

District of North Saanich,
British Columbia, Canada

2019 Annual Report

For The Year Ended December 31, 2019



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

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District Vision

Vision

Council and staff of the District of North Saanich are guided by vision elements that have emerged from significant community review and discussion and are drawn from the Official Community Plan.

The future will ensure that:

1. Diverse neighbourhoods are respected and supported
2. Rural, marine and agricultural resources are protected, maintained, and enhanced
3. The needs and priorities of our community are supported
4. The arts are supported
5. The community is inclusive, accessible and culturally vibrant
6. Suitable, appropriately located economic activity is supported
7. Efficient levels of service commensurate with appropriate taxation are established
8. Natural environments are protected, and a commitment is made to the preservation and enhancement of regionally significant green and blue spaces
9. North Saanich is a sustainable community that plans for the potential impacts of climate change

Mission

The mission of the District of North Saanich is to provide leadership and good governance that reflect the community vision and protects, promotes and enhances a safe and diverse community for current and future generations.

The Municipal Purposes outlined in the Community Charter further detail the purposes of the District of North Saanich:

Section 7. The purposes of a municipality include:

- A. Providing for good government of its community,
- B. Providing for services, laws and other matters for community benefit,
- C. Providing for stewardship of the public assets of its community, and
- D. Fostering the economic, social and environmental well-being of its community.

Message From The Mayor

On behalf of Council, I am pleased to present our 2019 Annual Report. The report provides a comprehensive summary of activity and accomplishments in 2019 and looks ahead to 2020 projects and initiatives that align with our latest Strategic Plan.

We began the year by welcoming Tim Tanton our new Chief Administrative Officer. He has settled into the new role very well and, under his leadership and guidance, District staff advanced many of the 2019 Strategic Plan initiatives. Council also welcomed Councillor Patricia Pearson who was elected in a well-contested by-election on April 6, 2019. Councillor Pearson took on the new role with energy and enthusiasm and is now an effective and valuable member of Council.

Council continued our commitment to sound fiscal management in 2019. The overall municipal tax increase of 3.04% resulted in an average residential property tax increase of 3.68% and an average business tax increase of 1.5%. This difference reflects Council's desire to slowly shift the tax burden from business to residential and bring the business tax mill rate closer to our neighbouring municipalities. Approximately 1% of the 2019 tax increase is attributed to our annual reserve fund contribution policy as we move toward having fully funded reserve balances.

Council was pleased to see substantial progress on a number of major projects and policy initiatives in 2019. The Patricia Bay Scoter Trail rehabilitation project public consultation was successful, and the project will move to construction in the summer of 2020 in consultation with Tseycum First Nation. Council approved implementation of the Agriculture Economic Development Strategy and associated Whole Community Agricultural Strategy. Council also advanced efforts to select a long term operator for the Sandown Agricultural Lands.



Our cycling network progressed with construction of bike lanes along a 1.6 km section of West Saanich Road adjacent to Ardmore from Frizell to McTavish. In response to traffic concerns along East Saanich Road near Dean Park, the District installed speed reader boards, signalized cross walk lights and reduced the speed limit to 40 km/h throughout Dean Park and the Southeast Quadrant. Similar changes are being considered for other areas.

I would also like to acknowledge the tireless efforts of all our dedicated and capable employees. Residents are also very well served by our well-trained volunteer firefighters. The COVID-19 pandemic put added pressure on District staff. Council is impressed with how staff have responded to the crisis and maintained service levels, while prioritizing the health and safety of everyone.

Please take some time to browse the report and review each department's 2019 achievements and plans for 2020. Council is inspired by our strategic vision, motivated by corporate values and fuelled by a desire to make the municipality of North Saanich a safe, healthy, and prosperous place to live and play.



Geoff Orr, Mayor

North Saanich Council

Mayor & Council

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 2018 to October 2022.

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.



2018-2022 Council

Mayor:

G. Orr

Councillors:

H. Gartshore
J. McClintock
P. Pearson
B. Smyth
C. Stock
M. Weisenberger



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

Canadian Award For Financial Reporting

The 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, 2018. 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 are submitting it to the 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, 2018



Executive Director/CEO

Message From The Chief Administrative Officer

We are pleased to present the 2019 Annual Report for the District of North Saanich. This was a busy and successful year for North Saanich municipal staff. Council's 2019 Strategic Plan set out the goals to inform our work and projects. While these accomplishments are important, it must be noted that a majority of staff's time and effort goes into providing day-to-day services to residents. Staff take pride in the high level of service we provide, and appreciate the many residents that take time to say thank you for our work.

Please take note of the achievements in each department's reporting in this Annual Report. Some very notable achievements include:

1. Receipt of the Canadian Award for Financial Reporting for the District's 2018 Annual Report
2. New bike lanes on West Saanich Road (McTavish to Frizell)
3. New accessible parking at Hospital Hill
4. Pedestrian safety upgrades on East Saanich Road
5. Issuance of Request for Expressions of Interest for Sandown long-term operator
6. Implementation of approved Communications Strategy recommendations
7. Development and launch of new website
8. 563 fire call responses and 586 fire inspections
9. Continued work on Community Wildfire Protection Plan
10. Maintained low crime rates, community policing and volunteer programs
11. Adoption of the Whole Community Agricultural Strategy Implementation Plan
12. Regional Growth Strategy amendment through informal referral and formal referral processes for proposed changes to population and employment projections
13. Final subdivision approval of the Greenpark Drive development
14. Participation in CRD Housing Needs Assessment Partnership and Grant Application

We are looking forward to 2020, and will continue to address Council's Strategic Plan goals and to provide service that our residents appreciate.



Tim Tanton
Chief Administrative Officer

Organizational Structure

Mayor & Council

**Chief Administrative
Officer:** Tim Tanton

Corporate Services:
Curt Kingsley, Director

**Financial & Information
Technology Services:**
Stephanie Munro, Director

Infrastructure Services:
Eymond Toupin, Director

**Planning & Community
Services:** Brian Green, Director

Emergency & Fire Services:
John Trelford, Director



MUNICIPAL AUDITORS
BDO Canada LLP



BANKERS
Toronto Dominion Bank



2019 Strategic Plan Priorities & Highlights

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 reviewed and updated the plan with new strategies to achieve long-term goals in early 2020. The complete Strategic Plan can be found at northsaanich.ca.

Protect & Enhance Rural, Agricultural, Heritage, Marine and Environmental Resources

- Preserve and protect significant and sensitive environmental areas and ecosystems
- Preserve and protect sensitive marine and inter-tidal habitats
- Mitigate climate change impacts
- Enhance parks and trails

Maintain a Safe and Healthy Community

- Protect resident safety and be prepared for emergencies
- Encourage and support an active lifestyle

Encourage Compatible Commercial and Local Business Development

- An operating environment supportive of local business
- A vibrant and sustainable agricultural economy

Maintain a Strong Sense of Community

- A strong sense of pride, identity and belonging in North Saanich
- Engaging the community
- Housing policies that support local and regional demand
- Positive and constructive relations with First Nations

Ensure Strong Leadership, Fiscal Responsibility and Transparent Government

- Efficient and cost effective management of corporate assets and financial services
- Efficient and effective administrative and regulatory processes
- Effective governance and leadership
- Be an employer of choice

Department Overviews: Corporate Services

The Corporate Services Department's primary role is processing all business as it relates to Council, performing all statutory requirements of the Local Government Act and the Community Charter as well as providing a variety of support services to other District Departments.

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 and the Chief Administrative Officer and various advisory bodies
- Human resource functions
- Internal and external corporate communications
- Providing support for public engagement

2019 Results:

- Continued implementation of improved records and document management processes
- Implemented approved Communications Strategy update recommendations
- Began implementation of human resources management plan recommendations
- Developed and launched new website for the District

2020 Goals and Major Projects:

- Review Council Procedures Bylaw
- Continue implementation of improved records and document management processes
- Improve communications and public engagement practices
- Develop guidelines for Council attendance at events
- Continue implementation of human resources plan recommendations

Department Overviews: Financial & Information Technology Services

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 contract
- Management and support of the District's computer network
- Management and support of the District's telephone and cellular communication

2019 Results:

- Maintained positive audit opinion on annual financial statements
- Implemented accounting reporting improvements
- Met all statutory requirements
- Completed and launched newly designed website for the District
- Performed a comprehensive review of District reserve funds
- Commenced considerations of new business software

- Received the Canadian Award for Financial Reporting
- Completed updates of two servers
- Finalized the installation of fibre to the Municipal Hall and Fire Hall
- Awarded new janitorial contract

2020 Goals and Major Projects:

- Develop long-term tax policy
- Complete a building condition assessment and reinvestment plan for all municipal buildings
- Conduct a needs analysis for business software
- Develop a new bylaw to establish reserve funds
- Fully incorporate GFOA Budget Award criteria into 2021 Budget
- Complete server update
- Review Municipal Hall security system

Department Overviews: Infrastructure Services

The Infrastructure Services Department is responsible for the planning, construction, maintenance and records management of the District's infrastructure. This includes issuing permits for any works proposed on District roads or property. This department reviews designs for new subdivisions within the District and manages the design and construction of all new infrastructure projects.

The Department is responsible for:

- Planning and designing the District's infrastructure for roads, water mains, sanitary sewers, drainage and parks
- Processing requests for service, municipal service information, addressing, soil permits, external utility permits and permits for work on municipal property
- Reviewing the engineering servicing of subdivision and building permit applications
- Management of municipal trees, parks, trails, beach access and bike lanes within the District
- Operational and maintenance activities for assets related to roads, drainage, water utility, sewer utility, parks, buildings and fleet
- Customer service requests both internally for different departments and externally for the public and other agencies
- Providing support to many volunteer initiatives and 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 and Peninsula Soccer

2019 Results:

- Design of 1 km of water main upgrade on Lands End Road and Chalet Road
- Construction of 1.6 km of bike lanes on West Saanich Road (McTavish to Frizell)
- Construction of accessible parking at Hospital Hill
- Construction of pedestrian safety upgrades on East Saanich Road
- Finalized design of north section of Scoter Trail
- Initiate review and update of Drainage Master Plan

2020 Goals and Major Projects:

- Design and tender of 1.4 km of water main upgrade on Curteis, Dunne, Kedge Anchor and Inwood Roads
- Initiate and complete Active Transportation Plan
- Complete rehabilitation of north section of Scoter Trail
- Complete Drainage Master Plan
- Construct 100 m of sanitary sewer extension on Mills Road
- Construct 200 m of sidewalk rehabilitation on McDonald Park Road and 100 m of new sidewalk on Forest Park Drive
- Design and tender of upgrades to Green Waste Composting Facility
- Construction of 1 km of water main upgrade on Lands End Road and Chalet Road
- Pedestrian safety upgrades on West Saanich Road at Deep Cove School



Department Overviews: Planning & Community Services

Planning and Community Services provides advice and essential services related to the regulation and administration of development activity and community growth. This includes policy review and development, processing of all types of development applications, building permits, issuing of business licenses and ensuring bylaw compliance.

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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 Finance Department
- Municipal hall building maintenance
- Providing updates on projects and initiatives for the website

2019 Results: 2019 was a successful year for the Department, resulting in the completion and initiation of several projects:

- Adoption of the Whole Community Agricultural Strategy Implementation Plan
- Adoption of the Island-wide intercommunity business licence bylaw
- Amendment of the Building Bylaw related to BC Building Code updates
- Contributed towards the Request for Expressions of Interest process for Sandown in collaboration with other District departments
- Amendment of the Regional Growth Strategy through informal referral and formal referral processes for proposed changes to population and employment projections
- Adoption of Zoning bylaw amendment application to permit site specific vet clinic use in the CS-1 Light Industrial Zone

- Adoption of zoning bylaw amendments for light industrial zoning, accessible parking and update for consistency with new Agricultural Land Commission regulations
- Completion of the Sandown Agricultural Reclamation and Drainage Works
- Introduction and referral of the Regional Context Statement to align the District's Official Community Plan with the Capital Regional District's Regional Growth Strategy
- Review of subdivision notification procedures
- Update regarding sea level rise and marine policy planning
- Final subdivision approval of the Baldwin development
- Introduction of rezoning application for a cannabis production facility at 1835 John Road
- Participation in CRD Housing Needs Assessment Partnership and Grant Application
- Review of referral from the Capital Regional District on the Regional Growth Strategy Indicator Report (progress towards RGS targets)
- Staff support to the Climate Change Select Committee, Community Planning Commission, Community Agricultural Commission and Community Stewardship Commission



Department Overviews: Planning & Community Services

2020 Goals and Major Projects. In keeping with Council's strategic vision for the District, key 2020 Planning and Community Services projects include the following:

- Launch an Official Community Plan (OCP) Bylaw Review
- Review and complete an update to the District's Sign Bylaw
- Review and complete an update to the District's Tree Protection Bylaw
- Launch an update to the District's subdivision bylaw
- Facilitate an OCP Bylaw amendment and submit to the Agricultural Land Commission an exclusion application necessary for the proposed Vancouver Island Regional Library at Panorama Recreation Centre
- Bring forward marine and shoreline development policies for sea level rise as part of the OCP review and following completion of the CRD study
- Prepare a report to Council regarding the work undertaken by the Climate Change Select Committee
- Continue to explore the roles for the District in the Shoal Harbour Migratory Bird Sanctuary Integrated Management Plan (Tsehum Harbour) through OCP review as well as the possibility of joining the CRD Harbour Program Service and having further discussions with the Town of Sidney on the potential for collaboration
- Report back to Council on the Child Care Analysis and final report and action plan
- Continue work in partnership with the CRD and participating municipalities on the regional approach to the Housing Needs Report
- Implement the CleanBC Municipal Rebate Top Up Program
- Prepare an annual review of the District's Whole Community Agricultural Strategy Implementation Plan

Department Overviews: Emergency & Fire Services

The North Saanich Fire Department is a composite, career/volunteer department consisting of four career employees and 39 volunteers 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 solid fuel/oil burning appliance inspections, and fire cause investigations within the District. Other actions include: hazardous materials awareness response, disaster planning, fire prevention and public education. The North Saanich Fire Department jointly operates the Peninsula Emergency Measures Program with the Town of Sidney and the District of Central Saanich.

2019 Accomplishments:

Calls:

Duty.....	103
Fire.....	264
Medical.....	196
2019 Total	563

Volunteer Hours..... **8,875**

Solid Fuel and Oil Appliance Inspections.....	32
Burning Permits Issued.....	355
Commercial Inspections.....	199
Total Inspections 2019	586

- Purchase new Chief Vehicle
- RFP for two fire apparatus
- Purchase of utility trailer
- Back room renovation at Wain Road Fire Hall
- Exhaust system for McTavish Fire Hall;

Four Grants Received:

- ESS
- Evacuation Route Planning
- Community Emergency Preparedness Fund and Emergency Operations Centre Training
- Community Resiliency Investment Program and Community Wildfire Protection Plans

2020 Goals and Major Projects:

- Hiring of new Training Officer/Deputy Chief
- Receive two fire apparatus and put into service
- Continue hose and nozzle replacement program
- Renovate upstairs including two washrooms at Wain Road Fire Hall
- Renovate downstairs washroom at Wain Road Fire Hall
- Paint exterior of Wain Road Fire Hall
- Upgrade file room at Wain Road Fire Hall
- Install new propane burn pad for training at Wain Road Fire Hall
- Renovate kitchen at McTavish Fire Hall
- Complete requirements for grants received in 2019

Department Overviews: Police Services

Sidney/North Saanich RCMP-GRC

Policing Services:

Policing services are provided to the municipalities of Sidney and North Saanich by the RCMP-GRC through a Federal/Provincial/Municipal contract. A detachment centrally located at 9895 Fourth Street in Sidney provides diverse policing services to the surrounding Northern Saanich Peninsula and First Nation communities as well as the Willis Point region and fifty-two islands and coastal waters extending to the USA boundary. Within the detachment boundaries policing services are also provided to the Victoria International Airport, and the Swartz Bay and Anacortes ferry terminals.

Detachment Resources:

Sidney/North Saanich Detachment is comprised of thirty-two police officers and nine civilian support staff. Uniform officers are divided into four Watches providing a twenty-four hour, seven day a week on-duty response to emergencies and calls for service. Specialized units within the detachment are organized into a four officer Major Crime Unit, two officer Traffic Unit, one Community Policing officer and two First Nations Policing officers. On average the detachment responds to 7,000 calls for service annually, many involving extensive investigation.

A management team is responsible for administration, planning, budget and operations for the detachment. Business hours for inquiries, assistance and service is Monday to Friday from 8:30 am – 4:15 pm.

Strategic Policing Priorities:

Detachment policing priorities are established through consultation with key partners within the community and in alignment with regional, provincial and national public safety initiatives. In 2020 annual policing priorities for traffic enforcement, property crime reduction, crime prevention and First Nation policing were implemented. Specific initiatives for each priority have been developed to focus the delivery of policing services. Impaired and distracted driving enforcement is given priority to enhance road safety and support the prevention of motor vehicle accidents. Strategies have been engaged to reduce shoplifting from local businesses and theft from vehicle offenses through targeting of prolific offenders who repeat crimes. Initiatives to provide a frequent policing presence in public spaces which include parks, waterfront and the business sector have been implemented to enforce bylaw, liquor and controlled substance regulations.

A quarterly policing report provides details on crime trends and statistical comparison over a five year period. The Detachment Commander provides a review of these reports to Mayor and Council with details on how the detachment is managing crime and meeting the objectives of the policing priorities. Under the leadership of the Detachment Commander, officers participate in crime prevention, investigation and proactive policing objectives while working closely with volunteers and policing partners to reduce crime and harm in the community.

Community Policing and Volunteer Programs:

The detachment is complimented by a number of dedicated volunteers who donate many hours of their time each month to help make North Saanich a safe and desirable community to live and work. Programs which citizens can volunteer to enhance policing services in the community include Victim Services, Restorative Justice, Citizens on Patrol, Speed Watch and the Auxiliary Constable Program. The Community Policing officer and Auxiliary Constables are actively involved in the

Department Overviews: Police Services

delivery of crime prevention and education programs to help prevent community members from becoming victims of theft and fraud crimes. The Detachment currently has four Auxiliary Constables, some of whom are bike trained and may be observed in the community on foot or bike patrol. During the past year the Community Policing officer, Media Liaison and Auxiliary Constables have assisted in the delivery of programs which enhance safety and the prevention of crime.

The Block Watch program has been expanded to include new neighbourhoods. The Auxiliary Constable coordinator forwards safety alerts, tips, and recent crime incidents to Block Watch Captains who utilize email to distribute the information to neighbouring residents.

A new initiative to build a partnership in prevention for theft from vehicle crimes provides “All Valuables Removed” stickers to vehicle owners. Theft from vehicles is a preventable crime and this initiative serves a dual purpose. The stickers remind vehicle owners to remove valuables and this action results in extinguishing a theft opportunity from thieves. The stickers can be obtained at Sidney/North Saanich Detachment, the Motor Vehicle Branch in Sidney and Save-On Foods.

An enhanced police engagement initiative was implemented by the Detachment to identify multiple locations to be given priority for regular police patrols. These locations were identified as public spaces where a policing presence provides enhanced safety to the community where they enjoy parks, walking trails, recreation and the waterfront.

Each summer both locals and tourists frequent the popular Sidney Street Market on Thursday evenings from June to the end of August. The Community Policing officer assisted by Auxiliary Constables participate in the market where they greet the community offering crime prevention advice and information on safety programs for adults and children. Stop by the RCMP booth to meet our Community Policing officer.

As a new initiative the detachment has adopted a modern technology bike registration program called Project 529. Using an APP bike owners can self register their bikes in a matter of minutes. Once bike owners have registered their bike they contact the detachment to receive a Project 529 adhesive shield which is affixed to the bike and assists police in returning found and recovered bikes to the owners. When a bike is stolen the Project 529 system sends an alert providing a bike description to others with registered bikes. More information is available through the Sidney/North Saanich Detachment.

Our Community Policing officer participates in a school liaison program with our five local elementary, middle and secondary schools. The program assists in establishing a connection with local youth and provides some greater safety awareness and education. This messaging to youth includes awareness regarding the safe use of social media and practices which prevent becoming victims of fraud or sexual predators. A partnership with local schools provides many opportunities for positive interaction and delivery of messages pertaining to safe driving, pedestrian and cycling safety and important choices regarding substance use.

Crime Rates/Crime Prevention

Both Sidney and North Saanich enjoy a relatively low crime rate in comparison to many other communities in British Columbia. The support of the community in preventing and reporting criminal activity has been instrumental in solving criminal offenses quickly, contributing to safe streets and safe homes. To continue this trend, the RCMP-GRC encourage community members to take measures to protect themselves from crime, not leaving valuables in vehicles, securing their homes and immediately reporting suspicious activity to police.

A Message From The Chief Financial Officer

May 15, 2020



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, 2019. 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 BDO 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, 2019. 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 \$26.9 million of revenue reported by the District for 2019, 47% of it came from property taxes and 21% from water and sewer fees and charges. Over 14% of the property tax revenue comes from the Victoria Airport land alone and that will continue to grow as the airport lands are developed. The significant increase in revenue in 2019 is related to \$5.7 million in contributed assets recognized as contributions from developers during the year. These are non-cash contributions of 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.

In 2019 the District continued the practice of closing the infrastructure funding gap as tax funded capital reached \$1.85 million or 15% 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 \$6.5 million at the end of 2018 to \$6.1 million in 2019 as principal payments are made. Operating results for 2019 exceeded budgeted expectations. The District's net investment in capital assets increased by \$5.2 million, and total accumulated surplus increased by \$9.3 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. I am very proud to have received the Canadian Award for Financial Reporting for 2018 and look forward to the year ahead.

Stephanie Munro
Director of Financial Services



Financial Information: 2019 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 2019. Permissive tax exemptions are those exemptions granted by bylaw in accordance with Section 224 of the Community Charter.

Property/Organization	Address	Municipal Taxes (\$)
Air Cadets (676 Kittyhawk Sponsoring Committee Society)	1979 De Havilland Way	2,753
BC Aviation Museum	1910 Norseman Road	15,481
Holy Trinity Anglican Church	1319 Mills Road	7,287
Holy Trinity Anglican Church	1325 Mills Road	2,231
Kiwanis Elderly Citizens Village	10585 McDonald Park Road	12,215
Navy League of Canada (Saanich Peninsula Branch)	9565 B Hurricane Road	1,418
Saanich Peninsula Chamber of Commerce	10382 Pat Bay Highway	2,554
Saanich Peninsula Presbyterian Church	9296 East Saanich Road	10,138
Seventh Day Adventist Church	9300 Willingdon Road	12,724
Sidney & North Saanich Memorial Park Society	10640 McDonald Park Road	5,905
Sidney & North Saanich Memorial Park Society	10714 McDonald Park Road	11,255
Sidney Pentecostal Church	10364 McDonald Park Road	6,559
St. John's United Church	10990 West Saanich Road	4,230
Town of Sidney	1665 McTavish Road	8,324
Capital Regional District	1717 McTavish Road	27,553
McTavish Academy of Art	1720 McTavish Road	4,607
Total(\$)		135,234

District of North Saanich

Financial Statements

Year Ended December 31, 2019

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District of North Saanich

December 31, 2019

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 Public Sector Accounting Board of the Chartered Professional Accountants Canada. A summary of the significant accounting policies are described in Note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's 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 BDO Canada 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



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Independent Auditor's Report

To the Mayor and Council 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, 2019 and the Statements Operations, Changes in Net Financial Assets, and Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the District financial statements present fairly, in all material respects, the financial position of the District at December 31, 2019 and its results of operations, changes in net debt, and 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 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.

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 District's financial reporting process.

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**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 these 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.
- 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.



We 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.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

BDO Canada LLP

Chartered Professional Accountants

Vancouver, British Columbia
May 6, 2020

District of North Saanich

Statement of Financial Position

December 31, 2019, with comparative information for 2018

	2019	2018
Financial assets		
Cash	\$ 14,030,327	\$ 11,686,080
Portfolio investments (note 2)	24,870,201	21,799,050
Accounts receivable		
Taxes	581,606	865,954
Other (note 3)	1,713,250	2,262,742
Debt reserve deposits (note 4)	130,428	127,459
	\$ 41,325,812	\$ 36,741,285
Liabilities		
Accounts payable and accrued liabilities (note 5)	4,490,989	3,705,910
Prepaid property taxes	646,743	610,048
Deferred revenue (note 6)	2,391,967	2,631,834
Deposits	1,368,088	1,065,744
Employee future benefit liability (note 7)	438,300	414,700
Debt (note 8)	6,139,608	6,527,000
	\$ 15,475,695	\$ 14,955,236
Net financial assets	\$ 25,850,117	\$ 21,786,049
Non-financial assets		
Tangible capital assets (note 9)	79,877,404	75,048,741
Inventory of supplies	135,648	159,267
Prepaid expenses	543,006	152,856
	\$ 80,556,058	\$ 75,360,864
Accumulated surplus (note 10)	\$106,406,175	\$ 97,146,913

Contingencies and commitments (notes 4 and 11)

Contractual rights (note 12)



Director of Financial Services



Mayor

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

District of North Saanich

Statement of Operations

Year ended December 31, 2019, with comparative information for 2018

	Budget (note 16)	2019	2018
Revenues: (note 15)			
Taxes available for municipal purposes (note 13)	\$ 12,874,600	\$ 12,682,705	\$ 12,605,993
Sale of services			
General	1,016,100	1,034,066	1,441,410
Water utility fees and charges	3,293,500	3,230,900	3,373,598
Sewer utility fees and charges	1,282,900	1,295,491	1,259,601
Income from portfolio investments	291,250	833,917	674,321
Contributed assets (note 9)	-	5,658,386	-
Government transfers (note 14)	1,613,700	1,700,963	1,691,452
Other revenue	268,700	482,021	538,328
	\$ 20,640,750	\$ 26,918,449	\$ 21,584,703
Expenses: (note 15)			
General government	4,248,454	3,383,511	3,538,244
Protective services	3,574,615	3,437,209	3,354,312
Solid waste management and environment	72,900	69,825	63,348
Planning and community	1,343,122	1,003,792	934,938
Transportation	4,059,482	3,367,566	3,096,641
Parks, recreation and culture	1,843,492	1,583,816	1,491,495
Water utility	3,495,493	3,132,236	3,152,176
Sewer utility	1,757,442	1,681,232	1,698,008
	\$ 20,395,000	\$ 17,659,187	\$ 17,329,162
Annual surplus	245,750	9,259,262	4,255,541
Accumulated surplus, beginning of year	97,146,913	97,146,913	92,891,372
Accumulated surplus, end of year	\$ 97,392,663	\$ 106,406,175	\$ 97,146,913

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

District of North Saanich

Statement of Change in Net Financial Assets

Year ended December 31, 2019, with comparative information for 2018

	Budget (note 16)	2019	2018
Annual surplus	\$ 245,750	\$ 9,259,262	\$ 4,255,541
Acquisition of tangible capital assets	(6,371,000)	(2,164,564)	(3,364,437)
Amortization of tangible capital assets	3,156,300	2,825,316	2,665,958
Loss (Gain) on disposal of capital assets	-	168,971	(29,030)
Proceeds on sale of capital assets	-	-	29,030
Contributed capital assets	-	(5,658,386)	-
	(2,968,950)	4,430,599	3,557,062
Acquisition of inventory of supplies	-	(98,222)	(81,384)
Consumption of inventory of supplies	-	121,841	127,697
Acquisition of prepaid expenses	-	(538,190)	(141,586)
Use of prepaid expenses	-	148,040	136,504
Change in net financial assets	(2,968,950)	4,064,068	3,598,293
Net financial assets, beginning of year	21,786,049	21,786,049	18,187,756
Net financial assets, end of year	\$ 18,817,099	\$ 25,850,117	\$ 21,786,049

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

District of North Saanich

Statement of Cash Flows

Year ended December 31, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used in):		
Operating transactions:		
Annual surplus	\$ 9,259,262	\$ 4,255,541
Items not involving cash:		
Contributed tangible capital assets	(5,658,386)	-
Loss (gain) on disposal of capital assets	168,971	(29,030)
Amortization of tangible capital assets	2,825,316	2,665,958
Actuarial sinking fund earnings	(118,049)	(271,470)
	6,477,114	6,620,999
Change in non-cash operating assets and liabilities		
Decrease (increase) in accounts receivable - taxes	284,348	(447,773)
Decrease (increase) in accounts receivable - other	549,492	(424,466)
(Increase) decrease in debt reserve deposits	(2,969)	77,861
Increase in prepaid expenses	(390,150)	(5,082)
Increase in accounts payable and accrued liabilities	785,079	224,259
Increase in prepaid property taxes	36,695	56,082
(Decrease) in deferred revenue	(239,867)	(106,828)
Increase (decrease) in employee future benefit obligations	23,600	(6,800)
Decrease in materials and supplies	23,619	46,313
Decrease (increase) in deposits	302,344	(671,840)
	7,849,305	5,362,725
Capital transactions:		
Acquisition of tangible capital assets	(2,164,564)	(3,364,437)
Proceeds on disposal of tangible capital assets	-	29,030
	(2,164,564)	(3,335,407)
Financing transactions:		
Repayment of debt	(269,343)	(496,420)
Investing transactions:		
Change in portfolio investments	(3,071,151)	(474,929)
Increase in cash and cash equivalents	2,344,247	1,055,969
Cash and cash equivalents, beginning of year	11,686,080	10,630,111
Cash and cash equivalents, end of year	\$ 14,030,327	\$ 11,686,080

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

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

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") of the Chartered Professional Accountants Canada. 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 11 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.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

1. Significant accounting policies continued

(e) 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.

(f) Portfolio investments

All investments are recorded on an amortized cost basis. Investment premiums and discounts are amortized over the term of the respective investment, using the effective interest method. Investments are written down when there is, in the opinion of management, a permanent decline in value.

(g) 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.

(h) Debt

Debt is recorded net of principal repayments and actuarial earnings.

(i) 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, 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.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

1. Significant accounting policies continued

(j) 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) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) the District is directly responsible or accepts responsibility;
- (iv) it is expected that the future economic benefits will be given up; and
- (v) 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.

(k) Non-financial assets

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

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset.

The cost, less residual value, of the tangible capital assets, excluding land are amortized on a straight line basis over their estimated useful lives.

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:

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

1. Significant accounting policies continued

(k) Non-financial assets continued

(i) Tangible capital assets continued

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.

(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.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

1. Significant accounting policies continued

(k) Non-financial assets continued

(v) Leased tangible capital assets

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

(vi) Inventory of supplies

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

(l) 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.

(m) Allocation of expenses

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

(n) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures 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, the fair value of contributed assets, the allocation of expenses, provisions for accrued liabilities and in performing actuarial valuations of employee future benefits, assessment of contaminated sites and provision for contingencies. Actual results could differ from these estimates.

2. 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 January 2020 to November 2021 and have rates of return ranging from 2.30% to 3.30% (2018 - 2.10% to 3.30%).

	2019	2018
Term Deposits	\$ 24,870,201	\$ 21,799,050

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

3. Other accounts receivable

Other accounts receivable consists of the following:

	2019	2018
Utility fees and charges	\$ 1,060,953	\$ 1,127,930
BikeBC grant receivable	-	719,775
Other grants receivable	47,857	24,284
Protective services grants receivable	74,613	-
GST rebate	253,121	240,826
Trade accounts receivable	53,244	50,113
Receivable from library / other municipalities	57,853	-
Insurance proceeds	136,759	-
Deferred property taxes due from the Province of BC	14,613	87,065
Miscellaneous	14,237	12,749
	\$ 1,713,250	\$ 2,262,742

4. 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, 2019, deposits of \$130,428 (2018 - \$127,459) 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, 2019 there were contingent demand notes of \$255,076 (2018 - \$255,076) which are not included in the financial statements of the District.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

5. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities consist of the following:

	2019	2018
Trade accounts payable	\$ 1,390,613	\$ 1,407,801
Accrued liabilities	1,741,929	1,493,519
Grant in lieu payable	934,896	472,479
Accrued payroll liability	237,046	232,111
Contaminated sites liability (a)	100,000	100,000
PEMO amounts held (b)	86,505	-
	\$ 4,490,989	\$ 3,705,910

(a) A liability for contaminated sites has been recorded in the amount of \$100,000 (2018 - \$100,000). 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.

6. Deferred revenue

	2018	Contributions received	Recognized as revenue	2019
Amenity Fee Contributions	\$ 1,546,527	\$ -	\$ -	\$ 1,546,527
Prepaid Building Permits	207,776	172,564	(207,776)	172,564
Prepaid Utility Billings	29,412	10,511	(29,412)	10,511
Sewer Parcel Tax	204,311	-	(198,264)	6,047
Sewer Upgrade Contributions	155,903	-	-	155,903
Specified Area Charges	482,905	-	-	482,905
Other	5,000	12,510	-	17,510
	\$ 2,631,834	\$ 195,585	\$ (435,452)	\$ 2,391,967

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

7. Employee future benefit liability

The District provides sick leave, retirement benefits, and family leave 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:

	2019	2018
Accumulated sick leave	\$ 240,204	\$ 227,185
Retirement benefit payment	198,096	187,515
	\$ 438,300	\$ 414,700

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

	2019	2018
Accrued benefit obligation - opening:		
Balance, beginning of year	\$ 451,600	\$ 462,300
Current service cost	47,500	48,400
Interest cost	15,600	14,000
Benefits paid	(49,200)	(78,300)
Actuarial loss	20,600	5,200
Accrued benefit obligation - closing	486,100	451,600
Unamortized net actuarial loss	(47,800)	(36,900)
Accrued employee future benefit liability	\$ 438,300	\$ 414,700

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

	2019	2018
Discount rates	2.70 %	3.30 %
Expected inflation rate	2.50 %	2.50 %

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

7. Employee future benefit liability continued

The expected average remaining service life is 10 years (2018 - 10 years). The expected wage and salary increases (including 2.50% inflation estimate) are 2.58% - 4.50% (2018 - 2.58% - 4.50%). The total expense recorded in the financial statements in respect of obligations under this plan amounts to \$72,800 (2018 - \$71,500).

Accumulated sick leave

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

Retirement benefit payments

Retirement benefit payments 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. The most recent valuation was as at December 31, 2017. 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, 2018, the plan had about 205,000 active members and approximately 101,000 retired members. Active members include approximately 40,000 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, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The District paid \$431,488 for employer contributions to the plan in fiscal 2019 (2018 - \$411,253) and District employees paid \$375,032 (2018 - \$347,827).

The next valuation will be as at December 31, 2021, with results available in 2022.

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 individual employers participating in the plan.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

7. 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 actuarially determined as of December 31, 2017 with an extrapolation prepared by the actuary as at December 31, 2018. At December 31, 2018, the total plan provision for approved claims was \$16,827,700 (2017 - \$15,844,900) and the provision for unreported claims was \$1,332,400 (2017 - \$1,332,400) with an accumulated surplus of \$3,016,917. The total plan provision for approved and unreported claims and net surplus or deficit at December 31, 2019 will be available later in 2020. The District paid \$50,267 (2018 - \$56,526) for employer contributions and District employees paid \$50,267 (2018 - \$57,526) for employee contributions to the plan in 2019.

8. Debt

	Interest rate	Year of maturity	Gross Debt	Repayments and actuarial earnings	2019	2018
MFA Issue #102	2.25%	2032	\$ 7,722,907	\$ (2,795,554)	\$ 4,927,353	\$ 5,213,747
MFA Issue #127	3.30%	2029	1,680,000	(467,745)	1,212,255	1,313,253
			\$ 9,402,907	\$ (3,263,299)	\$ 6,139,608	\$ 6,527,000

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 2019 was \$229,205 (2018 - \$318,130).

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

8. 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:

	2019
2020	\$ 269,343
2021	269,343
2022	269,343
2023	269,343
2024	269,343
Thereafter	1,903,043
Future actuarial interest	2,889,850
	\$ 6,139,608

9. 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 2019 or 2018.

In 2019 \$5,658,386 of asset contributions were received related to various developments within the District. The fair market value of these assets is shown as revenue as well as tangible capital asset additions. This was comprised of land - \$2,959,177; land improvements - \$190,310; roads - \$1,006,557; drainage - \$715,957; water - \$388,550; and sewer - \$397,835. There were no such contributions in 2018.

9. Tangible capital assets continued

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District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

10. Accumulated surplus

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

	2019	2018
Surplus		
Invested in tangible capital assets	\$ 73,737,796	\$ 68,521,741
Unallocated surplus	12,165,211	11,080,119
Total surplus	85,903,007	79,601,860
Reserves set aside by Council		
Working funds	10,018,092	8,665,086
Federal Gas Tax Agreement funds	3,295,593	2,511,279
	13,313,685	11,176,365
Reserve funds set aside for specific purposes by Council		
Replacement reserves	2,685,117	2,513,330
Growth and opportunity reserves	1,727,254	1,522,082
Local improvement reserve	1,033,323	1,008,636
Parks capital and acquisition reserves	1,743,789	1,324,640
Total reserve funds	7,189,483	6,368,688
	\$106,406,175	\$ 97,146,913

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

11. Contingencies and commitments

	2020	2021	2022	2023	2024
RCMP (a)	\$ 488,506	\$ 424,366	\$ 395,240	\$ 340,780	\$ -
Fire dispatch	46,680	48,080	49,522	51,008	-
Shoal Centre	18,300	18,600	19,000	19,300	19,700
Shaw telephone and internet	44,123	44,123	44,123	6,300	-
Janitorial services (e)	65,293	21,764	-	-	-
GIS software	18,950	19,281	19,624	-	-
CFAIR (f)	25,000	25,000	25,000	25,000	25,000
Water main renewal (g)	892,475	-	-	-	-
Drainage master plan (g)	241,674	-	-	-	-
Fire engine and fire tender (h)	1,620,192	-	-	-	-
	\$ 3,461,193	\$ 601,214	\$ 552,509	\$ 442,388	\$ 44,700

(a) RCMP

The District has entered into a five-year renewable agreement with the Town of Sidney, effective January 1, 2018, 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.

(b) 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 that are likely to be successful 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.

(c) 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.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

11. Contingencies and commitments continued

(d) 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.

(e) Janitorial services

In April 2019 the District entered into a two-year agreement with Tricom Building Maintenance Ltd. for janitorial services.

(f) Capital Region Food and Agriculture Initiatives Roundtable (CFAIR) agreement

In May 2019 the District entered into a six-year agreement with CFAIR for conducting the annual Flavour Trails.

(g) Water main and drainage master plan

In 2019 the District entered into an agreement with Triahn Enterprises (2018) Ltd. for the 2020 water main renewal contract and Parsons Inc. for the drainage master plan contract.

(h) Fire engine and fire tender

In September 2019 the District awarded the fire engine and fire tender contract to Hub Fire Engines. Hub Fire Engines will provide a new fire engine and fire tender for use by the District's Fire Department.

12. COVID-19

Subsequent to year end, the impact of COVID-19 in Canada and on the global economy increased significantly. As the impacts of COVID-19 continue, there could be specific impacts on the District, its citizens, employees, suppliers and other third party business associates that could impact the timing and amounts realized on the District's assets and future ability to deliver services and projects. At this time, the full potential impact of COVID-19 on the District is not known. Although the disruption from the virus is expected to be temporary, given the dynamic nature of these circumstances, the duration of disruption and the related financial impact cannot be reasonably estimated at this time. The District's ability to continue delivering non-essential services and employ related staff will depend on the legislative mandates from the various levels of government. The District will continue to focus on collecting receivables, managing expenditures, and, if necessary, leveraging existing reserves and available credit facilities to ensure it is able to continue providing essential services.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

13. Taxes available for municipal purposes

	Budget	2019	2018
Taxes collected for general municipal purposes:			
Property and business taxes	\$ 10,843,850	\$ 10,577,094	\$ 10,403,014
Grants in lieu of taxes	1,206,050	1,276,854	1,287,871
Water and sewer system parcel taxes	824,700	828,757	915,108
Total	12,874,600	12,682,705	12,605,993
Taxes collected on behalf of and paid to other governments:			
School Authorities	-	8,945,876	8,258,509
Regional Hospital District	-	1,353,167	1,386,145
Municipal Finance Authority	-	1,284	1,217
British Columbia Assessment Authority	-	256,826	258,312
BC Transit Authority	-	1,367,711	1,304,342
Regional District	-	2,985,602	2,991,746
Total	-	14,910,466	14,200,271
Gross taxes collected	\$ 12,874,600	\$ 27,593,171	\$ 26,806,264

14. Government transfers

The following government transfers have been included in revenues:

	Budget	2019	2018
Transfers			
Provincial	\$ 540,000	\$ 590,008	\$ 1,124,030
Federal	1,073,700	1,110,905	546,269
Regional and other	-	50	21,153
	\$ 1,613,700	\$ 1,700,963	\$ 1,691,452

15. 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

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

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.

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.

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

December 31, 2019	General Government	Protective Services	Solid Waste Management & Environment	Planning and Community	Parks, Recreation and Cultural	Water Utility	Sewer Utility	2019
Revenues								
Taxes available for municipal purposes	\$ 11,853,948	\$ -	\$ -	\$ -	\$ -	\$ 469,550	\$ 359,208	\$ 12,682,705
Sale of services	132,917	99,585	53,858	590,776	150,941	3,230,900	1,295,491	5,560,457
Income from portfolio investments	800,814	-	-	-	-	4,483	28,620	833,917
Contributed assets	4,872,001	-	-	-	-	388,550	397,835	5,658,386
Government transfers	1,700,963	-	-	-	-	-	-	1,700,963
Other revenue	241,045	-	-	-	-	(10,071)	251,047	482,021
	19,601,688	99,585	53,858	590,776	150,941	4,083,412	2,332,201	26,918,449
Expenses								
Salaries, wages and employee benefits	1,869,434	680,943	34,018	929,002	1,418,882	489,664	237,915	5,923,556
Contracted services	1,062,459	2,324,127	32,702	66,038	432,951	77,376	577,063	5,747,831
Supplies and materials	131,258	141,975	3,105	3,101	132,112	2,356,835	114,102	2,922,583
Interest and bank charges	10,696	55,440	-	-	-	-	173,765	239,901
Amortization	309,664	234,724	-	5,651	1,383,621	208,361	578,387	2,825,316
	3,383,511	3,437,209	69,825	1,003,792	3,367,566	3,132,236	1,681,232	17,659,187
Annual surplus (deficit)	\$ 16,218,177	\$ (3,337,624)	\$ (15,967)	\$ (413,016)	\$ (3,216,625)	\$ 951,176	\$ 650,969	\$ 9,259,262

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

December 31, 2018	General Government	Protective Services	Solid Waste Management & Environment	Planning and Community	Parks, Recreation and Cultural	Water Utility	Sewer Utility	2018
Revenues								
Taxes available for municipal purposes	\$ 11,690,885	\$ -	\$ -	\$ -	\$ -	\$ 467,874	\$ 447,234	\$ 12,605,993
Sale of services	132,917	104,628	44,522	945,425	180,118	3,373,598	1,259,601	6,074,609
Income from portfolio investments	643,435	-	-	-	-	3,089	27,797	674,321
Government transfers	1,691,452	-	-	-	-	-	-	1,691,452
Other revenue	197,070	-	-	-	-	5,175	336,083	538,328
	14,355,759	104,628	44,522	945,425	180,118	3,849,736	2,070,715	21,584,703
Expenses								
Salaries, wages and employee benefits	1,861,119	606,538	31,576	844,094	1,365,881	499,787	219,531	5,659,934
Contracted services	1,227,270	2,347,369	31,131	78,131	300,748	96,245	539,343	5,767,835
Supplies and materials	128,861	134,923	641	9,740	143,493	2,365,867	107,259	2,906,915
Interest and bank charges	10,388	55,440	-	-	-	-	262,690	328,518
Amortization	310,606	210,042	-	2,973	1,286,519	190,277	569,185	2,665,960
	3,538,244	3,354,312	63,348	934,938	3,096,641	3,152,176	1,698,008	17,329,162
Annual surplus (deficit)	\$ 10,817,515	\$ (3,249,684)	\$ (18,826)	\$ 10,487	\$ (2,916,523)	\$ 697,560	\$ 372,707	\$ 4,255,541

District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2019

16. Budget data

The budget data presented in these financial statements is based upon the 2019 budget in Financial Plan Bylaw #1476, Schedule A passed by Council on April 15, 2019.

	2019
Revenues	
Taxes available for municipal purposes	\$ 12,874,600
Water utility fees and charges	3,293,500
Sewer utility fees and charges	1,282,900
General sale of services	1,016,100
Income from portfolio investments	291,250
Government transfers	1,613,700
Other revenue	268,700
Total revenue	20,640,750
Expenses	
Interest and bank charges	229,300
Amortization	3,156,300
General operating fund	12,743,700
Water operating fund	3,254,800
Sewer operating fund	1,010,900
	20,395,000
Annual surplus before transfers	245,750
ALLOCATIONS	
Add	
Amortization expense	3,156,300
Transfers to reserve funds	3,238,250
Total additions	6,394,550
Deduct	
Principal payments on debt	269,300
Capital expenditures	6,371,000
Total deductions	6,640,300
Financial Plan balance	\$ -

District of North Saanich

Notes to the Financial Statements

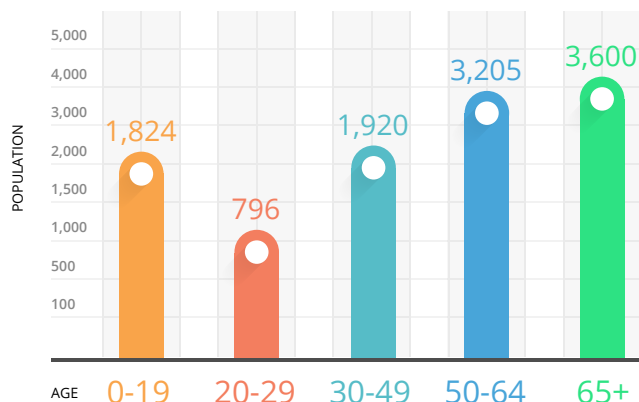
Year ended December 31, 2019

17. Comparative figures

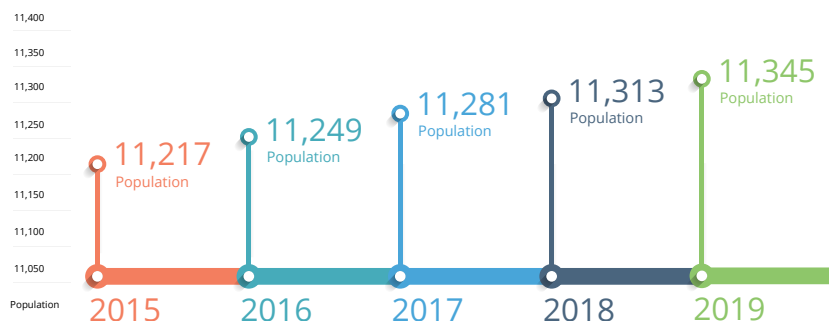
Certain comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.

Statistical Information

Population by Age (2019)



Population by Year



Education of population aged 25-64

245	No certificate, diploma or degree
1305	High school diploma or equivalent
765	Apprenticeship or trades certificate or diploma
1215	College, CEGEP or other non-university certificate or diploma
310	University certificate or diploma below bachelor level
1935	University certificate, diploma or degree at bachelor level or above

Unemployment Rate

2015	2016	2017	2018	2019
5.8%	5.2%	3.9%	4.0%	3.4%

Occupation of working population

120	Operations unique to primary industry
850	Management
815	Business, finance and administration
555	Natural and applied sciences
540	Health
495	Education, law and social, community & government
200	Art, culture, recreation and sport
1055	Sales and service occupations
710	Trades, transport and related occupations
140	Natural resources, agriculture & related occupations

Source: Numbers and graphs on this page are updated from the Census information available every 5 years. Population numbers are estimated based on 2011/2016 Census information and unemployment information is from Statistics Canada for the Greater Victoria Area.

Statistical Information

Taxable Assessment of Land & Improvements (thousands)

	2015	2016	2017	2018	2019
Residential	\$3,226,868	\$3,514,071	\$4,232,893	\$4,875,157	\$5,126,481
Utilities	697	688	709	699	713
Light Industrial	26,832	26,576	30,427	25,775	27,988
Business / Other	211,369	216,738	222,614	306,895	347,761
Recreation / Non-profit	45,104	54,668	55,922	56,239	60,825
Farm	3,158	3,124	3,119	3,102	3,056
	\$3,514,028	\$3,815,865	\$4,545,684	\$5,267,867	\$5,566,824

Property Tax Levies (thousands)

	2015	2016	2017	2018	2019
District of North Saanich	\$11,720	\$12,090	\$12,372	\$12,606	\$12,683
School Authorities	7,912	7,925	7,780	8,259	8,946
Regional Hospital District	1,248	1,296	1,346	1,386	1,353
Municipal Finance Authority	1	1	1	1	1
BC Assessment Authority	256	251	239	258	257
BC Transit Authority	1,292	1,322	1,277	1,304	1,368
Regional District	2,652	2,783	2,896	2,992	2,985
	\$25,081	\$25,668	\$25,911	\$26,806	\$27,593

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	2015	2016	2017	2018	2019
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(in thousands except for population, households and per capita/per household data)

Gross Outstanding Debt	\$9,308	\$8,812	\$8,315	\$7,818	\$7,549
Actuarial Allocation	(464)	(725)	(1,020)	(1,291)	(1,409)
Net Outstanding Debt	\$8,844	\$8,087	\$7,295	\$6,527	\$6,140

Debt Servicing Cost*	2015	2016	2017	2018	2019
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Property Tax Supported	\$139	\$139	\$139	\$139	\$139
Specified Area	902	902	902	675	359
Total Debt Servicing Cost	\$1,042	\$1,042	\$1,042	\$814	\$498
Debt Capacity Available	\$7,156	\$7,913	\$9,705	\$10,473	\$11,860
Population	11,217	11,249	11,281	11,313	11,345
Households	4,605	4,630	4,655	4,680	4,705
Net Debt per Capita	\$788	\$719	\$647	\$577	\$541
Net Debt per Household	\$1,921	\$1,747	\$1,567	\$1,395	\$1,305
Debt Servicing per Capita	\$93	\$93	\$92	\$72	\$44
Debt Servicing per Household	\$226	\$225	\$224	\$174	\$106

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

Construction	2015	2016	2017	2018	2019
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Building Permits	146	169	224	192	167
Construction Value (thousands)	\$31,342	\$33,344	\$69,596	\$55,146	\$33,257

Source: District of North Saanich Financial Services Department. Population and household information is an estimate based on 2011/2016 Census

Statistical Information

District Employees	2015	2016	2017	2018	2019
Part time	8	5	7	7	6
Full time	53	53	53	52	56

Revenues by Type (thousands)	2015	2016	2017	2018	2019
Net taxes available for municipal purposes	\$11,720	\$12,090	\$12,372	\$12,606	\$12,683
Sale of services	4,705	5,553	5,683	6,075	5,560
Other revenue	100	58	605	538	482
Contributed assets	-	860	9,403	-	5,658
Investment earnings	576	602	714	674	834
Government transfers	1,182	941	1,018	1,691	1,701
Net gain on disposal of tangible capital assets	218	-	-	-	-
	\$18,502	\$20,104	\$29,795	\$21,584	\$26,918

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)

	2015	2016	2017	2018	2019
General government	\$2,981	\$3,264	\$3,182	\$3,538	\$3,383
Protective services	2,904	2,699	2,885	3,355	3,437
Solid waste management and environment	65	61	60	63	70
Planning and community	872	934	947	935	1,004
Transportation	3,269	2,909	3,230	3,097	3,368
Parks, recreation and culture	1,254	1,287	1,420	1,491	1,584
Water utility	2,833	3,007	2,856	3,152	3,132
Sewer utility	1,936	1,938	1,874	1,698	1,681
	\$16,114	\$16,099	\$16,454	\$17,329	\$17,659

Expenses by Object (thousands)

	2015	2016	2017	2018	2019
Salaries, wages and employee benefits	\$5,349	\$5,465	\$5,664	\$5,660	\$5,923
Contracted services	5,234	4,859	5,252	5,768	5,748
Supplies and materials	2,563	2,683	2,581	2,907	2,923
Interest and bank charges	559	558	538	328	240
Amortization	2,409	2,534	2,419	2,666	2,825
	\$16,114	\$16,099	\$16,454	\$17,329	\$17,659

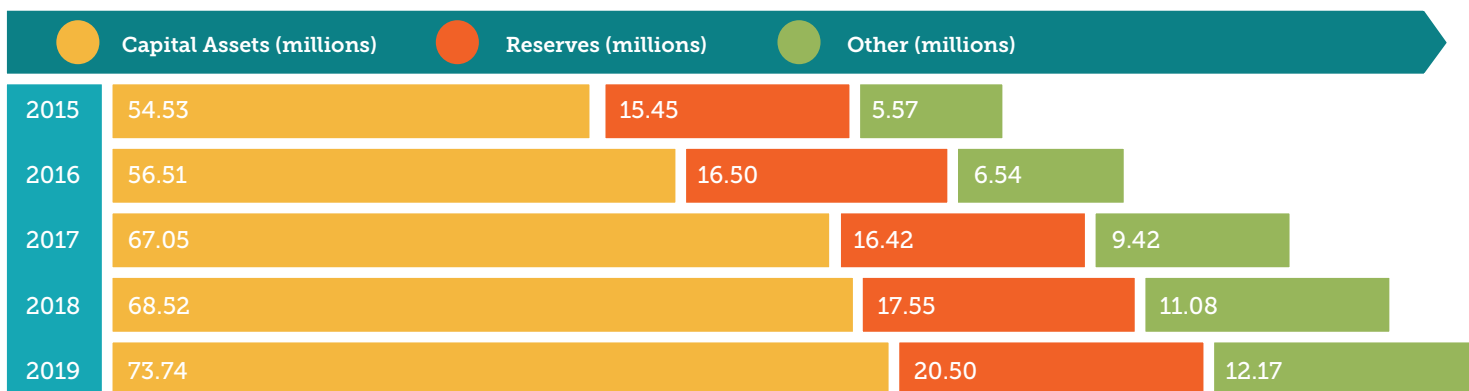
Source: District of North Saanich Financial Services Department. Certain comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year

Statistical Information

Net Financial Assets (millions)		Acquisition of Tangible Assets (millions)		Total Accumulated Surplus (millions)	
2015	\$11.97	2015	\$1.21	2015	\$75.55
2016	\$14.69	2016	\$3.76	2016	\$79.55
2017	\$18.19	2017	\$12.32	2017	\$92.89
2018	\$21.79	2018	\$3.40	2018	\$97.15
2019	\$25.85	2019	\$7.82	2019	\$106.41

Revenues (millions)		Expenses (millions)		Annual Surplus (millions)	
2015	\$18.50	2015	\$16.11	2015	\$2.39
2016	\$20.10	2016	\$16.10	2016	\$4.00
2017	\$29.80	2017	\$16.45	2017	\$13.34
2018	\$21.58	2018	\$17.33	2018	\$4.26
2019	\$26.92	2019	\$17.66	2019	\$9.26

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