

**District of North Saanich**  
**Regular Meeting of Council**  
Monday, June 29, 2026, at 7:00 p.m.  
Council Chambers  
1620 Mills Road, North Saanich

*The meeting will be livestreamed using the follow link:*  
[northsaanich.ca/council-meetings](http://northsaanich.ca/council-meetings)

Members of the public are encouraged to attend the meeting in-person or virtually. Public may submit their support or opposition in writing by emailing comments to [corporateservices@northsaanich.ca](mailto:corporateservices@northsaanich.ca) or mailing or delivering comments to 1620 Mills Rd, North Saanich, BC, V8L 5S9 before 12:00 p.m. on the day of the meeting.

AGENDA

**1. CALL TO ORDER**

**2. FIRST NATIONS TERRITORY ACKNOWLEDGEMENT**

**3. INTRODUCTION OF LATE ITEMS**

**4. APPROVAL OF AGENDA**

**5. PUBLIC PARTICIPATION PERIOD**

Rules of Procedure:

Each Speaker may address Council for 3 minutes by stating their name and Municipality of residence.

**6. ADOPTION OF MINUTES**

- |     |   |        |
|-----|---|--------|
| (a) | Minutes of the Special meeting of Council held June 15, 2026.<br><a href="#">2026-06-15 Special Council Minutes</a> | 7 - 8  |
| (b) | Minutes of the Regular meeting of Council held June 15, 2026.<br><a href="#">2026-06-15 Regular Council Minutes</a> | 9 - 20 |

*Recommendation:*

*That Council:*

1. *adopt the minutes of the Special meeting of Council held June 15, 2026; and,*
2. *adopt the minutes of the Regular meeting of Council held June 15, 2026.*

**7. PETITIONS, DELEGATIONS, AND PRESENTATIONS**

**REGULAR MEETING OF COUNCIL  
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- (a) H. Hilliard, on behalf of the ArtSea Community Arts Council - 2025 Accomplishments & 2026 Vision 21 - 39  
[2026-06-29 ArtSea Power Point Presentation](#)
- (b) D. Warner, on behalf of the Mary Winspear Centre/Saanich Peninsula Memorial Park Society - verbal presentation

**8. REPORTS**

**a) Staff Reports**

- i. **Adoption of 2025 Annual Report** 41 - 106  
Staff Report No. CS-26-027 from M. Dolphin, Manager of Communications and Engagement  
[CS-26-027 re: Adoption of the 2025 Annual Report](#)  
[Attachment 1: DRAFT 2025 Annual Report](#)
- Recommendation:*  
*That Council adopt the District of North Saanich 2025 Annual Report as outlined in Staff Report No. CS-26-027.*
- ii. **Harvest Hub Facility & New Service Update** 107 - 138  
Staff Report No. FIN-26-015, from B. Webster, Director of Financial Services & IT  
[FIN-26-015 re: Harvest Hub Facility and New Service Update](#)  
[Attachment 1: North Saanich Harvest Hub Business Model - DRAFT](#)  
[Attachment 2: North Saanich Harvest Hub Expression of Interest - DRAFT](#)
- Recommendation:*  
*That Council:*
1. receive FIN-26-015 Harvest Hub Facility & New Service Update for information; and further,
  2. approve the Request for Expression of Interest (REOI) for an external operator to operate the new Harvest Hub Service.
- iii. **McDonald Park Road Resurfacing: Construction Services Pre-Approval** 139 - 140  
Staff Report No. IS-26-011, from B. Martin, Director of Infrastructure Services, Asset Management, and First Nation Relations  
[IS-26-011 re: McDonald Park Road Resurfacing: Construction Services Pre-Approval](#)
- Recommendation:*  
*That Council receive Staff Report No. IS-26-011 and approve \$250,000.00 for roadway resurfacing works to support the*

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*Town of Sidney project to for McDonald Park Road improvements.*

**b) Council Liaison Reports**

- i. Council Liaison Report from Councillor DiBattista regarding the Federation of Canadian Municipalities Conference held June 4 - 7, 2026 141 - 144

[Council Liaison Report re: 2026 FCM Conference - Cllr. DiBattista](#)

*Recommendation:*

*That Council receive the liaison report from Councillor DiBattista regarding the Federation of Canadian Municipalities Conference held June 4 - 7, 2026, for information.*

**c) Committee Reports**

- i. Draft minutes of the Board of Variance meeting held June 18, 2026 145 - 146

[2026-06-18 BOV Minutes Draft](#)

- ii. Draft minutes of the Community Planning Advisory Committee meeting held June 9, 2026  
*(to be added as a Late Item)*

- iii. Draft minutes of the Agriculture and Food Security Advisory Committee meeting held June 10, 2026  
*(to be added as a Late Item)*

- iv. Draft minutes of the Healthy Community Living Advisory Committee meeting held June 11, 2026  
*(to be added as a Late Item)*

*Recommendation:*

*That Council receive the following items for information:*

1. *draft minutes of the Board of Variance meeting held June 18, 2026;*
2. *draft minutes of the Community Planning Advisory Committee meeting held June 9, 2026;*
3. *draft minutes of the Agriculture and Food Security Advisory Committee meeting held June 10, 2026; and further,*
4. *the draft minutes of the Healthy Community Living Advisory Committee meeting held June 11, 2026.*

**9. BYLAWS**

- (a) North Saanich Council Remuneration Bylaw No. 1608, 2026 147 - 148  
[North Saanich Council Remuneration Bylaw No. 1608, 2026](#)

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**June 29, 2026**

*Recommendation:*

*That North Saanich Council Remuneration Bylaw No. 1608, 2026, be adopted.*

- (b) North Saanich Automated Voting Machines Authorization Bylaw No. 1607 (2026) 149 - 152

Please note: The motion to adopt this bylaw was moved and seconded at the June 15, 2026, Regular meeting however, it was not brought to a vote. Accordingly, the bylaw was not adopted. The deadline for election bylaws to be adopted is July 6, 2026 (s. 56(2)(a), *Local Government Act*)

[North Saanich Automated Voting Machines Authorization Bylaw No. 1607 \(2026\)](#)

*Recommendation:*

*That North Saanich Automated Voting Machines Authorization Bylaw No. 1607 (2026) be adopted.*

**10. MOTIONS AND NEW BUSINESS**

- (a) Notice of Motion submitted by Councillor Celia Stock regarding Public Participation Period 153  
Link to: [COU-061 Respectful Workplace Policy 2026-06-29 NOM re: Public Participation Period - Cllr. Stock](#)

*Recommendation:*

*The District of North Saanich will issue a public announcement outlining how this type of discussion or comment will not be tolerated  
The District of North Saanich will make an addition to the preamble which is read by the Mayor or Chair of the Council meeting prior to the Public Participation period, a Statement that Public Comments must focus on policy, projects, by-laws or Agenda items.*

*Members of the public are not permitted to refer to or speak about specific Staff personnel issues at open Council meetings.*

*Disparaging, attacking or reflecting negatively on Staff is considered a breach of meeting decorum and will lead to a meeting recess or the speaker being removed.*

**11. CORRESPONDENCE**

- (a) Correspondence dated June 12, 2026, from C. Froom regarding Wain Road Park Accessibility 155  
[Correspondence dated June 15, 2026, from C. Froom](#)

*Recommendation:*

*That Council:*

1. *receive the correspondence dated June 12, 2026, from C. Froom regarding Wain Road Park Accessibility; and further,*

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2. *direct staff accordingly.*

- (b) Correspondence dated June 16, 2026, from the Honourable C. Boyle, Minister of Housing and Municipal Affairs regarding the District of North Saanich Advisor Report 157 - 221  
[Correspondence dated June 16, 2026, from the Ministry of Housing and Municipal Affairs](#)

*Recommendation:*

*That Council:*

1. *receive the correspondence dated June 16, 2026, from the Honourable C. Boyle, Minister of Housing and Municipal Affairs regarding the District of North Saanich Advisor Report; and further,*
2. *direct staff accordingly.*

- (c) Correspondence dated June 18, 2026, from K. Pichoskie, founder of Oak's Tree love, regarding Pregnancy and Infant Loss Awareness Month and Day 2026 223 - 224  
[Correspondence dated June 18, 2026, from Oak's Tree of Love](#)

*Recommendation:*

*That Council:*

1. *receive the correspondence dated June 18, 2026, from K. Pichoskie, founder of Oak's Tree Love, regarding Pregnancy and Infant Loss Awareness Month and Day 2026;*
2. *consider marking the occasion by illuminating the municipal hall on October 15, 2026; and further,*
3. *direct staff to proceed with drafting a proclamation in support of Pregnancy and Infant Loss Awareness Month and Day 2026.*

- (d) Correspondence dated June 22, 2026, from C. Davis regarding a request for traffic calming measures on Chalet Road and Lands End Road 225 - 227  
[Correspondence dated June 22, 2026, from C. Davis](#)

*Recommendation:*

*That Council:*

1. *receive the correspondence dated June 22, 2026, from C. Davis regarding a request for traffic calming measures on Chalet Road and Lands End Road; and further,*
2. *direct staff accordingly.*

**12. CORRESPONDENCE FOR COUNCIL'S INFORMATION**

- (a) Correspondence dated March 24, 2026, from the Saanich Peninsula Legion, the Sidney Lions Club, and the Sidney Rotary Club, and District of North Saanich Letter of Response dated June 12, 2026. 229 - 231  
[Correspondence dated March 24, 2026, from SP Legion Sidney, Rotary Club, and Sidney Lions](#)

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[2026-06-12 Letter of Response to Peninsula Legion Sidney Lions and Sidney Rotary](#)

- (b) Correspondence dated June 13, 2026, from the Sidney Guide and Scout Hall Society regarding an expression of gratitude 233  
[Correspondence dated June 13, 2026, from Sidney Guide and Scout Hall](#)
- (c) Correspondence from the BC Nurses' Union regarding local governments supporting BC nurses 235 - 236  
[Correspondence dated June 18, 2026, from the BC Nurses Union](#)

*Recommendation:*

*That the Correspondence for Council's Information be received.*

**13. RISE AND REPORT**

- (a) At the Special In Camera Meeting held June 15, 2026, Council passed the following resolutions: 237

In Camera Resolution:

“1. That Council appoint Kathleen Harrison as the Chief Election Officer and Holly Nunn as the Deputy Chief Election Officer for the Local Government Election scheduled for October 17, 2026, from the District of North Saanich as outlined in Staff Report No. CS-26-025.  
 2. That Council Rise and Report the appointment of Kathleen Harrison as the Chief Election Officer and Holly Nunn as the Deputy Chief Election Officer for the Local Government Election scheduled for October 17, 2026, at the Regular meeting of Council dated June 29, 2026.”

In Camera Resolution:

"That, effective June 15, 2026, Council:

1. directs staff not to schedule any further meetings of the Community Planning Advisory Committee, Agricultural Food Security Advisory Committee, and Healthy Living Advisory Committee until Council can receive and review a legal opinion on the issue;
2. directs staff to conduct a review of the behaviour of members of the committee and whether any conduct amounts to a breach of the code of conduct and report back to council once that review is complete; and further,
3. that Council Rise and Report on the matter at the Regular meeting of Council dated June 29, 2026."

[2026-06-29 Rise and Report](#)

**14. ADJOURNMENT**

**Subject to Adoption  
 District of North Saanich  
 1620 Mills Road  
 Minutes of the Special Meeting of Council  
 Monday, June 15, 2026, at 5:00 p.m.**

**PRESENT:**

Mayor	P. Jones
Councillors	C. Stock
	P. DiBattista
	J. McClintock
	S. Shrivastava
	I. McConkey (Zoom)
	K. Marshall (Zoom)

**ATTENDING:**

Chief Administrative Officer	S. Munro
Director of Corporate Services/Corporate Officer	D. Plouffe
Manager of Legislative Services/Recording Secretary	L. Alexander

**1     CALL TO ORDER**

Mayor Jones called the June 15, 2026, Special meeting of Council to order at 5:02 p.m.

**2     FIRST NATIONS TERRITORY ACKNOWLEDGEMENT**

Councillor McClintock acknowledged, with respect, the WSÁNEĆ people on whose traditional territory we live, we learn, and we do our work.

**3     INTRODUCTION OF LATE ITEMS**

There were no late items presented.

**4     APPROVAL OF AGENDA**

MOVED BY: Councillor Shrivastava  
 SECONDED BY: Councillor DiBattista

212    That the June 15, 2026, Special meeting of Council agenda be approved.

CARRIED UNANIMOUSLY

**5     PUBLIC PARTICIPATION PERIOD**

There were no members of the Public to address Council.

**6     MOTION TO GO IN CAMERA**

MOVED BY: Councillor DiBattista  
 SECONDED BY: Councillor Stock

213    That in accordance with Section 90(1) of the *Community Charter* the remainder of the meeting will be held In Camera to consider:

1. personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality [Section 90(1)(a)];
2. labour relations or other employee relations [Section 90(1)(c)]; and,

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- 3. the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose [Section 90(1)(i)].

CARRIED UNANIMOUSLY

The meeting proceeded to the closed session at 5:03 p.m.

**7 ADJOURNMENT**

MOVED BY: Councillor McClintock

SECONDED BY: Councillor Stock

- 214 That the June 15, 2026, Special meeting of Council be adjourned at 6:42 p.m.

CARRIED UNANIMOUSLY

CERTIFIED CORRECT

APPROVED AND CONFIRMED

\_\_\_\_\_  
Corporate Officer

\_\_\_\_\_  
Mayor

DRAFT

**Subject to Adoption  
District of North Saanich  
1620 Mills Road  
Minutes of the Regular Meeting of Council  
Monday, June 15, 2026, at 7:00 p.m.**

**PRESENT:**

	Mayor	P. Jones
	Councillors	J. McClintock
		C. Stock
		P. DiBattista
		S. Shrivastava
		I. McConkey (Zoom)
		K. Marshall (Zoom)

**ATTENDING:**

	Chief Administrative Officer	S. Munro
	Director of Corporate Services/Corporate Officer	D. Plouffe
	Director of Financial Services and Information Technology	B. Webster
	Interim Director of Planning and Community Services	J. Calenda
	Manager of Human Resources	A. Stuart
	Recording Secretary	H. Nunn

**1 CALL TO ORDER**

Mayor Jones called the June 15, 2026, Regular meeting of Council to order at 7:02 p.m.

**2 FIRST NATIONS TERRITORY ACKNOWLEDGEMENT**

Councillor McClintock recognized and acknowledged with respect the W̱SÁNEĆ people on whose traditional territory we live, we learn, and we do our work.

**3 INTRODUCTION OF LATE ITEMS**

Late items for Council consideration meet the requirements of either pertaining to an existing agenda item or are of a time sensitive nature.

The following late items were presented to Council:

Pertaining to:

- Item No. 8(b)(iv) – REPORTS, Council Liaison Reports, Report regarding the Living Systems Beyond Growth: Building Future-Forward KPIs Conference held May 20 to May 22, 2026, for information
  - Correspondence dated June 14, 2026, from H. Gartshore

Add as:

- Item No. 11 (f) – CORRESPONDENCE
  - Correspondence dated May 24, 2026, from Pauquachin First Nation regarding Canada Day Golf Tournament
- Item No. 11(g) – CORRESPONDENCE

- Correspondence dated June 5, 2026, from Indigenous Roots Coffee Company regarding Sponsorship/Donations for Geronimo Canoe Club Races
- Item No. 12(k) – CORRESPONDENCE FOR COUNCIL’S INFORMATION
  - Correspondence dated May 21, 2026, from P. Robins and S. Robins, regarding the CRD Loan for Peninsula Recreation Commission

MOVED BY: Councillor Shrivastava  
 SECONDED BY: Councillor McConkey

215 That the correspondence dated June 14, 2026, from H. Gartshore, received as a late item under Item No. 8(b)(iv), be added to Item No. 11(d) Correspondence and further, that the agenda be renumbered accordingly.

CARRIED

OPPOSED: Councillor McClintock, Councillor Stock, and Councillor DiBattista

#### 4 **APPROVAL OF AGENDA**

MOVED BY: Councillor Shrivastava  
 SECONDED BY: Councillor DiBattista

216 That the June 15, 2026, Regular Meeting of Council agenda be approved as amended with the inclusion of the late items and further, that the agenda be renumbered accordingly.

CARRIED UNANIMOUSLY

#### 5 **PUBLIC PARTICIPATION PERIOD**

The Public Participation Period commenced at 7:08 p.m.

The following members of the Public addressed Council:

- Stuart MacKinnon, resident of North Saanich, raised concerns about Item No. 8(b)(iv) Living Systems Beyond Growth: Building Future-Forward KPIs Conference
- L. MacAdam, resident of North Saanich, raised concerns relating to staffing matters
- C. Stevens, resident of North Saanich, raised concerns relating to staffing matters.
- G. Warner, resident of North Saanich, raised concerns regarding Bylaw No. 1606, the Official Community Plan, and staffing matters, and requested that the April 27, 2026, Zoning Bylaw Update be compared with a future Zoning Bylaw update for public review
- T. Gould, resident of North Saanich, requested that Councillors disclose familial relationships to applicants prior to participating in zoning amendment matters
- J. Thornburgh, resident of North Saanich, spoke regarding the Urban Containment Boundary, the Capital Regional District's Regional Growth Strategy, and the alignment of the Official Community Plan with regional planning objectives
- B. Mackenzie, resident of Langford, spoke in support of a licensing framework for short-term rentals and discussed short-term rental regulations, the Speculation and Vacancy Tax, and flexible short-term rental bylaws

MOVED BY: Mayor Jones  
 SECONDED BY: Councillor DiBattista

217 That Council extend the Public Participation Period by ten minutes.

CARRIED UNANIMOUSLY

It was noted during the public participation period that human resources and/or employee matters should not be discussed during an open meeting.

Section 22 (1-5) Public Participation of the District of North Saanich Council Procedure Bylaw No. 1590, 2025, requires:

1. Persons wishing to address Council must state their name and municipality of residence for identification and also the topic involved.
2. Questions and comments must be on topics which are not normally dealt with by municipal staff as a matter of routine.
3. Questions and comments must be addressed through the Chair and answers given likewise.
4. Debates with or questions of individual Council members will not be allowed.
5. No commitments shall be made by the Chair in replying to a question. Matters which may require action of the Council shall be referred to a future meeting of the Council. Each speaker during Public Participation Period:
  - a. must use respectful language and refrain from making offensive gestures or signs; and,
  - b. is limited to speaking for 3 minutes unless authorized by the Chair to speak for a longer period of time.

It was further noted that Council has a statutory obligation to protect confidential employee-relations matters under sections 90(1)(a) and 90(1)(c) of the *Community Charter*, and the Mayor or presiding member has the authority under sections 132 and 133 of the *Community Charter* to maintain decorum and order, and rule comments out of order when they improperly disclose or invite discussion of matters that would otherwise belong in a closed meeting.

The Public Participation Period concluded at 7:32 p.m.

## 6 ADOPTION OF MINUTES

- a) Minutes of the Special meeting of Council held April 13, 2026
- b) Minutes of the Special meeting of Council held April 27, 2026
- c) Minutes of the Regular meeting of Council held May 25, 2026
- d) Minutes of the Special meeting of Council held May 27, 2026
- e) Minutes of the Special meeting of Council held May 29, 2026

MOVED BY: Councillor Stock

SECONDED BY: Councillor Shrivastava

218 That Council:

1. adopt the minutes of the Special meeting of Council held April 13, 2026;
2. adopt the minutes of the Special meeting of Council held April 27, 2026;
3. adopt the minutes of the Regular meeting of Council held May 25, 2026;
4. adopt the minutes of the Special meeting of Council held May 27, 2026; and further,
5. adopt the minutes of the Special meeting of Council held May 29, 2026.

CARRIED UNANIMOUSLY

7 **PETITIONS, DELEGATIONS, AND PRESENTATIONS**

Saanich Peninsula Environmental Coalition (SPEC), presentation by B. Peart, SPEC Coordinator, regarding the March 7, 2026, SPEC Community Meeting

B. Peart, SPEC Coordinator, delivered a presentation which highlighted the following:

- Who is SPEC
- Summit Recommendations
- Pan Peninsula Integrated Management Plan
- BI regional Framework
- Ecological Integrity
- Official Community Plan
- Check Up Analysis
- Simon Fraser University (SFU)
- Climate Change
- Peninsula and Area Agriculture Commission (PAAC)
- Bi Regional Planning
- Place Speak Platform

B. Peart responded to questions from Council.

8 **REPORTS**

a) **STAFF REPORTS**

i. **Vacation Recognition Policy**

Staff Report No. CS-26-022, from A. Stuart, Manager of Human Resources

The Manager of Human Resources, Director of Financial Services and Information Technology and the Director of Corporate Services/Corporate Officer responded to questions from Council.

MOVED BY: Councillor Stock

SECONDED BY: Councillor McClintock

219 That Council:

1. Receive Staff Report No. CS-26-022 – Vacation Recognition Policy for information; and,
2. Approve Policy No. COU-161 - Vacation Recognition Policy.

CARRIED UNANIMOUSLY

ii. **Council Remuneration Committee Report**

Staff Report No. FIN-26-013, from B. Webster, Director of Financial Services & Information Technology

The Director of Financial Services & Information Technology responded to questions from Council.

MOVED BY: Councillor DiBattista

SECONDED BY: Councillor Stock

220 That Council receive the Council Remuneration Review Committee’s report; and give first reading Bylaw No. 1608, 2026.

CARRIED

OPPOSED: Councillor Shrivastava and Councillor McConkey

MOVED BY: Councillor DiBattista

SECONDED BY: Councillor McClintock

221 That Council direct staff to prepare an amendment to the Council Remuneration Bylaw to amend Section 2, "Remuneration for Councillors," and Section 3, "Mayor's Remuneration," by removing the phased implementation steps and adopting the 2030 remuneration rates in 2027.

CARRIED

OPPOSED: Councillor Shrivastava, Councillor McConkey, and Councillor Marshall

MOVED BY: Councillor DiBattista

SECONDED BY: Councillor Stock

222 That Council give second reading to the proposed “North Saanich Council Remuneration Bylaw No. 1608, 2026” as amended.

CARRIED

OPPOSED: Councillor Shrivastava, Councillor Marshall and Councillor McConkey

MOVED BY: Councillor DiBattista

SECONDED BY: Councillor Stock

223 That Council give third reading to the proposed “North Saanich Council Remuneration Bylaw No. 1608, 2026” as amended.

CARRIED

OPPOSED: Councillor Shrivastava, Councillor Marshall and Councillor McConkey

The Manager of Human Resources left the meeting at 8:10 p.m

**iii. 2025 Statement of Financial Information (SOFI)**

Staff Report No. FIN-26-014, from B. Webster, Director of Financial Services & Information Technology

The Director of Financial Services & Information Technology responded to questions from Council.

MOVED BY: Councillor DiBattista

SECONDED BY: Councillor Stock

224 That Council approve the 2025 Statement of Financial Information (SOFI).

CARRIED UNANIMOUSLY

**iv. UBCM Meeting Requests**

Staff Report No. CS-26-026, from D. Plouffe, Director of Corporate Services

The Director of Corporate Services/Corporate Officer responded to questions from Council

MOVED BY: Councillor DiBattista

SECONDED BY: Councillor Stock

225 That Council direct staff to:

1. request a meeting with the Minister of Housing and Municipal Affairs to discuss the Capacity Building Grant and the 6 Million Dollar Build Communities Strong Fund to explore capacity and infrastructure issues, and *Bill 17 Housing and Municipal Affairs Statutes (Code of Conduct) Amendment Act, 2026* to discuss accountability within local government;
2. request a meeting with the Agricultural Land Commission to seek information, guidance, and ongoing collaboration regarding the Agricultural Land Reserve (ALR) and the work of the Provincial Agricultural Land Commission (ALC), while emphasizing the importance of protecting agricultural land for long-term agricultural use, food security, and sustainability within the District;
3. request a meeting with the Minister of Agriculture and Food to explore potential grant funding opportunities to support future expansion of the Harvest Hub and enhance local food security, agricultural initiatives, and community access programs;
4. request a meeting with the Minister of Environment and Climate Change Strategy to discuss the commitment to reliable funding levels through the Local Government Climate Action Program which is critical to undertake and complete critical climate action and environmental initiatives at the District;
5. request a meeting with the Minister of Health to advocate for increased provincial funding for BC ambulance service, service areas that impact medical first response, advocate for provincial action to improve access to primary care physicians and the reopening of the Saanich Peninsula Hospital to 24-hour service including support required to enhance security and safety measures at the Saanich Peninsula Hospital to ensure timely access to emergency care for the community;
6. request a meeting with the Office of the Seniors Advocate to seek support for the development of a Seniors Centre within the District, including potential funding opportunities and partnership support to establish a community facility in collaboration with local service providers; and further,
7. request a meeting with the Minister of Forests to speak with the BC Wildlife Service to advocate for the continuance of the Community Resilience Investment Program, which funds the District's FireSmart Program.

CARRIED UNANIMOUSLY

**b) COUNCIL LIAISON REPORTS**

- i. Council Liaison Report dated May 28, 2026, from Councillor DiBattista regarding the Peninsula Recreation Commission
- ii. Council Liaison Report dated May 28, 2026, from Councillor DiBattista regarding the Saanich Peninsula Accessibility Advisory Committee

MOVED BY: Councillor Dibattista

SECONDED BY: Councillor Stock

226 That Council receive the following items from Councillor DiBattista for information:

1. Liaison report dated May 28, 2026, regarding the Peninsula Recreation Commission; and further,
2. Liaison report dated May 28, 2026, regarding the Saanich Peninsula Accessibility Advisory Committee.

CARRIED UNANIMOUSLY

- iii. Council Liaison Report dated June 3, 2026, from Councillor McClintock regarding the Vancouver Island Regional Library

MOVED BY: Councillor McClintock

SECONDED BY: Councillor Shrivastava

- 227 That Council receive the Liaison report dated June 3, 2026, from Councillor McClintock, regarding the Vancouver Island Regional Library Board for information.

CARRIED UNANIMOUSLY

Councillor DiBattista left the meeting at 8:30 p.m.

- iv. Report regarding the Living Systems Beyond Growth: Building Future-Forward KPIs Conference held May 20 to May 22, 2026, submitted by Councillor Sanjiv Shrivastava

Councillor Shrivastava responded to questions and provided a verbal update highlighting the following:

- Doughnut Economic Framework
- Conference Outcome
- Keynote Speaker
- Quality of life survey
- Happiness Index
- Planning Institute of British Columbia (PIBC)
- Attendance
- Sponsorship

MOVED BY: Councillor Shrivastava

SECONDED BY: Councillor McConkey

- 228 That Council receive Councillor Shrivastava's report regarding the Living Systems Beyond Growth: Building Future-Forward KPIs Conference held May 20 to May 22, 2026, for information.

CARRIED UNANIMOUSLY

c) **COMMITTEE REPORTS**

- i. DRAFT minutes of the Board of Variance meeting held May 21, 2026

MOVED BY: Mayor Jones

SECONDED BY: Councillor McConkey

- 229 That Council receive the draft minutes of the Board of Variance meeting held May 21, 2026, for information.

CARRIED UNANIMOUSLY

- ii. DRAFT minutes of the Saanich Peninsula Accessibility Advisory Committee meeting held May 28, 2026

**iii. Saanich Peninsula Accessibility Advisory Committee Recommendations to Council**

At the Saanich Peninsula Accessibility Advisory Committee meeting held May 28, 2026, the Committee approved the following recommendations:

21-SPAAC That the Saanich Peninsula Accessibility Advisory Committee recommends that the Town of Sidney, District of North Saanich, and the District of Central Saanich, communicate with the Victoria Airport Authority regarding accessibility concerns raised by the Saanich Peninsula Accessibility Advisory Committee.

23-SPAAC That the Saanich Peninsula Accessibility Advisory Committee recommend to the Town of Sidney, District of North Saanich, and District of Central Saanich that, during Accessible Parking

MOVED BY: Councillor McConkey

SECONDED BY: Councillor Stock

230 That Council:

1. receive the draft minutes of the Saanich Peninsula Accessibility Advisory Committee meeting held May 28, 2026, for information; and further.
2. support the recommendations from the Saanich Peninsula Accessibility Advisory Committee meeting held May 28, 2026.

CARRIED UNANIMOUSLY

**9 BYLAWS**

- a)** District of North Saanich Bylaw Notice Enforcement Bylaw No. 1589, 2026

MOVED BY: Councillor Shrivastava

SECONDED BY: Councillor Stock

231 That District of North Saanich Bylaw Notice Enforcement Bylaw No. 1589, 2026, be adopted.

CARRIED UNANIMOUSLY

- b)** District of North Saanich Mail Ballot Authorization Procedures Bylaw No. 1603 (2026)

MOVED BY: Councillor Shrivastava

SECONDED BY: Councillor Stock

232 That District of North Saanich Mail Ballot Authorization Procedures Bylaw No. 1603 (2026) be adopted.

CARRIED UNANIMOUSLY

- c)** North Saanich Automated Voting Machines Authorization Bylaw No. 1607 (2026)

The motion was moved and seconded however, it was not brought to a vote. Accordingly, the bylaw was not adopted.

- d) District of North Saanich Secondary Suites Permit Bylaw No. 1244, 2010, Repeal Bylaw No. 1596, 2026

MOVED BY: Councillor Shrivastava  
 SECONDED BY: Councillor Stock

- 233 That the District of North Saanich Secondary Suites Permit Bylaw No. 1244, 2010, Repeal Bylaw No. 1596, 2026, be adopted.

CARRIED UNANIMOUSLY

**10 MOTIONS AND NEW BUSINESS**

June 15, 2026, Notice of Motion - submitted by Councillor Jack McClintock re: Seniors/Loneliness Centre

MOVED BY: Councillor McClintock  
 SECONDED BY: Councillor Stock

- 234
  1. That the Mayor, the Working Group, Councillor Shrivastava, and any other member of Council involved in the proposed Seniors Centre initiative report to Council at the Regular Meeting of June 29, 2026, on the proposed Seniors Centre and service model, including all discussions, correspondence, consultations, and any expressed or implied commitments made to community groups, organizations, property owners, funding partners, or other stakeholders; and that Council review and consider this information before any further commitments, decisions, or actions are made in relation to the initiative; and further,
  2. that Council be briefed every 2 weeks on all matters concerning this initiative.

DEFEATED

OPPOSED: Councillor Shrivastava, Councillor McConkey, Councillor Marshal and Mayor Jones

**11 CORRESPONDENCE**

- a) Correspondence dated May 26, 2026, from B. MacKenzie regarding STR Regulations

MOVED BY: Mayor Jones  
 SECONDED BY: Councillor Stock

- 235 That Council:
  1. Receive the correspondence dated May 26, 2026, from B. MacKenzie, regarding short-term rental regulations; and further,
  2. Direct staff to review the matters raised in the correspondence and report back to Council at a future meeting.

CARRIED UNANIMOUSLY

- b) Correspondence dated May 29, 2026, from R. Fimrite regarding Traffic on Barrett Drive

MOVED BY: Councillor Shrivastava  
 SECONDED BY: Councillor McClintock

- 236 That Council:

1. Receive the correspondence dated May 29, 2026, from R. Fimrite regarding traffic on Barrett Drive; and further,
2. Direct staff to liaise with R. Fimrite and explore potential traffic calming measures for Barrett Drive, and report back to Council.

CARRIED UNANIMOUSLY

Council invited members of the public to share their concerns regarding the traffic on Barrett Drive. The following members of the public addressed Council:

- c) Correspondence dated June 2, 2026, from ArtSea Community Arts Council regarding an Application to Present to Council
- R. Fimrite, resident of North Saanich.
  - L. Dighton, resident of North Saanich.

MOVED BY: Councillor Stock

SECONDED BY: Councillor Marshall

237 That Council:

1. receive the correspondence dated June 2, 2026, from ArtSea Community Arts Council, regarding an Application to Present to Council; and further,
2. approve the application to present to Council and further, direct staff to schedule a presentation for the next available Regular Council meeting.

CARRIED UNANIMOUSLY

- d) Correspondence dated June 2, 2026, from H. Gartshore, regarding the History of the Doughnut Economic Framework Conference in North Saanich
- e) Correspondence dated June 14, 2026, from H. Gartshore, regarding the Living Systems Beyond Growth: Building Future-Forward KPIs Conference (Late Item)

MOVED BY: Councillor Stock

SECONDED BY: Mayor Jones

238 That Council receive the correspondence dated June 2 and June 14, 2026, from H. Gartshore, regarding the History of the Doughnut Economic Framework Conference in North Saanich for information.

CARRIED UNANIMOUSLY

- f) Correspondence dated June 4, 2026, from the Cycling Without Age Society regarding Expression of Gratitude and Request for Meeting

MOVED BY: Councillor Shrivastava

SECONDED BY: Councillor Stock

239 That Council:

1. receive the correspondence dated June 4, 2026, from the Cycling Without Age Society regarding Expression of Gratitude and Request for Meeting; and further,

2. Direct staff to arrange a meeting with the correspondent.

CARRIED UNANIMOUSLY

- g)** Correspondence dated May 24, 2026, from Pauquachin First Nation regarding Canada Day Golf Tournament (Late Item)

MOVED BY: Councillor Shrivastava

SECONDED BY: Councillor Stock

- 240 That Council:

1. receive the correspondence dated May 24, 2026, from Pauquachin First Nation regarding Canada Day Golf Tournament for information; and further,
2. direct staff to contact Pauquachin First Nation to obtain additional information regarding any requested sponsorship or contribution and report back to Council at a future meeting.

CARRIED UNANIMOUSLY

- h)** Correspondence dated June 5, 2026, from Indigenous Roots Coffee Company regarding Sponsorship/Donations for Geronimo Canoe Club Races (Late Item)

MOVED BY: Councillor Stock

SECONDED BY: Councillor McConkey

- 241 That Council:

1. receive the correspondence dated June 5, 2026, from Indigenous Roots Coffee Company regarding Sponsorship/Donations for Geronimo Canoe Club Races for information; and further,
2. direct staff to contact Indigenous Roots Coffee Company to obtain additional information regarding any requested sponsorship or contribution and report back to Council at a future meeting.

CARRIED UNANIMOUSLY

**12 CORRESPONDENCE FOR COUNCIL'S INFORMATION**

- a)** Correspondence dated May 19, 2026, from the District of Saanich to the Honourable David Eby, the Ministry of Energy and Climate Solutions, the Ministry of Emergency Management and Climate Readiness, and the Ministry of Housing and Municipal Affairs, and the Ministry of Finance, regarding the BC Local Government Climate Action Program (LGCAP) - Funding Continuation
- b)** Correspondence dated May 21, 2026, from the District of Central Saanich to the Minister of Housing and Municipal Affairs and Ministry of Finance
- c)** Correspondence dated May 26, 2026, from H. and I. Hamm regarding Short Term Rentals
- d)** Correspondence dated May 26, 2026, from J. Pravitz regarding Proposed Short Term Rental Bylaws
- e)** Correspondence dated June 1, 2026, from the Capital Regional District regarding the Capital Regional District 2025 Annual Report

- f) Correspondence dated June 2, 2026, from the Ministry of Indigenous Relations and Reconciliation, regarding the Te'mexw Treaty Association Public Engagement Open Houses
- g) Correspondence dated June 2, 2026, from P. Perras regarding A Warning to Municipalities - False Independence, Special Advisors, and Local Democracy
- h) Correspondence dated June 4, 2026, from Saanich Peninsula Hospital & Healthcare Foundation regarding Physician Recruitment Success
- i) Correspondence dated June 5, 2026, from D. Balaban regarding Council Behaviour
- j) Correspondence dated June 8, 2026, from H. Crawford regarding Food Hub discussion
- k) Correspondence dated May 21, 2026, from P. Robins and S. Robins, regarding the CRD Loan for Peninsula Recreation Commission (Late Item)

MOVED BY: Councillor Shrivastava  
SECONDED BY: Councillor McConkey

242 That the Correspondence for Council's Information be received.

CARRIED UNANIMOUSLY

**13 RISE AND REPORT**

There was no rise and report.

**14 ADJOURNMENT**

MOVED BY: Councillor Shrivastava  
SECONDED BY: Councillor McClintock

243 That the June 15, 2026, Regular meeting of Council be adjourned at 9:57 p.m.

CARRIED UNANIMOUSLY

CERTIFIED CORRECT

APPROVED AND CONFIRMED

\_\_\_\_\_  
Corporate Officer

\_\_\_\_\_  
Mayor



# 2025 Accomplishments & 2026 Vision

Building a Stronger Arts and Culture  
Community



# Who Is ArtSea?

We are an Arts Council that contributes to building a Vibrant Community, enriching lives on the Peninsula through:

- Visual Arts
- Literary Arts
- Cultural Programming
- Community Engagement
- Volunteerism
- Economic development through arts and culture

# 2025 At a Glance – A Remarkable Year

- 25,000 visitors to ArtSea Gallery in Tulista Park
- 7,500 visitors to the Studio Tour
- Over 2,000 attendees at the Lantern Festival
- More than 50 active volunteers
- Hundreds of artists supported
- Strong Community Partnerships

# Main Accomplishments of 2025

## Building Momentum

- Successful ArtSea Gallery exhibitions
- Successful Studio Tour
- Continued growth in the Lantern Festival
- Expanded community partnerships
- Increased volunteer engagement
- Strategic planning and Business Plan for future growth
- Development of new revenue initiatives



# Our New Board Leadership for the Future

ArtSea Community Arts Council now has a strong board of 10 highly qualified directors bringing expertise in:

- Governance
- Finance
- Marketing
- Community Development
- Event Management
- Arts Programming
- Sponsorship Development
- Business Leadership



# Our Volunteers - The Heart of ArtSea

- Our growing volunteer team contributed 3,791 hours in 2025 which represents nearly \$100,000 in-kind contribution - supporting:
- Gallery Operations
- Events
- Studio Tour
- Lantern Festival
- Administration
- Fundraising



# Spotlight, Jen and her team of volunteers: Jen – our Lantern Festival Curator

- 20+ years experience, Lead Lantern Artist at Luminara Victoria
- Educated in Visual Arts, Attended a Master Class in Large Scale Lantern Making in the UK.
- Community Arts Leader
- Artistic Mentor to key volunteers
- Transforming a small children's event 13 years ago into one of the Peninsula's most beloved family celebrations
- Now: 2,000 + participants
- A signature event bringing families together through creativity, imagination and community spirit.



# What is Next?

## Building Financial Sustainability

### New Revenue Initiatives

Building long-term sustainability for ArtSea



# Silent Auction Program

Supporting Artists and the Arts Council

Donated artwork from Tulista Gallery exhibitors provides:

- New revenue opportunities
- Artist exposure
- Community engagement
- Sustainable support for programs

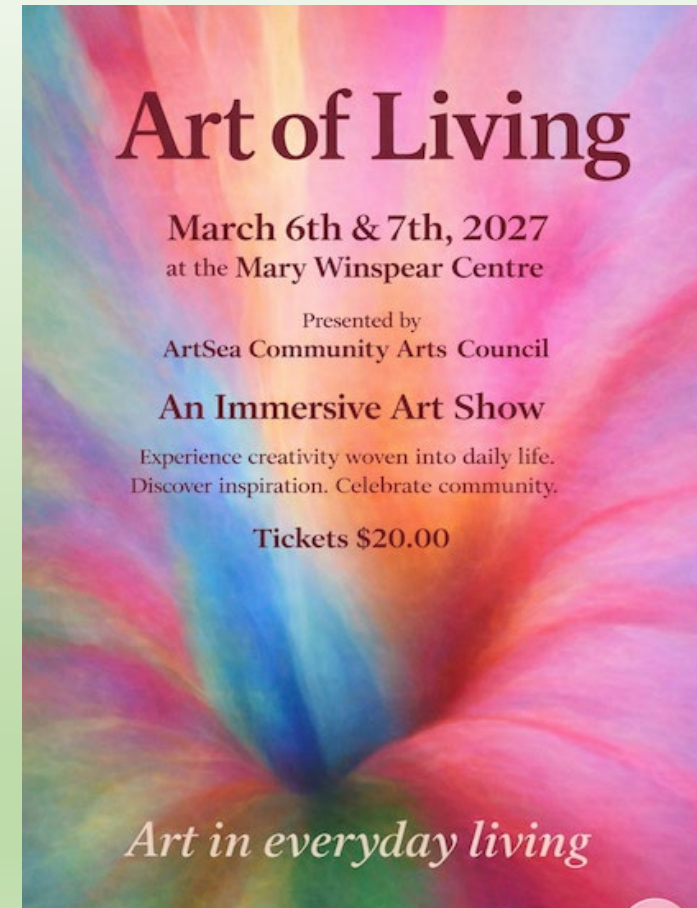


# Introducing “The Art of Living” March 2027

**A signature Event Celebrating the art in everyday living, to be held at the Mary Winspear Centre, March 2027:**

- Fine Art
- Experience creativity woven into daily life. Discover inspiration and Celebrate community.
- Music
- Experiential displays and demonstrations
- NOT a trade show, but a show of the artistry in everyday living as expressed by our local businesses.

**A Signature Event for the Peninsula**



# Celebrating First Nations Talent

## Developing New opportunities to:

- Showcase local indigenous Artists
- Share Cultural Stories
- Create Partnerships
- Promote Cultural Understanding

This will be a meaningful addition to our programming

# Engaging Young Artists

- Developing School Partnerships
- Creating Opportunities for:
  - Youth Exhibitions
  - Mentorships
  - Emerging Artists
  - Community Engagement

Investing in the future of arts and culture.



# ArtSea Gallery



- Under-utilized during January and February
- Under Servicing the community – could host talks, demonstrations, workshops
- Under-utilized space – there is space we don't use very well, the outdoor decks, the back corner.
- With simple modifications and planning, we could turn our gallery into a community hub, 12 months of the year.



# Our Challenges:



- Stable funding
- Replacing the two positions eliminated during Covid
  - Recovery from Covid has been slow, and dropping important support positions has resulted in dropping key programs and losing the ability to have resources to gather the important funding necessary to recover.
- Aging IT systems without funds to update our software..
- Growing Demand, Limited Resources
- Rising operating costs
- Heavy reliance on volunteers to deliver programs and events

“The demand for arts and culture on the Peninsula continues to grow.”

## A Strong Arts and Culture Council contributes by supporting our Local Economy

- Brings thousands of visitors
- Increases local spending
- Supports tourism
- Promotes local businesses
- Strengthens community vibrancy



Arts and Culture are economic and social drivers and The Art of Living Event will further strengthen these connections.

# A Strong Arts and Culture Council also supports all forms of Art.

ArtSea supports:

- Emerging Artists
- Established Artists
- Literary Artists
- Musical Artists
- Artisans
- Cultural Creators



We are developing a meaningful relationship with SPAC to enhance opportunities for members of Saanich Peninsula Arts and Crafts Society.

# A Strong Arts and Culture Council also Brings People Together

- Artists
- Volunteers
- Families
- Businesses
- Visitors



Creating a stronger, more connected community.

## Our Vision

To establish the Saanich Peninsula as one of British Columbia's leading arts and culture destinations.

- We are hopeful, optimistic and very excited about the momentum we are generating.
- ArtSea Community Arts Council is more than an arts organization. We are a community-building partner that contributes directly to many of the Town of Sidney's strategic goals of economic vitality, community wellbeing, cultural enrichment and destination development.

# Thank you

- We would like to thank North Saanich for supporting ArtSea Community Arts Council with a grant of \$7,000 in 2025 and \$12,500 in 2026. With your funding you are supporting:

- Artists
- Culture
- Community
- Creativity
- Economic Vitality

Together We Are Building Something Extraordinary.







## STAFF REPORT

To: Stephanie Munro  
Chief Administrative Officer

Meeting Date: June 29, 2026

From: Myles Dolphin  
Manager of Communications and Engagement

File: Staff Report No. CS-26-027

**Re: Adoption of the 2025 Annual Report**

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### **RECOMMENDATION:**

That Council adopt the District of North Saanich 2025 Annual Report as outlined in Staff Report No. CS-26-027.

### **STRATEGIC PLAN IMPLICATIONS:**

This matter relates to the following Council strategic priorities:

- *Protect the natural environment*
- *Focus on local Agriculture and support food production and systems*
- *Maintain a safe, inclusive, healthy, and vibrant community*
- *Support growth that is environmentally, socially, and economically sustainable*
- *Embody good governance of principles of community engagement, accountability, leadership, impartiality, and transparency*

### **BACKGROUND:**

Section 98(1) of the *Community Charter* requires that before June 30<sup>th</sup> of each year, Council must prepare an Annual Report and make the Report available for public inspection. The mandatory items to be included in the Annual Report are set out in Section 98(2) which include:

- a) the audited annual financial statements
- b) tax exemptions and the amount of property taxes that would have been imposed
- c) a report respecting municipal services and operations
- d) a progress report in relation to the objectives and measures established for that year
- e) a statement of municipal objectives, the measures that will be used to determine progress respecting those objectives for the current and next year, and
- f) any other information Council considers advisable

### **DISCUSSION:**

Section 99 of the *Community Charter* requires that Council annually, at a Council meeting or other public meeting, consider the Annual report and any submissions and questions from the public. The Annual Report must be made available for public inspection at least 14 days prior to the meeting, and Council must give Notice of the date, time, and place of the annual meeting. A public notice was published in the Peninsula News Review (PNR) on June 4, 2026, and on June 11, 2026, and posted on the District's website and on the Notice Board located at Municipal Hall.

The Annual Report also serves as an important governance instrument by supporting principles reflected in the ISO 37000 Governance of Organizations framework. Through public reporting on financial performance, strategic objectives, service delivery, operational achievements, and future priorities, the Annual Report enhances transparency, accountability, interest holder engagement, and informed decision-making. The report demonstrates Council's stewardship of public resources and provides residents with a clear understanding of how municipal objectives, outcomes, and financial results align with the District's strategic priorities and long-term community interests. In this way, the Annual Report

Stephanie Munro, Chief Administrative Officer  
 Re: *Adoption of the 2025 Annual Report*

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Page 2

contributes to effective governance practices and reinforces public trust in municipal decision-making.

**OPTIONS:**

1. That Council adopt the District of North Saanich 2025 Annual Report as outlined in Staff Report No. CS-26-027; or
2. That Council adopt the District of North Saanich 2025 Annual Report as amended.

**FINANCIAL IMPLICATIONS:**

There are no financial implications associated with this staff report. The audited financial statements for 2025 form part of the Annual Report.

**LEGAL IMPLICATIONS:**

There are no legal implications associated with this staff report. The Annual Report must be adopted by June 30<sup>th</sup> each year.

**COMMUNICATIONS IMPLICATIONS:**

The Annual Report has been posted on the District's website and made available for public review since June 3, 2026. Notice of its availability has been advertised in the PNR, on our website, via social media channels and on the Municipal Hall Notice Board. Once approved, the finalized Annual Report will be available at Municipal Hall, on our website, and will form part of the District's permanent corporate record.

**SUSTAINABILITY AND CLIMATE CHANGE IMPLICATIONS:**

There are no sustainability and climate change implications associated with this staff report. The District continues to enhance processes to achieve sustainable solutions to matters that impact the community including records management practices and community planning policy.

**CONCLUSION:**

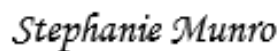
The Annual Report provides information on fiscal responsibility, transparency, achievements, projects, and community outcomes in alignment with Council's strategic goals and the governance principles reflected in ISO 37000, including accountability, stewardship, transparency, and interest holder engagement. By approving the report at a public meeting held on June 29, 2026, Council will be in compliance with the *Community Charter*.

Respectfully submitted,



Myles Dolphin  
 Manager of Communications & Engagement

Concurrence,



Stephanie Munro  
 Chief Administrative Officer

Respectfully reviewed,



Dianna Plouffe  
 Director of Corporate Services

Attachments:

Attachment 1: DRAFT 2025 Annual Report



Attachment 1



District of North Saanich,  
British Columbia, Canada

# DRAFT 2025 Annual Report

For The Year Ended December 31, 2025



District of North Saanich,  
British Columbia, Canada

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# **2025 Annual Report**

**For The Year Ended December 31, 2025**



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

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# District Vision

District of North Saanich  
2025 Annual Report



## Vision

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

## Mission

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

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

## Values

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

Our values are:

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

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

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

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

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

## Acknowledgements

North Saanich exists on the traditional territories of the W̱SÁNEĆ people; specifically, the BOKÉĆEN (Pauquachin) First Nation and W̱SÍ,ƷEM (Tseycum) First Nation, who are an active and vital part of our community.



## Message from the Mayor

District of North Saanich  
2025 Annual Report



As we reflect on 2025, there is much to be proud of in the District of North Saanich. This past year was marked by meaningful progress, strong community participation, and important decisions that will help shape the future of our community.

One of the most significant milestones of the year was Council's adoption of the new Official Community Plan (OCP). Developed through extensive public engagement, workshops, surveys, open houses, and conversations with residents, the OCP establishes a renewed long-term vision for North Saanich that reflects the values and priorities of the community. The updated plan balances thoughtful growth with the preservation of the rural, agricultural, and environmentally sensitive character that makes North Saanich such a unique and special place to live. Council is proud of the collaborative effort that went into creating a plan that will help guide future decisions.

Council also remained focused on investing in the services, infrastructure, and amenities that support residents' quality of life. From improvements to roads, parks, trails, and underground infrastructure to environmental restoration projects and emergency preparedness initiatives, we continued working toward a resilient and sustainable future for our community. Other priorities, such as improving communication and expanding public participation opportunities, encouraged more residents to get involved in local decision-making.

Agriculture continued to play a central role in Council's priorities in 2025. North Saanich has a proud farming tradition, and Council recognizes the importance of supporting local food production, protecting agricultural lands, and creating more agricultural opportunities. Significant work continued at Sandown, including updated operating agreements focused on regenerative agriculture and community programming, helping strengthen long-term stewardship.



Another exciting milestone this year was the continued advancement of the Harvest Hub project. Supported through a generous community donation, the Harvest Hub represents a forward-thinking investment in regional food security, local agriculture, and community resilience. Once complete, the facility will provide space for local food aggregation, processing, storage, and educational programming that will benefit farmers, producers, and residents on the Peninsula.

Beyond projects and infrastructure, 2025 also highlighted the strength and dedication of our community. Residents continued to volunteer their time, participate in public discussions, support local events and initiatives, and contribute to the welcoming and connected atmosphere that makes North Saanich a remarkable place to call home.

I would like to thank our residents, volunteers, community organizations, local farmers, businesses, and District staff for their ongoing contributions and commitment throughout the year.

As we look ahead, Council is excited about the future of North Saanich and the opportunities that lie ahead.

Sincerely,

Mayor Peter Jones

## Mayor & Council - 2022-2026

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

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

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

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



### Mayor: Peter Jones

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

### Councillor: Phil DiBattista

- Saanich Peninsula Accessibility Advisory Committee
- Rotary Park Joint Liaison Committee
- Saanich Peninsula Literacy Task Group
- School District No. 63 North Saanich Liaison Committee
- Peninsula Recreation Commission

### Councillor: Kristine Marshall

- Healthy Community Living Advisory Committee
- Indigenous Consultation Working Group
- Artsea Community Arts
- Saanich Peninsula Chamber of Commerce
- Saanich Peninsula Restorative Justice
- Victoria Family Court Youth Justice Committee

### Councillor: Jack McClintock

- North Saanich Free Ride Park Committee
- Vancouver Island Regional Library Board/Library Steering Committee
- Victoria Airport Environmental Management Committee
- Victoria Airport Noise Management Committee

### Councillor: Irene McConkey

- Community Planning Advisory Committee
- Indigenous Consultation Working Group
- CREST (Capital Region Emergency Services Telecommunications)
- Greater Victoria Labour Relations Association
- Victoria Urban Reconciliation Dialogue Steering Committee
- Sidney Museum & Archives

### Councillor: Sanjiv Shrivastava

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

### Councillor: Celia Stock

- Memorial Park Society
- Municipal Insurance Association of BC
- Peninsula and Area Agricultural Commission
- Regional Housing Trust Fund Commission
- Regional Water Supply Commission

Council appointments listed are based on the following roles, as of December 31, 2025: Member, Director, Representative, Liaison, and Delegate.



**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's neighbourhoods which include Ardmore, 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 roadside produce and flower stands.

**Please visit us in person, or online at [northsaanich.ca](http://northsaanich.ca)**





## Canadian Award for Financial Reporting

District of North Saanich  
2025 Annual Report

### Canadian Award For Financial Reporting

Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the District of North Saanich for its annual financial report for the fiscal year ended December 31, 2024. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

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

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



Government Finance Officers Association

## Canadian Award for Financial Reporting

Presented to

**District of North Saanich  
British Columbia**

For its Annual  
Financial Report  
for the Year Ended

**December 31, 2024**

*Christopher P. Morill*

Executive Director/CEO



## Message from the Chief Administrative Officer

District of North Saanich  
2025 Annual Report

As the Chief Administrative Officer of the District of North Saanich, I am pleased to present our 2025 Annual Report. This past year saw significant progress on initiatives supporting a resilient and engaged community.

The District's Five-Year Financial Plan for 2025 focused on identifying operational cost savings while prioritizing investment in infrastructure replacement and renewal. The Plan included \$8.1 million in new capital works projects aimed at maintaining assets and supporting future community infrastructure improvements.

A major milestone in 2025 was the adoption of the Official Community Plan. The OCP establishes a long-term vision for North Saanich and guides land use, environmental protection, transportation, housing, climate action, and agricultural priorities, reflecting extensive collaboration and meaningful input from residents, community groups, advisory committees, Council, and staff throughout the planning process.

The District continued to strengthen public engagement and transparency. We coordinated Council Town Hall events, expanded public participation for the 2026 Budget process, and created a Council Resolution Table on the District website to improve accessibility to Council decisions. Staff also met with eight resident associations to strengthen community relationships and dialogue.

Community planning and infrastructure projects remained a major focus. Council adopted the Parks Master Plan, establishing a vision for parks and recreation amenities. Public engagement was completed for the Noble Garden and Wain Road Park Plans, while construction began at Wolf Orchard Park. The Glynnwood Park Road upgrade was completed, and construction commenced on traffic calming improvements along Tatlow Road, Birch Road, and Downey Road.

The District also advanced environmental and servicing initiatives, including updates to the Water Master Plan, Sewer Master Plan, Natural Asset Inventory, and the Nymph Point Park Environmental Partnership Project.

The Harvest Hub project achieved several key milestones, including acceptance of a generous facility donation, selection of the project proponent, initiation of design work, and development of the municipal servicing plan.

Emergency preparedness and response remained a priority. Staff coordinated emergency response efforts related to the failing culvert at Chalet Creek and West Saanich Road, including assessment, risk mitigation, and design initiation. The North Saanich Fire Department responded to high call volumes while working collaboratively with neighbouring jurisdictions to deliver effective fire protection and emergency response services.

These accomplishments would not have been possible without the dedication and professionalism of District staff, Council, emergency service personnel, community partners, and residents. Their collaboration and commitment help make North Saanich a strong community.

As we look ahead, we remain committed to responsive governance, responsible planning, and meaningful community engagement as we continue building for the future of North Saanich.

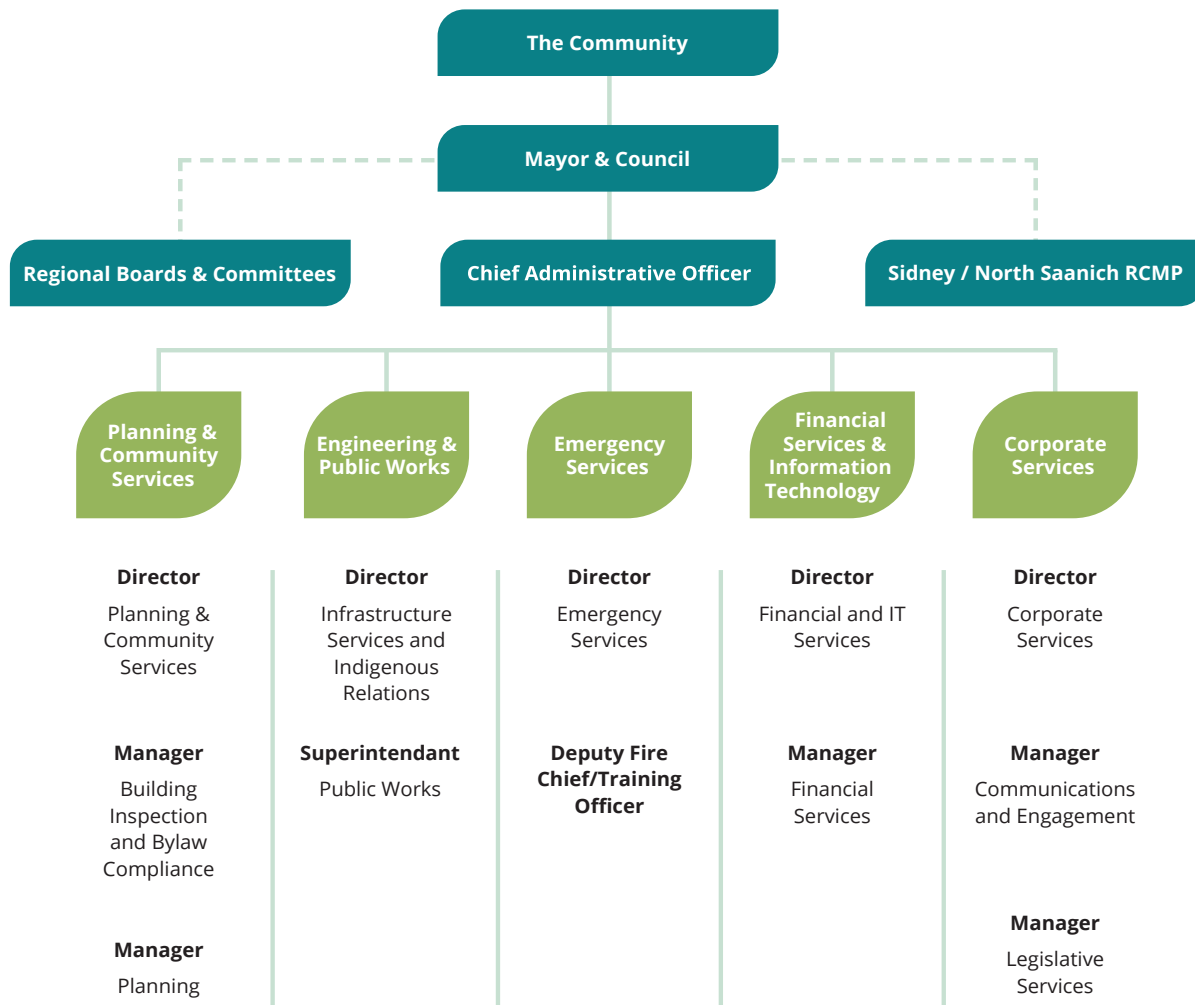
Sincerely,

Stephanie Munro  
Chief Administrative Officer



# Organizational Structure (as of December 31, 2025)

District of North Saanich  
2025 Annual Report



MUNICIPAL AUDITORS  
KPMG Canada



BANKERS  
Toronto Dominion Bank



INVESTMENT ADVISORS  
Canaccord Genuity





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.

Find the latest Strategic Plan on the District website: [northsaanich.ca/annual-reports](https://northsaanich.ca/annual-reports)

### Protect the Natural Environment

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

### Focus on Local Agriculture & Support Food Production & Systems

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

### Maintain a Safe, Inclusive, Healthy, & Vibrant Community

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

### Support Growth That is Environmentally, Socially, & Economically Sustainable

- Provide an efficient and effective operating environment for local business
- Facilitate commercial development in OCP designated areas
- Address the housing needs of our community and the provincial Housing Target Order by developing housing policies that expand access to affordable, diverse, and sustainable housing options

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

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



## Department Overview: Corporate Services

District of North Saanich  
2025 Annual Report



Legislative and Administrative Services includes Mayor and Council, the Chief Administrative Officer (CAO) and the Corporate Services department. The Mayor and Council function as the District's executive offices and define strategic directions and priorities that support the District's vision and mission statements. The CAO implements Council's directions through the overall administration of the District organization and leads the senior management team in overseeing all District operations and services, setting direction for work plans that support short- and long-term goals.

Corporate Services is responsible for providing advice with respect to Council procedures, policies, and functions, coordinating all local government elections, and administering requests for access to information through the Freedom of Information and Protection of Privacy Act. The department is led by the Director of Corporate Services who is assisted by a Manager of Communications & Engagement, a Manager of Legislative Services, a Manager of Human Resources, an Executive Assistant, a Human Resources Advisor, a Communications Coordinator, a Records Management Coordinator, a Legislative Assistant, and an Administrative Assistant.

This team is responsible for coordinating the management and maintenance of all vital records of the municipality, executing legal documents on behalf of the District, processing Freedom of Information Requests and performing Human Resource functions. The group also serves the important function of facilitating internal and external corporate communications and public engagement activities.

### The Department is responsible for:

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

### Activity Level Performance Measures & Key Statistics

Performance Metrics	2024 Actual	2025 Actual
Public Notices ( <a href="https://northsaanich.ca/notices">northsaanich.ca/notices</a> )	63	91
Projects engaged on with the Community	17	20
Freedom of Information (FOI) Requests	29	28
Requests Completed	25	24
Extensions Submitted	0	0

## Accomplishments from 2025:

- Facilitated BC Heritage Week event
- Commenced creation of a Council Remuneration Review Committee
- Coordinated public engagement for several projects including:
  - OCP review
  - 2025 Budget
  - Wain Road / Noble Garden Park Plans
  - Loneliness and Isolation
  - CRD (Open House for onsite sewage bylaw)
  - Tatlow & Deep Cove Neighbourhood Traffic Calming
  - Haro Park Terrace Traffic Calming
  - 2026-2030 Financial Plan
- Creation of Scam Alert videos in partnership with Town of Sidney, and Sidney/North Saanich RCMP
- Coordinated and promoted four Council Town Halls
- Produced three newsletters for residents
- Partnered with Sidney/North Saanich RCMP for Back-to-School safety
- Created Council Resolution table on Council portal
- Facilitated and held the following training for all District staff:
  - First-Aid Training Level 1
  - Intermediate First-Aid Training Level 2
  - Diversity, Equity, and Inclusion
  - Respectful Workplace
  - Freedom of Information and Protection of Privacy

## Plans for 2026:

- General Local Election
- Commence Council orientation
- Facilitate Council Remuneration Review Committee
- Implement software for electronic staff report process
- District website redesign
- Facilitate expanded 2026 Budget public engagement
- Facilitate and host public engagement on the Zoning Bylaw
- Conduct Bi-annual meetings with Residents Associations
- Review and update the District Occupational Health and Safety Program
- Continued Council orientation
- Development of a Municipal intranet



## Department Overview: Finance & Information Technology Services

District of North Saanich  
2025 Annual Report

Financial and Information Technology Services focuses on organizational support, policy development, and analysis for decision making. It is dedicated to maintaining effective, efficient financial and technological operations and developing long-term strategies for both service delivery and financial health.

Financial services is responsible for the stewardship and supervision of all financial affairs of the municipality. Information Technology provides appropriate IT infrastructure and supports Council, staff and customers/residents in the delivery of District services.

Financial and Information Technology Services is led by the Director of Financial Services and supported by the Manager of Financial Services and a team of seven financial services and IT staff. Financial Services provides accounting, financial reporting, payroll, revenue management and tax collection, accounts payable, utility billing, and investment and debt management services. It also provides procurement, inventory and risk and claims management services, and supports the departments during the annual budget and capital plan preparation. Information Technology provides integration, implementation, and maintenance support for organizational applications and IT infrastructure.

### The Department is responsible for:

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

### Activity Level Performance Measures & Key Statistics:

Performance Metrics	2024 Actual	2025 Actual
Property tax collection	\$33,714,000	\$36,496,000
Property tax folios	5,303	5,308
Utility bills mailed	10,462	10,268
Utility bills E-billed	3,082	3,276
Interest earnings	\$2,530,000	\$2,160,000
Weighted Average Yield on Investments	4.93%	3.89%
Canadian Award for Financial Reporting	Yes	TBD

## Department Overview: Finance & Information Technology Services

### 2025 Results:

- Delivered a budget engagement survey and engagement results summary for 2025.
- Updated Budget timeline process document and presented to Council for approval on June 9, 2025.
- Delivered 2026 budget assumptions and estimates in late 2025 to Council using the newly approved timelines.
- Continued the asset management project (multi-year project) in order to work towards improving data quality and consolidating departmental information (condition reports, asset details, GIS locations, Asset Retirement Obligations (ARO) applicability)
- Internal review of HRISMyWay to update payroll information security to best practices and streamline approval processes.
- HRISMyWay was rolled out to inside staff in 2025.
- Provided estimates and information as requested for the Harvest Hub project.
- Completed the upgrade of the security system at the municipal hall.
- Continued audio visual improvements in the Council Chambers
- Continued organizational-wide cyber security awareness training
- Completed replacement of computer workstations

### 2026 Goals and Major Projects:

- Develop funding agreements for grants provided outside of the Grant in Aid program
- Review the District's Purchasing Policy
- Develop workflow processes and support materials for procurement processes
- 2026 - 2030 Financial Plan
- Rollout HRISMyWay to the fire department and

- implement any new approval processes and security best practices
- Review finance processes and implement efficiencies where appropriate, as well as update any finance policies.
- Review information technology process and implement efficiencies where appropriate, as well as update or create new information technology policies.
- Update financial reporting software in preparation for the new Financial Reporting Standards coming into effect April 1, 2026
- Provide support to climate action related initiatives planned by the Planning and Community Services Department
- Apply for the GFOA Award for Excellence in Financial Reporting for 2025
- Continue the asset management project (multi-year project)
- Implement recommended upgrades to Audio Visual system to enhance performance
- Provide support in the development of the new municipal service for the Harvest Hub

### Looking Ahead to 2027 - 2029

- Explore opportunities to enhance and improve the budget engagement process and timing
- Continue the implementation of new business software for the District
- Continue the asset management project (multi-year project)



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

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

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

### Activity Level Performance Measures & Key Statistics:

Activity	2024 Actual	2025 Actual
Permits – Soil & Blasting	9	1
Permits – Building & Development	145	150
Permits - Trees	301	342
Permits - Park Use	19	21
Subdivisions Approved	5	5
Permit & Construction Security Deposits Processed	120	166
Engineering & Public Works Service Requests	1,064	1,288
Traffic Counts & Analysis	6	14
<b>Roadways Resurfaced</b>		
Chip Seal	7,294 m <sup>2</sup>	None
Asphalt Repairs	1,361 m <sup>2</sup>	500 m <sup>2</sup>
Crack Seal	14 km	35.9 km
<b>Ditching Maintenance</b>		
Machine Ditching	700 m	1,710 m
Hand Ditching	17 km	17 km

Activity	2024 Actual	2025 Actual
Water Main Breaks	2	2
Sanitary Sewer Main Breaks	0	1
Green Waste Facility Customers	6,033	6,087
Special Events	16	15
Film Permits	6	19

## 2025 Projects:

- Water Master Plan Update
- Sewer Master Plan Update
- Natural Asset Inventory
- Traffic Analysis at Mainwaring Road RFP & underway (to support OCP density)
- Nymph Point Park Environmental Partnership Project – Design, Permitting & Archaeological
- Private Property Damage from Public Infrastructure Policy
- Management of Trees on District Lands Policy
- Traffic Safety Improvements on Lochside Drive
- Harvest Hub Facility – Proponent Selected, Design Initiated
- Harvest Hub Municipal Servicing Plan Development
- Municipal Hall Back-up Emergency Generator RFP
- Emergency Response to Failing Culvert at Chalet Creek & West Saanich – assessment, risk mitigation, and design initiation
- **Complete:**
  - Glynnwood Park Road upgrade
  - Traffic Safety Improvements on Haro Park Terrace
  - Blaauw Pier Condition Assessment
  - Park Plan for Wolf Orchard Park (completed & hosted a public opening)
- **Adopted by Council:**
  - Parks Master Plan
  - Septic Maintenance Bylaw

- **Public Engagement Completed:**

- Park Plan for Noble Garden
- Park Plan for Wain Road

- **Construction Underway:**

- Traffic calming recommendations on Tatlow, Birch and Downey
- Roadway pavement renewal: West Saanich at Willingdon Ave.
- Water Master Plan Implementation: East Saanich Road watermain
- Municipal Hall Re-configuration: New meeting room and offices
- Park Plan for Wolf Orchard Park

## Looking Ahead to 2026-2027:

- Noble Garden Park Plan (Complete)
- Traffic Analysis at Mainwaring Road (to support OCP density)
- Natural Asset Inventory
- Harvest Hub Municipal Servicing Plan Development
- Drainage Master Plan Implementation of Falkirk Ave Drainage Improvement, Kalitan Drainage Assessment, and Lands End Drainage upgrade
- Drainage Master Plan Implementation of Tseycum Creek Watershed design (Sandown to Resthaven)
- Active transportation on Lands End Road – Public Engagement
- First Nations Relationship Strategy

## Looking Ahead to 2026-2027 (Continued):

- Asset Management Strategy
- Cost/benefits of the Green Waste Facility
- Parks – Sandown Multi-use Trail, Parks Trail Connector from West Saanich to Alec Road
- Archaeological Protection Policy
- Soil Removal and Deposit Bylaw update
- Facility Master Plan RFP
- Traffic Safety Improvements at Dean Park & Sansum Park Intersection
- McDonald Park Road resurfacing – to support Sidney's roadway upgrade
- **Construction:**
  - Traffic calming recommendations on Tatlow, Birch and Downey
  - Water Master Plan Implementation: East Saanich Road watermain
  - Roadway pavement renewal: West Saanich at Willingdon Ave
  - Municipal Hall Re-configuration: New meeting room and offices
  - Wain Park Plan – Community Gathering Space by Spring/Summer 2026
  - Blaauw Pier Repairs
  - Harvest Hub Facility completed
  - Municipal Hall Back-up Emergency Generator
  - Emergency Repair to Failing Culvert at Chalet Creek & West Saanich





# Department Overview: Planning & Community Services

District of North Saanich  
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The Planning and Community Services department provides advice and services related to the regulation and administration of development activity and community growth. This includes policy review and development, development application processing, building permits, business licensing, and bylaw enforcement. The department aims to provide education and a level of customer service to its clients including homeowners, builders, developers, real estate agents, residents and the community at large related to building and development planning matters. Planning and Community Services also supports Council and the community in the development and implementation of a number of policy areas including land use, strategic planning and health and safety.

Planning and Community Services is led by the Director of Planning and Community Services who is assisted by a team of two Senior Planners, two Planners, two Building Officials, one Bylaw Enforcement Officer and two Administrative Assistants. Bylaw Enforcement investigates complaints about possible violations of municipal bylaws and enforces these bylaws. Animal Control is contracted to the Capital Regional District. Qualified building inspectors administer the Building Bylaw and ensure that all buildings in North Saanich are constructed to the standards of the BC Building Code and applicable regulations. The department is also responsible for the provision of services to other departments including planning advice related to subdivision and development applications.

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### Activity Level Performance Measures & Key Statistics:

Activity	2024 Actual	2025 Actual
Building Permit applications processed	131	105
Tree applications processed	301	341
Building inspections performed	978	806
Bylaw infraction complaints responded to	145	147
Bylaw infraction tickets issued	61	47
Business license applications processed (new)	67	68

### Highlights from 2025:

- Take action to reduce community-wide and corporate (District operations) GHG emissions and be resilient to climate impacts, including by integrating climate change considerations into all decision-making, by maintaining and implementing a District Climate Strategy and providing incentives to residents, to meet the following targets:
  - Be carbon neutral in operations;
  - Reduce community GHG emissions from 2007 levels by 45% by 2040; and
  - Transition to 100% renewable energy by 2050.
- Ban the use of cosmetic/non-essential pesticides on all lands in the District, including municipal lands, and educate the public regarding organic alternatives to conventional pesticides
- Establishing a centralized database and support a coordinated approach to the collection and use of environmental data, including information from WSÁNEĆ traditional ecological knowledge
- Development shall use green stormwater infrastructure (such as permeable surfaces and stormwater capture)



## Department Overview: Planning & Community Services

District of North Saanich  
2025 Annual Report



- Energy efficient buildings and design
- Alternative development standards
- Requirements for food security elements in new multifamily development
- Reduce land use conflicts between farming and existing and new development
- Exceed provincial housing target requirements in density allowed in OCP
- Protect the rural character and integrity of the community while meeting the requirements of the Provincial Housing mandates. "Rural solutions to achieving housing mandates while protecting community character"
- Require 10-20% of all new multi-family units are affordable residential housing (or equivalent in cash-in-lieu), through implementation mechanisms including housing agreements, phased development agreements, partnerships or using density bonusing as per the housing guidelines
- Expand the use of "gentle density" using existing single family lots to allow for Cottages, Carriage homes, and secondary suites

### Looking Ahead to 2026:

- Complete Bylaw Notice Enforcement Bylaw
- Complete Zoning Bylaw
- Update Intermunicipal Business Licence Bylaw with Partners
- Begin Subdivision Servicing Bylaw
- Begin Climate Action and Energy Plan
- Review of Enforcement Bylaws





# Department Overview: Fire & Emergency Services

District of North Saanich  
2025 Annual Report



The North Saanich Fire Department had another busy year in 2025 attending 1,055 incidents, including 13 reported structure fires. It is worthy of note that approximately 60% of the incidents are medical assists in nature. The District of North Saanich Fire Department is a composite department with a current roster of 27 on-call firefighters and six full-time firefighters. There are two excluded chief positions and an administrative assistant. All firefighters, which include company level officers, are members of Local 5509 of the International Association of Firefighters.

The department operates out of two fire stations, one on Wain Road and the other on McTavish Road. As of January 2026, the crew is moving to a model that supports two on-duty members 24/7 supplemented by pager call of full-time and on-call crew members.

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### Activity Level Performance Measures & Key Statistics:

Performance Metrics	2024 Actual	2025 Actual
Responses (duty, fire, medical)	1,029	1,055
Solid fuel and oil application inspections	22	12
Burning permits issued	651	649
Commercial inspections	265	275

### Accomplishments from 2025:

- Completed a framework for a first collective agreement to be adopted in early 2026
- Three Recruits completed exterior firefighter qualifications
- Placed Ford F-350 into service as "Rescue 1"
- Continued implementing goals outlined in the Community Wildfire Protection Plan
- Firefighters completed over 3,000 hours of training including regular Tuesday night sessions, live fire training and first responder courses
- Approximately 50% of fire hydrants were upgraded to storz steamer nozzles

### Goals for 2026:

- Ratify and implement first collective agreement with IAFF Local 5509
- Replacement/trade of Tender 2 with two new smaller, more maneuverable apparatus and update the overall vehicle replacement plan
- Update the response analysis for firefighter turnout
- Review response matrix and adjust model to alert firefighters in zones according to call acuity
- Review and update response protocols for assisting British Columbia Ambulance Service
- Complete interior training of the four recruits and integrating them into the fire department staffing
- Complete upgrade of all fire hydrants to the storz steam nozzle standard



- Continue to work on updating service agreements:
  - First Nations
  - BC Ferries
  - Victoria Airport Authority
  - Institute of Ocean Sciences
- Enhance Emergency Operations Centre capabilities
- Additional Emergency Operations training for municipal staff
- Review/assessment of both fire stations' suitability and potential life span

### Looking Ahead, 2027-2029

- Planning for potential upgrades / replacement of fire station(s)
- Provide enhanced training facilities for firefighters
- Replacement of turnout gear with PFAS free gear
- Enhance emergency preparedness to deal with Climate Change
- Review and update fire departments capabilities in relation to wildland fire incidents.
- Continue to promote and encourage Fire Smart principles





## Department Overview: Police Services

District of North Saanich  
2025 Annual Report



### Sidney/North Saanich RCMP-GRC

#### Policing Services in 2025

The District of North Saanich saw a one percent decrease in total calls for service with 1949 calls and investigations responded to within North Saanich in 2025. Over the past year crimes involving violence remained at nearly the same levels as the previous year with 87 investigations conducted. The community continued to experience a decline in property crime by 5 percent with low crime rates for both commercial and residential break and enter and theft of vehicle. The number of reported fraud scams involving a financial loss continues to reflect a growing trend in this type of financial crime with significant impacts on local residents.

Policing services to the community include the response to emergency and non-emergency calls and the investigation of criminal, provincial statute and by-law offences. Traffic services include the investigation of motor vehicle accidents and conducting impaired driving, speeding and general motor vehicle act enforcement. Community policing services place emphasis on crime reduction and prevention programs which support informing residents on prevention measures. The Detachment's major crime unit supports the investigation of the most serious crimes, inclusive of robbery, sexual assault, child exploitation, missing persons and complex fraud investigations. In 2025 the number of motor vehicle collisions declined by 11 percent. No fatal collisions occurred in North Saanich in 2025. Traffic enforcement levels remained similar to the previous year. A further enforcement highlight involved 8 seizures of illicit drugs in North Saanich, 11 seizures in Sidney as targeting efforts of drug offences continue to receive policing priority.

#### Review of 2025 Policing Priorities

The Detachment established annual policing priorities through a consultation process in 2025. These priorities were determined to include traffic safety, community engagement, property crime reduction and fraud scam awareness initiatives. Throughout the year efforts were undertaken to promote the prevention and enforcement activities towards established policing service objectives. As a result of these initiatives in 2025 a total of 95 impaired driving investigations were conducted, 1227 traffic violations contacts were issued and 155 community outreach services were performed. With the exception of Sidney Elementary all of the local schools are located in North Saanich. An active school liaison program involving the Detachment's community policing officer supports positive interactions with local youth. During the summer months the Detachment's participation in the Sidney street market promotes community police connections as prevention programs for Block Watch, Fraud Scam Awareness, Project 529 Bike Registration and Traffic Safety are available for all local residents. The results of these initiatives contribute to self-protection from fraud scam and property crime.

#### Community Policing Crime Prevention Programs

Our Community Policing unit continues the expansion of community engagement and crime prevention programs. An active Block Watch program led by our volunteer coordinator, Ian Collis, is expanding in North Saanich and Sidney neighbourhoods and through an email network keeps participants informed on current crime trends. The Detachment has established an additional communication network to neighbourhood associations to specifically inform residents of new and evolving fraud scams. The Detachment provides referrals to the Greater Victoria Victim Services program as assistance and support to victims of crime. These referrals engage community based program support such as the spousal assault program and the sexual assault centre.

A Saanich Peninsula Restorative Justice Program provides alternative resolutions to various incidents through a referral process.



## Department Overview: Police Services

District of North Saanich  
2025 Annual Report

The Community Policing unit is actively engaged in a number of programs which support safety for residents and crime prevention. The school liaison, community outreach to unhoused, business watch, participation in the police youth camp, block watch and speed watch are several of the successful programs which enhance different components of safety for our community.

### Policing Priorities for 2026

Initiatives in 2026 will include a continuation of successful programs from the previous year with the introduction of new priorities. Participation in the street market will continue as an opportunity to reach more of the community with crime prevention information. Crime reduction remains at the forefront with expanded efforts to target problem offenders and drug trafficking offenders. A dedicated traffic officer will focus enforcement on pedestrian safety, aggressive driving and accident reduction. A Detachment of excellence in service and investigation excellence will support the delivery of high quality policing services.

### Detachment Commander Comments

The residents of North Saanich are fortunate to live in a beautiful community with a low crime rate in comparison to many other communities. An objective of establishing annual policing priorities for the community is to develop, adapt and implement measures that are effective in reducing crime and evolving trends. In recent years these trends have involved increased online criminal activities of fraud, extortion and child and youth exploitation. Awareness and prevention are the most effective tools in combating these types of crimes.

The support of the community to embrace awareness and adopt crime prevention practices is instrumental in crime reduction success. We remind our community members to quickly report crime or suspicious activity which support swift intervention and police response. We want to remind our community members to call police when an incident is happening so the police response can be effective. The assistance from the business community and resident to provide closed circuit or cell phone video and witness accounts have been tremendous in helping police investigate criminal activity. In some areas we are seeing a decrease in crime levels.

Community members are encouraged to take measures to protect themselves and their property, keeping informed about fraud scams, securing homes and vehicles, observing safe driving, cycling and pedestrian practices and immediately reporting crime or suspicious activity to police.

Thank you,

Staff Sergeant Wayne Conley  
Detachment Commander

Sidney/North Saanich RCMP

### Activity Level Performance Measures & Key Statistics

Performance Metrics	2024 Actual	2025 Actual
Total Persons Crimes	76	87
Total Property Crimes	215	204
Total Other Criminal Codes	76	90
Total Number of Vehicle Collisions	109	97
Total Calls for Service	1,935	1,949
Total Traffic Charges/Tickets/Notice Orders Issued for Sidney/North Saanich	1,166	1,097
Total Prisoner Counts	30	38



## Message from the Chief Financial Officer

District of North Saanich  
2025 Annual Report

May 11, 2026



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, 2025. The purpose of the report is to publish the District of North Saanich's financial statements, Auditor's Report and to provide an update on the District.

The financial statements are the responsibility of the District's management. The statements have been prepared in compliance with Section 167 of the Community Charter, and in accordance with generally accepted accounting principles approved by the Public Sector Accounting Board (PSAB). The financial statements have been audited by KPMG Canada LLP, who have expressed their opinion that the statements present fairly, in all material aspects, the financial position of the District as at December 31, 2025. The District maintains a system of internal accounting controls designed to safeguard the assets of the District and provide reliable financial information.

The District relies heavily on property taxes, water and sewer charges to fund all of the services it provides. Of the \$28 million of revenue reported by the District for 2025, 61.4% of it came from property taxes and 21.3% from water and sewer fees and charges. The 9.22% increase in tax revenues collected in 2025 over 2024 taxes collected, was due in part to a 8.74% increase in the tax rate, 1.22% increase in growth and the remainder from a decrease in assessed values of 0.74%. Water utility fees exceeded budget due to an increase in water usage; general sales of service include building permit revenues which decreased due to the community anticipating the approval of the Official Community Plan and updates to the zoning bylaws; investment earnings were under budgeted and due to the laddering methodology with the lowering of interest rates, was less than what was earned in 2024; government transfers exceeded both budget and prior year actual due to deferred grant revenue earned in 2025 as a result of completing the work on the Official Community Plan. Contributed assets are non-cash contributions of assets which are contributed by a developer when developing property within the District of which there were none in 2025. The District is required to record contributed assets at their fair market value in accordance with the Tangible Capital Asset Policy.

The District spends the revenues it collects on a variety of services. Transportation and Protective Services, which includes policing and fire protection, account for 39% of the expenses. Recreation, cultural and parks expenses are services that the District provides directly, or contracts with directly, such as Library services. The Panorama Recreation Centre is funded through the Capital Regional District and its property tax levy. Expenses increased from prior year due in part to the first full year of the 2 additional career firefighters in 2025, retroactive pay as a result of the ratification of both union agreements in 2026, as well as the cost of inflation experienced in 2025.

In 2025 the District continued the practice of closing the infrastructure funding gap as tax funded capital reached \$2.6 million or 16% 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 included in 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 \$3.9 million at the end of 2024 to \$3.4 million in 2025 as principal payments are made. Operating results for 2025 exceeded budgeted expectations. The District's net investment in capital assets decreased by \$521,000, and total accumulated surplus increased by \$3.1 million.

Under the direction and guidance of the District's Council, the District of North Saanich is well positioned to continue delivering quality services to its residents now and in the future. Our department is very proud to have once again received the Canadian Award for Financial Reporting for the 2024 annual report and look forward to the year ahead.

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

⋮  
⋮  
*Barb Webster*  
⋮  
⋮



## Financial Information: 2025 Permissive Property Tax Exemptions

District of North Saanich  
2025 Annual Report

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 2025. Permissive tax exemptions are those exemptions granted by bylaw in accordance with Section 224 of the Community Charter.

Property/Organization	Address	Municipal Taxes (\$)
676 Kittyhawk Sponsoring Committee Society (Air Cadets)	1979 DeHavilland Way	5,086
B.C. Aviation Museum	1910 Norseman Rd.	13,391
BOKEĆEN XAXE (Sacred) Society	McTavish Road	31,690
Capital Regional District	1717 McTavish Rd.	39,712
Highway Christian Fellowship	10585 McDonald Park Rd.	14,108
Holy Trinity Anglican Church – Hall	1325 Mills Rd.	4,722
Holy Trinity Anglican Church & Cemetery	1319 Mills Rd.	10,648
McTavish Academy of Art	1720 McTavish Rd.	20,793
Memorial Park Society (field behind Parkland School)	McDonald Park Rd.	1,148
Memorial Park Society (Blue Heron Park)	10714 McDonald Park Rd.	19,739
Navy League of Canada (Saanich Peninsula Branch)	9565 Hurricane Rd.	2,936
Saanich Peninsula Chamber of Commerce (Visitor Information Centre)	10382 Pat Bay Highway	3,677
Saanich Peninsula Presbyterian Church	9296 East Saanich Rd.	18,121
Seventh Day Adventist Church	9300 Willingdon Rd.	20,747
St. John's United Church	10990 West Saanich Rd.	9,477
The Kiwanis Village	10585 McDonald Park Rd.	12,125
Town of Sidney (McTavish Fire Hall)	1665 McTavish Rd.	14,495
<b>Total</b>		<b>\$255,654</b>



# Financial Statements Year Ended December 31, 2025

District of North Saanich  
2025 Annual Report

## District of North Saanich **Financial Statements** Year Ended December 31, 2025

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# Financial Statements Year Ended December 31, 2025

District of North Saanich  
2025 Annual Report

## District of North Saanich

December 31, 2025

May 11, 2026

### Management's Responsibility for the Financial Statements

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

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

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

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

Chief Administrative Officer

Director of Financial Services



# Financial Statements Year Ended December 31, 2025

District of North Saanich  
2025 Annual Report



**KPMG LLP**  
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800-730 View Street  
Victoria BC V8W 3Y7  
Canada  
Telephone 250 480 3500  
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## INDEPENDENT AUDITOR'S REPORT

To the Mayor and Councilors of the District of North Saanich

### *Opinion*

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

- the statement of financial position as at December 31, 2025
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the District as at December 31, 2025, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### *Basis for Opinion*

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

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

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

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



District of North Saanich

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

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

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

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

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

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

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

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

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

We also:

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


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

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



*District of North Saanich*

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



Chartered Professional Accountants

Victoria, Canada  
May 12, 2026



# Financial Statements Year Ended December 31, 2025

District of North Saanich  
2025 Annual Report

## District of North Saanich

### Statement of Financial Position

As at December 31, 2025, with comparative information for 2024

	2025	2024
<b>Financial assets</b>		
Cash and cash equivalents	\$ 16,802,189	\$ 14,729,685
Portfolio investments (note 2)	39,244,794	37,614,427
Accounts receivable		
Taxes	909,711	702,915
Other (note 3)	1,884,786	2,143,827
Debt reserve deposits (note 4)	152,092	147,670
	<u>58,993,572</u>	<u>55,338,524</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (note 5)	5,212,560	4,980,192
Prepaid property taxes	1,192,888	1,064,338
Deferred revenue (note 6)	2,194,408	2,622,886
Deposits	1,237,832	1,301,331
Employee future benefit liability (note 7)	470,300	385,500
Asset retirement obligation (note 8)	143,131	66,024
Debt (note 9)	3,452,396	3,948,249
	<u>13,903,515</u>	<u>14,368,520</u>
Net financial assets	<u>45,090,057</u>	<u>40,970,004</u>
<b>Non-financial assets</b>		
Tangible capital assets (note 10)	91,393,479	92,410,936
Inventory of supplies	194,220	160,410
Prepaid expenses	181,802	193,330
	<u>91,769,501</u>	<u>92,764,676</u>
Accumulated surplus (note 11)	<u>\$136,859,558</u>	<u>\$133,734,680</u>

Contingencies and commitments (notes 4 and 13)

Director of Financial Services

Mayor

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



# Financial Statements

## Year Ended December 31, 2025

District of North Saanich  
2025 Annual Report

### District of North Saanich

#### Statement of Operations

For the year ended December 31, 2025, with comparative information for 2024

	Budget (note 17)	2025	2024
<b>Revenues: (note 16)</b>			
Municipal taxes (note 14)	\$ 17,551,080	\$ 17,712,874	\$ 16,216,882
Sale of services			
General	1,628,107	1,017,586	1,388,877
Water utility fees and charges	4,294,300	4,390,714	3,914,506
Sewer utility fees and charges	1,782,600	1,757,472	1,829,854
Income from portfolio investments	760,000	2,160,250	2,532,777
Contributed assets (note 10)	-	-	593,880
Government transfers (note 15)	1,374,700	1,642,750	1,261,702
Other revenue	303,900	140,650	264,594
	27,694,687	28,822,296	28,003,072
<b>Expenses: (note 16)</b>			
General government	5,467,494	4,903,861	5,300,222
Protective services	6,188,152	5,925,317	5,206,488
Solid waste management and environment	135,900	143,431	177,956
Planning and community	2,064,900	1,695,278	1,330,699
Transportation	4,701,657	4,046,488	4,235,756
Parks, recreation and culture	2,328,300	2,369,573	2,243,704
Water utility	4,847,715	4,367,566	4,066,588
Sewer utility	2,582,969	2,245,904	2,300,649
	28,317,087	25,697,418	24,862,062
Annual (deficit) surplus	(622,400)	3,124,878	3,141,010
Accumulated surplus, beginning of year	133,734,680	133,734,680	130,593,670
Accumulated surplus, end of year	\$133,112,280	\$136,859,558	\$133,734,680

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



# Financial Statements

## Year Ended December 31, 2025

District of North Saanich  
2025 Annual Report

### District of North Saanich

#### Statement of Change in Net Financial Assets

Year ended December 31, 2025, with comparative information for 2024

	Budget (note 17)	2025	2024
Annual (deficit) surplus	\$ (622,400)	\$ 3,124,878	\$ 3,141,010
Acquisition of tangible capital assets	(8,139,200)	(2,513,886)	(2,276,404)
Amortization of tangible capital assets	3,447,400	3,319,920	3,210,961
Gain on disposal of capital assets	-	(123,373)	(30,000)
Proceeds on disposal of capital assets	-	128,773	30,000
Write-off of capital assets	-	206,023	-
Contributed capital assets	-	-	(593,880)
	(5,314,200)	4,142,335	3,481,687
Acquisition of inventory of supplies	-	(121,696)	(121,906)
Consumption of inventory of supplies	-	87,886	234,766
Acquisition of prepaid expenses	-	(159,806)	(188,157)
Use of prepaid expenses	-	171,334	172,656
Change in net financial assets	(5,314,200)	4,120,053	3,579,046
Net financial assets, beginning of year	40,970,004	40,970,004	37,390,958
Net financial assets, end of year	\$ 35,655,804	\$ 45,090,057	\$ 40,970,004

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



# Financial Statements

## Year Ended December 31, 2025

District of North Saanich  
2025 Annual Report

### District of North Saanich

#### Statement of Cash Flows

For the year ended December 31, 2025, with comparative information for 2024

	2025	2024
<b>Cash provided by (used in):</b>		
<b>Operating transactions:</b>		
Annual surplus	\$ 3,124,878	\$ 3,141,010
Items not involving cash:		
Contributed tangible capital assets	-	(593,880)
Loss (gain) on disposal of capital assets	(123,373)	(30,000)
Amortization of tangible capital assets	3,319,920	3,210,961
Accretion of asset retirement obligation	14,367	3,082
Actuarial sinking fund earnings	(193,837)	(178,371)
Reinvestment of portfolio investment earnings	(1,630,367)	(1,831,652)
	4,511,588	3,721,150
Change in non-cash operating assets and liabilities (note 12)	(20,718)	(237,114)
	4,490,870	3,484,036
<b>Capital transactions:</b>		
Acquisition of tangible capital assets	(2,451,146)	(2,276,404)
Proceeds on disposal of tangible capital assets	128,773	30,000
Write off of capital assets	206,023	-
	(2,116,350)	(2,246,404)
<b>Financing transactions:</b>		
Repayment of debt	(302,016)	(295,730)
Increase in cash and cash equivalents	2,072,504	941,902
Cash and cash equivalents, beginning of year	14,729,685	13,787,783
Cash and cash equivalents, end of year	\$ 16,802,189	\$ 14,729,685

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

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

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

#### 1. Significant accounting policies

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

##### (a) Basis of presentation

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

The District participates in the cost sharing agreements with the Town of Sidney for RCMP police services, Library building maintenance and capital improvements, and the operations of the Shoal Senior Centre. Only the District's portion of these costs are recorded in the financial statements. Refer to Note 13(b) 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) Sale of Services

Sale of services and user fee revenues are recognized when the service or product is rendered by the District. Building and other permit revenue are recognized when/as performance obligations are satisfied.

##### (d) 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.

##### (e) Deferred revenue

Deferred revenue includes grants, contributions and other amounts received from third parties pursuant to legislation, regulation and agreement which may only be used in certain programs, in the completion of

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 1. Significant accounting policies continued

**(e) Deferred revenue continued**

specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets are acquired.

**(f) Investments**

Investments consist of bonds and debentures and are recorded at amortized cost. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments. When there has been a loss in value that is other than a temporary decline in value, the respective investment is written down to recognize the loss. The District is currently invested in term deposits (Note 2).

**(g) Taxation revenue**

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

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

**(h) Investment income**

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

**(i) Cash equivalents**

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

**(j) Debt**

Debt is recorded net of principal repayments and actuarial earnings.

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 1. Significant accounting policies continued

##### (k) Employee future benefits

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

Sick, personal, emergency, and family leave benefits and other retirement benefits are also available to the District's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligation under this benefit plan is accrued based on projected benefits as the employees render services necessary to earn the future benefits. Long-term disability income benefits are disclosed according to the Greater Victoria Labour Relations Associations' policy.

##### (l) Liability for contaminated sites

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

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

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

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

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 1. Significant accounting policies continued

##### (m) Asset Retirement Obligation

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

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

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

##### (n) Non-financial assets

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

##### (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.

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 1. Significant accounting policies continued

##### (n) Non-financial assets continued

##### (i) Tangible capital assets continued

Estimated useful life for tangible capital assets is as follows:

Asset	Useful life range in years
Buildings	25 to 50
Land improvements	10 to 40
Vehicles, machinery, and equipment	5 to 25
<b>Engineering Structures:</b>	
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, 2025

#### 1. Significant accounting policies continued

##### (n) 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.

##### (o) Deposits

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

##### (p) Allocation of expenses

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

##### (q) Use of estimates

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

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

##### (r) Financial instruments

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

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 1. Significant accounting policies continued

##### (r) Financial instruments continued

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

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations. There are no unrealized changes in fair value as at December 31, 2025 and December 31, 2024. As a result, the District does not have a Statement of Remeasurement Gains and Losses.

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

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

#### 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 to and have rates of return ranging from 3.0% to 5.5% (2024: 1.81% to 5.80%).

#### 3. Other accounts receivable

Other accounts receivable consists of the following:

	2025	2024
Utility fees and charges	\$ 1,470,587	\$ 1,417,926
Other grants receivable	38,070	149,081
Disaster financial assistance grant receivable	-	28,771
GST rebate	108,259	294,247
Trade accounts receivable	148,133	122,458
Receivable from library / other municipalities	107,779	99,193
Miscellaneous	11,958	32,151
	<b>\$ 1,884,786</b>	<b>\$ 2,143,827</b>

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 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, 2025, deposits of \$152,092 (2024 - \$147,670) 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, 2025 there were contingent demand notes of \$255,076 (2024 - \$255,076) which are not included in the financial statements of the District.

#### 5. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities consist of the following:

	2025	2024
Trade accounts payable	\$ 3,977,870	\$ 4,020,081
Accrued liabilities	205,101	137,004
Accrued payroll liability	809,065	607,357
Contaminated sites liability (a)	220,524	215,750
	\$ 5,212,560	\$ 4,980,192

(a) A liability for contaminated sites has been recorded in the amount of \$220,524 (2024 - \$215,750). 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.

### District of North Saanich

#### Notes to the Financial Statements

Year ended December 31, 2025

#### 6. Deferred revenue

	2024	Contributions received	Recognized as revenue	2025
Amenity fee contributions	\$ 1,546,527	\$ -	\$ -	\$ 1,546,527
Prepaid building permits	148,803	50,907	(148,803)	50,907
Prepaid utility billings	125,465	58,445	(125,465)	58,445
Local Government Climate Action program	451,358	-	(112,660)	338,698
Noble Garden Estate Funds	59,467	60,000	(19,917)	99,550
Other	291,266	97,880	(288,865)	100,281
	\$ 2,622,886	\$ 267,232	\$ (695,710)	\$ 2,194,408

#### 7. Employee future benefit liability

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

	2025	2024
Accumulated sick leave	\$ 310,057	\$ 253,521
Retirement benefits	160,243	131,979
	\$ 470,300	\$ 385,500

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

	2025	2024
<b>Accrued benefit obligation - opening:</b>		
Balance, beginning of year	\$ 561,400	\$ 560,400
Current service cost	80,200	79,800
Interest cost	26,800	24,300
Benefits paid	(42,300)	(195,100)
Actuarial loss	(8,300)	92,000
Accrued benefit obligation - closing	617,800	561,400
Unamortized net actuarial loss	(147,500)	(175,900)
Accrued employee future benefit liability	\$ 470,300	\$ 385,500

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 7. Employee future benefit liability continued

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

	2025	2024
Discount rates	4.50 %	4.30 %
Expected wage and salary increases	3.00 %	3.00 %

The expected average remaining service life is 12 years (2024 - 12 years). The total expense recorded in the financial statements in respect of obligations under this plan amounts to \$127,100 (2024 - \$116,700).

#### Accumulated sick leave

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

#### Retirement benefits

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

#### Municipal pension plan

The District and its employees contribute to the Municipal Pension Plan (plan) (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2024, the plan had about 273,000 active members and approximately 133,000 retired members. Active members include approximately 47,000 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, 2024, indicated a \$2,675 million funding surplus for basic pension benefits on a going concern basis.



# Financial Statements

## Year Ended December 31, 2025

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## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 7. Employee future benefit liability continued

##### Municipal pension plan continued

The District paid \$582,945 for employer contributions to the plan in fiscal 2025 (2024 - \$556,371) and District employees paid \$523,850 (2024 - \$499,550).

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

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

##### GVLRA/CUPE Long-term disability trust

The Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association representing a number of employers and the Canadian Union of Public Employees representing a number of CUPE locals. The Trust's sole purpose is to provide a long-term disability income benefit plan. Employers and employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was fully actuarially determined as at December 31, 2024. At December 31, 2024, the total plan provision for approved claims was \$29,016,100 (2023 - \$25,464,600) and the provision for unreported claims was \$2,671,900 (2023 - \$2,327,000) with an accumulated deficit of \$4,356,410 (accumulated deficit in 2023 - \$3,419,021). The District paid \$89,726 (2024 - \$82,008) for employer contributions and District employees paid \$89,726 (2023 - \$82,008) for employee contributions to the plan in 2025.

#### 8. Asset retirement obligation

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

##### (a) Asbestos obligation

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

##### (b) Lead obligation

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

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 8. Asset retirement obligation continued

##### (b) Lead obligation continued

The transition and recognition of asset retirement obligations involved an accompanying increase to the Buildings capital asset (see note 10).

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

Assest Retirement Obligation	Asbestos removal	Lead removal	Total
Balance January 1, 2025	\$ 41,855	\$ 24,169	\$ 66,024
Retirement costs incurred	71,651	5,456	77,107
Closing balance	\$ 113,506	\$ 29,625	\$ 143,131

##### (c) Lease obligations

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

#### 9. Debt

	Interest rate	Year of maturity	Gross Debt	Repayments and actuarial earnings		
				2025	2024	
MFA Issue #102	3.9%	2032	\$ 7,722,907	\$ (4,788,634)	\$ 2,934,273	\$ 3,301,461
MFA Issue #127	4.52%	2029	1,680,000	(1,161,877)	518,123	646,788
			\$ 9,402,907	\$ (5,950,511)	\$ 3,452,396	\$ 3,948,249

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 2025 was \$377,129 (2024 - \$366,881).



# Financial Statements

## Year Ended December 31, 2025

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### District of North Saanich

#### Notes to the Financial Statements

Year ended December 31, 2025

#### 9. 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:

2026	\$	302,014
2027		302,014
2028		302,014
2029		302,014
2030		211,829
Thereafter		423,658
Future principal payments		1,843,543
Future actuarial adjustments (estimated)		1,608,853
	\$	3,452,396

#### 10. 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 2025 or 2024.

In 2025 the District did not receive any tangible capital asset contributions related to developments within the District. The estimated fair market value of these assets is shown as revenue as well as tangible capital asset additions. In 2024 contributed assets worth \$593,880 were received.



# Financial Statements Year Ended December 31, 2025

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## District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2025

### 10. Tangible capital assets continued

2025	Engineering Structures										Total 2025	Total 2024	
	Land	Land Improvement	Buildings	Vehicles, Machinery & Equipment	Roads	Drainage	Water	Sewer	Other	Work in Progress			
<b>Cost</b>													
Opening balance	\$ 23,991,326	\$ 4,693,363	\$ 9,333,645	\$ 11,026,098	\$ 44,589,622	\$ 9,323,116	\$ 18,436,593	\$ 28,431,633	\$ 65,381	\$ 313,296	\$ 150,174,073	\$ 147,414,010	
Add: Additions	47,570	29,046	-	1,040,251	58,061	83,350	-	-	-	1,192,846	2,451,144	2,870,266	
Add: TCA ARO	-	-	52,042	-	-	-	10,700	-	-	-	62,742	-	
Less: Disposals	-	-	-	(444,620)	-	-	-	-	-	(206,023)	(650,643)	(110,223)	
Closing balance	24,038,896	4,712,409	9,385,687	11,621,729	44,627,703	9,406,466	18,447,293	28,431,633	65,381	1,300,119	152,037,316	150,174,073	
<b>Accumulated Amortization</b>													
Opening balance	-	1,679,480	3,456,200	5,214,077	27,908,002	2,543,454	6,544,135	10,366,584	51,205	-	57,763,137	54,662,359	
Add: Additions	-	191,112	215,160	863,783	1,100,262	173,633	252,347	485,684	1,359	-	3,283,560	3,210,961	
Add: TCA ARO	-	-	32,080	-	-	-	4,280	-	-	-	36,360	-	
Less: Disposals	-	-	-	(439,220)	-	-	-	-	-	-	(439,220)	(110,223)	
Closing balance	-	1,870,592	3,703,440	5,638,640	29,008,264	2,717,087	6,800,762	10,852,468	52,564	-	60,643,637	57,763,137	
Net book value	\$ 24,038,896	\$ 2,841,817	\$ 5,682,247	\$ 5,983,089	\$ 15,619,419	\$ 6,689,379	\$ 11,646,531	\$ 17,579,165	\$ 12,817	\$ 1,300,119	\$ 91,393,479	\$ 92,410,936	

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 11. Accumulated surplus

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

	2025	2024
<b>Surplus</b>		
Invested in tangible capital assets	\$ 87,941,083	\$ 88,462,687
Unallocated surplus	6,544,215	6,641,986
<b>Total surplus</b>	<b>94,485,298</b>	<b>95,104,673</b>
<b>Non-statutory reserve funds set aside by Council</b>		
First Nation Relations fund	14,291	15,000
<b>Total non-statutory reserves funds</b>	<b>14,291</b>	<b>15,000</b>
<b>Statutory reserve funds set aside by Council</b>		
Capital reserves	24,486,638	20,803,420
Operating and opportunity reserves	17,873,331	17,811,587
<b>Total statutory reserve funds</b>	<b>42,359,969</b>	<b>38,615,007</b>
	<b>\$136,859,558</b>	<b>\$133,734,680</b>

#### 12. Changes in non-cash operating assets and liabilities

	2025	2024
<b>Change in non-cash operating assets and liabilities</b>		
(Increase) in accounts receivable - taxes	\$ (206,796)	\$ (134,470)
Decrease in accounts receivable - other	259,041	756,782
(Increase) in debt reserve deposits	(4,422)	(4,969)
Decrease (Increase) in prepaid expenses	11,528	(15,502)
Increase (decrease) in accounts payable and accrued liabilities	232,368	(816,651)
Decrease in prepaid property taxes	128,550	77,023
(Decrease) increase in deferred revenue	(428,478)	134,474
Increase (decrease) in employee future benefit obligations	84,800	(78,400)
(Decrease) increase in inventory of supplies	(33,810)	112,863
(Decrease) in deposits	(63,499)	(268,264)
	<b>\$ (20,718)</b>	<b>\$ (237,114)</b>

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 13. Contingencies and commitments

##### (a) Agreements and contracts

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

##### (b) RCMP

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

##### (c) Insurance

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

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

##### (d) CREST

The District is a shareholder and member of the Capital Regional Emergency Service Telecommunications (CREST) Incorporated, which provides centralized emergency communications and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and the Gulf Islands. Members' obligations to share in funding ongoing operations and any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.

##### (e) Regional District debt

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

##### (f) Sandown operating lease

In 2020 the District entered into a lease agreement with Circular Farm and Food Society: Vancouver Island to operate the Sandown lands. Within this lease agreement the District agreed to provide funding during the first three years of operation (2020 - 2022). Council has extended their funding arrangement to 2024. In 2025 the District and Circular Farm and Food Society: Vancouver Island amended the lease agreement to reduce the leased area to 13.5 acres with a 3 year renewable term.

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 13. Contingencies and commitments continued

##### (g) Harvest Hub

In November 2025, the District entered into an agreement to receive funding of \$750,000 from a private donor for the construction, fixturing and equipping of a food hub processing facility for the benefit of and use by agricultural producers located in the District of North Saanich and surrounding areas. If the District is unable to complete construction and start operating the facility by December 31, 2026, the funds received shall be disbursed equally, no later than January 31, 2027, to Salt Spring Island Farmland Trust Society, Victoria Community Food Hub Society, and Together We Stand Military Families Foundation. The District received the funds of \$774,000 in February 2026.

##### (h) Financial instruments - liquidity risk

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

#### 14. Taxes available for municipal purposes

	Budget	2025	2024
<b>Taxes collected for general municipal purposes:</b>			
Property and business taxes	\$ 13,537,319	\$ 14,922,308	\$ 13,538,475
Grants in lieu of taxes	1,402,800	1,525,785	1,414,626
Water and sewer system parcel taxes	1,263,600	1,264,781	1,263,781
<b>Total</b>	<b>16,203,719</b>	<b>17,712,874</b>	<b>16,216,882</b>
<b>Taxes collected on behalf of and paid to other governments:</b>			
School Authorities	-	12,060,484	11,837,636
Regional Hospital District	-	1,171,919	1,211,011
Municipal Finance Authority	-	1,912	1,940
British Columbia Assessment Authority	-	351,065	344,703
BC Transit Authority	-	3,911,799	2,854,957
Regional District	-	4,178,740	3,912,690
Regional District - Septic Management	-	44,728	-
<b>Total</b>	<b>-</b>	<b>21,720,647</b>	<b>20,162,937</b>
<b>Gross taxes collected</b>	<b>\$ -</b>	<b>\$ 39,433,521</b>	<b>\$ 36,379,819</b>

## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 15. Government transfers

The following government transfers have been included in revenues:

	Budget	2025	2024
<b>Transfers</b>			
Provincial	\$ 754,700	\$ 1,022,232	\$ 641,184
Federal	620,000	620,518	620,518
	\$ 1,374,700	\$ 1,642,750	\$ 1,261,702

#### 16. Segmented information

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

##### Protective Services - RCMP, Fire Department and Animal Control

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

##### Parks, Recreation and Cultural Services

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

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

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

##### Transportation Services - Engineering and Public Works; Roads; Drainage

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



# Financial Statements Year Ended December 31, 2025

District of North Saanich  
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## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 16. Segmented information continued

##### **Solid Waste Management and Environmental Services**

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

##### **Planning and Community Services**

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

##### **Water Utility - Infrastructure Services, Utilities**

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

##### **Sewer Utility - Infrastructure Services, Utilities**

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

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

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



# Financial Statements Year Ended December 31, 2025

District of North Saanich  
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## District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2025

### 16. Segmented information continued

December 31, 2025	General Government	Protective Services	Solid Waste Management & Environment	Planning and Community	Transportation and Cultural	Parks, Recreation	Water Utility	Sewer Utility	2025
<b>Revenues</b>									
Taxes available for municipal purposes	\$ 16,448,093	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 979,200	\$ 285,581	\$17,712,874
Sale of services	137,124	137,501	66,610	589,807	33,092	73,452	4,390,714	1,757,472	7,165,772
Income from portfolio investments	1,675,796	-	-	-	-	-	213,160	271,294	2,160,250
Government transfers	1,238,210	269,158	-	135,382	-	-	-	-	1,642,750
Other revenue	13,009	-	-	-	-	500	-	3,768	17,277
Net gain on disposal of tangible capital assets	30,122	-	-	-	43,944	-	33,141	16,166	123,373
	19,542,354	406,659	66,610	705,189	77,036	73,952	5,616,215	2,334,281	28,822,296
<b>Expenses</b>									
Salaries, wages and employee benefits	2,755,404	2,047,990	88,171	1,431,371	1,939,061	434,183	545,748	349,101	9,591,029
Contracted services	1,571,381	3,016,648	51,868	247,539	473,267	1,664,808	96,040	908,957	8,030,508
Supplies and materials	194,574	349,830	3,392	16,368	174,837	85,809	3,373,080	129,556	4,327,446
Interest and bank charges	37,019	75,936	-	-	-	-	-	301,193	414,148
Accretion	1,456	1,953	-	-	1,250	5,771	3,937	-	14,367
Amortization	344,027	432,960	-	-	1,458,073	179,002	348,761	557,097	3,319,920
	4,903,861	5,925,317	143,431	1,695,278	4,046,488	2,369,573	4,367,566	2,245,904	25,697,418
Annual surplus (deficit)	\$ 14,638,493	\$ (5,518,658)	\$ (76,821)	\$ (990,089)	\$ (3,969,452)	\$ (2,295,621)	\$ 1,248,649	\$ 88,377	\$ 3,124,878



# Financial Statements Year Ended December 31, 2025

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## District of North Saanich

Notes to the Financial Statements

Year ended December 31, 2025

### 16. Segmented information continued

December 31, 2024	General Government	Protective Services	Solid Waste Management & Environment	Planning and Community	Parks, Recreation and Cultural	Water Utility	Sewer Utility	2024
<b>Revenues</b>								
Taxes available for municipal purposes	\$ 14,953,101	\$ -	\$ -	\$ -	\$ -	\$ 978,200	\$ 285,581	\$16,216,882
Sale of services	136,573	140,461	70,554	879,498	86,204	3,914,506	1,929,854	7,193,237
Income from portfolio investments	1,793,861	-	-	-	-	325,123	413,793	2,532,777
Contributed assets	-	-	-	-	560,280	24,100	9,500	593,880
Government transfers	1,261,702	-	-	-	-	-	-	1,261,702
Other revenue	92,756	-	-	-	-	(687)	141,925	234,594
Net gain on disposal of tangible capital assets	-	-	-	-	30,000	-	-	30,000
	18,239,993	140,461	70,554	879,498	676,484	5,241,342	2,680,653	28,003,072
<b>Expenses</b>								
Salaries, wages and employee benefits	2,678,760	1,766,832	69,576	1,188,670	1,861,439	621,395	330,987	8,927,703
Contracted services	2,111,063	2,884,564	104,850	118,017	637,056	1,604,920	85,353	8,371,830
Supplies and materials	181,104	167,130	3,550	12,513	195,265	3,051,668	266,801	3,932,830
Interest and bank charges	54,473	70,461	-	-	-	-	290,720	415,654
Accretion	1,129	592	-	-	-	1,363	-	3,084
Amortization	293,693	316,909	-	11,499	1,541,996	326,808	566,134	3,210,961
	5,300,222	5,206,488	177,956	1,330,699	4,235,756	4,065,588	2,300,649	24,862,062
Annual surplus (deficit)	\$ 12,939,771	\$ (5,066,027)	\$ (107,402)	\$ (451,201)	\$ (3,559,272)	\$ (2,169,617)	\$ 1,174,754	\$ 3,141,010



# Financial Statements Year Ended December 31, 2025

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## District of North Saanich

### Notes to the Financial Statements

Year ended December 31, 2025

#### 17. Budget data

The budget data presented in these financial statements is based upon the 2025 budget in Financial Plan Bylaw #1582, Schedule A passed by Council on April 28, 2025.

	2025
<b>Revenues</b>	
Taxes available for municipal purposes	\$ 17,551,080
Water utility fees and charges	4,294,300
Sewer utility fees and charges	1,782,600
General sale of services	1,628,107
Income from portfolio investments	760,000
Government transfers	1,374,700
Other revenue	303,900
<b>Total revenue</b>	<b>27,694,687</b>
<b>Expenses</b>	
Interest and bank charges	377,100
Amortization	3,447,400
General operating fund	18,792,287
Water operating fund	4,240,700
Sewer operating fund	1,459,600
	<b>28,317,087</b>
Annual deficit before allocations	(622,400)
<b>ALLOCATIONS</b>	
<b>Add</b>	
Amortization expense	3,447,400
Transfers from surplus	550,000
Transfers from Non-Statutory Reserves	30,000
Transfers from reserve funds	5,036,200
<b>Total additions</b>	<b>9,063,600</b>
<b>Deduct</b>	
Principal payments on debt	302,000
Capital expenditures	8,139,200
<b>Total deductions</b>	<b>8,441,200</b>
<b>Financial Plan balance</b>	<b>\$ -</b>



# Financial Statements

## Year Ended December 31, 2025

District of North Saanich  
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### District of North Saanich

Supplementary Unaudited Financial Information  
Year ended December 31, 2025

#### SCHEDULE 1: GROWING COMMUNITIES FUND (GCF)

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

Balance, year ending December 31, 2024		\$	4,652,112
Interest earned			140,596
Eligible 2025 costs incurred:			
Public Safety/Emergency Management	\$	203,591	
Public Drinking Water Supply		49,039	
Drainage design development		140,671	
Local Road Improvements		525,016	
Traffic Safety;sidewalks & widening		234,066	
Storm Water Management		73,739	(1,226,122)
Balance, year ending December 31, 2025		\$	<u>3,566,586</u>

#### SCHEDULE 2: CAPACITY FUNDING FOR LOCAL GOVERNMENT HOUSING INITIATIVES

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

Balance, year ending December 31, 2024		\$	151,555
Completion of Official Community Plan			(75,176)
Update of Rezoning Bylaw			(63,704)
Traffic Modeling re new OCP			(12,675)
Balance, year ending December 31, 2025		\$	<u>-</u>

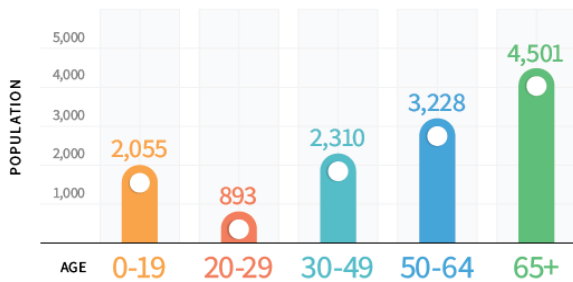


# Statistical Information

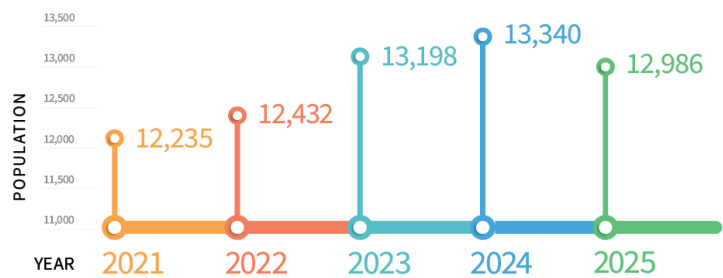
District of North Saanich  
2025 Annual Report



## Population by Age



## Population by Year



### Education of population aged 25-64

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

### Occupation of working population

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

### Unemployment Rate

2021	2022	2023	2024	2025
3.9%	3.4%	4.1%	4.3%	4.7%

Source: Numbers and graphs on this page are updated from the Census information available every 5 years. Occupation and education statistics are as published in the 2021 census. Population information for 2018-2021 is per the 2021 Census. The 2022 population figures have been estimated based on the average annual population growth rate of 0.26%. The 2023-2025 population figures are sourced from BC Statistics Estimates: [www2.gov.bc.ca/gov/content/data/statistics/people-population-community](http://www2.gov.bc.ca/gov/content/data/statistics/people-population-community)



Taxable Assessment of Land & Improvements (thousands)	2021	2022	2023	2024	2025
Residential	\$5,403,224	\$7,171,120	\$8,104,526	\$8,103,386	\$7,836,739
Utilities	670	1,240	1,430	1,616	1,635
Light Industrial	29,454	32,197	34,912	38,588	41,926
Business / Other	334,316	360,077	414,164	440,147	480,026
Recreation / Non-profit	61,202	63,595	59,638	59,657	59,740
Farm	3,110	3,106	3,091	3,140	3,144
	<b>\$5,831,976</b>	<b>\$7,631,335</b>	<b>\$8,617,761</b>	<b>\$8,646,534</b>	<b>\$8,423,210</b>

Property Tax Levies (thousands)	2021	2022	2023	2024	2025
District of North Saanich	\$13,707	\$14,566	\$15,334	\$16,217	17,713
School Authorities	9,040	10,114	11,295	11,837	12,060
Regional Hospital District	1,236	1,196	1,198	1,211	1,172
Municipal Finance Authority	1	2	2	2	2
BC Assessment Authority	282	308	332	345	351
BC Transit Authority	1,456	1,625	1,979	2,855	3,911
Regional District	3,389	3,603	3,679	3,913	4,223
<b>Total Property Tax Levies</b>	<b>\$29,111</b>	<b>\$31,414</b>	<b>\$33,819</b>	<b>\$36,380</b>	<b>\$39,432</b>
<b>Total Property Taxes Collected*</b>	<b>\$29,553</b>	<b>\$31,509</b>	<b>\$33,585</b>	<b>\$36,246</b>	<b>\$39,225</b>

\*Current year levy plus change in taxes receivable

### Top Five Principal Corporate Taxpayers:

Victoria  
Airport  
Authority

BC Ferry  
Services Inc.

Sobeys  
Capital Inc.

Sandown  
Properties Ltd.

Canoe Cove  
Marina Ltd.

Source: District of North Saanich Financial Services Department



Construction	2021	2022	2023	2024	2025
Building Permits	222	170	117	131	104
Construction Value (thousands)	\$67,157	\$55,240	\$41,210	\$33,408	\$28,493

Source: District of North Saanich Financial Services Department.

District Staff (as of December 31)	2021	2022	2023	2024	2025
CUPE Positions					
Full Time	47	48	48	48	49
Part Time	1	1	2	2	2
Exempt Positions	13	15	16	20	20
<b>Total Positions<sup>1</sup></b>	<b>61</b>	<b>64</b>	<b>66</b>	<b>70</b>	<b>71</b>
<b>Total Full Time Equivalent Positions</b>	<b>60.6</b>	<b>63.6</b>	<b>65.2</b>	<b>68.8</b>	<b>69.8</b>

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

Revenues by Type (thousands)	2021	2022	2023	2024	2025
Net taxes available for municipal purposes	\$13,707	\$14,566	\$15,334	\$16,216	\$17,713
Sale of services	6,675	6,441	7,113	7,113	7,166
Other revenue	553	320	175	265	140
Contributed assets	243	83	2,159	594	-
Investment earnings	474	829	2,120	2,533	2,160
Government transfers	1,569	1,564	6,216	1,262	1,643
	<b>\$23,221</b>	<b>\$23,803</b>	<b>\$33,117</b>	<b>\$28,003</b>	<b>\$28,822</b>

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.

Expenses by Function (thousands)	2021	2022	2023	2024	2025
General government	\$4,011	\$4,260	\$4,855	\$5,300	\$4,904
Protective services	3,485	4,304	4,689	5,206	5,925
Solid waste management and environment	86	111	64	178	143
Planning and community	1,334	1,486	1,174	1,331	1,695
Transportation	3,488	3,591	4,092	4,236	4,046
Parks, recreation and culture	1,858	2,087	2,033	2,243	2,370
Water utility	3,705	3,725	4,048	4,067	4,368
Sewer utility	1,893	1,948	2,067	2,301	2,246
	<b>\$19,860</b>	<b>\$21,512</b>	<b>\$23,022</b>	<b>\$24,862</b>	<b>\$25,697</b>

Expenses by Object (thousands)	2021	2022	2023	2024	2025
Salaries, wages and employee benefits	\$6,766	\$7,635	\$8,039	\$8,928	\$9,591
Contracted services	6,303	6,753	7,609	8,394	8,031
Supplies and materials	3,595	3,609	3,814	3,910	4,327
Interest and bank charges	242	255	399	416	414
Amortization	2,954	3,003	3,118	3,214	3,334
Loss on disposal of capital assets	-	257	43	-	-
	<b>\$19,860</b>	<b>\$21,512</b>	<b>\$23,022</b>	<b>\$24,862</b>	<b>\$25,697</b>

**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

District of North Saanich  
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Net Financial Assets (millions)	
2021	\$30.67
2022	\$31.84
2023	\$37.40
2024	\$40.90
2025	\$45.00

Acquisition of Tangible Assets (millions)	
2021	\$4.07
2022	\$4.13
2023	\$7.71
2024	\$2.87
2025	\$2.51

Total Accumulated Surplus (millions)	
2021	\$118.21
2022	\$120.50
2023	\$130.50
2024	\$133.70
2025	\$136.80

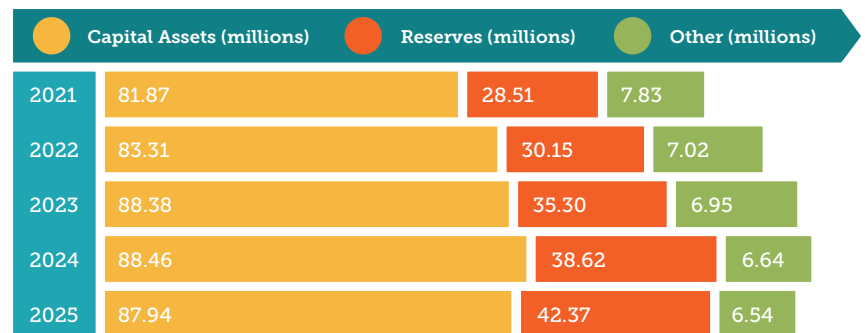
Revenues (millions)	
2021	\$23.22
2022	\$23.80
2023	\$33.12
2024	\$28.00
2025	\$28.82

Revenue per Capita (thousands)	
2021	\$1.90
2022	\$1.94
2023	\$2.51
2024	\$2.10
2025	\$2.22

Expenses (millions)	
2021	\$19.86
2022	\$21.51
2023	\$23.02
2024	\$24.86
2025	\$25.69

Annual Surplus (millions)	
2021	\$3.36
2022	\$2.29
2023	\$10.10
2024	\$3.14
2025	\$3.12

### 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.



## STAFF REPORT

To: Stephanie Munro  
Chief Administrative Officer

Meeting Date: June 29, 2026

From: Barb Webster  
Director of Financial Services & Information Technology

File: FIN-26-015

Ben Martin  
Director of Infrastructure Services

Re: **Harvest Hub Facility & New Service Update**

### **RECOMMENDATION(S):**

That Council:

1. Receive FIN-26-015 Harvest Hub Facility & New Service Update for information; and
2. Approve the Request for Expression of Interest (REOI) for an external operator to operate the new Harvest Hub Service.

### **STRATEGIC PLAN IMPLICATIONS:**

This matter relates to the following Council strategic priorities:

- *Focus on local Agriculture and support food production and systems*
- *Maintain a safe, inclusive, healthy, and vibrant community*
- *Support growth that is environmentally, socially, and economically sustainable*
- *Embody good governance principles of community engagement, accountability, leadership, impartiality, and transparency*

### **INTRODUCTION/BACKGROUND:**

See below a chronological history of events and supporting Council motions pertaining to both the new Harvest Hub facility and the development of the new municipal agricultural service to support our agricultural community:

*Council's 2023-2026 Strategic Plan focuses on local agriculture and supporting food production and systems throughout the District. The objective of this strategic goal is to expand food production on lands within the Agricultural Land Reserve (ALR), to explore food distribution opportunities and to support agricultural initiatives, including examining potential options to assist farmers with food distribution.*

*On June 3, 2024, Council directed staff to conduct an initial feasibility study on the installation of a 5,000 square foot minimum food hub on District land and report back to Council. Council also directed staff to refer to Council's Advisory Committees for input prior to returning to Council.*

*On September 4, 2024, staff prepared a report to the Agriculture and Food Security Advisory Committee that explored the feasibility of establishing a food hub in North Saanich, aimed at enhancing local food systems, supporting agricultural producers, and fostering community engagement. The Agriculture and Food Security Advisory Committee has also been tasked with providing feedback regarding the Food Hub concept.*

Stephanie Munro, Chief Administrative Officer  
Re: Harvest Hub Facility & New Service Update

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*At a regular meeting of Council on October 7, 2024, staff presented the food hub preliminary feasibility study, including feedback from the advisory committee, for Council consideration. Council received the staff report and referred the concept of a Food Hub on District lands to the Strategic Plan Update, undertaken in February 2025.*

*On April 28, 2025, Council received a presentation of a gift proposal for the construction of a food hub facility to be built on District lands. Council referred the gift proposal to staff to further expand upon the food hub preliminary feasibility effort outlined in Staff Report No. CS-24-028, which was presented at the October 7, 2024 meeting of Council.*

*At the regular meeting of Council on May 26, 2026, staff presented report FIN-025-009 recommending a feasibility effort be completed for the consideration of a new food hub service. At the meeting Council passed the following motion:*

*206 That Council:*

- 1. direct staff, in cooperation with the Agriculture and Food Advisory Committee, to develop questions for a survey to act as a pre-cursor to engage the farming community on June 7, 2025, at the North Saanich Farm Market, to receive feedback from them on what services would be required in a District Food Hub;*
- 2. following June 7, 2025, direct staff to modify the survey questions, if required, post the survey on the District's website, and mail the survey to registered ALR folios;*
- 3. direct staff to determine the costs for servicing a 1,000 square foot Food Hub for storage and cooling, and report findings to the Agriculture and Food Security Advisory Committee meeting held July 9, 2025, and further,*
- 4. report back to Council at the July 14, 2025, meeting.*

*On July 14, 2025, staff reported back to Council the results of the survey and site servicing costs. Council accepted the \$750,000 donation and authorized staff to finalize the gift agreement. Council provided further direction to begin implementing the Harvest Hub Facility, use the August 18, 2025 survey results to refine implementation plans and service design, and to launch a supplemental public survey campaign.*

*On August 18, 2025, staff reported back to Council the results of the mail-out survey for information and presented financial estimates for operating the Harvest Hub. Staff presented two (2) scenarios – one considering additional staff resources and the other considering an external operator. Under Scenario #1, staff estimated that the level of effort to operate a food hub would be equivalent to a ½ of a Full Time Equivalent Employee (FTE) and estimated a tax impact of 1.25%. Under Scenario #2, staff envisioned an external operator with experience running food hub services. The estimated financial impact of Scenario #2 was estimated at a 0.65% tax impact.*

## **DISCUSSION:**

### **Harvest Hub Facility Update**

The District has entered into a CCDC 14 Design Build Stipulated Price contract for a 1,720 square foot facility for a value of \$1,012,844.00 and a completion date of November 26, 2026. Construction is well underway at the Harvest Hub site with the foundation recently completed along with erection of the prefabricated wood-framed walls and placement of the roof trusses. The new Harvest Hub site has been fully fenced complete with locking gates. The build team will be transitioning into installation of the rough-in plumbing and electrical works in the coming month. The project is currently on budget and schedule.

### **New Harvest Hub Municipal Service**

To date, the District has gathered information from the local farmers and stakeholders by way of surveys, a workshop hosted at the Municipal Hall and follow-up telephone interviews facilitated by Greenchain Consulting in order to better understand our farmers needs. This information is useful for the purpose of informing what the new Harvest Hub Service should focus on as the District works towards formalizing the New Service Business Plan. The information gathered in this process prioritized the following services:

1. Aggregation and Distribution (primary service)
2. Retail and Online Sales (primary service)
3. Primary Processing (secondary service)
4. Storage (supporting service)
5. Specialty Uses (supplementary service)

In addition, staff and members of the Agriculture & Food Security Advisory Committee, and members of the AFSAC (Harvest Hub) working group have toured a number of Hub's, as well as had presentations from a number of stakeholders within the region in order to better understand their business model and the lessons learned not only their start-up process, but also in their operations.

To capture all this, staff have further retained Greenchain Consulting to develop a business plan vision and develop a Request for Expression of Interest (REOI) for an external operator. This vision has summarized what we've heard from the farming community and has identified priority areas as discussed above.

The District, when contemplating a service that meets their strategic objectives, historically partners with organizations in order to deliver that service. Examples include recreation services such as providing support to the Saanich Peninsula Memorial Park Society for theatre and sports fields, partnering with the Town of Sidney for the operations of the Baseball Facility at Rotary Park, the Seniors Centre (the Shoal Centre), as well as partnering with a not-for-profit to further the District's agriculture initiatives on the Sandown Lands.

The Harvest Hub is not meant to operate in competition with the local farming community and stakeholders, but rather to fill a gap or augment what is already existing in the local agriculture landscape. Under Scenario #2, the external operator should be a non-for-profit organization which could include a registered charity, or a cooperative, and could already exist, or be newly formed. The District would enter into an agreement with that organization, and would outline expectations of the service, as well as key performance indicators, in the same way that the District has with its other partners.

Staff have done some research with respect to the structure of the other Hub's in the province and found that they operate either as a registered charity, some as a not-for-profit, or for those that are located on ALR lands as a cooperative. The operator will have the advantage of not having to construct a new facility, or take on the cost of maintenance, and utilities of the facility, and can focus entirely on the operations. As a not-for-profit, the operator would be eligible to apply for a Grant-in-Aid, which would be at the discretion of Council to approve during the budget process each year.

Staff are recommending a REOI be posted for an external operator in July with an anticipated closure at the end of August to manage the new Harvest Hub Municipal Service.

Should the REOI not be successful in securing an Operator, the District will create a list of tasks that meet the mandate which would be to support initial operations, as well as meet VIHA food safe requirements and coordinate use of the facility. This would include the creation of processes and procedures in order to facilitate access as well as ensure the users of the facility are trained in the required VIHA procedures.

Stephanie Munro, Chief Administrative Officer  
 Re: *Harvest Hub Facility & New Service Update*

Page 4

This report was submitted to the Agriculture and Food Security Advisory Committee on June 10, 2026, for their review and comments, which are included in the minutes of that meeting.

**OPTIONS:**

That Council:

1. Receive FIN-26-015 Harvest Hub Facility & New Service Update for information; and
2. Approve the Request for Expression of Interest (REOI) for an external operator to operate the new Harvest Hub Service.
3. Provide alternate direction.

**FINANCIAL IMPLICATIONS:**

The estimated annual cost to run the Harvest Hub under Scenario #1 has been incorporated into the 2026 budget. As a result, there are no additional financial implications at this time. Given that the Hub will not be fully operational until the later part of the year, some of these funds have been used to engage a consultant for the business case development work for this new service.

**LEGAL IMPLICATIONS:**

By ensuring that the District partners with a not-for-profit organization, the District ensures that it is not in direct competition with the local farmers and stakeholders.

**COMMUNICATIONS IMPLICATIONS:**

The REOI for the Operator of the Harvest Hub Facility, will be posted on the Districts Procurement page on the website, as well as the Project page for the Harvest Hub that is currently on the website.

**SUSTAINABILITY AND CLIMATE CHANGE IMPLICATIONS:**

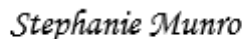
The operations of the Harvest Hub will assist with the sustainability of the District's local farmers, and by keeping local grown food as close as possible to the end user, will help mitigate the effects of changes in climate that are being experienced.

**SUMMARY/CONCLUSION:**

Refining a business case and understanding how to operationalize this new Harvest Hub Service is critical to ensure success of this initiative. Staff are recommending an REOI be issued to better understand the capacity and availability of local external operators prior to considering internal staff.

Respectfully submitted,

Concurrence,

\_\_\_\_\_  
 Barb Webster  
 Director of Financial Services & Information  
 Technology

\_\_\_\_\_  
 Stephanie Munro  
 Chief Administrative Officer

Concurrence,



\_\_\_\_\_  
 Ben Martin  
 Director of Infrastructure Services

Attachment 1: North Saanich Harvest Hub Business Model Vision

Attachment 2: Harvest Hub Request for Expression of Interest

**ATTACHMENT 1**

# DRAFT - North Saanich Harvest Hub Business Model Vision

Greenchain Consulting, May 2026

This document was developed on behalf of the District of North Saanich to support the recruitment and onboarding of an operator for the North Saanich Harvest Hub to lead and manage operations of the new agricultural municipal service. The document is informed by stakeholder engagement, feedback from prospective Hub users, and additional market and operational research undertaken to help guide the development of a viable and sustainable operating model.

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## Introduction

The North Saanich Harvest Hub is a new municipally supported service designed to strengthen the local agricultural economy by providing shared infrastructure for primary food processing, storage, distribution and retail. The concept emerged from a recognized need within the local farming community for accessible, affordable facilities that enable small scale producers to primary-process, sort, package, store, retail and distribute their products more efficiently and into new revenue channels. By addressing these gaps, the Harvest Hub aims to increase farm productivity, improve economic viability for local producers, and enhance access to locally grown food within the region.

## Municipal Alignment

The initiative is being led by the District of North Saanich and is grounded in long-standing policy direction. It directly supports the District's 2023 to 2026 Strategic Plan and the Whole Community Agricultural Study Implementation Plan (2019), both of which prioritize expanding agricultural production on ALR lands, improving local food distribution systems, and strengthening farming-based economic activity. The project also reflects growing momentum at the municipal level to invest in infrastructure that enables local food systems to scale in a practical and financially sustainable way.

## Investment

A key milestone in advancing the project was the District's acceptance of a \$750,000 donation specifically intended to support the development of the Harvest Hub facility. This contribution, combined with funding from the District's Amenity Contribution Fund, New Works Reserve Fund, and the Agriculture Reserve Fund, brings the total recommended project budget to \$1.25 million. The funding is tied to a clear objective: to preserve, promote, and revitalize local agriculture. It also comes with a firm timeline, requiring the facility to be operational and open to the public by December 31, 2026. The District has also committed to supporting the service for a minimum of five years.

## Project Evolution and Stakeholder Input

The North Saanich Harvest Hub project has progressed from an initial concept into a defined facility and service model, supported by early farmer surveys, stakeholder workshops, and facility planning led by the District. As the project moved toward implementation, targeted stakeholder interviews and regional analysis were further undertaken to validate demand, refine the business model, and ensure alignment with the needs of local small-scale producers.

## Business Model Overview

The Harvest Hub will be located at the Sandown Centre, a site already established as a focal point for agricultural activity in the region. The facility is being constructed on the southeastern portion of 1810 Glamorgan Road and is planned as a cost-effective, scalable building with an initial footprint of 1,720 square feet, expandable up to 5,000 square feet as demand grows. The design includes core components such as a primary processing, packing and dry storage area, cold storage, a small farm retail space, a utility room, and a loading bay to support efficient movement of goods.

### Vision

The vision for the North Saanich Harvest Hub has been shaped through a combination of the sponsor's original intent and direct engagement with local farmers and regional stakeholders. At its foundation, the Harvest Hub is a shared, subsidized service that lowers barriers to entry for small scale local farms by providing access to infrastructure that would otherwise be cost-prohibitive. This core vision remains central to the project, positioning the Hub as a practical, community-oriented investment in the long-term viability of local agriculture.

### Services

Through stakeholder engagement, its services for small-scale farmers have been refined and strengthened to reflect their main needs and benefits from the Hub. Feedback confirmed that the greatest value is in creating a coordinated, market-led platform that enables farmers to access new revenue opportunities. As a result, the Harvest Hub is best positioned to support:

- Aggregation and distribution connecting producers to wholesale, institutional, and direct-to-consumer markets through partnerships and coordinated logistics.
- Retail and online sales channels, such as a multi-farm Community Supported Agriculture (CSA) and local e-commerce platform, are complementary opportunities.
- Primary processing and specialty uses, including support for beekeepers, play a secondary but important role in enhancing overall utilization.

### Value Proposition

The value proposition of the Harvest Hub is therefore twofold.

1. It provides affordable access to shared infrastructure and services that reduce individual capital and operational costs for farmers.
2. It acts as an enabling platform that helps producers grow their businesses by improving market access, increasing sales channels, and supporting more efficient distribution.

This dual role reflects a shift from a facility-driven model to a service-driven model focused on revenue generation and sector growth.

Over time, the Harvest Hub is expected to evolve into a critical piece of local food system infrastructure in North Saanich, supporting primary processing, small-scale distribution, aggregation, and direct-to-consumer sales. Its success will depend on delivering a facility that is right-sized and adaptable, supported by active management, strong partnerships, and a clear focus on responding to the evolving needs of the agricultural sector.

## Operations

### Aggregation and Distribution

Aggregation and distribution will be a core operational function of the Harvest Hub and the primary driver of consistent revenue and utilization. The Hub will act as a local aggregation node where multiple farmers deliver product for consolidation, quality control, and onward distribution to wholesale buyers, including institutions, restaurants, and retailers. This function will rely on coordinated logistics, including scheduled drop-offs, order assembly, and either delivery or pick-up by buyers or distribution partners. Establishing strong relationships with key buyers and aligning supply with demand will be critical to success.

A central role of the Harvest Hub operator will be to actively develop this business line. This includes securing buyer agreements, forecasting demand, coordinating with farmers on production planning, and managing pricing and margins. Partnerships with existing regional distributors will be important to avoid duplication and extend reach. The effectiveness of this function will depend on consistent volumes, reliable supply, and strong day-to-day coordination led by the Hub operator.

### Multi-Farm CSA and Online Store

The development of a multi-farm CSA program and online store represents a key direct-to-consumer revenue stream and an important way to build visibility for North Saanich producers. This component will enable customers to order products from multiple farms through a single platform, with options for home delivery or centralized pick-up at the Harvest Hub. Operations will include managing an online ordering system, coordinating weekly product availability, assembling orders, and handling distribution logistics.

This is not a passive service and will require active business development by the Harvest Hub operator. Responsibilities include building the customer base, managing marketing and communications, onboarding farmers to the platform, and continuously refining the product mix to meet customer demand. Success will depend on delivering a high-quality, reliable customer experience while balancing operational efficiency with fair returns to producers.

### Retail Store at the Harvest Hub

A small retail presence at the Harvest Hub will serve as a complementary sales channel, increasing direct-to-consumer access and strengthening the visibility of local products. The retail store will offer fresh produce, value-added products, and items aggregated through the Hub, and may also function as a pick-up point for online and CSA orders.

Operations will include inventory management, merchandising, point-of-sale systems, and customer service.

It is important that this retail component is positioned to complement, rather than compete with, existing local markets. The Harvest Hub retail offering should therefore focus on filling gaps, extending availability beyond market days, and supporting aggregated and value-added products that enhance overall sales opportunities for local producers.

Similar to the CSA and online store, the retail operation will require active development and management. The Harvest Hub operator will be responsible for establishing the retail concept, curating product offerings, setting pricing, and driving customer traffic through local marketing efforts. The retail space should be right-sized and flexible, designed to support sales without becoming overly resource-intensive.

### Primary Processing and Value-Added Production

The Harvest Hub will provide flexible space and basic infrastructure to support primary processing activities, including honey extraction, produce washing and preparation, cutting and dicing vegetables, preparing mixed salads or vegetable packs, and value-added processes such as freezing and dehydrating. These services create opportunities to increase product value, reduce waste, and extend the selling season.

With the exception of honey processing, which is expected to operate as a more user-driven, pay-per-use service, most primary processing activities will require coordination and development by the Harvest Hub operator. In many cases, the Hub will take on a co-packing role, organizing processing on behalf of farmers to improve efficiency and consistency. This includes scheduling production, ensuring food safety compliance, managing labour and equipment use, and aligning processed products with identified market demand. These services should be developed in stages, based on proven demand and clear business cases.

### Storage (Supporting Function)

Storage within the Harvest Hub will be designed primarily to support aggregation, distribution, retail, and processing activities, rather than as a standalone service. This will include refrigerated storage for fresh and market-ready products, limited frozen storage for value-added goods, and dry storage for packaging and supplies. Storage will play a critical role in smoothing logistics, maintaining product quality, and enabling efficient order assembly.

Operationally, storage will be integrated into the overall workflow of the Hub, with clear protocols for product intake, inventory management, and turnover. The Harvest Hub

operator will oversee storage allocation, ensuring it is used efficiently to support revenue-generating activities. Consistent with stakeholder feedback, storage will remain a supporting component rather than a primary driver of the business model.

DRAFT

## Governance and Management

### Governance

The Harvest Hub Operator will report directly to the District of North Saanich and will be accountable for operational performance, financial management, and overall delivery of the service. To ensure the Hub remains responsive to user needs and aligned with the local agricultural community, the Operator will be supported by a board or advisory committee. This group is envisioned to primarily include small-scale farmers who are active users of the Harvest Hub, along with other key stakeholders from the community. The advisory structure will provide input on operations, services, and strategic direction, helping to ensure the Harvest Hub remains practical, relevant, and grounded in the needs of its users.

### Harvest Hub Operator

The success of the Harvest Hub will depend heavily on a strong, entrepreneurial Harvest Hub Operator who will serve as the central driver of operations, revenue generation, and overall coordination. In the initial phase, this role will focus on launching the Harvest Hub, building relationships with local farmers and key buyers, and actively piloting and developing revenue channels such as aggregation and distribution, CSA and online sales, and retail. This is a hands-on role that requires both strategic thinking and day-to-day operational involvement to establish the Hub as a functioning, market-oriented service.

In addition to business development, the Harvest Hub Operator will coordinate all uses of the facility, including scheduling, supporting users, and ensuring efficient day-to-day operations. As demand grows, additional staffing may be introduced to support functions such as order assembly, retail operations, or processing activities. However, any expansion of labour will be contingent on demonstrated revenue generation, with a clear expectation that new roles are only added when they can be financially sustained by the business.

The Harvest Hub Operator will also take on key management and administrative responsibilities. These include overseeing finances, managing budgets and cash flow, purchasing equipment as needed, coordinating maintenance and repairs, paying bills, and ensuring the facility remains operational and compliant. The role will also involve recruiting and supervising staff as required, as well as monitoring performance and reporting to the District and other stakeholders. Overall, this position is critical to ensuring that the Harvest Hub operates efficiently, remains financially viable, and continues to evolve in response to market opportunities and farmer needs.

## Marketing

### Food Producers

The Harvest Hub's marketing approach is focused on targeted relationship-building with clearly defined user groups and customers, rather than broad-based promotion. The primary users of the Harvest Hub will be small-scale farmers, who will access the facility for aggregation, distribution, and processing services. Additional users include local beekeepers requiring seasonal processing space, as well as other regional producers who may benefit from specialized primary processing capabilities.

### Food Buyers

On the customer side, the initial focus will be on wholesale buyers and local households. Key wholesale markets include senior care homes, schools, colleges, hospitals, and local restaurants and retailers such as Red Barn. These buyers represent stable, higher-volume demand and align with the Hub's aggregation and distribution function. At the same time, households in the Saanich Peninsula, will be targeted through the CSA, online store, and retail offerings. This same customer base will serve as the initial market for any primary processed or value-added products developed through the Hub.

### Direct Networking and Relationship- Building

The primary marketing channel will be direct networking and relationship-building. The Harvest Hub Operator will play a lead role in developing these relationships through face-to-face meetings with farmers, buyers, and community stakeholders, ensuring alignment between supply and demand and building long-term partnerships. This hands-on approach is critical to establishing trust, securing supply agreements, and developing reliable sales channels.

### Social Media Strategy

This relationship-based approach will be supported by a focused social media strategy to increase awareness of the Harvest Hub, promote its services, highlight participating farmers, and communicate its impact on the local food system. Social media will also support customer engagement for retail and online sales channels. Branding and visual identity will be developed by the operator, with input and support from key stakeholders, ensuring that it reflects the values of the local agricultural community while remaining practical and adaptable as the business evolves. The District's social media channels would be available to support any messaging created.

## Financials

### Start-up Costs

The District has committed to funding the capital infrastructure of the Harvest Hub with approximately \$1.25 million secured to design, build, and equip the facility. This ensures the Hub will be delivered as a turnkey operation, allowing the operator to move in and begin services without the burden of significant upfront capital investment. Additionally, Harvest Hub users and partners may be able to house their equipment at the hub dependant on availability of space within the facility.

### Staffing and Building Maintenance

In addition, the District has committed to provide funding to the core overhead costs including utilities, building insurance, and maintenance. This significantly reduces financial risk during the critical start-up and early growth phases.

### Operating Costs

The operating model is designed to minimize financial exposure while revenue channels are being developed. Inventory will be largely pre-sold, meaning products are only aggregated and brought into the facility based on confirmed orders. This approach eliminates or significantly reduces cost of goods sold and limits the risk of waste. Similarly, the Harvest Hub will initially rely on third-party transportation providers for distribution, avoiding the capital and operating costs associated with owning a vehicle and employing a driver. Investment in dedicated transportation will only be considered once volumes are sufficient to justify the expense.

### Revenues

Revenue generation will be driven primarily through a commission applied to product sales facilitated by the Harvest Hub, particularly through aggregation and distribution, CSA and online sales, and retail channels. This commission-based model allows the Hub to scale revenues in line with sales growth.

Additional revenue will be generated through user fees for services such as storage and access to space for specialized primary processing, including honey extraction and value-added production. Pricing for these services will be set at competitive levels to ensure affordability for small-scale farmers while still contributing to cost recovery.

## Financial Projections

At this early stage, revenue projections are necessarily conservative, reflecting the need to build relationships, secure buyers, and establish consistent supply. It is estimated that Harvest Hub revenues (excluding the value of food sales) could range from approximately \$10,000 to \$25,000 in the first year (through commission and service fees). As aggregation and distribution channels mature, particularly with the onboarding of larger wholesale clients such as retail stores and institutions, revenues are expected to grow significantly. Over a five-year period, commission and service fee revenues could exceed \$100,000 annually, driven by increased sales volumes and expanded service offerings. Achieving this level of revenue will be essential to supporting staffing, covering operating costs, and transitioning the Harvest Hub toward long-term financial sustainability with reduced reliance on District funding.

## Risk and Mitigation Strategies

The North Saanich Harvest Hub is designed with a lean, demand-driven model and strong public sector support, which reduces many typical start-up risks. However, as with any new initiative, there are operational, financial, and market risks that need to be actively managed. The following outlines the key risks and corresponding mitigation strategies.

Risk	Mitigation Strategy
<p><b>Insufficient Supply from Local Producers</b> There is a risk that local farmers may not consistently supply enough product to meet buyer demand, particularly in the early stages or during seasonal fluctuations.</p>	<p>Build early commitments with a core group of producers, align production planning with demand through pre-orders, and expand the supplier base over time. Maintain flexibility to supplement supply where appropriate.</p>
<p><b>Limited Buyer Demand / Slow Market Uptake</b> If institutional or wholesale buyers are slow to adopt the Harvest Hub, revenues may not meet expectations.</p>	<p>Secure anchor buyers in advance of launch, focus on relationships with institutions aligned with local procurement goals, and ensure a strong value proposition around local, reliable supply. Start with manageable volumes and scale gradually.</p>
<p><b>Operational Complexity and Coordination Challenges</b> Coordinating multiple suppliers, orders, and deliveries can create inefficiencies, especially without established systems and processes.</p>	<p>Implement a simple, streamlined ordering system from the outset, likely leveraging existing platforms. The pre-order model reduces complexity, while the Hub Operator will play a key role in coordination and continuous process improvement.</p>
<p><b>Financial Sustainability and Revenue Generation</b> While capital and core operating costs are supported, the Hub must generate sufficient commission-based revenue to cover ongoing operational needs and future growth.</p>	<p>Establish a clear and competitive commission structure, monitor margins closely, and add additional revenue streams such as storage, light processing, and space rental. Maintain a lean cost structure, particularly in the early years.</p>
<p><b>Dependence on Third-Party Transportation</b> Relying on external logistics providers may lead to higher costs, scheduling constraints, or service inconsistencies.</p>	<p>Build relationships with reliable local transportation providers, incorporate transportation costs into pricing, and only consider investing in a dedicated vehicle once volumes justify it.</p>

<p><b>Underutilization of the Facility</b> If volumes remain low, the facility and equipment may not be used to their full capacity, impacting overall efficiency and value for the community.</p>	<p>Actively promote the Hub to a broad range of users, including farmers, food businesses, and potential specialty producers. Explore complementary uses such as storage, aggregation for non-food products, or small-batch processing e.g. grain milling.</p>
<p><b>Governance and Decision-Making Challenges</b> Balancing the interests of the District, operators, producers, and other stakeholders may lead to unclear decision-making or misaligned priorities.</p>	<p>Establish clear governance structures, with defined roles for the District, Hub Operator, and advisory committee. Ensure regular communication and feedback loops with users of the Hub.</p>
<p><b>Labour and Management Capacity</b> The success of the Harvest Hub is highly dependent on the capability of the Hub Operator..</p>	<p>Recruit an experienced and entrepreneurial operator, prioritize key activities in the early stages, and scale staffing as volumes and revenues increase.</p>
<p><b>Minimal Margin for Error in Lean Model</b> The pre-order, low-inventory model reduces waste but leaves little room for errors in ordering, fulfillment, or coordination.</p>	<p>Implement clear ordering timelines, communication protocols, and contingency planning with both suppliers and buyers. Start with a limited number of products and partners to refine operations before scaling.</p>
<p><b>Agricultural Land Reserve (ALR) Compliance Risk</b> Regulations under the Agricultural Land Commission require that a minimum of 50% of the food handled at the Harvest Hub be produced on the land where the facility is located (Sandown Centre). This could significantly constrain the Hub's ability to aggregate, process, and distribute products from regional farmers, limiting scale, revenue potential, and overall viability of the business model.</p>	<p><b>Co-operative Structure:</b> Form a producer co-op to integrate off-site farms into the Hub's production base, subject to regulatory approval.  <b>Regulatory Engagement:</b> Work early with the Agricultural Land Commission to clarify rules and approvals.  <b>On-Site Production:</b> Increase production at Sandown through intensive growing and grower partnerships.  <b>Phased Approach:</b> Start with ALR-compliant services and expand as pathways are confirmed.  <b>Legal Review:</b> Explore compliant ownership and operating structures.</p>

## Conclusion

The Harvest Hub's phased, low-risk approach, supported by secured capital funding, municipal backing, and a demand-driven model, positions it well for success. Ongoing monitoring, strong management, and adaptive planning will be critical to mitigating risks and ensuring long-term sustainability.

## Envisioned Implementation Plan (first 12 months)

Timeline	Key Activities
<b>Summer 2026</b>	• Site servicing and foundation construction • Recruit Harvest Hub Operator
<b>Fall 2026</b>	• Pre-engineered structure installation • Finalize and appoint Harvest Hub Operator (October) • Operator onboarding and initial planning
<b>Fall 2026</b>	• Operator develops detailed 12-month business plan, including marketing and business development strategy • Operator begins building relationships with potential users (farmers, food businesses) • Ongoing reporting to the District begins
<b>Winter 2026</b>	• Continue interior fit-out and commissioning • Operator continues engagement with users • Operator begins outreach to potential wholesale buyers • Launch social media strategy
<b>Winter 2026</b>	• Develop operational partnerships (e.g., third-party distributors) • Establish advisory committee/board • Begin development of processes, procedures, and policies
<b>End 2026</b>	• Completion of construction and handover of facility
<b>January 2027</b>	• Soft launch of Harvest Hub operations
February 2027	• Plan and host public Open House and stakeholder event
<b>Early 2027</b>	• Ramp up operations and refine systems • Continue business development with suppliers and buyers • Monitor performance and adjust operations as needed • Ongoing reporting to the District and advisory committee

This phased approach ensures that facility development, operator readiness, and market engagement are aligned, allowing for a smooth transition from construction to full operations while building a strong foundation for long-term success.

## Envisioned Key Performance Indicators (first 12 months)

KPI	Q1 (Jan-Mar 2027)	Q2 (Apr-June 2027)	Q3 (July-Sep 2027)	Q4 (Oct-Dec 2027)
<b>Reporting to the District</b>	Monthly reports (3)	Monthly reports (3)	Monthly reports (3)	Monthly reports (3)
<b>Meetings with the District</b>	2 meetings	2 meetings	2 meetings	2 meetings
<b>Meetings with Potential Users</b>	10–15 meetings	10–15 meetings	10–15 meetings	5–10 meetings
<b>Meetings with Wholesale Buyers</b>	5–10 meetings	5–10 meetings	5–10 meetings	5–10 meetings
<b>Facility Tours</b>	N/A	N/A	3–4 tours	3–4 tours
<b>Completed Business Plan</b>	Draft outline initiated	Plan completed	Implementation	Ongoing refinement
<b>Open House Attendance</b>	N/A	Planning phase	20–40 attendees	N/A
<b>Social Media Followers</b>	Accounts created	50–100 followers	100–300 followers	300–500 followers
<b>Social Media Posts</b>	Setup phase	8–12 posts	12–20 posts	12–20 posts
<b>Networking Events Attended</b>	1–2 events	2–4 events	2–4 events	2–4 events
<b>Third-Party Distribution Partners</b>	Initial outreach	2–3 identified	1–2 secured	1–2 active partnerships
<b>Number of Farms Supplying the Hub</b>	Early engagement	5–10 farms	10–15 farms	15–20 farms
<b>Sales to Wholesale Buyers</b>	N/A	Pipeline dev.	Initial sales es	\$2,500/week
<b>Sales to Households</b>	N/A	Planning phase	Initial sales	\$5,000/week
<b>Retail Outlet Sales</b>	N/A	Planning phase	Initial sales	\$1,000/week
<b>Storage Utilization</b>	N/A	Planning phase	25–50% utilization	50–75% utilization
<b>Primary Processing Utilization</b>	N/A	Planning phase	10–25% utilization	25–50% utilization
<b>Advisory Committee/Board Members</b>	Initial identification	3–5 members	7–9 members	Maintain
<b>Advisory Committee Meetings</b>	N/A	1 meeting	2 meetings	2 meetings



**ATTACHMENT 2**

# DRAFT - North Saanich Harvest Hub Expression of Interest Content

Greenchain Consulting May 2026

The following content is for the Expression of Interest documents to be developed by the District of North Saanich to help recruit and onboard the operator of the Hub.

## Project Background

### Introduction

The North Saanich Harvest Hub is a municipally supported initiative being developed by the District of North Saanich to strengthen the local agricultural economy and improve regional food system infrastructure. The Harvest Hub is intended to provide shared services and infrastructure that support small-scale farmers and food producers through aggregation, primary processing, storage, retail, and distribution services. The project emerged from a recognized need within the local farming community for accessible and affordable infrastructure that would enable producers to increase efficiency, expand into new markets, and improve the long-term viability of their operations.

### Municipal Alignment

The Harvest Hub aligns closely with the District of North Saanich's broader agricultural and economic development objectives, including the District's 2023–2026 Strategic Plan and the Whole Community Agricultural Study Implementation Plan (2019). These plans identify the importance of strengthening agricultural activity on Agricultural Land Reserve (ALR) lands, improving local food distribution systems, and supporting farming-based economic development within the region. The project reflects the District's commitment to investing in practical infrastructure that helps local agriculture grow and remain economically viable over the long term.

### Investment and Municipal Support

The District of North Saanich has demonstrated significant commitment to the project through both capital investment and ongoing operational support. A major milestone was the acceptance of a \$750,000 donation specifically dedicated to the development of the

Harvest Hub facility. Combined with contributions from the District's Amenity Contribution Fund, New Works Reserve Fund and the Agriculture Reserve Fund, the overall approved project budget is \$1.25 million. In addition, the District has committed to supporting the Harvest Hub for a minimum of five years, by covering key building-related expenses including utilities, maintenance, and insurance, helping reduce operational risk during the critical start-up years.

### Stakeholder Input

The vision and operating model for the Harvest Hub have been shaped through extensive stakeholder engagement and collaboration with local and regional partners. Engagement activities included farmer surveys, stakeholder workshops, targeted interviews with producers and food businesses, and regional analysis to validate demand and identify priority services. Stakeholders included small-scale farmers, food producers, beekeepers, potential wholesale buyers, and community organizations. Feedback consistently highlighted the need for practical, shared infrastructure and coordinated market access opportunities that reduce costs, improve efficiency, and create new revenue opportunities for small-scale local producers.

### Vision

The Harvest Hub is envisioned as a collaborative, service-driven platform that supports the growth and long-term sustainability of local agriculture. Beyond functioning as a physical facility, the Harvest Hub is intended to become a key piece of community food system infrastructure that enables aggregation, distribution, direct-to-consumer sales, and access to wholesale and institutional markets. The project aims to lower barriers for small-scale producers by providing access to infrastructure and services that would otherwise be cost-prohibitive, while also strengthening the availability and accessibility of locally grown food within the region.

## Facility Details

### Sandown Centre Location

The Harvest Hub will be located on the District owned Sandown Lands at 1810 Glamorgan Road, a site already established as a focal point for agricultural activity in the region. The facility is being designed as a scalable and cost-effective building that can evolve over time in response to producer demand and future growth opportunities.

### Core Facility Components

The initial building footprint is planned at approximately 1,720 square feet, with the ability to expand up to approximately 5,000 square feet in future phases if required. The facility layout includes several core operational components intended to support the day-to-day functions of the Harvest Hub, including:

- Primary processing and packing space
- Cold storage
- 
- A small retail area
- Utility and service space
- A loading and receiving area

These spaces are intended to support efficient handling, storage, assembly, and movement of products through the facility.

### Primary Processing and Value-Added Space

The Harvest Hub will provide infrastructure for light primary processing and value-added activities. Anticipated uses include produce washing and preparation, cutting and dicing vegetables, preparing mixed vegetable packs and salads, honey extraction, and small-scale freezing or dehydrating activities. The facility is intended to support multiple users and provide flexible access to shared equipment and workspaces depending on seasonal and operational needs.

### Storage Infrastructure

Cold, and frozen, storage areas will support the operational needs of the Harvest Hub and its users. Storage infrastructure will assist with maintaining product quality, supporting

order assembly, and improving operational efficiency for aggregation, retail, and distribution activities.

### Retail and Customer Access

The facility is also intended to support direct-to-consumer activity through a small retail component that may serve as a sales outlet and pick-up location for CSA and online orders. The retail area is planned as a complementary use that supports local producers and enhances customer access to local food products.

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## Expectations of the Harvest Hub Operator

### Leadership and Business Development

The Harvest Hub Operator will be expected to play a leading role in establishing, developing, and growing the Harvest Hub as a financially viable and community-oriented operation. The position is intended to be highly entrepreneurial and hands-on, with responsibility for driving revenue generation, developing partnerships, and identifying new market opportunities for local producers. A key expectation will be actively building relationships with local farmers, wholesale buyers, institutions, retailers, and community stakeholders to support long-term growth and utilization of the Hub.

### Operational Management

The Operator will be responsible for overseeing the day-to-day operations of the Harvest Hub facility. This includes coordinating facility use, managing scheduling, supporting users of the Hub, overseeing product flow, and ensuring efficient operation of aggregation, storage, retail, and processing activities. The Operator will also be expected to establish and maintain operational systems, procedures, and policies that support smooth and effective operations, as well as adhere to the required regulatory requirements of operating the Facility such as those required of VIHA. As the Prime Operator of the site, the Operator will be responsible for the necessary WorkSafe requirements.

### Aggregation and Distribution Coordination

A core expectation of the Operator will be to develop and manage the Harvest Hub's aggregation and distribution services. This includes securing buyer relationships, forecasting demand, coordinating supply with participating producers, managing order assembly, and overseeing logistics and distribution partnerships. The Operator will be expected to ensure reliable supply, maintain strong customer relationships, and continuously improve operational coordination and efficiency.

### Development of Sales Channels

The Operator will be expected to actively develop and manage multiple sales channels, including wholesale accounts, CSA programs, online sales, and the retail component of the Harvest Hub. Responsibilities include marketing and communications, customer development, onboarding participating farmers, curating product offerings, and ensuring a high-quality customer experience. The Operator will also be expected to identify opportunities to increase revenues and improve market access for local producers.

## Financial and Administrative Responsibilities

The Operator will be responsible for overall financial management of the Harvest Hub's operations. This includes managing budgets and cash flow, monitoring revenues and expenses, paying bills, purchasing equipment and supplies as needed, and ensuring the operation remains financially sustainable. The Operator will also oversee reporting requirements and maintain regular communication with the District of North Saanich regarding operational performance and progress.

## Staffing and Human Resources

As operations expand, the Operator will be expected to recruit, supervise, and manage additional staff or contractors as required. Staffing growth is expected to occur gradually and be tied directly to demonstrated revenue generation and operational demand. The Operator will also be responsible for supporting a positive and collaborative working environment within the facility.

## Governance and Stakeholder Engagement

The Operator will report directly to the District of North Saanich and will be expected to work collaboratively with an advisory committee or board made up primarily of small-scale farmers and key community stakeholders. The Operator will be expected to maintain strong communication with users of the Harvest Hub, seek ongoing feedback, and help ensure that services remain responsive to the evolving needs of the local agricultural community.

## Growth and Long-Term Sustainability

The Operator will be expected to take a phased and adaptive approach to developing the Harvest Hub over time. This includes piloting new services, evaluating operational performance, identifying opportunities for expansion, and ensuring that growth occurs in a financially responsible manner. A strong focus will be placed on building long-term sustainability, increasing utilization of the facility, and strengthening the local food economy within North Saanich and the surrounding region.

## Performance Monitoring and Reporting

The Harvest Hub Operator will also be expected to meet and report against a series of Key Performance Indicators (KPIs) outlined within the Business Model document. These KPIs are intended to help monitor progress during the start-up and early operational phases of the Harvest Hub and include areas such as reporting to the District, stakeholder engagement, supplier and buyer development, business planning, social media and marketing activity, partnership development, facility utilization, sales growth, and

governance activities. The KPIs will provide a framework for measuring operational performance, tracking business development progress, and ensuring accountability to the District of North Saanich and key stakeholders as the Harvest Hub evolves.

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## Expression of Interest Process

### Overview

The District of North Saanich is inviting Expressions of Interest (EOIs) from qualified individuals, organizations, co-operatives, or businesses interested in operating the North Saanich Harvest Hub. The EOI process is intended to identify an operator with the experience, capacity, entrepreneurial mindset, and community-focused approach required to successfully launch and manage the Harvest Hub.

### Contact Person

The point of contact at the District of North Saanich for any questions related to this EOI is:

- Contracting Manager: To be Determined
- E-mail: To be Determined
- Phone: To be Determined

Proponents shall carefully review the EOI documents and ask any questions that will further their understanding of the request. Written questions may be submitted by email to the Contact Person. The Proponent is solely responsible to seek clarification from the District on any matter it considers to be unclear, and proponents are to rely on their own independent analysis in preparing a submission.

### Expression of Interest Schedule

Activity	Date
<b>REOI Opens</b>	Summer 2026
<b>Outreach Period</b>	TBD
<b>Deadline for Questions</b>	TBD
<b>Responses to Questions Posted Publicly</b>	TBD
<b>Facility Tour for Interested Parties</b>	TBD
<b>REOI Closes</b>	Fall 2026
<b>Notification of Shortlisted Applicants for Videoconference Interviews</b>	TBD
<b>REOI Award</b>	Fall 2026

## Submission Requirements

Interested parties are requested to submit an Expression of Interest package that includes the following:

### **Organizational or Applicant Information**

- Name of the individual, organization, business, or co-operative
- Primary contact information
- Overview of the organization or applicant, including relevant experience and background

### **Relevant Experience and Qualifications**

- Description of experience related to food hubs, local food distribution, agriculture, food retail, processing, logistics, business operations, or related sectors
- Examples of previous projects or initiatives that demonstrate operational, business development, and partnership-building experience
- Description of experience working with farmers, local food systems, community organizations, or public sector partners

### **Proposed Approach to Operating the Harvest Hub**

- Overview of the applicant's vision for the Harvest Hub
- Proposed operational approach, including aggregation, distribution, retail, processing, and market development activities
- Approach to working with local farmers, producers, buyers, and community stakeholders
- Initial ideas for business development, revenue generation, and growth

### **Management and Staffing**

- Proposed management structure
- Identification of key personnel and their anticipated roles
- Description of operational capacity and resources available to support the Harvest Hub
- Demonstrate an understanding of the WorkSafe requirements needed for the Harvest Hub.

**Financial and Business Considerations**

- Overview of the applicant's understanding of the Harvest Hub business model
- Preliminary approach to financial sustainability and revenue generation
- Description of any partnerships or collaborations that may support operations

**References**

- Minimum of two relevant references who can speak to the applicant's experience, capacity, and suitability to operate the Harvest Hub

**Facility Tour**

Interested applicants will have an opportunity to participate in a tour of the Harvest Hub facility site. The tour will provide additional context regarding the facility layout, project vision, operational expectations, and implementation timeline.

**Selection Process**

Following the submission deadline, EOIs will be reviewed by the District of North Saanich. Up to three selected applicants will be invited to participate in interviews. Using the below criteria, evaluation will consider relevant experience, operational capacity, alignment with the Harvest Hub vision, business development capability, financial understanding, and ability to work collaboratively with local stakeholders and the District.

## Evaluation Criteria

Evaluation Criteria	Maximum Points	Low Score	Medium Score	High Score
<b>Relevant Experience and Qualifications</b>	30	Limited or no demonstrated experience operating food-related businesses, food hubs, agricultural enterprises, distribution, retail, or processing operations. Minimal experience working with farmers, local food systems, or community partnerships.	Demonstrates some relevant operational and business experience with moderate understanding of local food systems, agriculture, or food distribution. Some examples of partnership development and project delivery provided.	Demonstrates extensive and directly relevant experience operating or managing food hubs, agricultural enterprises, food distribution, processing, retail, or related operations. Strong track record of business development, partnership building, and working within local food systems and community-based initiatives.
<b>Proposed Approach to Operating the Harvest Hub</b>	20	Proposal lacks clarity, operational detail, or alignment with the Harvest Hub vision and business model. Limited understanding of operational requirements or stakeholder needs.	Proposal demonstrates a reasonable understanding of the Harvest Hub concept and includes some practical operational ideas and business development approaches.	Proposal presents a clear, practical, and well-developed operational vision that strongly aligns with the Harvest Hub objectives. Demonstrates strong understanding of aggregation, distribution, retail, stakeholder engagement, and long-term growth opportunities.
<b>Management and Staffing</b>	20	Limited management capacity or unclear staffing structure. Insufficient operational resources or lack of identified leadership roles.	Adequate management structure and staffing approach with some demonstrated operational	Strong management structure with clearly identified leadership roles, operational responsibilities, and sufficient capacity to successfully launch and manage the Harvest

			capacity and identified personnel or resources.	Hub. Demonstrates strong organizational and operational capability.
<b>Financial and Business Considerations</b>	20	Limited understanding of the Harvest Hub business model, financial sustainability, or operational economics. Weak or unrealistic business approach.	Demonstrates a reasonable understanding of operational costs, revenues, and business sustainability with some practical financial considerations identified.	Demonstrates a strong understanding of the Harvest Hub business model, revenue generation, cost management, and long-term sustainability. Presents realistic and practical business considerations supported by relevant experience or partnerships.
<b>References</b>	10	References provide limited support for the applicant's experience, reliability, or operational capacity.	References generally support the applicant's qualifications and ability to undertake the role.	References strongly support the applicant's experience, professionalism, operational capability, collaboration skills, and ability to successfully operate the Harvest Hub.



## STAFF REPORT

To: Stephanie Munro  
Chief Administrative Officer

Meeting Date: June 29, 2026

From: Ben Martin  
Director of Infrastructure Services

File: 0640-60 & 5330-20\Eng  
Projects\IS-26-011

Re: **McDonald Park Road Resurfacing: Construction Services Pre-Approval**

### **RECOMMENDATION:**

That Council receive Staff Report No. IS-26-011 and approve \$250,000.00 for roadway resurfacing works to support the Town of Sidney project for McDonald Park Road improvements.

### **STRATEGIC PLAN IMPLICATIONS:**

This matter relates to the following Council strategic priorities:

***Maintain a Safe and Healthy Community***

***Ensure Strong Leadership, Fiscal Responsibility and Transparent Government***

***Embody good governance principles of community engagement, accountability, leadership, impartiality, and transparency***

### **INTRODUCTION/BACKGROUND:**

A large section of McDonald Park Road, extending from the Sandown shopping center to the new Amazon building, is shared with the Town of Sidney. In 2023, the District completed significant improvements on our side of the road with multi-use path and storm drain improvements. With connections to the Lochside Trail to the north and the Airport Flight Path multi-use trail to the south, this work provides a safe active transportation alternative for many local residents. The storm drain improvement work allows better conveyance of stormwater during severe weather events. It also eliminates the localized flooding that occurred in this area due to undersized infrastructure, protecting the road right-of-way and neighbouring properties.

This work was motivated by the District of North Saanich Active Transportation Plan which was adopted by Council in May 2021. A key project identified in the plan, as measured by safety benefits and public support, was the construction of this multi-use path on McDonald Park Road between Glamorgan Road and Mills Road. The District worked closely with Sidney in developing this work and will complement the boulevard upgrades on the east side that the Town of Sidney has initiated and as detailed in Sidney's Beacon West Traffic Study.

### **DISCUSSION:**

This summer and fall, the Town of Sidney will be making improvements to McDonald Park Road between Mills Road and the Sandown Park Shopping Centre. These upgrades will refresh the roadway and make the area safer, especially for pedestrians walking between parked cars and nearby businesses.

The key changes include:

- The road will be fully repaired and resurfaced to improve driving conditions across the full width.
- The roadway will be widened, with a curb installed and parking clearly organized as parallel parking on the Town of Sidney side.

Stephanie Munro, Chief Administrative Officer

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*Re: McDonald Park Road Resurfacing: Construction Services Pre-approval*

- New sidewalks will be added along the east side of McDonald Park Road, along with new pedestrian crossings with flashing beacons.

The Town of Sidney will be leading the project and will be tendering the works in the coming month. The road repair and resurfacing costs on the west side of the road will be funded by the District of North Saanich. The work is expected to take place this summer and extend into fall.

Additional information can be found at both the Town of Sidney's and District of North Saanich's website.

**FINANCIAL IMPLICATIONS:**

Staff are requesting Council approve \$250,000.00 for roadway resurfacing works to support the Town of Sidney project to for McDonald Park Road improvements. This is the estimated cost of repairs and resurfacing on the North Saanich portion of the road.

The McDonald Park Road resurfacing project is identified on the 2026 capital plan and is funded from the approved capital budget under cost center Z213. Any overages in the budget allocation for construction will be funded from our roads reserve.

**RECOMMENDATION:**

That Council approve \$250,000.00 for roadway resurfacing works to support the Town of Sidney project to for McDonald Park Road improvements.

Respectfully submitted,

Concurrence,



*Stephanie Munro*

\_\_\_\_\_  
Ben Martin  
Director of Infrastructure Services

\_\_\_\_\_  
Stephanie Munro  
Chief Administrative Officer

Concurrence,



\_\_\_\_\_  
Barb Webster  
Director of Finance



## DISTRICT OF NORTH SAANICH

*Federation of Canadian Municipalities Conference  
(FCM)*

Edmonton, Alberta

### **Council Liaison Report**

**Date: June 4-7, 2026**

**Liaison: Councillor Phil DiBattista**

#### **Day 1 – June 4, 2026**

- **Study Tour – Introduction to Machine Learning (AI)**
  - Hosted by AMii in Edmonton
  - The session started with building a base knowledge of AI and AI literacy
  - Session on Generative AI and Agentic AI
  - Applications of AI in the municipal government environment
    - Support IT staff by providing tutorials and information to general staff for basic technology needs
    - Initial review of planning projects by uploading bylaws into framework which would only require staff to review outcomes of AI review
    - Forward facing AI for the public to search for information and get answers on almost any topic at municipal hall
    - Support staff with grant applications and sourcing funding streams.
    - Secondary layer for RFP and tender review process.
  
- **Climate Budgeting as a tool to reach net-zero**
  - Hosted by the Municipal Green Fund
  - Discussion around practical approaches emerging from the municipal Net Zero Action Research Partnership (NZAP)
  - Discussions around application considerations from the MGF for initiatives and projects at a municipal level.
  
- **Study Tour – EPCOR EL Smith Water Treatment Plant and solar farm.**
  - EPCOR took us on a tour of their Water Treatment Plant and Solar farm in the west end of Edmonton.
  - Discussions around their collaboration with the Enoch Cree Nation with regards to the development of the site itself, the ongoing projects and how they worked together during the

creation of the 31,000 solar panel site that offsets 50% of the plants' power usage.

- **Regional Members Meeting – BC**
  - Update from FCM President Rebecca Bligh

**BACKGROUND:**

During all 4 years of my attendance at UBCM and FCM there has been a lot of work done to create a new funding model for municipalities.

We all know that a municipal governments main funding is through property tax collection. Any additional funding comes from the provincial or federal government typically through grants like the *Growing Communities Fund* or the *Build Canada Strong Fund*. These funding streams are a typically politically motivated and only happen when a government needs votes and the money tends to go to communities that already support that level of government. The only consistent grant funding is through the *Green Municipal Fund*, which has a narrow focus on project funding.

The main issue with all of these is the staff time required to prepare an application together, but more importantly is proof on concept which starts with “do we own the land” and ends with what does your project look like (scope size etc.). For large municipalities they have the resources to access these funding streams for smaller municipalities like ours we are left behind.

The intention of this work has been to get reliable and consistent funding directly from the Federal Government annually to reduce our reliance on Property taxes. This is one of the major reasons attendance by local government officials at UBCM and FCM is so important.

Significant progress had been made in moving this forward until Prime Minister Carney suddenly notified FCM that he was not willing to “Open the Constitution” to facilitate this type of change. UBCM and FCM are going to continue the fight however the current government has closed the door on us.

**Day 2 – June 5, 2026**

- **Opening Plenary Session – Building our Future Together**
  - FCM CEO Carole Saab continued the discussion around the updated plans for how FCM will approach the conversation with regards to a new municipal funding model.

- **Plenary – Building Big Things Together**
  - Discussion and information sharing between Infrastructure companies and Local Government
  - How to share the risk of projects
  - Understanding the true costs of building new infrastructure, maintenance and replacement.
  - LG need to work with, consult with industry so we all know what the real barriers are and what both sides can do to remove them.
  - Real conversation by staff and industry that result in real change that is not politically motivated.
  - Information sharing from staff to elected officials to the public so that the real message gets out not the politically motivated message or the community special interest group message.
  
- **Political Keynote – Dominique Leblanc**
  - Update on Canada / US trade and tariff negotiations
  - Working through updating the federal approval process
    - The current process is slow and clumsy with only one department at a time reviewing a project which has led to delays of 5-10 years to get an approval.
    - Proposed process will be all departments conducting a review at the same time.
    - Need to get approvals to a timeline of 1 year not 5-10 years
  
- **Political Keynote – Gregor Robertson and Eleanor Olszewski**
  - *Build Community Strong* funding Stream
  - \$6 billion over 10 years
  - \$1 billion of funds available through Local Government RDA (e.g. CRD)
  - Funding of up to \$1 million per project
  
- **Learning Session – Charging ahead with GMF: Electrifying municipal fleets with confidence**
  - Panel Discussion on accessing GMF funds for fleet electrification.
  - Practical steps of planning, feasibility to procurement
  - Discussion around specialty vehicles like fire trucks, transit and waste disposal.
  
- **Learning Session – Building Canada’s Future: Infrastructure, housing, and Economic Insights**
  - Working with industry to build better community infrastructure
  - Aligning LG direction with the needs of the community and your local businesses.
  - Open forum discussion on the most pressing needs of small communities
  - Hearing from LG’s that have successfully delivered on projects with an upfront collaboration with industry workers and businesses.

**Day 3 – June 6, 2026**

- **Political Keynote – Scott Atchinson**
  - Advocating along with FCM for a consistent funding model for municipalities
  - Talked about homelessness issues and the direct link to an increase in crime.  
Supporting removing policy barriers created by all levels of government which are stalling and delaying projects which increases costs for projects which is what is driving up prices related to property taxes.
- **Learning Session - Local Governments in Canada: Sovereignty, Security and Defense**
  - Canada Coast Guard now part of DND which brings Canada inline with NATO spending agreements
  - Focus on Detection, Deterrence, and Defense  
Across all branches; Marine, Air, Land, Space and Cyber
  - Significant challenges in the cyber world.
- **Resolutions Plenary**
- **Learning Session – How to Pay for Growth Alternatives to Property Taxes and DCC's**
  - LG have to rethink how we fund projects including municipal bonds, diversified revenue tools, and private capital opportunities.
  - The federal tax exemption related to municipal bonds
  - Utilizing CIB that has access to \$10 billion in funds for infrastructure projects.
  - For these projects to get off the ground councils need to be aggressive and ambitious with their projects, planning and permitting.
  - Importance of the growth has to pay for the growth.
- **Learning Session – Municipal Systems at the core of climate Competitiveness: Investing for Growth, resilience and GHG reduction**
  - Discussions around projects that LG can work towards;  
Energy, transportation, water, building, and infrastructure.
  - Low Carbon infrastructure projects
  - Working with Private Sector and GMF to advance shared climate priorities.

**Day 4 – June 7, 2026**

- **FCM Annual General Meeting**
- **Election of Table Officers**
- **Final Resolutions**
- **Political Keynote – Elizabeth May**

**Respectfully submitted, Councillor Phil DiBattista**

**SUBJECT TO ADOPTION**  
**Minutes of the Board of Variance**  
**District North Saanich - 1620 Mills Road**  
**Thursday, June 18, 2026, at 10:00 a.m.**

<b>PRESENT:</b>	Chair	B. Goodman
	Members	B. Menzies
<b>ABSENT:</b>	Members	A. Burgoyne
<b>ATTENDING:</b>	Senior Planner	T. Erickson
	Planning Technician	D. Clark
	Recording Secretary	H. Nunn

**1     CALL TO ORDER**

Chair B. Goodman called the Board of Variance meeting to order at 10:00 a.m.

**2     FIRST NATIONS TERRITORY ACKNOWLEDGEMENT**

Chair, B. Goodman recognized and acknowledged with respect the WSÁNEĆ people on whose traditional territory we live, we learn, and we do our work.

**3     INTRODUCTION OF LATE ITEMS**

There were no late Items presented.

**4     APPROVAL OF AGENDA**

MOVED BY: B. Menzies  
 SECONDED BY: B. Goodman

8- BOV     The June 18, 2026, Board of Variance agenda was approved as circulated.

CARRIED UNANIMOUSLY

**5     ADOPTION OF MINUTES**

Draft minutes of the Board of Variance meeting held May 21, 2026.

MOVED BY: B. Menzies  
 SECONDED BY: B. Goodman

9- BOV     That the draft minutes of the Board of Variance meeting held May 21, 2026, be adopted as circulated.

CARRIED UNANIMOUSLY

**6     APPLICATIONS**

**Lot 14, Block 3, Section 7, Range 2 and 3 West, North Saanich District Plan 1936 – 642**  
**Cromarty Avenue**

**Board of Variance**

2026-06-18

Applicant: Bohdan Kurylo (Gray Jay Design)

The Applicant is requesting the following variances:

1. Section 502.3.3(d)(iv): To vary the minimum setback requirements from the western exterior side lot line from 7.6m (25 ft.) to 5.0m (16.4 ft.).

The Board discussion highlighted the following:

- Proposed addition
- Sunroom and new deck
- Adjacent municipal trail
- Hardship

The Public Participation Period commenced at 10:05 a.m.

The following members of the Public addressed the Board:

- B. Kurylo, Gray Jay Design, spoke in support and provided rational for application BOV 2026-03.

The Public Participation Period concluded at 10:06 a.m.

MOVED BY: B. Goodman  
SECONDED BY: B. Menzies

10- BOV That the Board approve application BOV 2026-03, to vary the following sections of the Zoning Bylaw: a) Section 502.3.3(d)(iv): To vary the minimum setback requirements from the western exterior side lot line from 7.6m (25 ft.) to 5.0m (16.4ft.) in accordance with the plans included in Staff Report PCS-26-014 as Attachment 2.

CARRIED UNANIMOUSLY

**7 ADJOURNMENT**

The June 18, 2026, Board of Variance meeting adjourned at 10:07 a.m.

CERTIFIED CORRECT

APPROVED AND CONFIRMED

\_\_\_\_\_  
Deputy Corporate Officer

\_\_\_\_\_  
Chair



## DISTRICT OF NORTH SAANICH

### BYLAW NO. 1608

#### A BYLAW TO PROVIDE FOR REMUNERATION AND EXPENSES FOR THE MAYOR AND COUNCILLORS OF THE DISTRICT OF NORTH SAANICH

**WHEREAS** the Council wishes to provide for the payment of remuneration to Council members for discharge of the powers, duties and functions of office and to provide for reimbursement of expenses incidental to the discharge of their duties, powers and function, and to provide for a system of regular review and adjustment to reflect changes in the consumer price index.

**NOW THEREFORE**, the Council of the District of North Saanich, in open meeting assembled, enacts as follows:

#### CITATION

1. This bylaw may be cited as the “**North Saanich Council Remuneration Bylaw No. 1608, 2026.**”

#### REMUNERATION FOR COUNCILLORS

2. Councillors’ annual compensation for fulfilling the powers, duties and functions of their office shall be:

Year:	Remuneration:
2026	\$19,602
2027 and thereafter	\$24,525

#### MAYOR’S REMUNERATION

3. The Mayor’s annual compensation for fulfilling the powers, duties and functions of their office shall be:

Year:	Remuneration:
2026	\$37,659
2027 and thereafter	\$54,500

#### ANNUAL ADJUSTMENT

4. Mayor’s and Councillors’ compensation payable under sections 1 and 2 shall be adjusted annually, starting January 1, 2027, and each subsequent year in

accordance with changes in the Consumer Price Index (CPI) (all items) for Victoria published by Statistics Canada.

**REGULAR COMPREHENSIVE REVIEW**

5. In addition to the annual adjustments noted in section 3 above, the compensation levels of Mayor and Councillors' may be reviewed and adjusted one time only during each four-year term of office.

**TIMING OF PAYMENTS**

6. The remuneration shall be paid bi-weekly to members of Council.

**REPEAL**

7. Bylaw No. 1537, being "*District of North Saanich Council Remuneration Bylaw No. 1537, 2022*" and all amendments thereto are hereby repealed.

READ A FIRST TIME the 15<sup>th</sup> day of June, 2026.

READ A SECOND TIME the 15<sup>th</sup> day of June, 2026.

READ A THIRD TIME the 15<sup>th</sup> day of June, 2026.

ADOPTED the \_\_\_\_ day of \_\_\_\_\_, 2026.

\_\_\_\_\_  
CORPORATE OFFICER

\_\_\_\_\_  
MAYOR



## DISTRICT OF NORTH SAANICH

### BYLAW NO. 1607

#### A BYLAW TO PROVIDE FOR THE USE OF AUTOMATED VOTING MACHINES FOR GENERAL LOCAL ELECTIONS AND OTHER VOTING OPPORTUNITIES

WHEREAS Section 112 of the *Local Government Act*, authorizes a local government to, by bylaw, provide for the use of automated voting machines, voting recorders or other devices for voting in an election;

AND WHEREAS the Council of the District of North Saanich wishes to establish various procedures and requirements under that authority;

NOW THEREFORE, the Council of the District of North Saanich, in open meeting assembled, enacts as follows:

#### 1. CITATION

- 1.1 This Bylaw may be cited as “North Saanich Automated Voting Machines Authorization Bylaw No. 1607 (2026)”.

#### 2. DEFINITIONS

- 2.1 In this Bylaw:

“**Acceptable mark**” means a completed oval which the vote tabulating unit is able to identify, which has been made by an elector in the space provided on the ballot opposite the name of any candidate or opposite either “yes” or “no” on any other voting question.

“**Automated voting system**” means an automated system that records and counts votes and processes and stores election results. The system is housed in two hardware components, the upper half being the vote tabulator and the lower half being the ballot box.

“**Ballot**” means a single automated ballot card designed for use in an automated voting system, which may be a composite ballot for two or more elections to be voted for, including all choices available to the electors and containing spaces in which the electors mark their votes.

“**Ballot return override procedure**” means the use, by an election official, of a device on a vote tabulating unit, which causes the unit to accept a returned ballot.

“**Election headquarters**” means the location used for the preparation and operation of the election.

“**Memory card**” means the electronic storage device that plugs into the vote tabulating unit that contains:

- a) the names of the candidates or questions being voted on; all the permanent results for the vote tabulating unit;
- b) the alternative “yes” and “no” for each referendum question; and,
- c) a mechanism to count votes for each voting opportunity being conducted.

“**Portable ballot box**” means a ballot box used for transporting ballots.

“**Register tape**” means the printed record generated from a vote tabulating unit at the close of voting on general voting day which shows:

- a) the number of ballots received;
- b) the number of ballots accepted;
- c) the number of ballots rejected; and,

d) the number of votes for each candidate; and for an against each referendum question.

**“Returned ballot”** means a voted ballot which was inserted into the vote tabulating unit by the elector but which was not accepted and which was returned to the elector with an explanation of the ballot marking error which caused the ballot not to be accepted.

**“Secrecy enclosure”** means an open-ended folder or envelope used to cover ballots to conceal the choices made by each elector.

**“Vote tabulating unit”** means the device into which voted ballots are inserted and which scans each ballot and records the number of votes for each candidate and for and against each other voting question.

### 3. USE OF VOTING MACHINES

3.1 The Chief Election Officer of the District of North Saanich is hereby authorized to conduct general local elections and other voting opportunities in the District using an automated voting system.

### 4. AUTOMATED VOTING PROCEDURES

4.1 The Chief Election Officer shall ensure election officials are trained to demonstrate voting procedures, issue ballots and accept marked ballots at the vote tabulator and ballot box, in addition to other general responsibilities for the supervision and control of the voting place.

4.2 Each elector is entitled to a demonstration of voting procedures from an election official assigned to perform such demonstrations.

4.3 Upon completion of the voting demonstration, if any, the elector shall proceed as instructed, to the election official responsible for issuing ballots, who:

a) shall ensure that the elector:

- (i) is qualified to vote in the election; and
- (ii) completes the voting book as required by the *Local Government Act*; and

b) upon fulfilment of the requirements of subsection (a), shall provide a ballot to the elector, a secrecy enclosure if requested by the elector, and any further instructions the elector requests.

4.4 Upon receiving a ballot, and secrecy enclosure if so requested, the elector shall immediately proceed to a voting compartment to vote.

4.5 The elector may vote only by making an acceptable mark on the ballot:

- a) beside the name of each candidate of choice up to the maximum number of candidates to be elected for each office; and
- b) beside either “yes” or “no” in the case of each bylaw or other matter on which the assent or opinion of the electors is sought.

4.6 Once the elector has finished marking the ballot, the elector must place the ballot into the secrecy enclosure, if applicable, proceed to the vote tabulating unit and under the supervision of the election official in attendance, insert the ballot directly from the secrecy enclosure, if applicable, into the vote tabulating unit without the acceptable marks on the ballot being exposed.

4.7 If a vote tabulating unit will not accept a ballot because it contains unacceptable marks or is otherwise spoiled, in accordance with Section 128 of the *Local Government Act*, the elector may:

- a) obtain a replacement ballot by giving the spoiled ballot to the presiding election official; and,
- b) the presiding election official must immediately mark as spoiled a ballot replaced and retain the spoiled ballot for return to the Chief Election Officer.

- 4.8 If an elector makes a request under section 4.7 of this Bylaw, the Chief Election Officer shall, using the ballot return override procedure, reinsert the returned ballot into the vote tabulating unit to count any acceptable marks which have been made incorrectly.
- 4.9 Any ballot counted by the vote tabulating unit is valid and any acceptable marks contained on such ballots will be counted in the election subject to any determination under a judicial recount.
- 4.10 Once the ballot has been inserted into the vote tabulating unit and the unit indicates that the ballot has been accepted, the elector must immediately leave the voting place.
- 4.11 During any period that a vote tabulating unit is not functioning, the election official supervising the unit shall insert all ballots delivered by the electors during this time, into a portable ballot box, provided that if the vote tabulating unit:
- a) becomes operational, or
  - b) is replaced with another vote tabulating unit,

the ballots in the portable ballot box shall, as soon as reasonably possible, be removed by an election official and under the supervision of the Chief Election Officer be inserted into the vote tabulating unit to be counted.

- 4.12 Any ballots temporarily stored in a portable ballot box which are returned by the vote tabulating unit when being counted shall, through the use of the ballot return override procedure and under the supervision of the Chief Election Officer, be reinserted into the vote tabulating unit to ensure that any acceptable marks are counted.

5. **ADVANCE VOTING OPPORTUNITY PROCEDURES**

- 5.1 Vote tabulating units shall be used to conduct the vote at all advance voting opportunities and voting procedures at the advance voting opportunities shall follow as closely as possible those described in Section 4 of this Bylaw.
- 5.2 At the close of voting at each advance voting opportunity the election official in each case shall ensure that:
- a) no additional ballots are inserted in the vote tabulating unit;
  - b) the portable ballot box is sealed to prevent insertion of any ballots;
  - c) the register tapes in the vote tabulating unit are not generated; and
  - d) the memory card of the vote tabulating unit is secured.
- 5.3 At the close of voting at the final advance voting opportunity the election official shall:
- a) ensure that any remaining ballots in the portable ballot box are inserted into the vote tabulating unit;
  - b) secure the vote tabulating unit so that no more ballots can be inserted; and
  - c) deliver the vote tabulating unit together with the memory card and all other materials used in the election to the Chief Election Officer at election headquarters.

6. **PROCEDURES AFTER CLOSE OF VOTING ON GENERAL VOTING DAY**

- 6.1 After the close of voting on general voting day at voting opportunities where a vote tabulating unit was used in the election, but excluding advance voting opportunities, the Chief Election Officer shall ensure that:
- a) any remaining ballots in the portable ballot box are inserted into the vote tabulating unit;
  - b) the vote tabulating unit is secured so that no more ballots can be inserted;
  - c) three copies of the register tape are generated from the vote tabulating unit;
  - d) the ballot account is completed, attaching one copy of the register tape;

- e) the unused, spoiled, rejected and voted ballots are counted and placed, packaged and sealed separately, into the election materials transfer box along with one copy of the register tape;
- f) the ballot account is completed and the duplicate copy is placed in the election materials transfer box;
- g) the election materials transfer box is sealed;
- h) the voting books, the original copy of the ballot account, one copy of the register tape, completed registration cards (if applicable), keys and all completed administrative forms are placed into the Chief Election Officer portfolio; and
- i) all equipment and materials are transported to election headquarters.

6.2 At the close of voting on general voting day the Chief Election Officer shall direct the election official for the advance voting opportunities where vote tabulating units were used, to proceed in accordance with Section 6.1 of this Bylaw.

6.3 At the close of voting on general voting day all portable ballot boxes used in the election will be opened under the direction of the Chief Election Officer and all ballots shall be removed and inserted into a vote tabulating unit to be counted, after which the provisions of Sections 6.1, so far as applicable, shall apply.

7. **RECOUNT PROCEDURE**

7.1 If a recount is required it shall be conducted under the direction of the Chief Election Officer using the automated voting system and generally in accordance with the following procedures:

- a) the memory cards of all vote tabulating units will be cleared;
- b) vote tabulating units will be designated for the voting place;
- c) all ballots will be removed from the sealed ballot boxes; and
- d) all ballots, except spoiled ballots, will be reinserted into the appropriate vote tabulating units under the supervision of the Chief Election Officer.

8. **REPEAL**

8.1 Bylaw No. 992, being “North Saanich Automated Counting Machines Authorization Bylaw No. 992 (2002)” and all amendments thereto, are hereby repealed.

READ A FIRST TIME the 25<sup>th</sup> day of May, 2026

READ A SECOND TIME the 25<sup>th</sup> day of May, 2026

READ A THIRD TIME the 25<sup>th</sup> day of May, 2026

FINALLY ADOPTED the \_\_\_\_ day of \_\_\_\_, 2026

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CORPORATE OFFICER



**DISTRICT OF NORTH SAANICH  
NOTICE OF MOTION**

**Meeting date: June 29, 2026**

**From: Councillor Celia Stock**

**Subject: Public Participation Period**

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**WHEREAS:** there has been a growing trend for members of the public to discuss individual Staff, staffing issues, and employee human resource issues during the Public Participation period of the District of North Saanich open Council meetings;

**AND WHEREAS:** this practice is contrary to the Respectful Workplace Policy, the Access to Information and Privacy Act, the Human Rights Code, Work safe BC, The Worker's Compensation Act, our DNS code of Conduct, and Council Procedures By-law, and can be harmful to the employee(s) concerned;

**THEREFORE BE IT RESOLVED:** The District of North Saanich will issue a public announcement outlining how this type of discussion or comment will not be tolerated;

The District of North Saanich will make an addition to the preamble which is read by the Mayor or Chair of the Council meeting prior to the Public Participation period, a Statement that Public Comments must focus on policy, projects, by-laws or Agenda items.

Members of the public are not permitted to refer to or speak about specific Staff personnel issues at open Council meetings.

Disparaging, attacking or reflecting negatively on Staff is considered a breach of meeting decorum and will lead to a meeting recess or the speaker being removed.

Respectfully submitted,

Councillor Celia Stock



Please CC [commissions@northsaanich.ca](mailto:commissions@northsaanich.ca) with your reply.

Thank you,



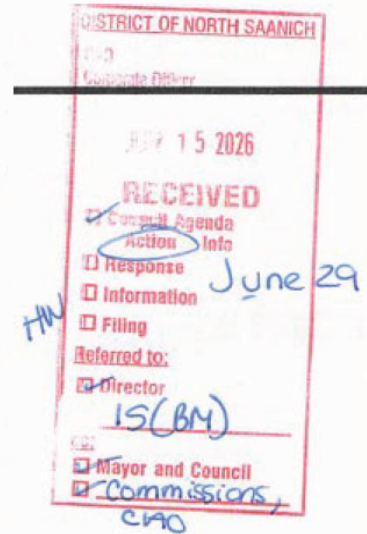
Holly Nunn  
Interim Assistant Manager,  
Legislative Services

250-655-5453

District of North Saanich  
1620 Mills Rd, North Saanich, BC V8L 5S9



The District of North Saanich conducts its business within the traditional territories of the W̱SÁNEĆ people, including but not limited to BOKEĆEN (Pauquachin), W̱SIKEM (Tseycum), STÁUTW̱ (Tsawout), W̱JOLELP (Tsartlip), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



-----Original Message-----

From: Charlene Froom <[REDACTED]>  
Sent: June 12, 2026 8:14 PM  
To: Phil DiBattista <[pdibattista@northsaanich.ca](mailto:pdibattista@northsaanich.ca)>; Jack McClintock <[JMcClintock@northsaanich.ca](mailto:JMcClintock@northsaanich.ca)>; Sanjiv Shrivastava <[sshrivastava@northsaanich.ca](mailto:sshrivastava@northsaanich.ca)>; Irene McConkey <[imcconkey@northsaanich.ca](mailto:imcconkey@northsaanich.ca)>; Peter Jones <[pjones@northsaanich.ca](mailto:pjones@northsaanich.ca)>; Commissions <[Commissions@northsaanich.ca](mailto:Commissions@northsaanich.ca)>; Celia Stock <[celias@northsaanich.ca](mailto:celias@northsaanich.ca)>; Kristine Marshall <[kmarshall@northsaanich.ca](mailto:kmarshall@northsaanich.ca)>  
Cc: Ben Martin <[BMartin@northsaanich.ca](mailto:BMartin@northsaanich.ca)>  
Subject: Wain Road Park

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

If this email could be placed on the agenda for the next Council Meeting please.

Dear Mayor and Councillors

I am writing with regard to the Wain Road Park. I am curious to know if there has been any consideration to accessibility features in the current park plans? Will there be picnic tables that are accessible, including space for wheelchairs and buggies at the tables? Will there be accessible parking and an accessible path to the area where the picnic tables will be located? I may have missed seeing plans for this but I am truly hoping that all people will be welcome at this park. Will this be presented to the SPAAC before this is finalized?

I'll look forward to your response on this.

Sincerely,

Charlene Froom  
North Saanich BC



0530-01

**Cole Hansen**

**From:** Stephanie Munro  
**Sent:** Friday, June 19, 2026 7:53 AM  
**To:** corporateservices  
**Subject:** FW: Letter from Minister Christine Boyle  
**Attachments:** 192468 Jones Signed.pdf; Appendix A - Redacted North Saanich Advisor Report.pdf

For the June 29, 2026 agenda please.

Thanks,  
Stephanie

**From:** Minister, HMA HMA:EX <HMA.minister@gov.bc.ca>  
**Sent:** Tuesday, June 16, 2026 2:01 PM  
**To:** Peter Jones <pjones@northsaanich.ca>  
**Cc:** HMA DMO HMA:EX <HMA.DMO@gov.bc.ca>; Brooks, Jessica HMA:EX <Jessica.Brooks@gov.bc.ca>; Stephanie Munro <Stephanie.Munro@northsaanich.ca>; Felice Mazzoni <fmazzoni@northsaanich.ca>; Housing Targets Branch HMA:EX <Housing.Targets@gov.bc.ca>  
**Subject:** Letter from Minister Christine Boyle

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Mayor Jones and Members of Council:

Please see the attached letter from the Honourable Christine Boyle, Minister of Housing and Municipal Affairs.

Thank you.

Office of the Minister  
 Ministry of Housing and Municipal Affairs  
[HMA.Minister@gov.bc.ca](mailto:HMA.Minister@gov.bc.ca)

**DISTRICT OF NORTH SAANICH**

CAO  
Corporate Officer

JUN 19 2026

**RECEIVED**

Council Agenda  
Action Info June 29

Response

Information

Filing

Referred to:

Director

CC:

Mayor and Council



BRITISH  
COLUMBIA

June 16, 2026

Reference: 192468

His Worship Peter Jones and Members of Council  
District of North Saanich  
1620 Mills Rd  
North Saanich BC V8L 5S9  
Email: [pjones@northsaanich.ca](mailto:pjones@northsaanich.ca)

Dear Mayor Jones and Members of Council:

Thank you for working with the Advisor appointed to the District of North Saanich (District) on January 19, 2026. I appreciate your and your staff's cooperation to support the advisor's review.

I appointed an Advisor under the *Housing Supply Act (Act)* to assess the District's development approval processes, land use planning, and housing policies and practices. The advisor conducted a 10-week review which included interviews with yourselves and District staff, as well as a review of council decisions, bylaws, policies, and procedures.

The advisor submitted a final report with 19 recommendations, which has been carefully analyzed by Ministry staff and considered by me. The recommendations included policy and planning actions that can be taken by the District to create the conditions to increase housing supply in the community and help the District make progress toward meeting its housing targets.

A redacted copy of the District of North Saanich Advisor Report is attached for reference (see Appendix A). Portions of the report have been redacted to meet requirements under section 10 (3) of the Act and Division 2 of the Freedom of Information and Protection of Privacy Act (FOIPPA). Please note that the same version of this report will also be released publicly.

Based on my review of the advisor recommendations, I intend to issue four directives under the Act. I am also proposing additional reporting requirements related to several advisor recommendations. Please see Appendix B, attached, for the full text of the four proposed directives and five enhanced reporting requirements.

Page 1 of 2

**Office of the  
Minister of Housing  
and Municipal Affairs**

Website:  
[www.gov.bc.ca/housing](http://www.gov.bc.ca/housing)

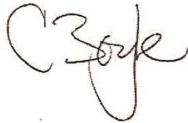
Mailing Address:  
PO Box 9074 Stn Prov Govt  
Victoria BC V8W 9E9  
Phone: 236 478-3970

Location:  
Parliament Buildings  
Victoria BC V8V 1X4  
Email: [HMA.Minister@gov.bc.ca](mailto:HMA.Minister@gov.bc.ca)

His Worship Peter Jones and Members of Council  
Page 2 of 2

The Housing Supply Regulation provides municipalities subject to proposed compliance 30-days to submit written comments for my consideration before making a final decision. I look forward to receiving your feedback regarding the proposed directives and enhanced reporting and continuing to work with the District on our shared interests to build much-needed housing in the months and years ahead. Please submit your feedback to the Housing Targets Branch at [housing.targets@gov.bc.ca](mailto:housing.targets@gov.bc.ca) on or before July 17, 2026.

Sincerely,



Christine Boyle  
Minister of Housing and Municipal Affairs

Attachments:

Appendix A: Redacted District of North Saanich Advisor Report

Appendix B: Proposed Directives and Enhanced Reporting for the District of North Saanich

cc: Teri Collins, Deputy Minister, Ministry of Housing and Municipal Affairs  
Jessica Brooks, Acting Assistant Deputy Minister, Ministry of Housing and Municipal Affairs  
Stephanie Munro, Chief Administrative Officer  
Felice Mazzoni, Director of Planning and Community Services  
Housing Targets Branch

## **Appendix B: Proposed Directives and Enhanced Reporting for the District of North Saanich**

### **PROPOSED DIRECTIVES**

#### **Directive 1: Mandatory Delegation of Development Variance Permits**

By July 31, 2027, the District of North Saanich must amend its Development Application Procedures Bylaw to:

- a) delegate minor development variance permits to municipal staff; and
- b) establish thresholds defining what constitutes a minor variance which are at least as permissive as the definition identified by the advisor in Section 2.9.6 of the Advisor Report.

#### **Directive 2: Updated Parking Requirements**

The District of North Saanich must include the following amendment in the updated Zoning Bylaw by March 31, 2027.

- a) Where the Zoning Bylaw currently requires a minimum number of off-street parking spaces greater than 1.2 parking spaces per dwelling unit, amend the Bylaw to require a minimum of 1.2 parking spaces per dwelling unit.

#### **Directive 3: Modernization of Subdivision and Lot Standards**

The District of North Saanich must include the following amendments in the updated Zoning Bylaw, Subdivision Bylaw, and Official Community Plan by March 31, 2027.

##### 1. Zoning Bylaw:

- a) Amend R-1 Zone as follows:
  - i. Reduce the minimum lot size to 925m<sup>2</sup> and reduce the minimum lot width to 20 meters.
    - Existing R-2 zoned parcels with a lot size of 1,299m<sup>2</sup> or less and connected to a community sewer system must be rezoned to R-1.
- b) Amend R-2 Zone as follows:
  - i. Reduce the minimum lot size to 1,300m<sup>2</sup> and reduce the minimum lot width to 20 meters.
- c) Amend Section 112 of the Bylaw [Subdivision – Lot Frontage and Shape] as follows:
  - i. Permit panhandle lots to be created by subdivision where the access strip is 6.0m or greater and where no further subdivision of the lot is possible.

2. Subdivision Bylaw:

- a) Remove all outdated language and conditions that are in conflict with the amended Zoning Bylaw, or that duplicate information included in the amended Zoning Bylaw.

3. Official Community Plan:

- a) Amend the land use designation descriptions in Table A so that the amended minimum lot sizes and widths included in the Zoning Bylaw are not in conflict with the OCP.

**Directive 4: Expansion of Accessory Development Potential**

The District of North Saanich must include the following amendments in the updated Zoning Bylaw and Official Community Plan by March 31, 2027.

1. Official Community Plan:

- a) For land use designations where guest cottages are permitted on lots 0.7 acres or larger, amend the OCP to 0.5 acres or larger.
- b) For all residential designations where one accessory residential unit is allowed, amend the OCP to allow a secondary suite in addition to a guest cottage or carriage house on lots 1 acre or larger.
- i. In addition to this amendment, for the General Residential land use designation, allow a duplex with a secondary suite, guest cottage or carriage house on lots 1 acre or larger.

2. Zoning Bylaw:

- a) Add carriage houses as a secondary permitted use in all single-family residential zones where guest cottages are permitted.
- b) Permit duplexes as an allowable use in R-1 and R-2 zones.
- c) Amend Section 204 of the Bylaw [Guest Cottage] as follows:
- i. Increase the allowable floor area for guest cottages to 110m<sup>2</sup>. Any zone-specific limits should not further reduce the allowable floor area.
- ii. Permit guest cottages on lots 0.5 acres or larger.
- iii. Allow guest cottages when a secondary suite or duplex is present for lots 1 acre and larger.
- d) Amend Section 206 of the Bylaw [Secondary Suite] as follows:
- i. Allow secondary suites when another accessory residential unit or duplex is present for lots 1 acre and larger.
- ii. Increase the allowable gross floor area for secondary suites to 110m<sup>2</sup> and remove any secondary suite floor area limits based on a percentage of the principal dwelling's habitable or gross floor area.

- e) Amend Section 208 of the Bylaw [Carriage House] as follows:
  - i. Permit carriage houses on lots 0.5 acres or larger.
  - ii. Allow carriage houses when a secondary suite or duplex is present for lots 1 acre and larger.

### **ENHANCED REPORTING**

The District must provide detailed information regarding its progress on the following matters in all forthcoming annual housing targets progress reports and bi-annual interim reports. Interim reports are to be submitted within 45 days of the end of each of the following reporting periods:

Year 3 Interim Reporting Period: August 1, 2026 – January 31, 2027

Year 4 Interim Reporting Period: August 1, 2027 – January 31, 2028

Year 5 Interim Reporting Period: August 1, 2028 – January 31, 2029

#### **1. Urban Containment Boundary and Strategic Development Areas**

The District of North Saanich should apply to the Capital Regional District for a minor amendment to the Regional Growth Strategy to modestly extend the Urban Containment Boundary to include three key future development nodes as identified in the advisor report:

- 1) the McTavish Interchange ("Area 1");
- 2) Tsehum Harbour ("Area 2"); and
- 3) the Southeast Quadrant, which includes the former Allegro School Site ("Area 3").

It is further recommended that the District amend the OCP and Zoning Bylaw to pre-zone these nodes to permit six-storey residential development with a Floor Area Ratio between 2.5 and 3.0.

#### **2. Adoption of Fixed-Rate Development Finance Tools**

The District of North Saanich should explore the feasibility of a Development Cost Charge (DCC) bylaw and an Amenity Cost Charge (ACC) bylaw to support a predictable approach to funding infrastructure and services. The ACC policy should consider a fixed unit price metric.

Reporting is required until fixed-rate development finance tools have been implemented.

### **3. Procedural Streamlining**

The District is to review the role of its Community Planning Advisory Committee (CPAC) and report to the Ministry on the work of this committee. All forthcoming housing targets progress reports and bi-annual interim reports must include a summary of CPAC reviews of multi-family and mixed-use development applications, including proposed number of units, application type, length of review, and recommendations provided to Council with respect to the application, including policy cited to recommend refusal.

### **4. 10612/10622 McDonald Park Road and other Priority Projects**

The advisor found that several development applications encountered sustained procedural delays that prevented advancement to Council approval. I understand from the advisor report that a proposed six-storey, 92-unit project at 10612/10622 McDonald Park Road represents the single most significant near-term housing supply opportunity for the District. This project is within the strategic development areas identified by the advisor as logical nodes for expansion of the Urban Containment Boundary. Where servicing permits, I expect that the District will consider and approve multi-unit projects of this nature.

The District shall report progress toward approving this project in all forthcoming annual and interim housing targets progress reports, or until the OCP and zoning amendments are approved.

Additionally, the District shall report on all of the projects listed in s. 2.6 of the advisor report:

- McTavish Master Plan
- Proposed Seniors Housing Development (15 acres)
- 9299 Canora Road
- 8650 Aldous Terrace
- 10612 / 10622 McDonald Park Road
- 8511 Bexley Terrace

### **5. Redesignation of Federal Airport Lands**

I understand from the advisor's report that, in the updated 2025 OCP, the District designated federal lands under the jurisdiction of the Victoria Airport Authority (VAA) for residential development. As you may be aware, the VAA Land Use Plan does not permit residential uses and, under federal paramountcy, local government bylaws cannot regulate the use of federal lands. I am concerned that providing planned capacity in an area that cannot accommodate residential development will undermine the District's ability to meet its housing targets and realistically satisfy provincial proactive planning requirements.

The District shall provide confirmation in its Year 2 progress report that it has removed the residential designation from the VAA lands and that there is sufficient planned capacity to meet its housing targets and satisfy provincial proactive planning requirements without the VAA Lands. This information must be calculated using the methodology provided in the province's Proactive Planning Guidance ([https://www2.gov.bc.ca/assets/gov/housing-and-tenancy/tools-for-government/local-governments-and-housing/proactive\\_planning\\_guidance.pdf](https://www2.gov.bc.ca/assets/gov/housing-and-tenancy/tools-for-government/local-governments-and-housing/proactive_planning_guidance.pdf)).

# District of North Saanich

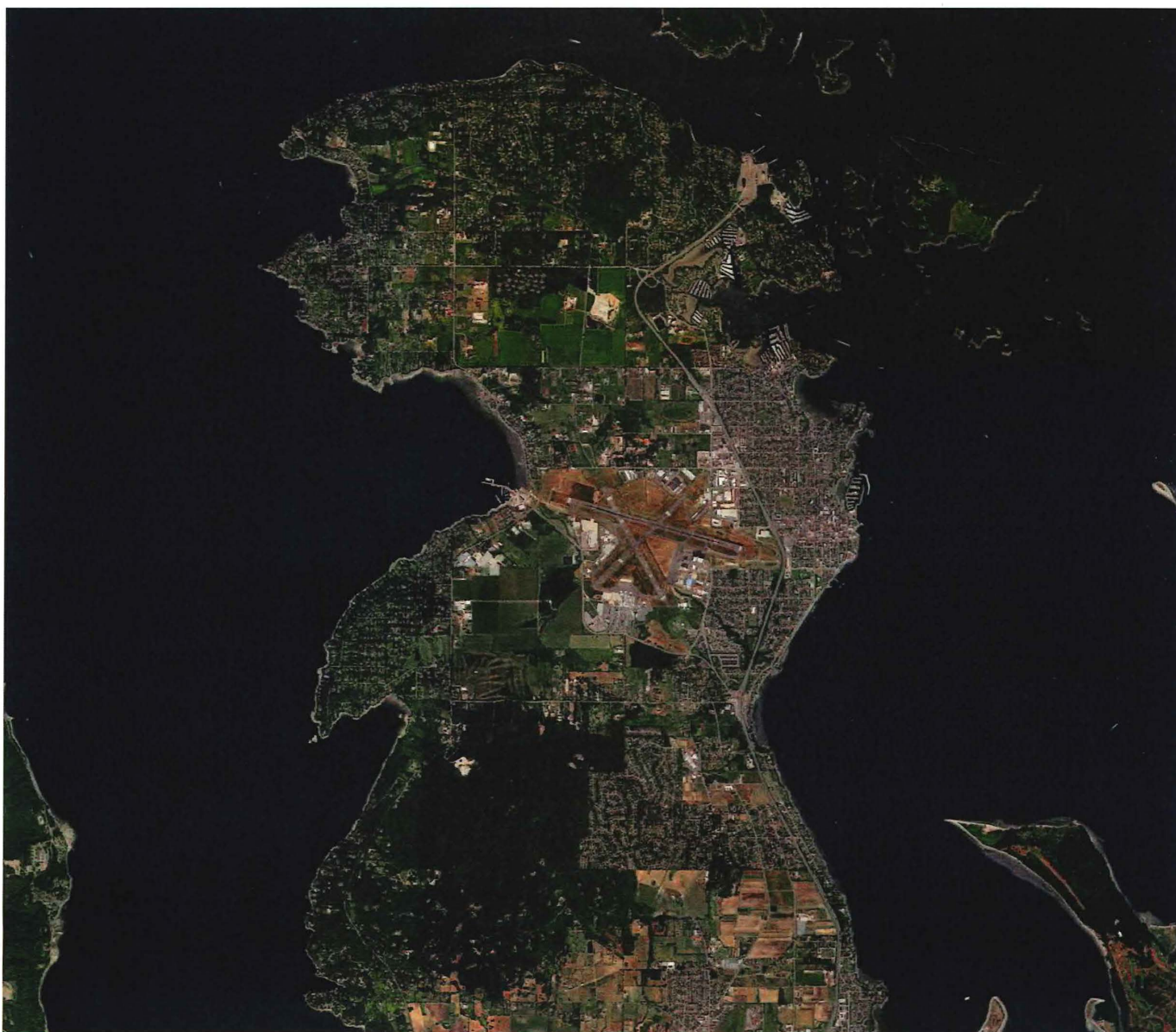
## Provincial Advisor Report and Recommendations

CBRE Development Strategy & Consulting final report for the  
**Ministry of Housing and Municipal Affairs**



April 1, 2026

Independent Advisor report  
examining the District of North  
Saanich's progress towards  
meeting its Provincially mandated  
housing targets.





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# Executive Summary

## Summary of Key Findings

The District of North Saanich is not meeting the housing targets established by the Province under the Housing Supply Act. The District's Housing Target Order came into effect on August 1, 2024, establishing a cumulative five-year target of 419 net new units by July 31, 2029. In Year 1, the District delivered only 12 net new units against an annual target of 60, representing a 20 percent completion rate. CBRE Development Strategy and Consulting Group was appointed as an independent advisor in January 2026 to assess the reasons for this underperformance and provide recommendations to support improved housing delivery.

The District of North Saanich faces a genuinely complex set of overlapping challenges. These are not solely attributable to the actions or decisions of any individual or group, and it is important to acknowledge that the District operates in a context of significant organizational transition, constrained staff capacity, and a community with important values around rural character preservation. At the same time, CBRE's review has identified a number of policy, regulatory, administrative, and governance factors that may be collectively limiting the District's ability to meet its statutory housing obligations. These include:

- **OCP Structural Constraints:** The 2025 Official Community Plan, while signalling alignment with housing targets, contains height limits, Floor Area Ratio (FAR) caps, and parking requirements that make financially viable multifamily development difficult to achieve under current policy.
- **Urban Containment Boundary Misalignment:** The Urban Containment Boundary (UCB) does not align with the need for additional housing supply in the District, preventing the application of Small-Scale Multi-Unit Housing (SSMUH) legislation across key growth nodes and limiting the density the District can support.
- **Planning Department Turnover:** Significant and sustained staff turnover since 2022, including the loss of multiple senior leadership and planning roles, has affected departmental capacity, continuity, and the pace of critical files, including the Zoning Bylaw update, which is overdue since December 31, 2025.
- **Approvals Process:** The development approvals process relies heavily on Council involvement in routine technical matters, sometimes creating uncertainty for applicants and extending processing timelines for policy-aligned applications.
- **Federal Airport Land Designations:** A misalignment between the District's OCP designations and federal jurisdiction over Victoria Airport Authority lands has overstated the District's realistic housing capacity and created friction with a key regional infrastructure partner.



- **Absence of Development Finance Tools:** The District has not enacted Development Cost Charge or Amenity Cost Charge bylaws, preventing growth from funding the infrastructure required to support it and contributing to ad hoc cost negotiations that reduce development predictability.

CBRE's review finds that the District's planning staff are working in a demanding environment and that many of the challenges identified are systemic rather than a reflection of individual performance. The recent engagement of McElhanney to support the now overdue Zoning Bylaw update is a positive step, and there is evidence of meaningful latent market demand for housing across a range of typologies in North Saanich. However, without meaningful changes to the regulatory environment, the approvals process, and the organizational conditions that support housing delivery, the District is unlikely to meet its near- or long-term housing targets. The 208-unit projection for Year 2 is unlikely to be achievable under the status quo.

### Summary of Key Recommendations

- **Delegation of Minor Development Variance Permits:** Amend the Development Application Procedures Bylaw to delegate minor variance approvals to planning staff by December 31, 2026.
- **Updated Parking Requirements:** Reduce off-street parking requirements to align with market demand, targeting a sliding scale depending on unit size, to a maximum of 1.5 stalls per unit for multi-family housing.
- **Realignment of Federal Airport Land Designations:** Remove residential designations on Victoria Airport Authority lands.
- **Modernization of Subdivision and Lot Standards:** Reduce minimum lot sizes to 925m<sup>2</sup> in R1 zones, remove panhandle restrictions, and permit duplexes and townhouses in residential zones.
- **Expansion of Accessory Development Potential:** Increase secondary suite and guest cottage maximums to 110 m<sup>2</sup>, remove percentage-based size limits, and permit concurrent units on lots 1 acre or larger.
- **Supporting Priority Housing Applications:** Adopt the necessary OCP and Zoning amendments to enable the 92-unit McDonald Park Road project and provide a status report on all other active applications.
- **Urban Containment Boundary (UCB) and Strategic Development Areas:** Prioritize UCB extension to align with the CRD Regional Growth Strategy, focusing on McTavish Interchange, Tsehum Harbour, and the Southeast Quadrant - Allegro School Site.
- **Procedural Streamlining:** Review and limit the Community Plan Advisory Committee's (CPAC) role in policy-aligned development applications to reduce timeline uncertainty.
- **Development Finance Tools:** Pursue DCC and ACC bylaw amendments with the ACC using a fixed unit price metric and provide an update in the Year 3 annual report (mid-September 2027).



- **Pre-Application Tracking:** Implement a development approvals tracking system and provide quarterly project status reports to the Province.
- **Technical Studies:** Undertake financial viability testing, land capacity analysis, and parking demand analysis and provide an update in the Year 3 annual report (mid-September 2027).
- **Processing Timelines:** Establish a four-month target from pre-application to Council approval for policy-conforming files.
- **Departmental Resourcing:** Institute formalized operating procedures and structured onboarding to stabilize Planning Department capacity and retention.
- **Third-Party Technical Review:** Establish a framework for independent peer review of contested technical reports.
- **Density and Infill Policy:** Revise multifamily designations to support development up to six-storey in areas with sufficient infrastructure (Areas 1 and 2) and designate the Southeast Quadrant as a gentle infill area.
- **Seniors Housing:** Introduce density bonuses and reduced parking minimums for seniors' housing and assisted living facilities.
- **Financial Incentives:** Implement Revitalization Tax Exemptions in key growth nodes and expedite master-planned communities.
- **Intergovernmental Relations:** Engage constructively with the CRD, Victoria Airport Authority, and neighbouring First Nations to resolve jurisdictional and servicing considerations.
- **Public Communications:** Develop a data-driven communications strategy to support informed community engagement on housing policy.

Achieving the District's housing targets is possible, but it will require structural change across regulatory, administrative, and governance dimensions. The recommendations in this report are intended to support that change in a way that respects the District's rural character while meeting the Province's legitimate expectations for housing delivery.

# 1 | Project Introduction

This review was initiated under the Province of British Columbia's Housing Supply Act after the District of North Saanich failed to meet its first-year housing target and demonstrate satisfactory progress toward achieving it. Over a 10-week period, CBRE completed a focused assessment of the District's planning framework, decision-making processes, infrastructure and land capacity, and alignment with Provincial housing legislation. The work included document and data review, Council meeting analysis, benchmarking, and Council, staff and stakeholder interviews to identify key barriers to housing delivery.

## 1.1 Provincial Mandate and Housing Target Order

The Provincial mandate for this review was set out by the Minister of Housing and Municipal Affairs under the Housing Supply Act. The District of North Saanich's (the "District") Housing Target Order (the "HTO") came into effect on August 1, 2024, establishing a cumulative five-year target of 419 net new housing units by July 31, 2029.

CBRE Development Strategy and Consulting Group ("CBRE") was appointed as an independent advisor midway through the second year of the HTO term, with official work commencing on January 19, 2026. This statutory intervention was triggered because the District failed to meet its Year 1 annual housing target of 60 units, delivering only 12 net new units (a 20 percent completion rate), and failed to demonstrate satisfactory progress toward creating the administrative and regulatory conditions necessary for future housing development.

## 1.2 Areas of Focus

This review was conducted over a 10-week timeframe. CBRE utilized a comprehensive methodology combining both qualitative and quantitative approaches to assess the systemic, physical, and political barriers to housing delivery in the District. The mandate established the following specific areas of focus for this review:

- The Official Community Plan process, including an evaluation of Council advisory and sub-committee decisions, public engagement efforts, the work completed by MODUS Planning, Design & Engagement Inc. ("MODUS"), and the status of the Victoria International Airport and Zoning Bylaw amendment.
- Assessment of the District's approach to implementing Small-Scale Multi-Unit Housing (SSMUH) legislation, including alignment with site standards, and a review of the Urban Containment Boundary (UCB) as a regional policy.
- Analysis of Council decisions on housing proposals that were not approved, including rationale and alignment with the Housing Target Order, along with proposals that did not make it to Council for review.



- Analysis of the District's infrastructure readiness, land capacity, and availability to support future housing development.
- Examination of Council decision-making processes, staff capacity, culture, and turnover, and the District's commitment to meet housing targets.
- Analysis of the District's data collection and reporting practices, and any actions or plans intended to improve these systems and practices.
- A review of comparative municipalities to assess the progress of similar sized municipalities that have improved processes to increase housing supply.
- Review of minutes and/or video recordings of Council meetings that are open to the public to better understand the types of housing development, Council decision making, and community input relevant to development application decisions; and
- A validation of the timeframe and forecast number of units associated with the updated Official Community Plan and amended Zoning Bylaw listed in Section 8 – Planned Action Summary of the District's Year 1 Housing Targets Progress Report.

### **1.3 Information Review and Interview Process**

The assessment involved research and analysis of municipal documents, internal systems, and materials provided by the Ministry of Housing and Municipal Affairs Housing Target Branch, the District, and third-party sources. This included a review of relevant publicly available Council meeting minutes and recordings to understand decision-making patterns, the treatment of development applications, the consideration of professional advice, and the role of community input in shaping housing outcomes. Further, the analysis examined development activity and approval trends across housing types, financial feasibility under current policy, and the capacity of core infrastructure systems to support current and future residential growth.

As directed by the Province, CBRE also undertook targeted interviews to supplement the document and data review, ensuring perspectives were captured from those directly involved in policy, administration, and residential development. These discussions were intended to validate findings, understand operational realities, and identify systemic challenges impacting housing outcomes. Interview participants included:

- Current and former municipal staff
- Current members of Council and the Mayor
- Active developers operating in the community
- Third-party consultants retained by the municipality
- Other stakeholders

## 2 | Key Findings

Chapter 2 outlines the key findings from CBRE's analysis with the goal of providing a clear understanding of the various factors impacting the District of North Saanich's ability to meet its housing targets. The evidence points to a series of interrelated governance, policy, administrative, and infrastructure constraints that collectively deter viable development, including restrictive land use regulations, procedural delays, resistance to density, and constrained staff capacity. A comparative review of past and current OCP designations, zoning bylaws, Small-Scale Multi-Unit Housing (SSMUH) dynamics, development applications, and organizational structures indicates that the adopted policy environment is not aligned with market demand or the District's housing targets, and that meaningful progress requires structural changes and, to some extent, provincial directives.

### 2.1 Interviews Summary

Interviews with staff, elected officials, and key stakeholders indicate that housing underperformance in North Saanich is not attributable to weak market demand. There is evidence of developer interest, logical growth areas, and servicing capacity in select locations. Rather, a set of interrelated governance, administrative, financial, and political factors have collectively made housing delivery more challenging.

The interview process identified the following key themes, reflecting a range of perspectives from staff, elected officials, and regional stakeholders:

- **Rural Character Priorities:** Interview feedback suggests that some Council members place considerable weight on preserving the District's existing and important rural character. Some stakeholders noted that this can, at times, result in decisions that place community sentiment alongside or ahead of technical evidence and professional planning advice. This reflects a values tension that is common in many smaller municipalities navigating growth pressures.
- **Administrative Capacity and Consistency:** The Planning Department appears to be operating in a demanding environment with limited resources, resulting in some variability in file processing, review methodologies, and performance monitoring. These factors, where they exist, can create uncertainty for applicants and may contribute to delays. This appears to be a resource and systems challenge more than a reflection of individual performance.
- **Regulatory Predictability:** Some respondents described experiences where project requirements evolved over the course of a review, including the introduction of additional conditions after initial submissions. Where this occurs, it can increase costs and timelines and make feasibility more difficult to assess. Clearer, more standardized review processes could help address this.



- **Policy Framework and Feasibility:** Certain existing and historic District policies have been identified as potentially constraining to the viability of multi-family residential development. Examples include above average parking ratios, three-storey height limits, and disproportionate Community Amenity Contribution (CAC) expectations. Modernizing these policies to streamline approvals could help support improved housing outcomes.
- **Infrastructure Deficits and Financing Tools:** The District faces legitimate infrastructure constraints, including aging water systems, fire flow limitations, reliance on septic systems, and unresolved sewer capacity questions. However, the absence of Development Cost Charges means new development does not contribute to the cost of the infrastructure it requires, widening the delivery gap over time.
- **OCP-RGS-UCB Alignment:** There is a structural misalignment between the District's Official Community Plan and the Capital Regional District's Regional Growth Strategy and Urban Containment Boundary. Closing this gap is important for enabling sewer servicing, transit coordination, capital financing, and implementation of Provincial housing legislation. This is a foundational area that needs to be addressed to support housing supply objectives.
- **Community Opposition Dynamics:** Some interviewees noted that organized community opposition to housing, including activity through public hearings and advisory bodies, has at times made it difficult for moderate perspectives to be heard. Ensuring that public engagement processes are balanced and well-facilitated will broaden the range of voices informing decisions.
- **Market Confidence:** It appears that some consultants and developers are reluctant to engage with the District, citing past experiences with uncertain processes. Rebuilding confidence in the predictability of the development review process would support broader participation and improved housing supply.
- **Housing Type Preferences:** Interview feedback suggests that seniors housing is one of the District's more preferred types of development, which is directly in line with the needs of an aging population. Stakeholders also noted an opportunity to more explicitly address workforce and family housing needs, given the District's proximity to major employment providers.
- **Consensus on Provincial Intervention:** There is broad agreement among non-Council interviewees that achieving housing targets through voluntary measures may be challenging under current Council governance conditions. Many expressed the view that more direct Provincial involvement could help support alignment, modernize bylaws, and enhance regulatory certainty.

## 2.2 Official Community Plan Process

The District's OCP process evolved considerably between its inception and adoption, with the two phases reflecting different priorities and approaches. The 2022 MODUS draft identified viable locations for gentle and moderate density, grounded in structured engagement and technical analysis. The adopted 2025 OCP takes a more cautious approach in a number of areas, incorporating provisions that some stakeholders have identified as likely to constrain development feasibility.

### 2.2.1 Overview of OCP Review Process and Modus Resignation

For over a decade, the District operated under the 2007 OCP, which prioritized large rural estates and effectively prohibited multi-family housing, consistent with its rural designation outside the Urban Containment Boundary. In August 2020, the District retained MODUS to modernize the OCP and align policy with regional growth realities. MODUS introduced a data-driven framework supporting gentle infill, small-lot subdivisions, and logical growth nodes at the McTavish Interchange (Area 1) and Tsehum Harbour (Area 2).

The process unfolded in an environment of significant community debate, with some organized voices raising concerns about the planning direction. Public engagement reflected deeply held views on both sides, and technical recommendations were closely scrutinized throughout. The 2022 municipal election brought a shift in Council composition, with the incoming majority placing emphasis on rural preservation values. A Mayor's OCP Advisory Committee was established to help guide the OCP process, though its membership signalled a change in direction from the existing framework. In early 2023, MODUS and the District mutually concluded that the process could not continue productively, and the contract was formally terminated.

The District subsequently completed the OCP internally, during which time market feasibility emerged as an area of discussion. In summer 2025, an independent pro forma indicated that development under the proposed density and building height limits could face financial viability challenges. The District's internal pro forma reached a more optimistic conclusion, though the two analyses appear to differ in their treatment of standard residential cost inputs. Reconciling these perspectives will be important to ensure that adopted policies support viable housing outcomes.

### 2.2.2 Public Engagement Efforts and Findings

The public engagement process unfolded in two distinct phases, each reflecting a different methodological approach. The MODUS phase utilized structured surveys, Indigenous engagement, dialogue sessions, and verified data collection. Results indicated that a majority of respondents supported moderate, targeted growth, including gentle infill, small-lot subdivisions, and density near transit corridors. Once the District assumed responsibility for the OCP process, public engagement shifted toward advisory committee input and a narrower set of feedback channels. The perspectives that emerged during this phase leaned more toward caution regarding density. Given the



contrasting findings across the two phases, there may be an opportunity to revisit how community input is structured to better reflect the full range of local views.

### 2.2.3 Comparative OCP Analysis and Implications

CBRE reviewed the 2007 OCP, the 2022 MODUS draft OCP, and the adopted 2025 OCP to assess how residential land use policy evolved and where regulatory changes may either enable or deter housing supply.

#### Low-Density and Infill Development

This category includes subdivisions, secondary suites, and carriage houses, which represent the fastest and least disruptive path to incremental housing supply.

- **2007 OCP Baseline:** Prioritized single-family homes and large rural lots. Secondary suites and detached guest cottages were capped to restrictive sizes and largely prohibited on standard lots.
- **2022 MODUS Draft:** Created categories for Residential Infill and Small Lot Residential. It also supported small scale Neighbourhood Nooks, designed to introduce convenience-oriented retail supply. It recommended reducing minimum lot sizes (1,000m<sup>2</sup> for infill and 300m<sup>2</sup> for small lots) to facilitate infill.
- **2025 Adopted OCP:** Consolidated the above into Neighbourhood Residential and General Residential designations with constraints including minimum lot sizes of 2,833m<sup>2</sup> (~0.7 ac) to permit cottages or suites and subdivision restrictions below 1,400m<sup>2</sup> (~0.33 ac). These thresholds exclude most standard parcels.

#### Medium-Density Development

This land use category includes townhomes, duplexes, multiplexes, and similar forms of development. Similar to many municipalities across Vancouver Island, high land values and construction costs require developers to build enough density to offset these costs.

- **2007 OCP Baseline:** Highly restrictive regarding ground-oriented housing. The lack of designated zones forced most townhome proposals into complex spot-rezonings.
- **2022 Modus Draft:** Introduced a flexible Ground-Oriented designation, designed to act as a transition zone from single-family homes to multi-family development, in line with suburban planning best practices observed throughout Canada. It proposed viable FAR targets to ensure this sort of development could be built, given current economic realities, including heights of up to three storeys and maximum densities of 50 units per hectare.
- **2025 Adopted OCP:** Reduced permitted density to 0.6 FAR and approximately 15 units per acre (~37 units per hectare). At 0.6 FAR, most medium-density projects are unlikely to be financially viable. Comparable markets typically require 1.0–1.2 FAR with design flexibility to accommodate functional layouts and structured parking.



### Multi-Family Development

This land use category determines whether the District can support complete communities and how it considers the financial realities and the need for modest multi-family development.

- **2007 OCP Baseline:** Limited multi-family development by imposing high parking requirements (2 stalls per unit), prohibitive height limits (3 storeys), and low densities of up to 16 units per acre (~40 units per hectare).
- **2022 Modus Draft:** Featured a distinct Multi-Family Residential designation, with the goal of supporting such development in areas demonstrated to have the required infrastructure capacity. It recommended modern parking ratios, modest height limits up to 4 storeys, and densities of up to 100 units per hectare.
- **2025 Adopted OCP:** Retains a hard three-storey limit (four only for seniors housing), maintains high parking ratios, and caps density at 0.8 FAR. Given current construction costs, wood-frame multi-family development in suburban markets typically requires 4–6 storeys and materially higher FARs to be feasible. Retaining high parking ratios further increases costs through unnecessary underground parking construction.

### Future Growth Areas

- **2007 OCP Baseline:** Reinforced the existing UCB.
- **2022 Modus Draft:** Explored UCB expansion in Areas 1 and 2 to align growth with servicing and transit.
- **2025 Adopted OCP:** Keeps the UCB in its current location, while also allocating a significant amount of land in the McTavish area for “Future Growth”. Future Growth Areas are subject to five-year review cycles and do not appear to permit near-term densification. This limits land use certainty and creates risk for developers.

### Key Implications

The comparative analysis demonstrates that the 2025 OCP includes multiple structural constraints that are likely to deter housing delivery, including:

- **Multi-family viability risk** due to low FAR, three-storey limits, and high parking requirements.
- **Gentle density suppression** through exclusionary lot size thresholds.
- **Deferred growth strategy** that designates land for future housing while preventing near-term development.

Collectively, the adopted OCP signals alignment with housing targets, although many of its regulatory constraints may limit the feasibility of delivering this housing.

## 2.3 Zoning and Policy Review

The District of North Saanich is currently updating its zoning by-law to address conformity with the new Official Community Plan. It is understood that Staff intend on delivering a summary of potential zoning updates to Council in Q1 2026, followed by public consultation in the Spring with goals of delivering the draft zoning bylaw to Council in April 2026.

Development within the District of North Saanich is currently governed by Zoning Bylaw No. 1255, which establishes the legal parameters for land use, building density, and site utilization across the municipality. This regulatory framework determines the feasibility of new housing projects by defining the specific conditions for buildings and their permitted uses for each parcel of land. Until the comprehensive zoning bylaw rewrite is completed and adopted by Council, all current development applications and land-use decisions remain strictly guided by the provisions of Bylaw 1255.

### 2.3.1 Current Zoning Bylaw No. 1255

#### Zoning Bylaw Definitions

As displayed in Table 1 on the following page, the definitions within Zoning Bylaw No. 1255 are heavily weighted toward a traditional, low-density, rural character that now acts as a significant obstacle to feasible housing delivery. By establishing rigid parameters for building types and occupancy, these definitions unintentionally restrict the creation of attainable housing forms intended by recent provincial mandates.

The most substantive impacts on housing viability stem from land efficiency and structural requirements, including:

- **Land Efficiency Barriers:** The definition of “Usable Open Space” requires a compact, level, and unobstructed area with no dimension less than 6.1m (20 ft.) and no slope greater than 10 percent. This requirement effectively acts as a land tax, difficult to achieve on smaller, serviced lots once standard setbacks and mandated parking ratios are applied. Similarly, the 0.99-acre minimum lot size for “Guest Cottages” effectively prohibits detached accessory suites for many homeowners, ensuring these units remain an option only on larger properties, limiting options for densifying serviced neighbourhoods.
- **Financial and Flexibility Barriers:** Structural constraints for “Carriage Houses”, specifically the requirement that they be constructed above a garage, limit design flexibility and significantly increase construction costs compared to ground-level garden suites. Furthermore, strict gross floor area caps on Secondary Suites (capped at the lesser of 90m<sup>2</sup> or 40% of habitable area) limit the ability to create multi-bedroom units suitable for families.

These overlapping definitions prioritize space-heavy, single-family formats over the smaller, more diverse housing types identified in the District’s current planning objectives. For a complete inventory of relevant zoning definitions and their specific impacts, please refer to the Appendix.

**Table 1 | Multi-Family Residential Zones: Potential Challenges**

Zone	Intent	Max Density	Development Considerations	Potential Challenges
<b>Multiple Family Residential 1 (RM-1)</b>	Townhouse development on land serviced by a community water system	2.5 units per hectare	Minimum lot size of 49.4 acres	Requires a substantial land parcel to accommodate development  Low residential density compared to most traditional townhouse zones
<b>Multiple Family Residential 2 (RM-2)</b>	Low-density multiple-family residential on community water and sewer systems	30 units per hectare	Minimum lot size of 4,000m <sup>2</sup> Maximum building height of 25-feet (2-storeys)	2-storey apartment development is generally unviable  Significant setback, outdoor amenity space, and site coverage considerations limit developability
<b>Multiple Family Residential 3 (RM-3)</b>	Multi-family housing on land serviced by community water and sewer systems	Max FAR of 0.89 up to 52 units per hectare	Minimum lot size of 4,000m <sup>2</sup> Maximum building height of 3-storeys	Significant rear setback requirement and high parking ratio.  On smaller development lots, it is challenging to make development fit without moving parking underground, which impacts financial viability  3-storey apartment development is financially challenging

### 2.3.2 Parking Ratio Requirements

As displayed in Table 2, the District of North Saanich mandates a blanket parking ratio of 2.0 stalls per unit for all multi-family developments, a requirement that significantly exceeds adjacent municipalities and comparable municipalities across the Province. These abnormally high requirements consume a disproportionate amount of a site's buildable area, frequently necessitating expensive underground parking or larger land assemblies to satisfy both vehicle storage and usable open space requirements.

**Table 2 | District of North Saanich Residential Parking Requirements**

Bedrooms/Unit Type	Per Unit	Anticipated Draft
<b>Single-Family</b>	2.0	
<b>Apartment</b>	2.0	1.5 + 0.1 for visitor
<b>Townhouse</b>	2.0	
<b>Guest Cottage / Carriage House</b>	+1 space	
<b>RM-40 (draft)</b>	<i>Apartment</i>	1.5 + 0.1 for visitor
	<i>Independent Living</i>	1.0 + 0.1 visitor
	<i>Seniors Care</i>	0.6 per unit + 1 per 100m <sup>2</sup>
	<i>Affordable</i>	0.75 + 0.1 visitor

Note: Anticipated draft update to parking requirements in new zoning by-law currently unconfirmed.

### 2.3.3 Zoning Bylaw Update

It is understood that staff have been working on an internal review of the zoning by-law to update it in alignment with current land use and long-range planning considerations outlined in the recently adopted OCP. Given capacity and expertise challenges with amending the zoning by-law in a timely manner, it is understood that McElhanney has been retained to support in the zoning by-law update.

#### **Draft RM-40 Multiple Family Residential 40**

The draft zone currently under consideration is intended to provide for multiple-family housing at a density of 40 units per acre on land served by both a community water system and a community sewer system. Within this draft zone, the maximum lot coverage being explored is 40% with a maximum development height of 11.0m for residential apartments and 14.0m for a seniors' housing facility. Additionally, the draft zone requires a substantial supply of natural space (15% of the lot area), minimum outdoor amenity space (10m<sup>2</sup> per unit, with no individual amenity area less than 80m<sup>2</sup>), and minimum indoor amenity space (2.3m<sup>2</sup> per unit for buildings with more than 15 units).

The combined requirements for mandated parking, natural space, and outdoor amenity areas create a cumulative land tax that leaves an inadequate buildable envelope once standard setbacks are applied. For a one-acre apartment project, providing 1.6 parking stalls per unit, along with 15% natural space preservation and 400m<sup>2</sup> of contiguous amenity area, forces a direct competition for ground-level space. This competition often forces expensive underground parking to be the only option to meet all requirements, which is typically unviable for a 3-storey



building. Ultimately, these site standards result in either a very small and inefficient building footprint or necessitate an exceptionally large lot to achieve the 40-unit-per-acre density intended by the zone.

**Council Workshop (February 23, 2025)**

**Zoning Bylaw Modernization Project: Zoning Bylaw Alignment with DNS Official Community Plan 2025**

Below, CBRE summarizes key observations occurring in the Council Workshop that occurred on February 23, 2025, with a focus on key proposed changes to residential zoning that are supported directly or indirectly by the new OCP.

- **Explanatory Zoning Definitions:** Staff began the presentation by explaining key terminology within the zoning bylaw, including critical elements that impact use and built-form, such as density, floor area ratio, lot coverage, and setbacks.
- **Secondary Suites:** The District is considering an increase to the maximum allowable size of secondary suites by transitioning the measurement standard from Gross Floor Area (GFA) to habitable area. Specifically, the proposal seeks to replace the current limit of 40% of GFA (capped at 968 ft<sup>2</sup>) with a new threshold of 45% of habitable area (capped at 1,238 ft<sup>2</sup>).
  - **Challenges and Considerations:** While the intent of this change is to allow for larger, more viable suites, it introduces additional complications associated with the calculation itself. Gross floor area typically includes the entire building footprint, including stairs, storage, and mechanical rooms, whereas habitable area typically excludes non-living spaces like garages and unfinished basements. Calculating the total habitable area of an existing residential building is more subjective and difficult for homeowners and staff to verify compared to a standard GFA calculation. This shift in definitions may inadvertently create regulatory uncertainty and processing delays for applicants, as "habitable space" lacks the objective simplicity of a standard floor area measurement.
- **Carriage Houses:** 65m<sup>2</sup> of second-floor living space to be supportable on a significant number of parcels in the "Terraces".
  - **Challenges and Considerations:** While an increase to 65m<sup>2</sup> of living space from 649 square feet is beneficial, there is still limited capacity for an efficient, multi-bedroom unit. Additionally, if the definition of a carriage house remains limited to the suite on the top floor of a garage, this introduces additional project costs to the development of a new infill suite on an existing property.
- **Guest Cottages:** Increased opportunity for a guest cottage in residential zones (0.7-acre lot area and above). Additional consideration to allow larger guest cottages on lots greater than 1.0 acres in size. Based on the presentation, it appears that units up to 115m<sup>2</sup> may be considered, although the presentation in its current state is unclear.





- **Co-Housing Barriers:** The definition of "family" limits households to a maximum of two to four unrelated persons, serving as a regulatory barrier to communal living and co-housing models.

#### Multi-Family Barriers

- **Height-Induced Unviability:** The 7.6m (25 ft.) height limit in the RM-2 zone functionally restricts buildings to 2-storeys, which is generally unviable for apartment forms and lacks the density to align with financial viability.
- **RM-3 Siting Constraints:** The RM-3 zone requires a 15m (49.2 ft.) rear setback, which can utilize a substantial portion of a development site and renders new apartment development challenging.
- **Parcel Requirements (RM-1):** Townhouse development in the RM-1 zone requires a minimum site size of 20 hectares (49.4 acres), a density allocation that prevents any significant development from occurring.

#### Parking and Site Considerations

- **Undifferentiated High Parking Ratios:** The bylaw mandates a blanket 2.0 parking stalls per unit for both apartments and townhouses, with no differentiator for unit size.
- **Usable Open Space Requirements:** For multi-family zones, the bylaw mandates a significant amount of usable open space that cannot include parking areas, driveways, or required front yards. Given the scale of usable open space required to permit development and the balance between land requirements for parking, the building footprint, setbacks, access, and outdoor space, these requirements necessitate either larger land parcels or underground parking.
- **Forced Underground Parking:** The competition for ground-level space between mandated open space and high parking ratios often forces parking underground, which is limited by height restrictions and can significantly impact the financial viability of a project.

## 2.4 Airport Review

In the 2023 – 2042 Victoria Airport Authority Master Plan, there are no indications that residential uses of any format or tenure will be supported on any of the airport lands. The Development Guidelines and Land Use Guidelines (June 2024) do not support residential development of any kind on airport lands.

The Victoria Airport Authority (VAA) is a not-for-profit corporation responsible for the management, operation, and development of the Victoria International Airport (YYJ) under a 60-year ground lease from Transport Canada. As a key regional economic hub, the VAA oversees approximately 1,000 acres of land dedicated to aviation-related industry, aerospace technology, and supporting commercial enterprise.

Legally, the airport operates under Federal jurisdiction, governed primarily by the Aeronautics Act. This status invokes the doctrine of federal paramountcy, which dictates that where a conflict exists between valid Federal and Municipal regulations, the Federal mandate prevails. As a result, the VAA has the authority to override any local or provincial planning and policy mandates as required to ensure the continued operation and growth of a national transportation asset.

### 2.4.1 Victoria Airport Authority Master Plan

The Victoria Airport Authority (VAA) Master Plan (2023-2042) provides the long-term strategy for the development of the airport as required by the Transport Canada Ground Lease. The Victoria Airport Authorities Land Use Plan (September 2025) clearly states that residential uses are not permitted across all land uses and is a general policy statement across the land use plan.

- **Airside Land Use Designation:** Uses that require direct access to the airfield. Residential uses are not permitted.
- **Groundside Mixed Use:** Aviation-related, aviation-dependent, aviation compatible. Permitted uses include hotels, office, retail, F&B, and light industrial. Residential uses are not permitted.
- **Airport Reserve:** Lands protected for long-term airport use are not required within the planning period. Residential uses are not permitted.
- **Mixed-Use Designation:** Allows for a mix of compatible uses that support the airport's long-term operational, economic and transportation goals. These mixed designations provide the flexibility to accommodate future growth and operational growth and ensure land efficiency by maintaining the flexibility to respond to changing aviation, commercial, and infrastructure needs. Residential uses are not permitted.

Ultimately, there is nothing in the Victoria Airport Authority Land Use and Development Guidelines that gives an indication that residential uses would be supported on any of the airport lands.



## 2.4.2 Victoria Airport Authority Engagement

### Jurisdictional Conflict and OCP Alignment

There is a fundamental planning conflict between the District's Official Community Plan (OCP) and the Federal jurisdiction governing the Victoria Airport lands. While the District has designated these lands for multi-family residential and commercial development, these designations contrast directly with the Victoria Airport Authority (VAA) Master Plan, which excludes residential uses. This misalignment has prompted formal intervention from Transport Canada, which requested OCP amendments to accurately reflect Federal jurisdiction and existing land-use constraints.

### Divergent Housing Policy Visions

A significant strategic gap exists regarding the Airport's role in housing delivery. District Stakeholders have suggested that the VAA could model residential development on examples such as Burkeville at the Vancouver Airport; however, the VAA has formally clarified that it does not have a mandate to support municipal or regional housing targets. The VAA has requested that future planning documents explicitly state that the Airport has no role in meeting regional housing needs to avoid further public ambiguity.

### Communication and Procedural Friction

The divergence between municipal planning designations and Federal operational realities has created a challenging public narrative towards the VAA. While professional staff-to-staff engagement remains functional, there are ongoing challenges at the Council level. Specifically, significant long-range planning announcements regarding the Airport have frequently been communicated via media releases rather than through a collaborative policy-creation process, complicating inter-agency relations.

## 2.4.3 Key Implications

The relationship between the District of North Saanich and the Victoria Airport Authority is a critical factor in regional infrastructure stability and long-term regional economic development.

- **Position and Role in Housing:** The VAA has made clear its position that it does not have a role to play in supporting municipal or regional housing targets. The Victoria Airport Authority has formally requested that the District amend the current planning documents and that future planning documents explicitly state that the airport has no role in meeting new housing needs in the region.
- **Infrastructure Interdependency:** The VAA seeks greater collaboration opportunities with the District, recognizing that there is a symbiotic relationship with the Airport, particularly when it comes to infrastructure servicing. Presently, much of the servicing that supports neighbourhoods such as Deep Cove have infrastructure passing through critical airport lands.

## 2.5 SSMUH and UCB Review

The BC government introduced Small-Scale, Multi-Unit Housing (SSMUH) legislation to address the housing crisis by removing restrictive zoning barriers and increasing the supply of attainable, ground-oriented homes for middle-income families. The goal of this legislation is to enable a gradual uptake of multi-unit housing, allowing neighbourhoods that are predominantly characterized by single-detached and duplex homes to gradually adapt to increased density while creating more diverse and inclusive communities.

Small-scale, multi-unit housing (SSMUH) describes a range of building and housing formats, such as duplexes, triplexes, and rowhouses, that aim to provide attainable housing for middle-income families. By introducing "missing middle" density into traditional residential areas, SSMUH policies seek to bridge the gap between single-family homes and high-density apartments. This approach provides a greater diversity of housing options that are more compatible with the scale of established neighbourhoods while utilizing existing infrastructure more efficiently.

### 2.5.1 SSMUH Policy and Development Considerations

- **Urban Containment Boundary Relationship:** Only parcels within the urban containment boundary established by the Capital Regional District's (CRD) Regional Growth Strategy would have to meet the SSMUH zoning requirements for three, four, or six units. The District of North Saanich needs to align with the UCB to support intensified growth and provincial housing objectives. If a local government's land falls within an urban containment boundary established by a regional growth strategy, that urban containment boundary is the determining factor regarding where SSMUH requirements apply.
- **Regulatory Alignment:** Legislation prohibits local governments from unreasonably restricting or prohibiting small-scale multi-unit housing.
  - Local governments can set form and character requirements through Development Permit Areas in areas where SSMUH requirements apply. However, they must not unreasonably restrict the ability to use land at the use or density prescribed by SSMUH legislation.
  - Local governments may exempt areas due to geotechnical hazards and environmental challenges; however, they must have a report prepared by a qualified professional in order to gain exemptions.
  - Local governments must not hold a public hearing for zoning bylaw updates that are for the sole purpose of complying with SSMUH legislation.



## 2.5.2 SSMUH Areas via UCB Expansion

### McTavish Exchange (Area 1)

- **Bus Frequency:** The McTavish Exchange currently services bus routes 70, 70X, 71, 72, 81, 87, 88, and 88A.
- **Impact:** Based on current frequency, the existing bus routes do not classify as frequent bus service routes.
- **SSMUH Density:** Should bus service frequency increase and the area around the McTavish Exchange be included within an Urban Containment Boundary, the allowable SSMUH density would increase from 3-4 units to 6 units per single-family and duplex residential lot.

### Tsehum Harbour (Areas 2) and Southeast Quadrant (Area 3)

- **UCB Expansion:** If the urban containment boundary was extended to include Tsehum Harbour (Area 2) and the Southeast Quadrant (Area 3), these areas would be legally required to support development up to 4-units through SSMUH development policy.
- **SSMUH Density:** The allowable SSMUH density would increase from 3-4 units to 6 units per single-family and duplex residential lots should transit frequency improve.
- **Infrastructure Capacity:** The proximity of Tsehum Harbour to Sidney's utility network, combined with the infrastructure capacity in the Southeast Quadrant and the potential redevelopment of the Allegro School site, should create a viable environment for infill and redevelopment. These factors provide the servicing framework to support SSMUH-aligned density as the node undergoes long-term change and gentle growth.

## 2.5.3 Key Implications

- **Permitting SSMUH:** The District of North Saanich's Urban Containment Boundary needs amendment in alignment with the Capital Regional District's regional growth strategy to enable SSMUH beyond secondary suites and accessory dwelling units.
- **Key Challenge:** The Regional Growth Strategy (Bylaw 4017) characterizes the Urban Containment Policy Area as a stable, long-term boundary, with amendments generally restricted to a comprehensive five-year review cycle, although it recognizes that municipal councils and the CRD Board are free to initiate, at any time, amendments to official community plans and the regional growth strategy as they deem necessary. Therefore, expanding the Urban Containment Boundary is likely to be classified as a Major Amendment to the Regional Growth Strategy (RGS). A major amendment requires unanimous support from all 13 municipal councils in the Capital Regional District. Under the Local Government Act (LGA), if a single municipality refuses to accept the amendment, the process triggers a mandatory dispute resolution process. Historically, this has allowed the District of North Saanich to effectively block UCB expansions, as any misalignment between the District's Council and the CRD's regional objectives can stall the amendment indefinitely.

## 2.6 Development Applications Review

Through a detailed review of pre-applications and active development applications, along with interviews with those involved in many of these projects, it is clear that housing underperformance in North Saanich often stems from governance fragmentation, administrative capacity constraints, and policy obstruction rather than a lack of market demand.

### 2.6.1 Pre-Applications

Throughout the interview and data collection process, it became evident that the District lacks a standard protocol for tracking pre-application inquiries. Following interviews with planning staff, the District provided a table representing the aggregate unit counts for both active development applications and preliminary inquiries, summarized as follows:

**Table 3 | District of North Saanich Active Development Applications and Preliminary Inquiries**

Format	Units
Single Family Residential Houses	48 new units
Carriage Houses	7 units
Guest Cottages	5 units
Secondary Suites	7 units
Townhomes	104 units
Multifamily Residential	330 units (not including the Master Plan described below)
<b>Total Active DPs and Preapplication Units</b>	<b>501 units (combined active applications and inquiries)</b>

This data appears to represent the full extent of the District's current tracking capabilities regarding pre-applications. By subtracting the active development application totals outlined in Section 2.6.2, approximately 368 units (representing 73% of the total) remain in the pre-application phase and have yet to advance to a formal application stage.

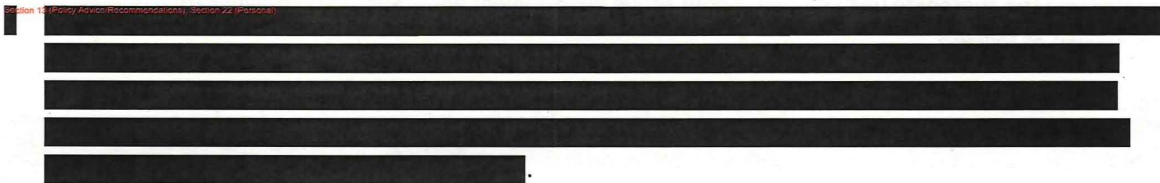
It should be noted that this internal tracking data appears incomplete and does not account for significant potential housing supply currently being considered as development applications that may be submitted in the future. For example, it does not include the 900-unit master-planned community proposal. Below, CBRE outlines notable potential projects, along with a townhouse project that has been delayed since 2022.

- **McTavish Master Plan | Aryze Developments (2026):** The proposed development at 1579 McTavish Road advances provincial housing objectives through a partnership-driven approach, delivered in joint venture



with the Pauquachin Nation. The project brings forward approximately 900 homes across a diverse mix of rental, seniors-oriented, market condominium, and townhome tenures, alongside roughly 30,000 square feet of neighborhood-serving commercial space. Designed to address a substantial portion of the District's housing needs in a single coordinated phase, the proposal integrates public open space and amenities that support complete community and aging-in-place principles, demonstrating how policy alignment and Indigenous partnership can unlock significant housing supply while delivering broad community benefits.

- **Seniors Housing Development | Private Developer (2026):** Searching for 15 acres of land within the District, representing a good test case for its capacity to fulfill its housing mandates. While yields are being finalized, early engagement indicates that District staff are actively assisting in identifying suitable, serviceable land for this project.



## 2.6.2 Active, Delayed, and Recently Rejected Applications

Throughout the review and data collection process, CBRE analyzed the District's active development pipeline and identified several projects, as outlined below. Table 4 provides a high-level summary of these projects. Following this summary, CBRE provides a detailed profile of key projects.

**Table 4 | Notable Active, Delayed, and Recently Rejected Applications**

Address	Type	Description	Units
8650 Aldous Terrace	Active Rezoning	Rezoning to enable the subdivision into two lots	1 new single-family unit
11307 Chalet Road	Active Subdivision	Subdivide the parcel into two lots, retaining the existing house on the front lot	1 new single-family unit
9064 East Saanich Road	Active Subdivision	Proposed subdivision of the western portion of the parcel located outside the ALR	38 new single-family units
10612/10622 McDonald Park Road	Active OCP Amendment and Rezoning.	OCP Amendment and Rezoning application to allow a six-storey residential building	92 new multifamily units
8511 Bexley Terrace	Rejected Subdivision	Subdivide the parcel into two lots, retaining the existing house on the front lot	1 new single-family unit
<b>Total</b>			<b>133 new residential units</b>



- **8650 Aldous Terrace | Proposed Subdivision (Application in 2019):** This is a residential subdivision application to create one additional lot within the existing property. The owner first applied to subdivide in August 2019, receiving 1st and 2nd readings from Council in January 2020, with support from the neighbourhood and Community Planning Commission. The application was subsequently reconsidered in October 2021, at which point the earlier readings were not carried forward. A second application was submitted in November 2024, and in September 2025 Council granted 1st, 2nd, and 3rd reading, conditional on the registration of a restrictive building covenant on title prior to 4th reading. Finalization of that covenant remains outstanding, and the 4th reading will proceed once it has been registered. As a result, the subdivision process has been ongoing since 2019.
- **10612 / 10622 McDonald Park Road | Proposed Multifamily Development (Application in 2025):** Representing one of the more significant near-term housing supply opportunities in North Saanich, this project is currently pending resolution of several policy and procedural matters. Key considerations raised by Council and staff include building height and massing, with discussion around the proposed six-storey form, as well as parking requirements that may affect project viability. In parallel, there is an outstanding governance question regarding the Urban Containment Boundary, as the lands are designated for urban uses in the District's planning framework but are not fully aligned within the CRD's UCB. Collectively, the height, parking, and UCB alignment questions remain under consideration, and their resolution will be an important step toward advancing a project with meaningful potential to contribute to local housing supply.
- **8511 Bexley Terrace | Rejected Subdivision (Rejected in 2024):** This application involved a proposal to subdivide a 0.52-ac property in North Saanich's Southeast Quadrant into two approximately 0.26-ac lots, intended to allow the owner's son to build a retirement home adjacent to his 85-year-old mother, enabling her to age in place with family support. The proposal represented a modest, gentle density addition within an established single detached area. A District staff report dated June 17, 2020, supported the subdivision; however, Council did not approve the application. A second application was subsequently submitted, and following a staff report dated July 8, 2024, which did not support the proposal, it was not approved. This file illustrates some of the considerations that can arise with small-scale infill subdivisions in North Saanich, particularly as the District continues to navigate provincial housing direction and ongoing housing supply pressures.

## 2.7 Development Capacity Review

This section evaluates the District's infrastructure readiness and the policy frameworks required to support population growth through new residential developments. The goal is to identify the specific technical and financial shifts needed to align municipal servicing capacity with long-range growth targets and ensure consistency and replicability within the development approvals process.

The District of North Saanich has traditionally cited a lack of infrastructure capacity as a primary rationale for not supporting new development applications in the area.

### 2.7.1 Infrastructure Capacity – Plans and Policy

- **Capacity Considerations:** The District of North Saanich maintains a policy of non-support for development applications in the absence of confirmed servicing capacity, codified in long-range planning documents. However, because comprehensive modelling and long-term investment in system upgrades have been limited, the actual residual capacity of water and sanitary sewer systems remains an unknown variable, which delays the review and approval process for new applications.
- **Sewer and Water Master Plan:** The District is in the process of developing a new Sewer and Water Master Plan and a Water System Master Plan, which will create a better understanding of current infrastructure capacities and identify infrastructure deficiencies and limitations across the municipality. Additionally, the master plan is expected to inform a new development cost charge bylaw, which will allocate costs to new developments regarding infrastructure requirements needed to service a growing population and intensified new development.
- **Development Cost Charge Policy:** Unlike most other major municipalities across the Province and the region, the District of North Saanich has been historically reluctant to enact a development cost charge (DCC) policy to recoup fees from new development projects to improve localized infrastructure capacities.

### 2.7.2 Key Implications

- **Predictability and Financial Replicability:** To support new housing development as mandated by the Province, the District needs to transition to a market-aligned, bylaw-based Development Cost Charge (DCC) policy to support infrastructure capacity. Replacing ad hoc cost negotiations for infrastructure with a clear, consistent fee structure enables applicants to incorporate infrastructure costs into their initial financial modelling. This level of transparency is essential to creating a predictable environment in which new development projects are financially viable and replicable across the municipality. By providing upfront costing certainty, a formal DCC policy enables developers to accurately assess residual land values and



future sale price points and rental rates, ensuring that various development formats are market-feasible rather than just theoretically permitted.

- **Prioritizing the Infrastructure and Services Master Plan:** Historically, the District has navigated a "chicken-and-egg" scenario where development applications are deferred due to a lack of confirmed infrastructure capacity, yet the comprehensive studies needed to resolve those unknowns have not been prioritized. Formalizing and adopting the sewer and water master plan breaks this cycle by providing the baseline data needed to proactively assess development impacts, preventing infrastructure from being used as a passive tool to stall policy-aligned applications.

## 2.8 Organizational Review

This section examines the administrative and organizational capacity of the District of North Saanich, with a focus on the Planning Department. A municipality's ability to meet housing targets is closely tied to its human capital, organizational stability, and the internal processes that support decision-making.

### 2.8.1 Staff Turnover Analysis

Based on a review of human resources data provided by the District, it appears the Planning Department has experienced notable staff turnover, particularly in leadership and planning roles important to housing delivery. Since 2022, the majority of planning staff have transitioned out of the District, which has had a notable impact on departmental capacity and continuity in supporting new housing development. Key findings include:

- **Loss of Senior Leadership:** The District experienced transitions in senior leadership, including the departure of the Director of Planning and Community Services in February 2023, followed by the CAO in June 2023. These transitions occurred during an important phase of the OCP review process. More recently, the Manager of Planning position has been unavailable to participate in interviews conducted for this report, and contact information for this role has since been removed from the District's website.
- **Loss of Senior Planners:** The Senior Planner acting as project lead for the MODUS OCP update departed in June 2022. The Senior Planner, subsequently leading the District's OCP update, also departed in May 2024, reflecting the broader staff transitions the department has experienced during this period.
- **Administrative and Support Staff Turnover:** The data indicates considerable turnover among auxiliary and permanent support staff, with over 15 administrative assistants, committee clerks, and planning technicians having transitioned out of or completed short-term contracts with the District since 2022. This level of turnover in administrative support roles can place additional demands on senior staff, which may contribute to delays in the processing of complex housing files.

### 2.8.2 Operational Capacity Analysis

While the District has made efforts to increase staffing capacity, including the addition of a 1.0 FTE Planner in 2025 and a Manager of Building and Bylaw in 2022, operational capacity has been affected by extended absences and legacy systems.

- **Extended Leaves of Absence:** The department's operational capacity, including progress on key projects such as the Zoning Bylaw update, has been affected by several extended leaves of absence. These include a Planning Technician absent for 18 months (September 2023 to March 2025) and a Senior Planner absent for 5 months (March to August 2024). As noted above, the Manager of Planning position has also been unavailable since December 2025.



- **Management Capacity:** With the Manager of Planning position currently unavailable, the Director of Planning appears to have assumed additional responsibilities. Feedback gathered through interviews suggests that the expanded scope of these responsibilities has, understandably, at times affected the Director's availability and capacity to provide oversight in some areas. As a result, junior planners may be operating with limited structured supervision and formal onboarding support.
- **Third Party Consultant Hires:** In response to departmental capacity considerations and the importance of the Zoning Bylaw update, CBRE was advised in late February 2026 that the District has engaged McElhanney to assist with this process. This is a welcome development that is expected to support the timely completion of the Zoning Bylaw update.
- **Technological Capacity:** Staff capacity appears to be further affected by the District's reliance on legacy file management systems such as DocuWare. Feedback from interviews also suggests that standardized operating procedures for reviewing applications may be limited in some areas, contributing to variability in processing timelines.

### 2.8.3 Culture and Decision Analysis

Interviews with current staff, former staff, elected officials, and active developers suggest that organizational and procedural dynamics have at times presented challenges in the processing of development applications. These dynamics appear to exist at both the administrative and political levels and may contribute to complexity in the review and approval of development applications.

- **Administrative Considerations:** Feedback gathered through interviews suggests that the Planning Department has faced leadership and organizational challenges during this period of transition. It is recognized that many of these challenges may be attributable to the cumulative pressures of staff turnover and capacity constraints rather than the capabilities of senior leadership. Some staff have indicated that workload pressures and file management processes have at times created a stressful work environment.
- **Political Considerations:** Council decision-making appears to be influenced by a strong rural preservation perspective among some members. It is recognized that community engagement and the representation of resident interests are important parts of the municipal decision-making process. However, feedback from interviews suggests that balancing these perspectives with technical data and professional staff recommendations has posed challenges in advancing some housing applications.
- **Reputational Considerations:** The District's experience with external consultants and the staff transitions outlined above may have presented some challenges in attracting and retaining qualified planners and external consultants. It is recognized that these dynamics can be self-reinforcing, as organizational capacity and external perceptions are closely linked. That said, the recent engagement of McElhanney is a positive step that may help to rebuild external confidence and support the delivery of key planning work.

## 2.9 Comparative Municipality Review

This section assesses neighbouring CRD municipalities to identify the specific strategies and policies they adopted to meet Provincial housing targets. The goal is to highlight the policy initiatives used to support development and align future growth with long-range policy in targeted areas.

### 2.9.1 Town of Sidney

The Town of Sidney has concentrated the majority of its intensified residential and mixed-use development within its downtown core to ensure efficient growth while protecting the character of established residential neighbourhoods. By prioritizing sensitive infill and secondary suites, the Town has created a framework for densification that aligns with Provincial requirements while maintaining its unique community fabric. Some of the recent actions and priorities the Town of Sidney has adopted are as follows:

**Table 5 | Town of Sidney Comparative Review**

Action	Approach
<b>Delegated Approval Authority</b>	As per the land use procedures bylaw (1380), the Director of Development Services may approve and issue a Development Permit (minor). The intent of this is to allow Staff and Council to focus capacity on reviewing more significant development and rezoning applications.
<b>Zoning Amendments and OCP Alignment</b>	The Town of Sidney recently updated the Zoning Bylaw to comply with Bill 44 requirements, including amendments to support SSMUH development. Additionally, the zoning bylaw update included pre-zoning in new areas for multi-unit residential development in alignment with the amended OCP.
<b>Early Adoption of Infill Development</b>	The Town of Sidney was one of the first municipalities in British Columbia to legalize secondary suites in almost all single and two-family residential zones and to allow higher-density small-lot housing throughout some residential neighbourhoods. The goal of this was to enable the sensitive creation of additional housing opportunities in existing neighbourhoods without fundamentally impacting the form and character of established communities.



### 2.9.2 District of Central Saanich

The District of Central Saanich has concentrated more intensive forms of development within its UCB areas to ensure that specific areas of the community are protected and enhance its rural and small-town character. This focus is reinforced by the adoption of Zoning Bylaw No. 2180 (2024) and OCP #2100, which facilitate expanded SSMUH options and introduce Residential Infill Design Guidelines for sensitive densification. Growth is directed toward the Saanichton and Brentwood Bay Village Centres, where supportable building heights have been increased to 6 storeys to encourage walkability. To improve delivery, the District has streamlined the development process through the Delegation of Authority Bylaw (No. 2060) and updated Public Hearing requirements to align with Bill 44 and prioritize housing that addresses identified community needs. Notable recent actions are highlighted below:

**Table 6 | District of Central Saanich Comparative Review**

Action	Approach
<b>SSMUH Zoning Amendments</b>	The District’s new zoning bylaw (No. 2180, 2024) was recently adopted to allow more housing units on a property, including secondary suites, detached cottages, and carriage houses, and amended to align with OCP land use policies to support SSMUH options both within and outside the UCB.
<b>Residential Infill Design Guidelines</b>	In conjunction with the zoning update, the District adopted Residential Infill Design Guidelines in Schedule A of the new Official Community Plan (OCP #2100, April 2023) to help incorporate more types of housing sensitively in the community.
<b>Village Centre Densification</b>	The new OCP designated lands within Saanichton and Brentwood Bay for higher-density residential development and a density bonus framework. Maximum supportable heights were increased from 4-storeys to 5 or 6-storeys to enhance walkability and support 6-storey wood-frame apartments.
<b>Prioritized Application Processing</b>	The District approved a policy in August 2025 to prioritize applications for non-market housing and for projects that address gaps identified in the Housing Needs Assessment report. This signifies an acknowledgement of housing needs over a first-come, first-served approach.
<b>Delegated Approval Authority</b>	The Delegation of Authority Bylaw (Bylaw 2060) allows the Director of Planning and Senior Staff to process and approve conforming development permits, thereby reducing the number of



projects requiring a formal Council vote and public input, with the aim of reducing development timelines.

### UCB Growth and Intensification

The District is prioritizing infill development and densification in areas already serviced within the UCB, particularly in nodes designated for multi-family and mixed-use development.

### Streamlined Public Hearings

Public hearings may no longer be held when the zoning bylaw amendment aligns with the OCP, and the zoning bylaw amendment is intended to facilitate residential development where at least half of the gross floor area of all buildings in the development is designated for housing. The intent of this bill is to reduce ambiguity in assessing development applications, particularly for projects that align with long-range planning policy, which ultimately reflects the publicly approved long-range vision for growth outlined in the OCP.

## 2.9.3 Residential Parking Requirements

Residential parking mandates represent a primary lever for determining housing viability and land use efficiency throughout the Greater Victoria region. While regional peers have increasingly adopted reduced or variable parking ratios to incentivize diverse housing types, North Saanich continues to use more rigid requirements that can increase capital costs and limit overall site potential.

**Table 7 | City of Colwood Multi-Family Parking Requirements**

Bedrooms	Urban Centre	Other Areas
<b>Bachelor</b>	0.8	1.0
<b>1-Bedroom</b>	1.0	1.25
<b>2-Bedroom</b>	1.3	1.6
<b>3+ Bedroom</b>	1.5	2.0
<b>Triplex, Townhouse, Rowhouse</b>	1.5	2.0
<b>Visitor</b>	0.15	0.15

Note: No visitor parking required for mixed-use multi-family

**Table 8 | Sidney Residential Parking Requirements**

Bedrooms/Unit Type	Ratio	Note
<b>Seniors' Housing</b>	0.75 per bedroom	
<b>Apartment</b>	1 per unit	
<b>Secondary Suite</b>	1 per suite	
<b>Single-Family</b>	1 per unit	Recently reduced from 2.0 per unit
<b>Townhouse</b>	1 per unit	
<b>Duplex</b>	1 per unit	

**Table 9 | Central Saanich Residential Parking Requirements:**

Bedrooms/Unit Type	Per Unit	Visitor
<b>Residential Attached</b>	1.5 (see note)	0.1
<b>Residential Apartment</b>	1.5 (see note)	0.1
<b>SSMUH</b>	1	0

Note: Off-street parking bylaw is currently being updated. Recent amendments include:

- 1-stall per unit for residential projects less than 12 units
- Maximum of 1.5 stalls per unit for projects with more than 12 units

### 2.9.4 Residential Subdivision and Minimum Lot Standards

Minimum lot standards for residential subdivision projects are a primary factor in determining the feasibility of residential infill and the overall efficiency of serviced land use. While neighbouring municipalities utilize smaller, serviced lot formats to facilitate diverse housing types, North Saanich maintains significantly larger minimum lot requirements that often act as a barrier to the densification intended by Provincial legislation.

**Table 10 | District of North Saanich Subdivision and Lot Standards:**

Zone	Minimum Lot Size	Minimum Lot Width
<b>Single Family Residential 1 (R-1)</b>	1,400m <sup>2</sup>	26m
<b>Single Family Residential 2(R-2)</b>	2,000m <sup>2</sup>	26m
<b>Single Family Residential 3 (R-3)</b>	4,000m <sup>2</sup>	46m
<b>Small Lot Single Family Residential 1 (RS-1)</b>	1,000m <sup>2</sup>	19

- Note: Anticipated draft update to by-law currently in progress in partnership with McElhanney.
- Note: Subdivision req. for small lot single family, as per bylaw, contingent on full access to servicing.

**Table 11 | Town of View Royal Single-Family Zoning:**

Zone	Minimum Lot Size	Minimum Lot Width
<b>R-1 Detached Residential (Large Lot)</b>	1,000m <sup>2</sup>	17.5m
<b>R-1A Detached Residential</b>	850m <sup>2</sup>	17.5m
<b>R-1B Detached Residential (Medium Lot)</b>	600m <sup>2</sup>	15m
<b>R-1C Detached Residential (Small Lot)</b>	360m <sup>2</sup>	12m

**Table 12 | Town of Sidney Neighbourhood Residential Zoning:**

Zone	Minimum Lot Size	Minimum Lot Width
<b>R1</b>	250m <sup>2</sup>	7.5m
<b>R1-ESA</b>	500m <sup>2</sup>	7.5m
<b>R2</b>	500m <sup>2</sup>	-
<b>R2-ESA</b>	4,000m <sup>2</sup>	-
<b>R3</b>	350m <sup>2</sup>	7.5m

Note: Neighbourhood residential zone is the lowest-density residential zone in Sidney

**Table 13 | District of Central Saanich Neighbourhood Residential Zoning:**

Zone	Minimum Lot Size	Minimum Lot Width
<b>Residential Neighbourhood (R-N) Small Lot</b>	Less than 280m <sup>2</sup>	22m
<b>Residential Neighbourhood (R-N) Large Lot</b>	Over 280m <sup>2</sup>	22m

Note: Residential neighbourhood is the most applicable single-family residential zone (non-rural agricultural lots). Minimum lot area for subdivision is 750m<sup>2</sup> and minimum frontage for new lots is 22m.

### 2.9.5 Accessory Dwelling Units and Multiple Secondary Suites

The regulation of Detached Accessory Dwelling Units (ADUs) varies significantly across the region, with most municipalities removing minimum lot size barriers to encourage diverse housing options. While regional peers increasingly permit both a secondary suite and a detached ADU on a single lot to maximize land efficiency, North Saanich's current and proposed thresholds remain considerably more restrictive than found in neighbouring jurisdictions.

**Table 14 | Accessory Dwelling Units and Multiple Secondary Suites Comparative Analysis**

Municipality	Minimum Lot Size for Detached ADU	Secondary Suite + Carriage House
<b>City of Colwood</b>	N/A	Up to 1 secondary suite and one ADU per lot
<b>District of Saanich</b>	N/A – size of ADU varies depending on lot size	Permitted within the UCB
<b>View Royal</b>	Dependent on the zone, supportable above 360m <sup>2</sup> lot size.	Garden suites and secondary suites permitted on a single lot
<b>District of Central Saanich</b>	N/A	Permitted within the UCB
<b>Town of Sidney</b>	(N/A) inside neighbourhood residential	Permitted within the UCB

### 2.9.6 Variance Thresholds

To provide a predictable framework for administrative approvals, several adjacent municipalities have adopted specific thresholds to define "minor" variances. These standards allow staff to process and approve minor deviations from zoning requirements, ensuring that technical challenges on constrained sites do not unnecessarily trigger a lengthy political review. The District of Saanich utilizes a 10% threshold for lot coverage, whereas the Municipality of North Cowichan utilizes the more progressive thresholds detailed below to unlock difficult infill sites:

**Table 15 | Municipality of North Cowichan Variance Thresholds**

Type of Variance	Maximum degree of variance to be considered a minor variance
<b>Yard Setback</b>	50% reduction
<b>Minimum Lot Size</b>	25% reduction or 200m <sup>2</sup> reduction (whichever is less)
<b>Min. Lot Size (Existing Underweight Lot)</b>	25% reduction or 100m <sup>2</sup> reduction (whichever is less)
<b>Lot Coverage</b>	25% increase
<b>Lot Frontage</b>	25% decrease



<b>Projections (into a required setback)</b>	50% increase
<b>Building Height</b>	1 metre
<b>Minimum Number of Parking Spaces</b>	35% reduction
<b>Other Off-Street Parking Provisions</b>	Any variance
<b>Off-Street Loading</b>	Any variance
<b>Fences/Retaining Walls (Combined)</b>	Any variance
<b>Fences (without retaining walls)</b>	25% height increase
<b>Waste Enclosures (Garbage/Recycling)</b>	Any variance
<b>Landscaping and Screening</b>	+/- 25% of standard
<b>Sign Dimensions, Height, or Setback</b>	+/- 25% of standard

### 2.9.7 Key Implications

Based on the comparative findings from the Town of Sidney, the Town of View Royal, the Municipality of North Cowichan, and the District of Central Saanich, the following key implications for the District have been identified.

- **Delegation of Authority and Approval Discretion:** A significant gap exists between the District of North Saanich and its neighbouring municipalities regarding approval timelines and certainty. While the District of Central Saanich and the Town of Sidney have successfully delegated authority to the Director of Planning for conforming or minor development permits, the District of North Saanich continues to maintain a high level of discretionary oversight. While the District of North Saanich does have delegated authority for development permits, it does not appear to use it. The District of North Saanich's Development Applications Procedures Bylaw No. 1519, Section 8, Delegation of Authority, delegates the Director of Planning to issue and amend Development Permits in respect of all Development permit areas established by the Official Community Plan. Under Section 8.1(b) of this bylaw, the Director of Planning may not issue or amend a development permit that varies any provision of any bylaw.
- **Design Alignment and Approvability:** The District of Central Saanich's adoption of residential infill design guidelines provides a template for DNS to address local opposition to density. By codifying clear expectations for form and character, the District provides applicants with the upfront certainty that their proposals align with the community's long-term vision. Simultaneously, this framework helps mitigate neighbour opposition by ensuring that new density remains sensitive to the established character of existing neighbourhoods, effectively replacing regulatory ambiguity with predictable, objective design standards.
- **Urban Containment Boundary Focused Growth:** While neighbouring municipalities use the Urban Containment Boundary (UCB) as a strategic tool to focus intensification in established nodes, the District of North Saanich's current UCB alignment acts as a de facto barrier to the higher-density forms of SSMUH. While the District is currently meeting Provincial requirements, without amending the UCB to include serviced areas such as Tsehum Harbour or the Southeast Quadrant, the District remains in a regulatory stalemate that prevents the higher-density 3-to-6-unit forms intended by Provincial legislation.



- **Approvals Standardization:** The District of North Saanich must transition from a model of site-specific negotiation to one of regulatory certainty, ensuring that the publicly approved vision in the OCP (pending potential amendments), rather than individual discretionary decision-making by Council, is the primary driver of approving new development projects.
- **Provision of Residential Parking:** The District of North Saanich currently mandates a blanket parking ratio of 2.0 stalls per unit, which significantly exceeds the requirements of neighbouring municipalities such as the Town of Sidney (1.0 stall per unit) and Central Saanich (1.0 to 1.5 stalls per unit). These abnormally high requirements consume a disproportionate share of a site's buildable area and frequently force developers to resort to expensive underground parking or larger land assemblies to satisfy both vehicle storage and mandated open space requirements. While the anticipated draft update to 1.6 stalls per unit (including visitors) is a notable reduction, it remains less flexible than the project-specific and urban-centre ratios that regional peers have successfully used to improve housing viability.
- **Subdivision and Lot Standards:** The District of North Saanich maintains significantly larger minimum lot size and width requirements compared to neighbouring municipalities, which limits the potential for sensitive infill and small-lot development. While the Town of Sidney and the District of Central Saanich have adopted lot sizes as small as 250m<sup>2</sup> to 280m<sup>2</sup> to facilitate diverse housing types, North Saanich's R-1 and R-2 zones require 1,400m<sup>2</sup> to 2,000m<sup>2</sup>, respectively. This discrepancy keeps serviced land underutilized and prevents the creation of smaller, more attainable lot formats that regional peers are successfully using to meet Provincial housing targets.
- **Detached Accessory Dwelling Unit (ADU) Flexibility:** Neighbouring municipalities such as the City of Colwood and the District of Saanich have largely removed minimum lot size requirements for detached ADUs to facilitate flexible infill development. While peers like View Royal permit both secondary suites and garden suites on lots as small as 360m<sup>2</sup>, North Saanich continues to utilize significantly higher land size thresholds that limit the potential for infill development. Adopting a more context-sensitive approach to ADU lot minimums could reduce the burden on existing infrastructure while unlocking significant infill potential that aligns with the District's semi-rural character.
- **Variance Thresholds and Approval:** The District lacks the objective, quantitative variance thresholds utilized by regional peers to distinguish between minor technical adjustments and significant policy deviations. While the District of Saanich and the Municipality of North Cowichan have adopted progressive thresholds, including North Cowichan's 50% yard setback reduction and 25% lot coverage increase to unlock difficult infill sites, the District of North Saanich maintains a process in which even minor technical variances can trigger a fulsome review. Establishing similar variance thresholds would provide applicants with the upfront certainty required to pursue missing-middle housing on constrained lots, effectively shifting routine technical decisions from Council to a more efficient and consistent review process.

## 2.10 Housing Forecast Review

This section examines the District's short-term and long-term housing projections in the context of market conditions, administrative capacity, and the development pipeline. In accordance with the Housing Supply Act mandate, CBRE has reviewed the forecasts associated with the OCP and the Planned Action Summary within the District's Year 1 Housing Targets Report.

### 2.10.1 Current Housing Forecasts

The District's long-term housing projections are primarily anchored in the 2025 OCP, which forecasts growth over a 20-year horizon. However, a review of these projections suggests that certain aspects of the underlying technical detail warrant further consideration:

- **Limited Land Capacity Analysis:** Rather than a detailed land capacity analysis completed by a third-party consultant, a standard component of most OCP updates that accounts for vacant sites, building age, lot assembly potential, and redevelopment likelihood, the District appears to have applied broader density assumptions across residential zones. This approach may not fully account for the economic or physical feasibility of individual sites to accommodate development.
- **OCP and Housing Needs Assessment Alignment:** The OCP projections (2,694 new units over 20 years) are broadly consistent with the Housing Needs Report figures (2,493 new units over 20 years), which is appropriate given that meeting projected housing needs is the legislative requirement. The primary consideration is whether the underlying assumptions supporting these projections are sufficiently grounded in site-level feasibility to ensure the targets are achievable in practice.
- **Short Term Targets:** The Year 1 Planned Action Summary from the Year 1 Housing Target Progress Report indicates a target of 40 new units by July 2026, followed by a significant increase to 208 units by July 2027.

### 2.10.2 Feasibility Analysis | Status Quo Scenario

Based on CBRE's review as outlined throughout this report, along with an assessment of the District's active building permits and recent completion data, the short-term targets may be challenging to achieve under current development policies and procedures:

- **Active Building Permits:** As of February 2026, active building permits are predominantly comprised of single-family dwellings and secondary suites. At current volumes, this composition may make it challenging to achieve the 208-unit increase projected for 2027.
- **Multifamily Development Gap:** Without a meaningful shift in the approvals process, there is limited evidence to suggest that the required volume of ground-oriented or multi-unit housing will be delivered in time to meet the July 2027 milestone. This reflects the challenges associated with achieving financially



feasible development under both the existing 2025 OCP framework and the emerging policy environment of the updated Zoning Bylaw anticipated in 2026/2027.

- **Subdivision Interest:** There appears to be meaningful latent interest from residents, particularly in the Southeast Quadrant, for modest subdivisions. However, as illustrated by cases such as 8511 Bexley Terrace, some applications have encountered procedural and policy challenges that have limited their progress. Increased confidence in the approvals process could encourage broader participation, and the District may have an opportunity to better facilitate this segment of housing supply.

### 2.10.3 Feasibility Analysis | Development Supportive Scenario

If the District moves toward a more consistent and predictable approvals environment, the targets may become more achievable, as market demand appears to be sufficient. This would likely benefit from the advancement of projects currently in the pipeline:

- **Pipeline Potential:** As identified in Section 2.6.2, there are hundreds of units in the pre-application phase, along with a notable 92-unit multifamily project (10612 McDonald Park Road) that is well advanced in the development application process. If significant projects such as these, or the proposed 30-unit townhome development at 9299 Canora Road, were to receive timely approvals, the District would be well-positioned to meet or exceed its Year 3 and Year 4 targets.
- **Standardized Approach:** Advancing projects from the Status Quo to the Development Supportive Scenario would represent an important step toward achieving the 208-unit projection for 2027 and making meaningful progress toward the 20-year demand outlined in the Housing Needs Report. This would be supported by a move toward a more consistent and structured planning process, which could provide greater certainty for applicants and improve processing efficiency across the department.

## 3 | Recommendations

This section outlines key recommendations for consideration by the Minister of Housing and Municipal Affairs. These are intended to address regulatory and procedural barriers, modernize land use policy, and support the delivery of housing necessary to meet the District's statutory obligations.

The recommendations outlined in this section are informed by the analysis, technical data review, and interview findings detailed throughout this report. Drawing on input from municipal staff and elected official interviews, developer meetings, intergovernmental correspondence, District files, and District proceedings, CBRE has developed an understanding of the structural, procedural, and financial considerations impacting housing delivery. The following consolidated recommendations are presented as a unified strategic plan. These actions are intended to address regulatory and procedural barriers, modernize land use policy, and provide the administrative framework necessary for the District to meet its statutory housing obligations.

### 3.1 Strategic Land Use and Regulatory Modernization

#### 3.1.1 Delegation of Minor Development Variance Permits

The approvals process has at times been affected by the routing of minor technical adjustments through multiple layers of political oversight. Under the current Council Procedure Bylaw (Section 42), all development variance permits are routed through the Committee of the Whole for preliminary consideration before reaching Council for final issuance, creating a multi-stage review process for routine technical matters. This recommendation seeks to streamline this process by delegating minor development variance permits to staff, providing greater certainty and consistency in approvals. It is acknowledged that this recommendation would place additional responsibilities on planning staff; however, it is anticipated that a more structured and empowered approvals environment may also support staff retention.

- **Description:** The District should amend its Development Application Procedures Bylaw to delegate minor development variance permits to municipal staff, in accordance with Section 498.1 of the Local Government Act, by December 31, 2026. Minor development variance permits are restricted to variations in parking and loading requirements, and the size and dimensions of buildings, and cannot alter permitted land use or density. The District shall determine the specific thresholds defining what constitutes a "minor" variance. Section 2.9.6 in this report outlines reasonable ranges informed by comparable municipalities.

**Table 16 | Proposed Minor Variance Thresholds for Residential Development**

Type of Variance	Maximum degree of variance to be considered a minor variance
<b>Yard Setback</b>	50% reduction
<b>Minimum Lot Size</b>	20% reduction
<b>Lot Coverage</b>	15% increase
<b>Lot Frontage</b>	25% decrease
<b>Building Height</b>	1 metre
<b>Minimum Number of Parking Spaces</b>	20% reduction
<b>Other Off-Street Parking Provisions</b>	Any variance
<b>Off-Street Loading</b>	Any variance

- **Challenge and Public Interest:** This would establish a clear administrative track for routine adjustments, bypassing the Committee of the Whole and Council for matters that do not involve changes to land use or density. This reduces approval timelines for policy-aligned projects, lowers carrying costs, and optimizes Council's capacity to focus on complex, high-impact strategic matters.

### 3.1.2 Updated Parking Requirements

As detailed in Section 2.3.2, the District currently mandates a blanket parking ratio of 2.0 stalls per unit for all multi-family developments. This requirement exceeds those of adjacent and comparable municipalities across the region. Current parking requirements may pose challenges for housing development, as they can increase construction costs and affect project viability, or result in the creation of substantial parking areas with impacts on the natural environment. This recommendation seeks to align municipal parking standards with market demand to support more feasible and affordable construction. The proposed parking ratios outlined below are informed by a comparative review of similarly sized municipalities that have reduced parking requirements, detailed in Section 2.9.3.

- **Description:** The District must amend its off-street parking requirements to align with demonstrated market demand. The directive could establish a reduction to 1.2 stalls per unit, or a sliding scale of 1.0 stall for one-bedroom units, 1.2 stalls for two-bedroom units and 1.5 stalls for three-bedroom units. These figures are consistent with the standards adopted by comparable municipalities, including the Town of Sidney, the District of Central Saanich, and the City of Colwood. For Small-Scale Multi-Unit Housing (SSMUH), on-site parking could be capped at approximately 1.5 stalls per unit to support site viability. These figures are intended as a guide, with final requirements to be informed by the findings of the third-party parking demand 3.2.11.
- **Challenge and Public Interest:** Elevated parking ratios can require developers to construct surface or underground parkades, which significantly affect the financial viability of multifamily residential apartment projects. It is recognized that market developers have a commercial interest in providing sufficient parking to ensure project marketability and are unlikely to under-provide parking at the expense of project success.



Aligning parking requirements with demonstrated market demand would reduce hard construction costs and support the creation of missing-middle housing.

### 3.1.3 Exemption of Federal Airport Lands

As detailed in Section 2.4, the Victoria Airport Authority's Land Use Plan explicitly prohibits residential development across all land use designations within its jurisdiction, a position formally reinforced by Transport Canada through direct correspondence with the District. Despite this, the District's 2025 OCP designates a portion of Victoria Airport Authority lands for multi-family residential and commercial development, creating a conflict between municipal planning documents and federal land-use policy. While workforce housing in proximity to a major regional employment hub is an understandable planning objective, it cannot be achieved on federally governed aviation lands, and any housing capacity attributed to these parcels within the District's planning framework is not realistically achievable. This recommendation seeks to correct that misalignment and ensure that the District's housing obligations are met through lands that are within its jurisdictional authority.

- **Description:** The District of North Saanich is to amend its 2025 OCP by removing all references to residential use of lands under the jurisdiction of the Victoria Airport Authority and reallocate comparable residential capacity within the District to ensure that removal does not reduce the District's overall housing supply potential.
- **Challenge and Public Interest:** Federal land-use policy restricts residential development on aviation lands to protect ongoing aviation operations, manage noise and safety considerations, and preserve sufficient capacity for long-term regional and national economic growth. While workforce housing near major employment centres is a worthwhile goal, it must be pursued through municipally controlled lands that are appropriately designated and free of federal jurisdiction constraints. Clarifying the status of airport lands within the District's planning framework ensures that housing targets are grounded in realistic and achievable development capacity, and that obligations are not inadvertently deferred to lands that cannot legally accommodate residential uses. This recommendation supports a more transparent and accountable approach to housing planning in North Saanich.

### 3.1.4 Modernization of Subdivision and Lot Standards

As detailed in Sections 2.3.1 and 2.3.4 and in the appendix, current lot standards in North Saanich may be limiting opportunities for subdivision and gentle infill development in established neighbourhoods. The 2025 OCP applies a minimum lot size of 1,400m<sup>2</sup> across both General Residential and Neighbourhood Residential designations, which encompass the majority of currently zoned R1 and R2 lots. This threshold excludes a significant portion of the District's existing land base from subdivision potential and constrains the organic, incremental density that these neighbourhoods could reasonably support. This recommendation seeks to modernize these baseline standards to allow for gentle infill compatible with North Saanich's broader rural character of North Saanich.



- **Description:** The District of North Saanich must amend its Zoning and Subdivision bylaws to reduce minimum lot sizes and widths in residential zones, in accordance with the following specific standards, which are supported by the comparative municipal analysis provided in Section 2.9 and the infrastructure capacity findings outlined in Section 2.7:
  - For R1 zones, the minimum lot size shall be reduced from 1,400m<sup>2</sup> to 925m<sup>2</sup>. It is noted that the 2025 OCP applies a uniform 1,400m<sup>2</sup> minimum across both General Residential and Neighbourhood Residential designations, and CBRE recommends that this 925m<sup>2</sup> threshold be applied consistently across all zones currently set at 1,400m<sup>2</sup>, including any R2 zones that may carry forward that standard under the updated Zoning Bylaw.
  - Where R2 zones retain a distinct character warranting a different threshold, a minimum lot size of 1,300m<sup>2</sup> is recommended, reflecting the generally larger lot character of those areas. The District should confirm the appropriate threshold for each zone through the comparative analysis referenced in Section 2.9.4. Minimum lot widths of 20 meters are recommended for both R1 and R2 zones, consistent with standards observed in comparable municipalities.
  - To ensure compatibility with established neighbourhood character, new housing forms (duplexes and townhouses) shall continue to be governed by the existing density thresholds (FAR and lot coverage) of the underlying R1 and R2 zones. This approach ensures that multi-unit infill is delivered within a building footprint and massing consistent with existing single-family dwellings, focusing the increase on unit count rather than physical building size.
  - Additionally, the District must remove all panhandle lot restrictions and permit duplexes and townhouses as allowable uses in R1/R2 zones within the updated Zoning Bylaw. The District must permit these uses within the UCB to align with Provincial SSMUH objectives. These changes are consistent with the Southeast Quadrant infill strategy outlined in Section 3 and the SSMUH alignment objectives described in Section 2. While these uses are prioritized within the proposed UCB expansion areas, the District should also permit duplexes as an allowable use in R1 and R2 zones District-wide to facilitate organic, incremental density. In areas currently lacking municipal sewer service, this gradual density is expected to occur over time. On-site septic systems may be able to support this incremental growth until further infrastructure investment can be made in the future. In the interim, development density outside of serviced areas will be naturally governed by the technical capacity of individual on-site systems.
- **Challenge and Public Interest:** As illustrated by cases such as 8511 Bexley Terrace and 8650 Aldous Terrace, outlined in Section 2.6.2, current lot standards are limiting subdivision activity in areas where the existing land base and infrastructure could reasonably support modest infill. The proposed amendments are intended to align development standards with the physical reality of the District's land base and the incremental housing needs of existing and future residents. The subdivision of properties as landowners'

household requirements evolve can facilitate organic, neighbourhood-scale density without requiring large-scale land assembly or significant changes to community character.

### 3.1.5 Expansion of Accessory Development Potential

As detailed in Sections 2.3.1, 2.9.4 and in the appendix, current restrictions on secondary suites and accessory structures are among the most limiting in the region, with secondary suites capped between 60m<sup>2</sup> and 90m<sup>2</sup>, guest cottages prohibited on lots under 0.99 acres, and a prohibition on combining a secondary suite and carriage home on the same property. These restrictions may be limiting a meaningful source of gentle density. This recommendation seeks to modernize the regulatory framework governing accessory dwelling units to maximize the utility of existing lots in serviced areas, consistent with the 2025 OCP objectives and provincial housing goals.

- **Description:** The District of North Saanich must amend its OCP and Zoning Bylaw to expand accessory development potential in accordance with the following specific standards, which are supported by the comparative municipal analysis provided in Section 2.9.4:
  - The maximum floor area for both Secondary Suites and Guest Cottages shall be increased to 110m<sup>2</sup>. To ensure predictability and maximize the delivery of functional rental housing, the District should remove any secondary suite floor area limits based on a percentage of the principal dwelling's habitable area. The 110m<sup>2</sup> flat maximum shall serve as the primary size constraint, providing a clear and objective standard for homeowners and staff. This threshold is broadly informed by comparable municipal standards in the region, including the draft Zoning Bylaw update's own consideration of units up to 115m<sup>2</sup> as noted in Section 2.3.3. It is intended to provide functional living space while remaining compatible with neighbourhood character.
  - Guest Cottages shall be permitted on lots 0.5 acres or larger, representing a meaningful reduction from the current 0.99-acre threshold and reflecting the physical characteristics of a significant portion of the District's existing residential land base. Both a secondary suite and a carriage home or guest cottage shall be permitted concurrently on lots 1 acre or larger, removing the current prohibition on combining these two accessory dwelling unit types on a single property.
  - In areas currently lacking municipal sewer service, gentle infill density in the form of accessory dwelling units is expected to occur over time. On-site septic systems may be able to support this incremental growth until further infrastructure investment can be made. In the interim, development density outside of serviced areas will be naturally governed by the capacity of on-site systems.
- **Challenge and Public Interest:** The current regulatory framework effectively limits the utility of existing rural parcels by prohibiting the most productive combinations of accessory dwelling units and applying size restrictions that reduce the functional and financial viability of secondary suites and guest cottages. Expanding the potential for accessory development supports multi-generational housing and near-term



rental supply without requiring land assembly, infrastructure expansion, or significant changes to neighbourhood character. This will ensure that the regulatory framework is fully aligned with both provincial housing objectives and the practical needs of North Saanich residents.

### 3.1.6 Ministerial Approval of Priority Housing Applications

A small number of development applications in the District's active pipeline are well advanced, technically sound, and aligned with provincial housing objectives. Despite this alignment, these applications have encountered sustained procedural delays that have prevented them from advancing to approval. Under the Housing Supply Act, the Minister has the authority to direct a local government to approve specific development applications where delays are impeding the achievement of housing targets. This recommendation exercises that authority in respect of the priority application identified below.

- **Description:** The Minister shall direct the District to adopt the necessary OCP and Zoning Bylaw amendments required to enable the development at 10612/10622 McDonald Park Road. This application, for a six-storey, 92-unit multifamily residential building, represents the single most significant near-term housing supply opportunity in the District's active pipeline. The application is well advanced in the review process, with outstanding considerations relating to building height, parking ratios, and UCB alignment. Further, the Minister shall direct the District to provide a written status report within 60 days on all other active development applications identified in Section 2.6.2, confirming their current processing status and any outstanding requirements for approval.
- **Challenge and Public Interest:** The McDonald Park Road application alone represents 92 units of near-term multifamily housing supply, the delivery of which would make a material contribution toward the District's Year 2 and Year 3 housing targets at a time when the active development pipeline is thin. The application has been subject to a review period that exceeds standard processing timelines, and the outstanding considerations are either directly addressed by other recommendations in this report or resolvable through the policy and procedural changes recommended herein. Exercising Ministerial approval authority in respect of this file provides an important signal that technically sound, policy-aligned applications will be advanced, and that prolonged procedural delay is not a substitute for evidence-based decision-making.

### 3.1.7 Additional Strategic Planning and Policy Considerations

The following policy recommendations may be refined following the completion of the technical studies outlined over the following pages and are intended to create a regulatory framework that enables long-term housing supply across key growth nodes without significantly impacting the predominantly rural character of the community.

- **Multifamily Density and Height:** Subject to technical findings, multifamily land use designations should be revised to support apartment development up to six storeys with an FAR of between 2.5 and 3.0, consistent with the BC Building Code for wood-frame construction and financial viability thresholds.



- **Establish Southeast Quadrant Infill Area:** The Southeast Quadrant should be designated as an approved area for gentle infill ("Area 3"), with permitted uses expanded to include panhandle lots, duplexes, townhouses, and carriage homes, and minimum site size requirements reduced accordingly. This is consistent with the lot standard amendments recommended above.
- **Seniors Housing and Congregate Care:** Specific density bonuses and reduced parking minimums should be introduced for seniors' housing and assisted living facilities to encourage aging-in-place development, reflecting the demographic needs identified throughout the District.
- **Townhome Development:** Minimum lot sizes for townhome projects should be reduced, and maximum heights increased to three storeys at 1.2 FAR, ensuring sufficient space for under-unit parking and functional multi-bedroom layouts. Secondary suites within townhome units should be permitted to support affordability and rental supply.
- **Flexible Mixed-Use:** Commercial development at grade within apartment buildings should be supported but not mandated, allowing for market-driven flexibility and the organic emergence of local commercial amenities in key neighbourhood nodes.
- **Financial Incentives and Master Plans:** Revitalization Tax Exemptions should be implemented for purpose-built rental and seniors care developments in Areas 1, 2, and 3. Large-scale, master-planned communities delivering significant non-market and family housing in areas geographically separated from established low-density neighbourhoods should be prioritized for expedited processing.
- **Below-Market Rental and Seniors' Housing Covenants:** Developments receiving density bonuses for non-market or seniors' housing should be subject to a restrictive covenant and housing agreement on title, securing affordability and tenure for the economic life of the building.

## **3.2 Governance, Process Optimization, and Administration**

The following recommendations address administrative and procedural factors contributing to delays in housing development in North Saanich and warrant additional consideration and implementation. These measures align with approaches used by comparable municipalities. They are intended to support the Planning Department, improve transparency to applicants and developers, and ensure technical considerations remain central to land-use decisions.

### **3.2.1 Urban Containment Boundary and Strategic Development Areas**

It is recommended that the District prioritize efforts to extend the UCB to align with the CRD Regional Growth Strategy, with a particular focus on three key nodes: the McTavish Interchange ("Area 1"), Tsehum Harbour ("Area 2"), and the Southeast Quadrant, which includes the Allegro School Site ("Area 3"). It is further recommended that the District apply to the CRD for a minor amendment to the RGS to include Areas 1, 2, and 3 within the UCB, and that the OCP and Zoning Bylaw be amended to pre-zone these nodes to permit six-storey wood-frame residential development with an FAR of between 2.5 and 3.0.

### **3.2.2 Procedural Streamlining**

The District should review the role of the Community Planning Advisory Committee (CPAC) in the context of multi-family and mixed-use development applications that are directly aligned with current policy. Consultations suggest that the CPAC process may at times introduce unnecessary uncertainty into the timelines for applications already vetted by staff. The District is encouraged to ensure that advisory review is focused on applications that add genuine technical and community value. The District is to provide an interim report on CPAC reviews of multi-family and mixed-use development applications, documenting any objections or proposed changes to technical aspects of applications that have been reviewed by municipal staff.

### **3.2.3 Development Finance Tools**

The District should prioritize the adoption of a Development Cost Charge bylaw and an Amenity Cost Charge bylaw by the end of 2026. These tools would provide certainty to both the municipality and the development community and ensure that the costs of growth are equitably allocated.

### **3.2.4 Pre-Application Tracking**

The District should implement a tracking system for all pre-application inquiries. Quarterly reports should be provided to the Province detailing the key particulars of each project under consideration, including address, unit count, unit mix, parking, policy alignment, target demographic, height, density, anticipated timeline, and technical rationale for progression or non-advancement.



### **3.2.5 Development Review Process**

Council meetings and public hearings should be structured to ensure staff and applicant presentations are completed prior to public commentary, and applicants should be permitted to present on their own behalf at all public consultation and development application sessions.

### **3.2.6 Quarterly Staff Reports to Council**

The District should reinstate quarterly reporting to Council on progress against long-range policy objectives, including housing targets and policy amendments. This standard administrative practice has been affected by recent departmental turnover, and its reinstatement would support greater transparency and accountability.

### **3.2.7 Firm Processing Timelines**

The District should establish a formalized development review process with clear, publicized timelines for pre-applications, development applications, and policy-aligned approvals. As a benchmark, a target of four months from initial pre-application meeting to Council approval is recommended, assuming policy conformity and defensible technical rationale.

### **3.2.8 Departmental Resourcing and Stabilization**

The District should institute formalized operating procedures and structured onboarding programs within the Planning Department, providing existing and incoming staff with consistent guidance and management support to address current capacity pressures.

### **3.2.9 Mandatory Council Training**

The District should implement training for elected officials focused on land use economics, provincial housing legislation, the application of long-range planning policy, and basic development principles. The LGMA's community planning course for local government professionals is recommended as a starting point.

### **3.2.10 Third-Party Technical Support**

The District should establish a framework where contested technical matters are referred to an independent peer reviewer for resolution, ensuring that certified professional reports on matters such as traffic, civil engineering, and environmental assessment are evaluated on their technical merits.

### **3.2.11 Technical, Financial, and Land Capacity Studies**

The studies below warrant consideration and implementation. The identified studies are necessary to confirm whether the OCP and updated Zoning Bylaw create viable development scenarios and to ensure housing targets are actionable and realistic. The District could consider drawing from unused Growing Community Fund allocations to fund these engagements.



- **Third Party Financial Viability Testing:** Pro forma analyses should be completed to directly inform the Zoning Bylaw update and required OCP amendments, confirming that proposed land use designations, building heights, densities, and built-form requirements are economically viable. If this is not captured within the McElhanney scope, the District should expand that mandate or retain an additional real estate economics specialist. This work should also support the transition to a fixed-unit-price metric for Amenity Cost Charges.
- **Finalize Infrastructure Strategy:** The District should complete its infrastructure capacity assessment to confirm that the McTavish, Tsehum, and Southeast Quadrant - Allegro School Site growth nodes can support six-storey development, and that the Southeast Quadrant can accommodate the anticipated volume of infill subdivision inquiries.
- **Third Party Land Capacity Analysis:** A detailed land capacity study should be completed to confirm the actual development potential of properties designated for future development and identified growth nodes, ensuring that OCP housing projections are realistically achievable.
- **Third Party Parking Demand Analysis:** A District-wide parking demand study should be conducted to align parking ratios with unit sizes and realistic market demand. Preliminary targets, inclusive of guest parking, are recommended as 1.0 stalls for one-bedroom units, 1.2 stalls for two-bedroom units, and a maximum mandated requirement of 1.5 stalls for units with three or more bedrooms, including townhouses and multiplex projects. This approach ensures that parking requirements do not exceed a ceiling of 1.5 stalls per unit for any multi-unit housing form, regardless of project size or type. Unbundled parking should also be considered to separate housing costs from parking stalls and improve overall project affordability. This study is intended to inform and confirm the baseline standards established under Recommendation 2.
- **Third Party OCP and Zoning Review and Update:** Following completion of the above studies, a planning consultant should conduct a comprehensive review of land use designations and residential zoning bylaws to identify amendments required for alignment between the Zoning Bylaw, OCP, and CRD Regional Growth Strategy. These updates should be targeted for completion by December 31, 2026.



### **3.3 Intergovernmental Relations, Regional Alignment, and Public Communications**

Achieving the District's housing targets will require constructive engagement with neighbouring governments, regional bodies, and the broader public. The following recommendations are intended to strengthen those relationships and support a more transparent and informed public conversation about housing in North Saanich.

#### **3.3.1 Capital Regional District Collaboration**

The District should proactively participate in regional planning forums to align its housing targets with regional infrastructure and transportation investments. It should treat the Urban Containment Boundary as a dynamic planning tool to be coordinated through the CRD rather than a static constraint, consistent with the UCB recommendation above. A formal review of the OCP should be initiated to confirm consistency with the CRD Regional Growth Strategy.

#### **3.3.2 Victoria Airport Authority Collaboration**

The District should formally recognize that Victoria Airport Authority lands are not available for residential development under federal land-use policy, consistent with Recommendation 3, and ensure that future planning documents reflect this position clearly to support a constructive and stable working relationship with the VAA.

#### **3.3.3 First Nations Servicing Agreements**

The District should actively collaborate with neighbouring First Nations to explore opportunities to formalize municipal servicing agreements for water and sewer infrastructure that could support development capacity on reserve lands. Master-planned housing projects proposed on these lands represent a mutually beneficial opportunity and would benefit from proactive municipal infrastructure engagement.

#### **3.3.4 Data-Driven Public Education Campaign**

The District should develop a formalized communications strategy to support informed public understanding of the long-range planning process and the implications of housing policy decisions. Publishing verified housing build-out projections and clear explanations of regulatory trade-offs could help ensure that community conversations about growth are grounded in accurate and accessible information.

#### **3.3.5 Transparency in Financial Feasibility**

The results of all third-party financial pro forma analyses associated with the Zoning Bylaw update and future OCP amendments should be publicly published. Demonstrating the relationship between built-form requirements, construction costs, and project viability can help build public understanding of why certain policy constraints, such as three-storey height limits and elevated parking requirements, present challenges for housing delivery.

### **3.3.6 Community Consultation Methodologies**

The District should consider implementing statistically valid engagement processes for major planning initiatives to ensure that public input reflects a broad and representative range of community perspectives. This could help ensure that planning decisions are informed by the full spectrum of local views rather than a subset of particularly engaged voices.

## **3.4 Implementation and Monitoring**

The following timelines categorize the key recommendations identified into phased milestones, reflecting the nature and complexity of each action required.

### **3.4.1 Priority Legislative and Regulatory Actions**

The implementation of core land-use and regulatory changes is organized into two primary windows. Actions requiring bylaw amendments or administrative changes that do not depend on the completion of technical studies should be finalized by December 31, 2026. Actions contingent on third-party studies or more complex regulatory processes, such as OCP amendments or UCB applications, are targeted for completion by June 30, 2027, subject to confirmation by the Ministry.

### **3.4.2 Operational and Accountability Framework**

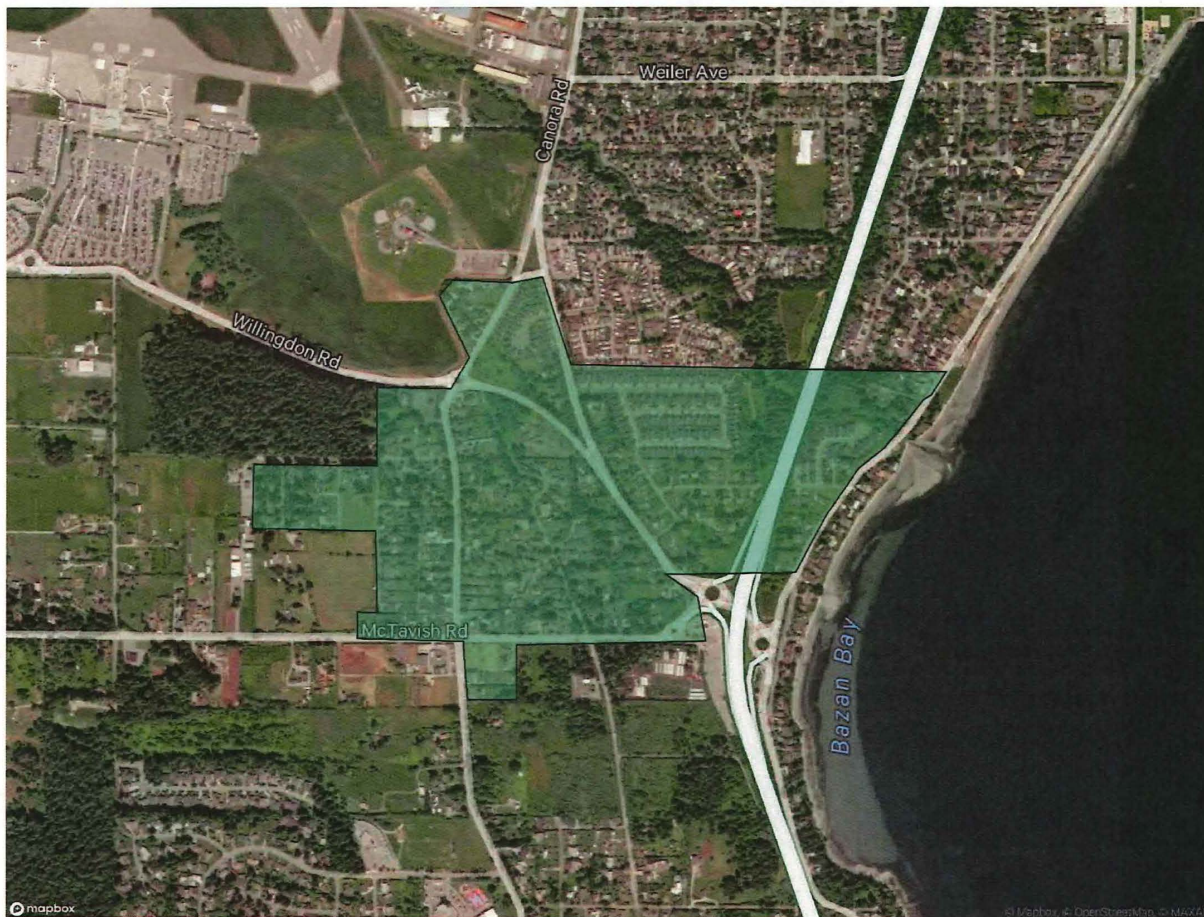
The progress-tracking initiatives outlined in Section 3.2 (Governance, Process Optimization, and Administration) should be implemented on an ongoing basis. The District's progress against these milestones should be reported to the Province on a quarterly basis through the Year 3 Progress Report. This frequency provides the Province with sufficient visibility into administrative and procedural progress without placing an undue burden on current departmental capacity.

### **3.4.3 Strategic Policy Advancement**

The initiatives outlined in Section 3.3 (Intergovernmental Relations, Regional Alignment, and Public Communications) are intended to be advanced as they are informed by the completion of the technical studies detailed in Section 3.2.11. The District should provide comprehensive updates on the status of these policy advancements as part of its formal Year 2 and Year 3 Housing Target Progress Reports.

# Appendix

## Development Focus Area 1: McTavish Interchange



**Development Focus Area 2: Tsehum Harbour**



**Development Focus Area 3: Southeast Quadrant and Allegro School Site**



## Zoning Bylaw Definitions

The definitions within a zoning bylaw act as the primary filter for development, determining not only what is permitted but also the specific built form that development must take. By establishing rigid parameters for building types and occupancy, these definitions can unintentionally restrict the evolution and creation of housing to meet current needs and changing market conditions. The following zoning bylaw definitions have been highlighted due to their potential to reduce the viability of new housing development in the District of North Saanich.

- **Apartment:** The residential use of a building which contains three or more dwelling units, with each dwelling unit having its principal access from a lobby or hallway common to other dwelling units, and specifically excludes a motel or other temporary accommodation.
- **Carriage house:** A detached one-family dwelling accessory to a principal single-family residential dwelling constructed on the top floor of a garage of a site on which is situated a one-family dwelling.
  - **Note:** By requiring the unit to be over a garage, the bylaw effectively limits flexibility in creating ground-level garden suites and increases construction costs by requiring a structural garage as a prerequisite to the creation of a carriage house.
- **Dwelling Unit:** One self-contained unit with a separate entrance designed and used for year-round occupancy with complete living facilities for one or more persons.
- **Floor area, gross:** This is defined as the total floor area of all storeys of a building. Crucially, the calculation excludes the first 65m<sup>2</sup> (700 sf) of parking space in principal buildings, the first 185m<sup>2</sup> (2,000 sf) of any basement, and open areas like sun decks, exterior stairs, and uncovered swimming pools.
  - **Note:** Square footage flexibility for large basement areas can incentivize the construction of larger single-family homes with large basements rather than smaller, more attainable multi-unit buildings where the same floor area may be restricted.
- **Family:** Two or more persons related by blood, marriage, or adoption plus up to two unrelated persons, or up to four unrelated persons, living together communally as a single household and domestic unit
  - **Note:** This definition serves as a regulatory barrier to co-housing and communal living modes. By capping unrelated occupants at four, the bylaw restricts the ability for larger groups of peers to share housing costs in a single household.
- **Guest Cottage:** A self-contained dwelling unit accessory to a principal dwelling unit situated on the same lot, but not a temporary accommodation, and subject to the provisions of Section 204:
  - **Note:** Because guest cottages are prohibited from providing temporary accommodation (stays of less than 30 days), they cannot generate short-term rental revenue to offset high land and



construction costs. This limits the "end-user" strictly to long-term tenants or family members, potentially rendering the project financially unviable for homeowners who require supplemental income to justify the investment.

- **Note:** No guest cottage is permitted on a lot that has an area of less than 0.99 acres
- **Note:** Either the guest cottage or the single-family residential dwelling must be owner-occupied
- **Single Family Residential:** The residential use of one detached building per lot, consisting of one dwelling unit with one kitchen or food preparation area, which is occupied or intended to be occupied as a residence for one family, and includes:
  - **Note:** A secondary suite lawfully established in accordance with Section 206 (in which case a second clearly accessory dwelling unit is permitted); boarding and lodging for a maximum of two persons; a bed and breakfast home occupation
  - **Note:** Excludes temporary accommodation, which may limit the financial viability of a single-family home without supplementary income
  - **Note:** Can't have a secondary suite AND a carriage house,
  - **Note:** Secondary suite capped at the lesser of 90m<sup>2</sup> or 40% of habitable area
- **Townhouse Complex:** The residential use of building(s) which contain three or more dwelling units, with each dwelling unit having its principal access from a separate ground-level entrance, and excludes temporary accommodation
- **Temporary Accommodation:** The non-residential, commercial, or quasi-commercial use of sleeping accommodations for less than 30 consecutive days
- **Usable Open Space:** Means a compact, level, unobstructed area or areas available for use by all of a building's occupants, having no dimension less than 6.1 metres (20 ft.) and no slope greater than 10 percent, providing for greenery, open area recreation, and other leisure activities normally carried on outdoors, and excludes areas used for off-street parking, off-street loading, service driveways, required front yards, and roof areas.
  - **Note:** This definition mandates large, level, and unobstructed land parcels with a minimum dimension of at least 6.1 metres, which can be difficult to achieve on smaller lots once standard setbacks are applied. Consequently, this "land tax" per unit often forces a competition for ground-level space with mandated parking ratios, frequently making expensive underground parking the only mathematical way to satisfy both sets of requirements.



- **Section 206 – Secondary Suite:** Can not be in conjunction with another secondary suite, laneway house, carriage house, guest/caretaker cottage, or dwelling unit other than the principal dwelling unit of a single-family residential dwelling
  - **Note:** The gross floor area of a secondary suite must not exceed the lesser of 60m<sup>2</sup> in a CD-3 or CD-4 zone and 90m<sup>2</sup> in any other zone, *and* no more than 40% of the habitable area of the single-family residential dwelling
  - **Note:** The single-family residential dwelling in which the secondary suite is located must be connected to the District of North Saanich sanitary sewer system or be provided with an on-site sewage disposal system
  - **Note:** One additional off-street parking space for the exclusive use of occupants of a secondary suite must be provided
  - **Note:** A single-family residential dwelling that contains a secondary suite must not be subdivided under the Strata Property Act
  - **Note:** No secondary suites in a townhouse development or a townhouse complex, as this would create a “separate ground level entrance,” i.e., a second dwelling unit
  - **Note:** Many single-family residential zones do not allow or permit a secondary suite
- **Carriage House (conditions):** Lot must be at least 10m wide, not be used for more than one single-family residential dwelling unit in and one carriage house
  - **Note:** The GFA of a carriage house must not exceed the lesser of 649 square feet OR 18% of the lot area

**CBRE**

# Thank You

For more information

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**Cole Hansen**

**From:** admin  
**Sent:** Thursday, June 18, 2026 8:31 AM  
**To:** corporateservices  
**Subject:** FW: Subject: Request for Proclamation – Pregnancy and Infant Loss Awareness Month and Day 2026

Kindest Regards,



**Katie Sucksmith**  
Finance Administrative Assistant  
250-655-5450  
District of North Saanich  
1620 Mills Rd, North Saanich, BC V8L 5S9



The District of North Saanich conducts its business within the traditional territories of the W̱SÁNEĆ people, including but not limited to BŌKĒCĒN (Pauquachin), W̱SIKEM (Tseycum), STÁUTW (Tsewout), WJŌLĒLP (Tsartlip), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.

DISTRICT OF NORTH SAANICH	
CAO	Corporate Officer <i>DLG</i>
JUN 18 2026	
<b>RECEIVED</b>	
<input checked="" type="checkbox"/> Council Agenda	<input type="checkbox"/> Action Info
<input type="checkbox"/> Response	<input type="checkbox"/> Information
<input type="checkbox"/> Filing	<input type="checkbox"/> Director
Referred to:	
<input type="checkbox"/> Mayor and Council	<input type="checkbox"/>

*June 29 Reg.*

**From:** Kristin Pichoskie [REDACTED]  
**Sent:** Thursday, June 18, 2026 8:24 AM  
**To:** Kristin Pichoskie [REDACTED]  
**Subject:** Subject: Request for Proclamation – Pregnancy and Infant Loss Awareness Month and Day 2026

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Dear Mayor and Members of Council,

My name is Kristin Pichoskie, and I am the founder of Oak's Tree of Love, a Northern Ontario initiative created in memory of my son, Oak Beaudyn Noel.

Oak's Tree of Love respectfully requests that your Municipality proclaim October 15, 2026, as Pregnancy and Infant Loss Awareness Day and October 2026 as Pregnancy and Infant Loss Awareness Month.

We would also be grateful if the Municipality would consider a flag raising and/or the illumination of City Hall, a municipal building, bridge, landmark, sign, or other public feature in pink, blue, and white in recognition of this important awareness initiative.

Pregnancy, infant, and child loss affect thousands of Canadian families each year. Recognition of this day and month helps raise awareness, honour babies and children gone too soon, support bereaved families, reduce the stigma surrounding grief and loss, and encourage compassionate conversations about pregnancy loss, infant loss, stillbirth, and child loss within our communities.

Oak's Tree of Love provides memory boxes, remembrance projects, awareness initiatives, hospital partnerships, and support resources for families affected by the loss of a baby or child.

Thank you for your time, consideration, and support of bereaved families. We would be grateful to learn whether the Municipality plans to participate through a proclamation, flag raising, illumination, or another form of recognition for Pregnancy and Infant Loss Awareness Day and Month in 2026.

This request forms part of a Canada-wide awareness initiative seeking municipal, provincial, and territorial recognition of Pregnancy and Infant Loss Awareness Day and Month, and support for bereaved families.

Sincerely,

Kristin Pichoskie  
Founder, Oak's Tree of Love  
[REDACTED]

In loving memory of Oak Beaudyn Noel  

**Cole Hansen**

**From:** Peter Jones  
**Sent:** Monday, June 22, 2026 12:06 PM  
**To:** corporateservices  
**Subject:** Fwd: Request for traffic calming measures on Chalet Road and Lands End Road

DISTRICT OF NORTH SAANICH  
 CAO  
 Corporate Officer **DO**  
 JUN 22 2026  
**RECEIVED**  
 Council Agenda Info  
 Action  
 Response  
 Information  
 Filing  
 Referred to:  
 Director  
 CC:  
 Mayor and Council

*Jone  
29  
Reg.*

Sent from my iPhone

Begin forwarded message:

**From:** Chris Davis [REDACTED]  
**Date:** June 22, 2026 at 11:16:30 AM PDT  
**To:** All Mayor and Council <AllMayorandCouncil@northsaanich.ca>  
**Subject:** Request for traffic calming measures on Chalet Road and Lands End Road  
**Reply-To:** [REDACTED]

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**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Mayor Jones and Councillors,

I am writing to request that Council direct staff to investigate and implement traffic calming measures along Chalet Road and Lands End Road. Excessive speed on these rural roads has become a recurring danger to residents, and on June 21, 2026 I witnessed it result in a serious crash. I and a number of my neighbours believe action is overdue.

Specifically, I ask Council to consider:

1. **Four-way stops at the corners of Tatlow Road and Chalet Road and/or West Saanich Road and Lands End Road.** These intersections would benefit from a controlled stop to break up high-speed travel through the neighbourhood.
2. **A raised crosswalk at the Danton Trail crossing on Chalet Road** (near 11127 Chalet Road). Where the trail meets the road, and it is the exact location of the June 21 crash described below.
3. **A raised crosswalk at the Clayton Trail crossing on Chalet Road.** This is another trail access point where pedestrians, including my children, regularly cross.
4. **Other appropriate measures at key points along Lands End and Chalet Roads.**

These roads are two-lane chip seal with gravel shoulders and ditches, twisting through a rural residential neighbourhood with no sidewalks. The posted limit is 50 km/h. Pedestrians have nowhere to go but the shoulder, and the trail crossings put families directly in the path of through traffic. Vertical deflection measures such as raised

crosswalks, combined with controlled intersections, are proven, low-cost tools for reducing speed where enforcement alone cannot be present at all times.

### **The incident of June 21, 2026**

At approximately 5:30 pm on June 21, I was walking northbound on Chalet Road with a neighbour and his two young children. It was a warm, sunny summer evening.

Near 11105 Chalet Road, three sport motorcycles approached from the north travelling southbound toward us at an estimated 100 km/h — roughly double the posted limit. They passed and continued south. We were alarmed by the speed and moved the children well off the road.

Moments later, a second group of three motorcycles approached at a similar speed. Before reaching us, the lead rider lost control just a few metres from the Danton Trail entrance, crossed the driveway at 11127 Chalet Road, and entered the ditch. His motorcycle flipped forward, throwing him into the garden of the property. He was able to stand afterward, but the outcome could easily have been far worse; had he lost control a few seconds earlier, or had pedestrians been at the trail crossing, this would have been a fatality.

I understand the police received at least 18 calls regarding the speed at which these motorcycles were travelling, which speaks to how many people witnessed this event and how widely the danger is recognized. An officer attended and took statements, and I have provided a full account to the RCMP separately. I am raising it with Council because enforcement after the fact cannot fix what is fundamentally a road design and speed problem.

### **Motorcycles using Lands End/Chalet Road with excessive speed in a residential neighborhood is not an isolated event**

In speaking with neighbours along Chalet and Lands End Roads, I have found broad agreement that high-speed traffic, motorcycles in particular, but not only motorcycles, is a frequent and unacceptable hazard. The June 21 crash was the most dramatic example I have personally witnessed, but it is part of an ongoing pattern that residents have come to expect. We are fortunate that no one walking that evening was struck.

I would welcome the opportunity to discuss this further, and I am happy to help coordinate with neighbours who share these concerns. I would appreciate knowing how Council intends to proceed and whether a traffic study of these roads can be scheduled.

Thank you for your time and consideration.

Sincerely,

Chris Davis

[REDACTED] Cove Crescent  
North Saanich, BC

[REDACTED]



Stephanie Munro  
Chief Administrative Officer  
District of North Saanich



March 24, 2026

Dear Ms. Munro,

It has come to our attention that Councillor Sanjiv Shrivastava, on behalf of North Saanich Council, is working with the Centre for Plant Health regarding the potential acquisition and use of a vacant building on the Federal grounds known as the "Pavilion".

We are writing to respectfully request that consideration be given to the Saanich Peninsula Legion, Sidney Lions Club (serving Sidney and North Saanich), and Sidney Rotary Club (serving Sidney and North Saanich) partnering with the District of North Saanich to help administer and coordinate the Pavilion's use for community service groups in North Saanich and Sidney areas.

There are many organizations — all of ours included — that are effectively "homeless," lacking a consistent space for meetings, events, and community activities. Our three groups have been in discussion with each other and a few others to explore how we might collaboratively share and responsibly manage the Pavilion to benefit the broader community.

We believe that a cooperative approach among service organizations would maximize the Pavilion's value, ensure responsible stewardship, and strengthen community connections across both North Saanich and Sidney. We wonder if North Saanich would be willing to work with us to possibly bring a viable contract to fruition.

Thank you for your consideration. Please contact the below as we would welcome the opportunity to discuss this proposal further.

Respectfully,

Ryan Trelford  
Saanich Peninsula Legion  
President / Board Member  
rcl37@peninsulalegion.ca

Dawn Gould  
Sidney Lions Club  
President / Board Member  
sidneylionsbc@gmail.com

Janet Power  
Sidney Rotary Club  
President / Board Member







June 12, 2026

Dear Mr. Trelford, Ms. Gould and Ms. Power,

Thank you for your letter and for taking the time to share your thoughts regarding the importance of a collaborative approach to maximizing the value of community gathering spaces and programming within our community.

First, please accept our apologies for the delay in responding. Unfortunately, your correspondence was inadvertently missed during a recent staffing transition. We appreciate your patience and are grateful for your outreach.

Council and staff share your view that responsible stewardship of community spaces, meaningful programming, and the strengthening of community connections are best achieved through collaboration. Organizations such as yours play a vital role in our community, and your experience, knowledge, and commitment to serving residents will be integral to informing the development of future community spaces and programming opportunities.

You may be aware that the District has recently established a Quality of Life and Age-Friendly Community Working Group. The Working Group has been tasked with providing recommendations to Council on age-friendly community initiatives, including measures that:

- Promote social connection, wellness, and overall quality of life;
- Identify ways to address loneliness and social isolation; and
- Consider recognized best-practice frameworks, including the World Health Organization's Age-Friendly Communities guidance, National Institutes of Health research, and British Columbia seniors' initiatives.

Given the strong alignment between the themes raised in your letter and the mandate of the Working Group, I believe it would be valuable to provide your correspondence to the Working Group as part of its deliberations and recommendations to Council.

In addition, the Working Group is authorized to invite community organizations and subject-matter experts to participate as resource contributors where appropriate. Given the strong alignment between your organizations' interests and the Working Group's mandate, I will be encouraging the Working Group to meet with representatives from your organizations to discuss your ideas and perspectives in greater detail. I believe such engagement would help inform the Working Group's recommendations and contribute to a shared understanding of how community gathering spaces and programming can best support residents, foster social connection, and enhance quality of life now and into the future.

Thank you again for your thoughtful letter and for the important work your organizations do in our community. We look forward to continuing the conversation.

Sincerely,

Stephanie Munro  
Chief Administrative Officer  
District of North Saanich





June 13<sup>th</sup>, 2026

Sidney Guide and Scout Hall Society  
c/o [redacted] Wain Road  
North Saanich, BC  
[redacted]

District of North Saanich  
1620 Mills Rd  
North Saanich, BC  
V8L 5S9

Dear Mayor and Council;

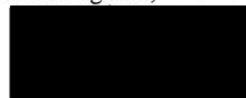
On behalf of the Sidney Guide and Scout Hall Society, I would like to thank you for your generous support during our 2025/2026 fund raising campaign.

Your contribution will greatly assist keeping this facility functional supporting the Scout and Guide groups in our area.

All donations help to ensure that the youth and leaders using this facility can concentrate on the fundamentals of their programs. We have been extremely fortunate to have had a facility at this location since 1939 and your support allows this tradition to continue.

We thank you again for your generous support without which we would not be able to do our part to continue to support the Guide and Scout programs in our community.

Kind regards;



Angie Fierro

Treasurer, Sidney Guide and Scout Hall Society



0530-01

**Cole Hansen**

**From:** admin  
**Sent:** Thursday, June 18, 2026 3:01 PM  
**To:** corporateservices  
**Subject:** FW: Tell us how your local government is supporting BC nurses

Kindest Regards,



**Katie Sucksmith**  
Finance Administrative Assistant  
250-655-5450  
District of North Saanich  
1620 Mills Rd, North Saanich, BC V8L 5S9



The District of North Saanich conducts its business within the traditional territories of the W̱SÁNEĆ people, including but not limited to BOKEĆEN (Pauquachin), W̱SIKEM (Tseycum), S̱TÁUTW (Tsawout), W̱JOLELP (Tsartlip), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.

DISTRICT OF NORTH SAANICH

CAO  
Corporate Officer

JUN 19 2026

RECEIVED

Council Agenda  
Action Info

Response

Information

Filing

Referred to:

Director

CC:  
 Mayor and Council

*June 29 DP*

**From:** President, BCNU <president@bcnu.org>  
**Sent:** Thursday, June 18, 2026 2:27 PM  
**To:** President, BCNU <president@bcnu.org>  
**Subject:** Tell us how your local government is supporting BC nurses

You don't often get email from [president@bcnu.org](mailto:president@bcnu.org). [Learn why this is important](#)

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

To all BC local governments,

The annual BC Nurses' Union Health Care Champion award shines a spotlight on local governments that have taken significant actions to support nurses in our province. Each year we recognize one local government that has supported our efforts to provide the high-quality health care every community deserves. The second annual award will be presented and announced to media this fall during the Union of BC Municipalities (UBCM) convention in Vancouver (Sept. 14 – 18).

The award recognizes the key role local governments can play in nurse retention and recruitment by making their communities more attractive to nurses. Nearly half of BC nurses are under 40, and over 90 percent are women, making local resources that help promote work/life balance essential. Particularly important are investments that make housing, childcare, transportation, and recreational opportunities more readily available and affordable.

The award also recognizes local governments that support nurses advocacy efforts when calling for provincial and federal government investments that help retain and recruit nurses. This includes supporting BCNU's Ratios Save Lives campaign and helping to educate the public about the importance of minimum nurse-to-patient ratios. Evidence shows that ratios not only save lives but also play a crucial role in improving nurse retention and recruitment by ensuring safer workloads and better working conditions.

Tell us how your local government is supporting nurses, and your local government could be the 2026 BCNU Health Care Champion. [Learn more and fill out the nomination form by July 31.](#)

**Adriane Gear**

**President, BCNU**  
BC Nurses' Union

**P:** 604 433 2268 Ex. 2283 | 1 800 663 9991

**F:** 604 433 7945 | 1 888 284 2222

**E:** [president@bcnu.org](mailto:president@bcnu.org)

4060 Regent Street | Burnaby, BC V5C 6P5

*The BCNU head office in Burnaby is located on the traditional, ancestral and unceded territories of the [xʷməθkʷəy̓əm \(Musqueam\)](#), [Skwxwú7mesh Úxwumixw \(Squamish\)](#) and [səlilwətaʔ \(Tsleil-Waututh\)](#) nations whose historical relationships to the land continue to this day.*

*[Learn more about BCNU's commitment to truth and reconciliation.](#)*



**BC NURSES'  
UNION**

*Standing up for health care*

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## DISTRICT OF NORTH SAANICH

### RISE AND REPORT

**The following was presented to the public on June 29, 2026, at the Regular Meeting of Council:**

At the Special In Camera Meeting held June 15, 2026, Council passed the following resolutions:

Resolution:

*“1. That Council appoint Kathleen Harrison as the Chief Election Officer and Holly Nunn as the Deputy Chief Election Officer for the Local Government Election scheduled for October 17, 2026, from the District of North Saanich as outlined in Staff Report No. CS-26-025.*

*2. That Council Rise and Report the appointment of Kathleen Harrison as the Chief Election Officer and Holly Nunn as the Deputy Chief Election Officer for the Local Government Election scheduled for October 17, 2026, at the Regular meeting of Council dated June 29, 2026.”*

Resolution:

*That, effective June 15, 2026, Council:*

- 1. directs staff not to schedule any further meetings of the Community Planning Advisory Committee, Agricultural Food Security Advisory Committee, and Healthy Living Advisory Committee until Council can receive and review a legal opinion on the issue;*
- 2. directs staff to conduct a review of the behaviour of members of the committee and whether any conduct amounts to a breach of the code of conduct and report back to council once that review is complete; and further,*
- 3. that Council Rise and Report on the matter at the Regular meeting of Council dated June 29, 2026.*