future economic benefits will be given up; and
- (vi) a reasonable estimate of the amount can be made.

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

(l) Asset Retirement Obligation

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

- (i) there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- (ii) the past transaction or event giving rise to the liability has occurred;
- (iii) it is expected that future economic benefits will be given up; and
- (iv) a reasonable estimate of the amount can be made.

The District's asset retirement obligations include the removal of asbestos and lead in District owned buildings. The estimate of the asset retirement obligation includes costs directly attributable to the asset retirement obligations. The recognition of a liability resulted in an accompanying increase to the respective tangible capital assets. The increase to the tangible capital assets is amortized in accordance with the depreciation accounting policies outlined in (l). The estimated liability is not considered material to discount using the present value calculation at this time. The carrying value of the liability is reviewed at each financial reporting date with changes to the timing or amount of the original estimate of cash flows recorded as an adjustment to the liability and related tangible capital asset.

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

(m) 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.

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

Estimated useful life for tangible capital assets is as follows:

Asset	Useful life range in years
Buildings	25 to 50
Land improvements	10 to 40
Vehicles, machinery, and equipment	5 to 25
Engineering Structures:	
Roads	10 to 75
Drainage	25 to 80
Water	20 to 80
Sewer	20 to 80
Other	10 to 80

Land has an infinite life and is not amortized. Work in progress is not amortized until the project is substantially completed and put into use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the District'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.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions, including tangible capital assets in lieu of developer cost charges, are recorded as revenue at their estimated fair value at the date of receipt.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

(iii) Natural resources

Natural resources that have not been purchased are not recognized as assets in the financial statements.

(iv) 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.

(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) Inventory of supplies

Inventory of supplies is recorded at the lower of cost and replacement cost.

(n) Deposits

Receipts restricted by third parties for future services or repayment are deferred as deposits and are refundable under certain circumstances. Deposits are recognized as revenue when qualifying expenditures are incurred or services provided.

(o) Allocation of expenses

Salary, wages and employee benefit expenses include the costs for District employees. The cost of certain personnel are allocated to the water and sewer utility segments based on an estimate of time spent on those segments.

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

(p) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating useful lives of tangible capital assets, amounts to settle asset retirement obligations, estimating provisions for accrued liabilities, and in performing actuarial valuations of employee future benefits.

Actual results could differ from these estimates. Adjustments, if any, will be reflected in operations in the period of settlement.

(q) Financial instruments

The District's financial instruments consist of cash and cash equivalents, portfolio investments, accounts receivable, accounts payable and accrued liabilities and debt. The carrying amount of these financial instruments approximates their fair value because they are short-term in nature or because they bear interest at market rates. In order to mitigate exposure to market rate risk, the District ladders its portfolio of deposits over a range of 1 to 5 years. Unless otherwise noted, it is management's opinion that the District is not exposed to significant interest or credit risks arising from these financial instruments.

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has not elected to carry any other financial instruments at fair value.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations. There are no unrealized changes in fair value as at December 31, 2024 and December 31, 2023. As a result, the District does not have a Statement of Remeasurement Gains and Losses.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method or effective interest rate method. All financial assets are assessed for impairment on an annual basis.

When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the Statement of Remeasurement Gains and Losses. When the asset is sold, the unrealized gains and losses previously recognized in the Statement of Remeasurement Gains and Losses are reversed and recognized in the Statement of Operations.

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

2. Change in accounting policies

On January 1, 2024, the District adopted Public Sector Accounting Standard PS 3400 Revenue (PS 3400) on a prospective basis. The new accounting standard provides direction on accounting for revenues that are not in scope of other existing standards. All revenue streams in scope of PS 3400 have historically been accounted for in accordance with the new standards and as a result there was no impact to net debt, accumulated surplus, or annual surplus on adoption.

On January 1, 2024, the District adopted Public Sector Accounting Standards PS 3160 – Public Private Partnerships on a prospective basis. This new accounting standard addresses the recognition, measurement, presentation, and disclosure of infrastructure procured by public sector entities through certain types of public private partnership arrangements. Management assessed the impact of adopting PS 3160 on the financial statements of the District and found no existing arrangements that meet the criteria for recognition as a public private partnership.

On January 1, 2024, the District adopted Public Sector Guideline PSG-8, Purchased Intangibles, applied on a prospective basis (“PSG-8”). PSG-8 defines purchased intangibles as identifiable non-monetary economic resources without physical substance acquired through an arm’s length exchange transaction between knowledgeable, willing parties who are under no compulsion to act. Intangibles acquired through a transfer, contribution, or inter-entity transaction, are not purchased intangibles. Management has assessed the impact of adopting PSG-8 and found that at present no such items meet the criteria to be recognized as a purchased intangible.

3. Portfolio investments

The District's portfolio of investments consist of term deposits in credit unions. Term deposits in credit unions have varying maturity dates from July 2024 to May 2028 and have rates of return ranging from 1.81% to 5.80% (2023: 1.00% to 5.80%).

4. Other accounts receivable

Other accounts receivable consists of the following:

	2024	2023
Utility fees and charges	\$ 1,417,926	\$ 1,449,120
BC Active Transportation grant receivable	-	125,000
Other grants receivable	149,081	65,244
Disaster financial assistance grant receivable	28,771	668,197
GST rebate	294,247	403,537
Trade accounts receivable	122,458	125,658
Receivable from library / other municipalities	99,193	36,110
Miscellaneous	32,151	27,743
	\$ 2,143,827	\$ 2,900,609

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

5. Municipal Finance Authority debt reserve fund and debt reserve deposits

As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits are held by the MFA to act as security against the possibility of debt repayments default. If the debt is returned without default, the deposits are refunded to the District. At December 31, 2024, deposits of \$147,670 (2023 - \$142,701) are recorded as debt reserve deposits.

Under borrowing arrangements with the Municipal Finance Authority ("MFA"), the District is required to lodge security by means of contingent demand notes and interest bearing cash deposits based on the amount of borrowing. As debt principal is retired, demand notes are released and the cash deposits are refunded.

At December 31, 2024 there were contingent demand notes of \$255,076 (2023 - \$255,076) which are not included in the financial statements of the District.

6. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities consist of the following:

	2024	2023
Trade accounts payable	\$ 4,020,081	\$ 3,765,014
Accrued liabilities	137,004	724,380
Lien holdback payable	-	511,995
Accrued payroll liability	607,357	453,809
Contaminated sites liability (a)	215,750	210,000
PEMO amounts held (b)	-	131,645
	\$ 4,980,192	\$ 5,796,843

(a) A liability for contaminated sites has been recorded in the amount of \$215,750 (2023 - \$210,000). The existence of metals above the BC Contaminated Sites standards has been identified in the soil at Bazan Bay Park. The source of the contamination is a decommissioned sewage treatment plant clarifier tank on the property.

(b) Peninsula Emergency Measures Organization (PEMO) provides qualified volunteer support during times of emergency or major disaster. It is supported by the District of Central Saanich, the Town of Sidney, and the District of North Saanich.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

7. Deferred revenue

	2023	Contributions received	Recognized as revenue	2024
Amenity fee contributions	\$ 1,546,527	\$ -	\$ -	\$ 1,546,527
Prepaid building permits	561,576	148,803	(561,576)	148,803
Prepaid utility billings	21,101	125,465	(21,101)	125,465
Local Government Climate Action program	211,172	340,128	(99,942)	451,358
Noble Garden Estate Funds	75,000	19,000	(34,533)	59,467
Other	73,036	451,552	(233,322)	291,266
	\$ 2,488,412	\$ 1,084,948	\$ (950,474)	\$ 2,622,886

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

8. Employee future benefit liability

The District provides sick leave, retirement benefits, and personal, emergency, and family leave (PEFL) to its employees in addition to contributions to the Municipal Pension Plan and the GVLRA. These amounts and other employee-related liabilities will require funding in future periods and are set out below:

	2024	2023
Accumulated sick leave	\$ 253,521	\$ 293,704
Retirement benefits	131,979	170,196
	\$ 385,500	\$ 463,900

Information about the District's benefit plan for sick leave, retirement benefits and PEFL is as follows:

	2024	2023
Accrued benefit obligation - opening:		
Balance, beginning of year	\$ 560,400	\$ 546,000
Current service cost	79,800	61,000
Interest cost	24,300	26,300
Benefits paid	(195,100)	(173,800)
Actuarial loss	92,000	100,900
Accrued benefit obligation - closing	561,400	560,400
Unamortized net actuarial loss	(175,900)	(96,500)
Accrued employee future benefit liability	\$ 385,500	\$ 463,900

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

	2024	2023
Discount rates	4.30 %	4.10 %
Expected inflation rate	3.00 %	3.00 %

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

8. Employee future benefit liability continued

The expected average remaining service life is 12 years (2023 - 12 years). The expected wage and salary increases (including 3.0% inflation estimate) are 3.00% - 5.20% (2023 - 3.10% - 5.20%). The total expense recorded in the financial statements in respect of obligations under this plan amounts to \$116,700 (2023 - \$88,500).

Accumulated sick leave

Accumulated sick leave represents the liability for sick leave banks accumulated for possible draw down at future dates.

Retirement benefits

Retirement benefits represent the District's share of the cost to provide employees with various benefits upon retirement including lump sum retirement payments and death benefits. The amount recorded for these benefits is based on a benefit actuarial valuation. It is recorded in combination with sick, personal, emergency and family leave valuations. The most recent valuation was as at December 31, 2023. The actuarial valuation and assumptions upon which it is based are reviewed on a periodic basis.

Municipal pension plan

The District and its employees contribute to the Municipal Pension Plan (plan) (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of 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, 2023, the plan had about 256,000 active members and approximately 129,000 retired members. Active members include approximately 45,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability. The most recent valuation for the Municipal Pension Plan as at December 31, 2021, indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

The District paid \$556,371 for employer contributions to the plan in fiscal 2024 (2023 - \$518,816) and District employees paid \$499,550 (2023 - \$468,027).

The next valuation will be as at December 31, 2024, with results available in 2025.

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.

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

8. Employee future benefit liability continued

GVLRA/CUPE Long-term disability trust

The 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 fully actuarially determined as at December 31, 2023. At December 31, 2023, the total plan provision for approved claims was \$25,464,600 (2022 - \$24,104,700) and the provision for unreported claims was \$2,327,000 (2022 - \$1,703,800) with an accumulated deficit of \$3,419,021 (accumulated surplus in 2022 - \$3,026,543). The District paid \$82,008 (2023 - \$75,681) for employer contributions and District employees paid \$82,008 (2023 - \$75,681) for employee contributions to the plan in 2024.

9. Asset retirement obligation

The District's asset retirement obligation consists of the following obligations:

(a) Asbestos obligation

The District owns and operates buildings that are known to have asbestos, which represents a health hazard upon demolition of the building and there is a legal obligation to remove it. Following the adoption of PS 3280 – Asset retirement obligations, the District recognized an obligation relating to the removal of the asbestos in these buildings as estimated at January 1, 2023. The buildings had an estimated useful life of 50 years when they were purchased or constructed. Discounting to the present value is not considered material based on the liability estimated.

(b) Lead obligation

The District owns and operates a building known to have lead, there is a legal obligation to properly remove and dispose of lead. Following the adoption of PS 3280 – Asset retirement obligations, the District recognized an obligation relating to the removal of the lead in this building as estimated at January 1, 2023. The building had an estimated useful life of 50 years when it was purchased or constructed. Discounting to the present value is not considered material based on the liability estimated.

The transition and recognition of asset retirement obligations involved an accompanying increase to the Buildings capital asset (see note 11).

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

9. Asset retirement obligation continued

(b) Lead obligation continued

Changes to the asset retirement obligation in the year are as follows:

Assest Retirement Obligation	Asbestos removal	Lead removal	Total
Balance January 1, 2024	\$ 39,900	\$ 23,040	\$ 62,940
Retirement costs incurred	1,955	1,129	3,084
Closing balance	\$ 41,855	\$ 24,169	\$ 66,024

(c) Lease obligations

The District is involved in various formal and informal lease obligations, some of which involve potential asset retirement obligations if specific lease agreement conditions are requested and/or if the lease ends earlier than originally agreed upon. As at year end no material asset retirement obligations are anticipated. Potential asset retirement obligations related to lease agreements are reviewed at each financial reporting date.

10. Debt

	Interest rate	Year of maturity	Gross Debt	Repayments and actuarial earnings	2024	2023
MFA Issue #102	3.90%	2032	\$ 7,722,907	\$ (4,421,446)	\$ 3,301,461	\$ 3,656,265
MFA Issue #127	4.52%	2029	1,680,000	(1,033,212)	646,788	766,086
			\$ 9,402,907	\$ (5,454,658)	\$ 3,948,249	\$ 4,422,351

The District issues debt instruments through the MFA, pursuant to security issuing bylaws under authority of the Local Government Act, to finance certain capital expenditures. MFA invests the District's principal payments so that the payments plus the investment income earned on repayments (actuarial earnings), will equal the original outstanding debt amount at the end of the repayment period.

The loan agreements with 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 of such borrowings, the resulting deficiency becomes a liability of the District.

Interest expense on long-term debt for 2024 was \$366,881 (2023 - \$356,633).

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

10. Debt continued

The aggregate amount of payments required on the District's debt during each of the next five years and thereafter is as follows:

2025	\$	302,014
2026		302,014
2027		302,014
2028		302,014
2029		302,014
Thereafter		635,486
Future principal payments		2,145,556
Future actuarial adjustments (estimated)		1,802,693
	\$	3,948,249

11. Tangible capital assets

There are no significant art nor historic treasures owned and held by the District. No tangible capital assets were written down in 2024 or 2023.

In 2024 \$593,880 of drainage asset contributions were received related to developments within the District. The estimated fair market value of these assets is shown as revenue as well as tangible capital asset additions. In 2023 contributed assets worth \$143,750 were received.

On December 5, 2022, the District was named as a beneficiary of two North Saanich properties with a total assessed value of \$2,014,900. The properties were transferred to the District in November of 2023.

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

11. Tangible capital assets continued

2024	Engineering Structures										Total	Total	2023
	Land	Land Improvement	Buildings	Vehicles, Machinery & Equipment	Roads	Drainage	Water	Sewer	Other	Work in Progress			
Cost													
Opening balance	\$ 23,991,326	\$ 4,548,934	\$ 9,170,541	\$ 9,884,989	\$ 43,934,297	\$ 8,806,169	\$ 18,412,493	\$ 28,422,133	\$ 65,381	\$ 177,747	\$147,414,010	\$140,117,562	
Add: Additions	-	170,034	243,709	1,251,332	444,815	516,947	24,100	9,500	-	209,849	2,870,286	7,655,456	
Add: TCA ARO	-	-	-	-	-	-	-	-	-	-	-	62,940	
Less: Disposals	-	-	-	(110,223)	-	-	-	-	-	-	(110,223)	(421,947)	
Completed work in progress	-	67,355	6,945	-	-	-	-	-	-	(74,300)	-	-	
Closing balance	23,991,326	4,786,323	9,421,195	11,026,098	44,379,112	9,323,116	18,436,593	28,431,633	65,381	313,296	150,174,073	147,414,011	
Accumulated Amortization													
Opening balance	-	1,417,835	3,334,599	4,520,095	26,788,000	2,374,830	6,296,659	9,880,405	49,976	-	54,662,399	51,923,420	
Add: Additions	-	175,315	207,931	804,205	1,120,002	168,624	247,476	486,179	1,229	-	3,210,961	3,118,094	
Less: Disposals	-	-	-	(110,223)	-	-	-	-	-	-	(110,223)	(379,115)	
Closing balance	-	1,593,150	3,542,530	5,214,077	27,908,002	2,543,454	6,544,135	10,366,584	51,205	-	57,763,137	54,662,399	

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

12. Accumulated surplus

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

	2024	2023
Surplus		
Invested in tangible capital assets	\$ 88,462,687	\$ 88,329,261
Unallocated surplus	6,641,986	6,947,641
Total surplus	95,104,673	95,276,902
Non-statutory reserve funds set aside by Council		
First Nation Relations fund	15,000	15,000
Total non-statutory reserves funds	15,000	15,000
Statutory reserve funds set aside by Council		
Capital reserves	20,803,420	17,655,214
Operating and opportunity reserves	17,811,587	17,646,554
Total statutory reserve funds	38,615,007	35,301,768
	\$133,734,680	\$130,593,670

13. Changes in non-cash operating assets and liabilities

	2024	2023
Change in non-cash operating assets and liabilities		
(Increase) in accounts receivable - taxes	\$ (134,470)	\$ (233,932)
(Increase) decrease in accounts receivable - other	756,782	(102,000)
(Increase) in debt reserve deposits	(4,969)	(4,302)
(Increase) decrease in prepaid expenses	(15,502)	36,757
(Decrease) Increase in accounts payable and accrued liabilities	(816,651)	598,188
Decrease in prepaid property taxes	77,023	281,783
Increase in deferred revenue	134,474	279,793
(Decrease) in employee future benefit obligations	(78,400)	(85,300)
Decrease (increase) in inventory of supplies	112,862	(20,948)
(Decrease) in deposits	(268,264)	(53,020)
	\$ (237,115)	\$ 697,019

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

14. Contingencies and commitments

(a) Agreements and contracts

The District has entered into various agreements and contracts for services and construction with periods ranging from one to five years.

(b) RCMP

The District has entered into a five-year renewable agreement with the Town of Sidney, effective January 1, 2023, for the use of the RCMP facilities located in the Town of Sidney. This agreement requires that the District reimburse the Town of Sidney for a share of facility, equipment and staffing costs, based upon the ratio of staff assigned to the District and the total number of staff assigned to the detachment under the Policy Agreement.

(c) Insurance

The District is a defendant in various lawsuits and historical circumstances may result in additional legal claims. The District records an accrual in respect of legal claims where there is likely to be a settlement and for which a liability amount is reasonably determinable.

The District is self-insured through membership in the Municipal Insurance Association of British Columbia. Under this program, member municipalities are to share jointly for general liability claims against any member in excess of their deductible. Should the Association pay out claims in excess of premiums received, it is possible that the District, along with the other participants, would be required to contribute towards the deficit. No provision has been recorded as there is no expected risk at this time.

(d) CREST

The District is a shareholder and member of the Capital Regional 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.

(e) Regional District debt

Regional District debt is, under the provisions of the Local Government Act, a direct, joint and several liability of the Regional District and each member municipality within the Regional District, including the District.

(f) Sandown operating lease

In 2020 the District entered into a lease agreement with Circular Farm and Food Society: Vancouver Island to operate the Sandown lands. Within this lease agreement the District agreed to provide funding during the first three years of operation (2020 - 2022). Council has extended their funding arrangement and the District's estimated cost for 2024 is \$125,000.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

14. Contingencies and commitments continued

(g) Roundabout agreement

In December 2022, the District entered into a cost sharing agreement with the Victoria Airport Authority and the Town of Sidney for the design and construction of road improvements in the area of Beacon Avenue West, Galaran Road and Stirling Way in the Town of Sidney. The District's share of the costs is capped at \$520,000.

(h) Financial instruments - liquidity risk

Liquidity risk is the risk that the District will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The District manages its liquidity risk by monitoring its operating requirements, preparing budgets and cash flow forecasts to ensure it has sufficient funds to fulfill its obligations.

15. Taxes available for municipal purposes

	Budget	2024	2023
Taxes collected for general municipal purposes:			
Property and business taxes	\$ 13,529,750	\$ 13,538,475	\$ 12,582,038
Grants in lieu of taxes	1,392,000	1,414,626	1,405,358
Water and sewer system parcel taxes	1,260,900	1,263,781	1,346,636
Total	16,182,650	16,216,882	15,334,032
Taxes collected on behalf of and paid to other governments:			
School Authorities	-	11,837,636	11,294,830
Regional Hospital District	-	1,211,011	1,198,246
Municipal Finance Authority	-	1,940	1,920
British Columbia Assessment Authority	-	344,703	332,292
BC Transit Authority	-	2,854,957	1,979,169
Regional District	-	3,912,690	3,678,705
Total	-	20,162,937	18,485,162
Gross taxes collected	\$ -	\$ 36,379,819	\$ 33,819,194

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

16. Government transfers

The following government transfers have been included in revenues:

	Budget	2024	2023
Transfers			
Provincial	\$ 750,000	\$ 641,184	\$ 5,639,282
Federal	613,000	620,518	577,184
	\$ 1,363,000	\$ 1,261,702	\$ 6,216,466

17. Segmented information

The District is a diversified government organization that provides a wide range of services to its citizens as follows:

Protective Services - RCMP, Fire Department and Animal Control

The mandates of the RCMP and Fire Departments are to enforce laws, prevent crime and maintain peace, order and security by protecting life, property and the environment through the provision of emergency response thus, ensuring safe homes and community. The District cost shares with the Town of Sidney to provide policing services through the Royal Canadian Mounted Police (RCMP). District animal control services are provided under contract by the Capital Regional District.

Parks, Recreation and Cultural Services

The Parks division of the Infrastructure Services Department is responsible for providing and facilitating high quality parks and recreational facilities. The District cost shares with the Town of Sidney to provide access to recreation and cultural services through the Mary Winspear Centre and Shoal Centre located nearby in the Town of Sidney. The District is a member of the Vancouver Island Regional Library which provides access to information through the library facility located in the Town of Sidney.

General Government Services - Legislative; Corporate Services; Financial and Information Technology Services

The functions within General Government Services are responsible for adopting bylaws; adopting administrative policy; levying taxes; acquiring, disposing and managing District assets; ensuring effective financial and human resource management; monitoring performance and ensuring that high quality District service standards are met.

Transportation Services - Engineering and Public Works; Roads; Drainage

The Infrastructure Services Department is responsible for the delivery of municipal transportation and storm drainage systems and services and for approving subdivision plans.

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

17. Segmented information continued

Solid Waste Management and Environmental Services

The management of garbage pickup on municipal public property is the responsibility of the Infrastructure Services Department. Council, through the establishment of Commission and Committees of the District, are provided with feedback and advice to assist in providing policy direction to protect and enhance rural, agricultural, heritage and environmental characteristics.

Planning and Community Services

The Planning and Community Services Department is responsible for preparing land use plans, bylaws and policies for sustainable development of the District; and conducting building inspections and bylaw enforcement.

Water Utility - Infrastructure Services, Utilities

The Utilities Division of the Infrastructure Services Department installs and maintains the water mains and pump stations and oversees the distribution of water purchased from the Capital Regional District.

Sewer Utility - Infrastructure Services, Utilities

The Utilities Division of the Infrastructure Services Department installs and maintains the sewer mains and pump stations of the District.

Statement of Segmented Information

The following statement provides additional information for the foregoing functions. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1.

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

17. Segmented information continued

December 31, 2024	General Government	Protective Services	Solid Waste Management & Environment	Planning and Community	Parks, Recreation and Cultural	Water Utility	Sewer Utility	2024
Revenues								
Taxes available for municipal purposes	\$ 14,953,101	\$ -	\$ -	\$ -	\$ -	\$ 978,200	\$ 285,581	\$16,216,882
Sale of services	138,573	140,461	70,554	879,498	86,204	3,914,506	1,829,854	7,133,237
Income from portfolio investments	1,793,861	-	-	-	-	325,123	413,793	2,532,777
Contributed assets	-	-	-	-	560,280	24,100	9,500	593,880
Government transfers	1,261,702	-	-	-	-	-	-	1,261,702
Other revenue	92,756	-	-	-	-	(587)	141,925	234,594
Net gain on disposal of tangible capital assets	-	-	-	-	30,000	-	-	30,000
	18,239,993	140,461	70,554	879,498	676,484	5,241,342	2,680,653	28,003,072
Expenses								
Salaries, wages and employee benefits	2,678,760	1,766,832	69,576	1,188,670	1,861,439	621,395	330,987	8,927,703
Contracted services	2,111,063	2,885,289	104,850	118,017	637,056	87,124	846,007	8,394,326
Supplies and materials	161,104	166,405	3,530	12,513	195,265	3,029,898	266,801	3,910,334
Interest and bank charges	54,473	70,461	-	-	-	-	290,720	415,654
Accretion	1,129	592	-	-	-	1,363	-	3,084
Amortization	293,693	316,909	-	11,499	1,541,996	153,922	566,134	3,210,961
	5,300,222	5,206,488	177,956	1,330,699	4,235,756	4,066,588	2,300,649	24,862,062
Annual surplus (deficit)	\$ 12,939,771	\$ (5,066,027)	\$ (107,402)	\$ (451,201)	\$ (3,559,272)	\$ 1,174,754	\$ 380,004	\$ 3,141,010

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

17. Segmented information continued

December 31, 2023	General Government	Protective Services	Solid Waste Management & Environment	Planning and Community	Parks, Recreation and Cultural	Water Utility	Sewer Utility	2023
Revenues								
Taxes available for municipal purposes	\$ 13,987,396	\$ -	\$ -	\$ -	\$ -	\$ 975,800	\$ 370,836	\$15,334,032
Sale of services	194,437	118,606	69,569	854,465	108,949	4,094,812	1,634,467	7,113,548
Income from portfolio investments	1,364,116	-	-	-	-	332,480	423,157	2,119,753
Contributed assets	2,014,900	-	-	-	143,750	-	-	2,158,650
Government transfers	6,216,466	-	-	-	-	-	-	6,216,466
Other revenue	1,750	-	-	-	-	12,272	160,886	174,908
	23,779,065	118,606	69,569	854,465	252,699	5,415,364	2,589,346	33,117,357
Expenses								
Salaries, wages and employee benefits	2,632,348	1,426,941	53,125	1,042,105	1,718,160	549,213	255,649	8,038,569
Contracted services	1,721,050	2,699,414	9,814	115,950	761,355	75,989	769,030	7,609,126
Supplies and materials	155,815	179,513	664	4,688	180,903	3,083,877	135,030	3,814,572
Interest and bank charges	31,709	55,440	-	-	-	-	311,667	398,816
Amortization	313,576	327,892	-	11,499	1,431,708	295,866	595,834	3,118,094
Loss on disposal	-	-	-	-	-	42,832	-	42,832
	4,854,498	4,689,200	63,603	1,174,242	4,092,126	4,047,777	2,067,210	23,022,009
Annual surplus (deficit)	\$ 18,924,567	\$ (4,570,594)	\$ 5,966	\$ (319,777)	\$ (3,839,427)	\$ 1,367,587	\$ 522,136	\$10,095,348

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2024

18. Budget data

The budget data presented in these financial statements is based upon the 2024 budget in Financial Plan Bylaw #1572, Schedule A passed by Council on May 13, 2024.

	2024
Revenues	
Taxes available for municipal purposes	\$ 16,182,650
Water utility fees and charges	4,117,600
Sewer utility fees and charges	1,705,100
General sale of services	1,342,200
Income from portfolio investments	710,000
Government transfers	1,363,000
Other revenue	284,700
Total revenue	25,705,250
Expenses	
Interest and bank charges	356,700
Amortization	3,531,700
General operating fund	17,904,150
Water operating fund	4,064,000
Sewer operating fund	1,382,100
	27,238,650
Annual deficit before allocations	(1,533,400)
ALLOCATIONS	
Add	
Amortization expense	3,531,700
Transfers from surplus	650,000
Transfers from Non-Statutory Reserves	15,000
Transfers from reserve funds	5,616,200
Total additions	9,812,900
Deduct	
Principal payments on debt	295,700
Capital expenditures	7,983,800
Total deductions	8,279,500
Financial Plan balance	\$ -

Financial Statements

Year Ended December 31, 2024

District of North Saanich

Supplementary Unaudited Financial Information
Year ended December 31, 2024

SCHEDULE 1: COVID-19 SAFE RESTART GRANT

The District of North Saanich received a \$2,711,000 COVID-19 Restart Grant for Local Governments in November, 2020. Please see the schedule below for a summary of the eligible costs incurred in 2024.

Balance, year ending December 31, 2023	\$	474,757
Eligible 2024 costs incurred:		
Revenue Shortfalls	(70,000)	
General Government	(304,757)	
Protective Services	(100,000)	
Total eligible costs:		(474,757)
Balance, year ending December 31, 2024	\$	-

SCHEDULE 2: GROWING COMMUNITIES FUND (GCF)

The District of North Saanich received a \$4,459,000 Growing Communities Fund Grant for Local Governments in 2023. The principal objective of the GCF is for local governments to invest in community infrastructure and amenities in order to support the local housing supply.

Balance, year ending December 31, 2023	\$	4,461,158
Interest earned		213,434
Eligible 2024 costs incurred:		
Drainage design development		(22,480)
Balance, year ending December 31, 2024	\$	4,652,112

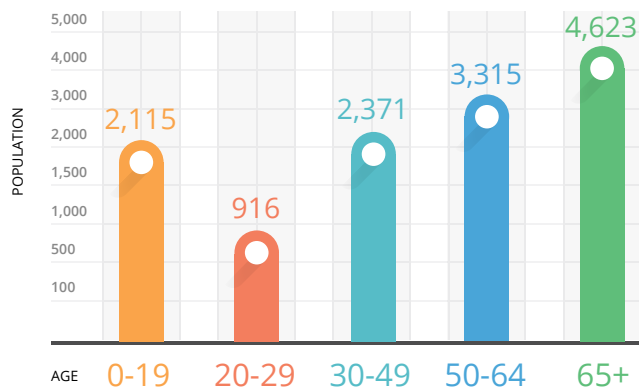
SCHEDULE 3: CAPACITY FUNDING FOR LOCAL GOVERNMENT HOUSING INITIATIVES

The District of North Saanich received \$207,052 in January 2024 in order to meet the new legislative requirements of Bill 44 and 47 Housing Statutes Amendment Act.

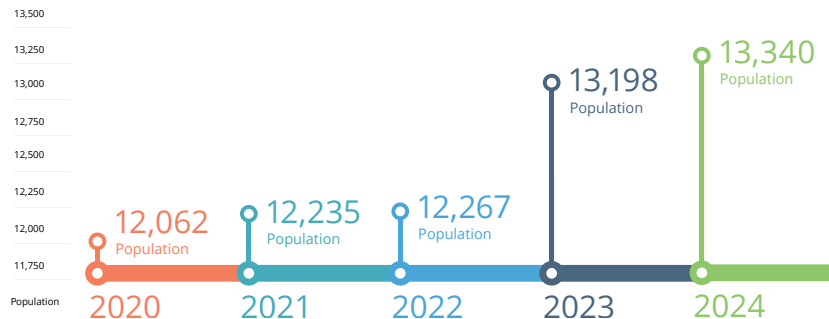
Funding received in 2024	\$	207,052
Update of Official Community Plan		(55,497)
Balance, year ending December 31, 2024	\$	151,555

Statistical Information

Population by Age (2024)



Population by Year



Education of population aged 25-64

155	No certificate, diploma or degree
1,175	High school diploma or equivalent
600	Apprenticeship or trades certificate or diploma
1,260	College, CEGEP or other non-university certificate or diploma
205	University certificate or diploma below bachelor level
2,145	University certificate, diploma or degree at bachelor level or above

Occupation of working population

60	Operations unique to primary industry
170	Management
1,075	Business, finance and administration
480	Natural and applied sciences
460	Health
825	Education, law and social, community & government
290	Art, culture, recreation and sport
1,300	Sales and service occupations
1,005	Trades, transport and related occupations
210	Natural resources, agriculture & related occupations
100	Manufacturing and utilities

Unemployment Rate

2020	2021	2022	2023	2024
5.8%	3.9%	3.4%	4.1%	4.3%

Source: Numbers and graphs on this page are updated from the Census information available every 5 years. Occupation and education statistics are as published in the 2021 census. Population information for 2018-2021 is per the 2021 Census. The 2022 population figures have been estimated based on the average annual population growth rate of 0.26%. The 2023 and 2024 population figures are sourced from BC Statistics Estimates: www2.gov.bc.ca/gov/content/data/statistics/people-population-community

Statistical Information

Taxable Assessment of Land & Improvements (thousands)	2020	2021	2022	2023	2024
Residential	\$5,077,694	\$5,403,224	\$7,171,120	\$8,104,526	\$8,103,386
Utilities	806	670	1,240	1,430	1,616
Light Industrial	28,994	29,454	32,197	34,912	38,588
Business / Other	360,388	334,316	360,077	414,164	440,147
Recreation / Non-profit	63,350	61,202	63,595	59,638	59,657
Farm	3,073	3,110	3,106	3,091	3,140
	\$5,534,305	\$5,831,976	\$7,631,335	\$8,617,761	\$8,646,534

Property Tax Levies (thousands)	2020	2021	2022	2023	2024
District of North Saanich	\$13,040	\$13,707	\$14,566	\$15,334	\$16,217
School Authorities	7,242	9,040	10,114	11,295	11,837
Regional Hospital District	1,234	1,236	1,196	1,198	1,211
Municipal Finance Authority	1	1	2	2	2
BC Assessment Authority	272	282	308	332	345
BC Transit Authority	1,417	1,456	1,625	1,979	2,855
Regional District	2,984	3,389	3,603	3,679	3,915
Total Property Tax Levies	\$26,190	\$29,111	\$31,414	\$33,819	\$36,380
Total Property Taxes Collected*	\$25,900	\$29,553	\$31,509	\$33,585	\$36,246

*Current year levy plus change in taxes receivable

Top Five Principal Corporate Taxpayers:

Victoria
Airport
Authority

BC Ferry
Services Inc.

Sobeys
Capital Inc.

Sandown
Properties Ltd.

Canoe Cove
Marina Ltd.

Source: District of North Saanich Financial Services Department

Statistical Information

Debenture Debt	2020	2021	2022	2023	2024
(in thousands except for population, households and per capita/per household data)					
Gross Outstanding Debt	\$6,371	\$6,102	\$4,916	\$4,460	\$3,987
Actuarial Allocation	(634)	(784)	(33)	(38)	(39)
Net Outstanding Debt	\$5,737	\$5,318	\$4,883	\$4,422	\$3,948
Debt Servicing Cost*	2020	2021	2022	2023	2024
Property Tax Supported	\$1,107	\$998	\$884	\$766	\$647
Specified Area	\$4,630	\$4,320	\$3,999	\$3,656	\$3,301
Net Outstanding Debt	\$5,737	\$5,318	\$4,883	\$4,422	\$3,948
Property Tax Supported	\$139	\$139	\$139	\$139	\$150
Specified Area	359	359	359	513	513
Total Debt Servicing Cost	\$498	\$498	\$498	\$652	\$663
Debt Capacity Available	\$12,263	\$13,682	\$15,117	\$15,578	\$16,052
Population ¹	12,037	12,235	12,432	13,198	13,340
Households	4,934	5,010	5,035	5,801	5,943
Net Debt per Capita	\$477	\$435	\$393	\$335	\$296
Net Debt per Household	\$1,163	\$1,062	\$970	\$762	\$664
Debt Servicing per Capita	\$41	\$41	\$40	\$49	\$50
Debt Servicing per Household	\$101	\$99	\$99	\$112	\$112

*Debt servicing cost includes principal and interest payments made during the year.

1) Population and household information for 2019-2021 is per the 2021 Census. The 2022 population figure is estimated based

Source: District of North Saanich Financial Services Department.

Statistical Information

Construction	2020	2021	2022	2023	2024
Building Permits	188	222	170	117	131
Construction Value (thousands)	\$52,102	\$67,157	\$55,240	\$41,210	\$33,408

Source: District of North Saanich Financial Services Department.

District Staff As at December 31	2020	2021	2022	2023	2024
CUPE Positions					
Full Time	46	47	48	48	48
Part Time	1	1	1	2	2
Exempt Positions	11	13	15	16	20
Total Positions¹	58	61	64	66	70
Total Full Time Equivalent Positions	57.6	60.6	63.6	65.2	68.8

¹These figures represent the District's base positions and do not include term auxiliary contracts that help cover short-term vacancies, extended absences and special projects.

Revenues by Type (thousands)	2020	2021	2022	2023	2024
Net taxes available for municipal purposes	\$13,040	\$13,707	\$14,566	\$15,334	\$16,216
Sale of services	5,803	6,675	6,441	7,113	7,113
Other revenue	311	553	320	175	265
Contributed assets	3,148	243	83	2,159	594
Investment earnings	807	474	829	2,120	2,533
Government transfers	4,306	1,569	1,564	6,216	1,262
	\$27,415	\$23,221	\$23,803	\$33,117	\$28,003

Source: District of North Saanich Financial Services Department. Certain comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.

Statistical Information

Expenses by Function (thousands)	2020	2021	2022	2023	2024
General government	\$3,697	\$4,011	\$4,260	\$4,855	\$5,300
Protective services	3,475	3,485	4,304	4,689	5,206
Solid waste management and environment	100	86	111	64	178
Planning and community	1,152	1,334	1,486	1,174	1,331
Transportation	3,734	3,488	3,591	4,092	4,236
Parks, recreation and culture	1,784	1,858	2,087	2,033	2,243
Water utility	3,242	3,705	3,725	4,048	4,067
Sewer utility	1,791	1,893	1,948	2,067	2,301
	\$18,975	\$19,860	\$21,512	\$23,022	\$24,862

Expenses by Object (thousands)	2020	2021	2022	2023	2024
Salaries, wages and employee benefits	\$6,465	\$6,766	\$7,635	\$8,039	\$8,928
Contracted services	6,133	6,303	6,753	7,609	8,394
Supplies and materials	3,202	3,595	3,609	3,814	3,910
Interest and bank charges	239	242	255	399	416
Amortization	2,936	2,954	3,003	3,118	3,214
Loss on disposal of capital assets	-	-	257	43	-
	\$18,975	\$19,860	\$21,512	\$23,022	\$24,862

Source: District of North Saanich Financial Services Department. Certain comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.

Statistical Information



Net Financial Assets (millions)

2020	\$28.32
2021	\$30.67
2022	\$31.84
2023	\$37.40
2024	\$40.90

Acquisition of Tangible Assets (millions)

2020	\$9.25
2021	\$4.07
2022*	\$4.43
2023*	\$7.71
2024*	\$2.87

Total Accumulated Surplus (millions)

2020	\$114.85
2021	\$118.21
2022	\$120.50
2023	\$130.60
2024	\$133.70

Revenues (millions)

2020	\$27.41
2021	\$23.22
2022	\$23.80
2023	\$33.12
2024	\$28.00

Revenue per Capita (thousands)

2020	\$2.28
2021	\$1.90
2022	\$1.94
2023	\$2.51
2024	\$2.10

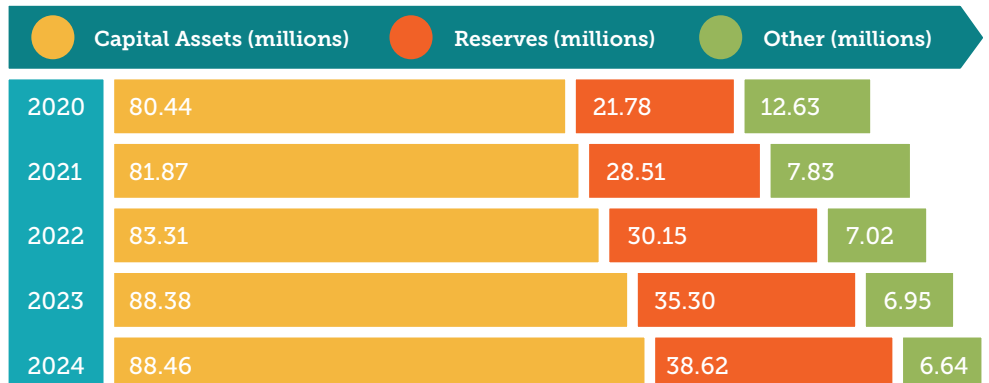
Expenses (millions)

2020	\$18.97
2021	\$19.86
2022	\$21.51
2023	\$23.02
2024	\$24.86

Annual Surplus (millions)

2020	\$8.44
2021	\$3.36
2022	\$2.29
2023	\$10.10
2024	\$3.14

Total Accumulated Surplus Breakdown:



Source: District of North Saanich Financial Services Department. Certain comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.

*Net of proceeds on disposal of tangible cap assets.

