



DISTRICT OF

OAK  BAY

2024 Annual Report

For The Year Ended December 31, 2024

Oak Bay, British Columbia | Prepared by Corporate Services Department | Approved by Council



We acknowledge that the land on which we live and work is the traditional territory of the Coast and Straits Salish Peoples. Specifically, we recognize the Lekwungen people, known today as the Songhees and Esquimalt Nations, and that their historic connections to these lands continue to this day.

Table of Contents

4 INTRODUCTION	75 Statement of Changes in Net Financial Assets
4 Our Oak Bay	76 Statement of Cash Flows
6 Oak Bay at a Glance	77 Notes to Financial Statements
8 Oak Bay Municipal Council	100 Schedule – COVID-19 Restart Reserve (unaudited)
10 Message from the Mayor	100 Schedule – Growing Communities Fund Reserve (unaudited)
12 Message from the CAO	101 Schedule – Local Government Housing Initiative (unaudited)
14 District of Oak Bay Mission and Vision Statement	103 Other Statements of Financial Information
16 Council Priorities	104 Schedule of Debts
19 Council Advisory Bodies	105 Schedule of Guarantee and Indemnity Agreements
20 Advisory Bodies - 2024 Volunteer Members	106 Schedule of Remuneration and Expenses
21 Other Municipal Volunteer Bodies	111 Statement of Severance Agreements
22 Related Organizations	112 Schedule of Payments to Suppliers for Goods and Services
23 Municipal Services and Operations	115 Schedule of Grants or Contributions
24 Administration	116 STATISTICAL SECTION
28 Administrative and Residential Facilities	118 Property Tax Rates 2020 - 2024
30 Financial Services and Information Technology	118 New Construction 2020 - 2024
34 Police Services	119 Property Tax Levied and Collected 2020 - 2024
38 Fire and Emergency Services	120 2024 Principal Corporate Taxpayers
42 Community Building and Planning	121 Statement of Operations 2020 - 2024
46 Engineering Services and Public Works	122 Annual & Accumulated Surplus 2020 - 2024
50 Parks, Recreation and Culture	122 Allocation of Annual Accounting Surpluses 2020 - 2024
58 FINANCIAL REPORT	123 Reserve Funds & Other Funding Sources 2020 - 2024
60 Canadian Award for Financial Reporting	124 Debenture Debt 2020 - 2024
62 Message from the Chief Financial Officer	124 Statement of Financial Position 2020 - 2024
67 Statement of Financial Information	125 Capital Expenditures 2020 - 2024
68 Statement of Financial Information Approval	125 Property Tax Exemptions 2020 - 2024
69 Management's Responsibility for the Financial Statements	
70 Independent Auditor's Report	
73 Statement of Financial Position	
74 Statement of Operations and Accumulated Surplus	

Our Oak Bay

Oak Bay is a beautiful seaside community defined by its residential neighbourhoods, village centres with local businesses, historic character, mature tree canopy, accessible shorelines and abundance of green space. Together these features combine to make Oak Bay one of the world's most desirable communities.

The District is located on the southern tip of Vancouver Island in British Columbia. The City of Victoria borders Oak Bay's west boundary, and the District of Saanich lies to the north. Oak Bay is one of 13 member municipalities that form the Capital Regional District.

The University of Victoria is partially located in the District, as is a small portion of Camosun College. Additional community landmarks include both public and independent schools, two golf courses, a marina, a yacht club and a luxury boutique hotel.





Oak Bay at a Glance



2.3

Average Household Size



17,990

Population



49.7

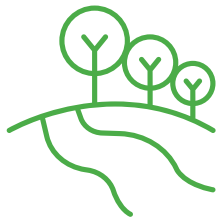
Average Age



106

Properties included
in the Community
Heritage Registry





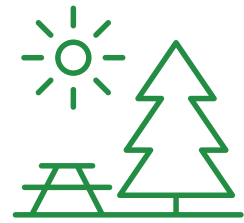
76+

Hectares of
Total Park Space



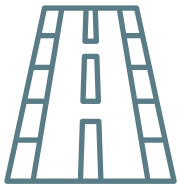
10,000+

Urban Forest Trees



300

Benches and
Picnic Tables



142km

in total sidewalks

105km

in total roads



5

Recreation Facilities



11

Playgrounds



Oak Bay Municipal Council

Oak Bay Council consists of a Mayor and six Councillors who are elected to four year terms. Members of the current Council were elected in October 2022.

2022-2026



Top Row Left to Right: Councillor Esther Paterson, Councillor Cairine Green, Councillor Lesley Watson, Councillor Andrew Appleton
Bottom Row Left to Right: Councillor Hazel Braithwaite, Mayor Kevin Murdoch, Councillor Carrie Smart

Connect with your Council



Mayor
Kevin Murdoch
mayor@oakbay.ca
250-896-4983



Councillor
Hazel Braithwaite
hbraithwaite@oakbay.ca
250-880-3443



Councillor
Carrie Smart
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250-812-5488



Councillor
Esther Paterson
epaterson@oakbay.ca
250-888-2975



Councillor
Cairine Green
cgreen@oakbay.ca
250-920-9534



Councillor
Lesley Watson
lwatson@oakbay.ca
250-880-6463



Councillor
Andrew Appleton
aappleton@oakbay.ca
250-880-3247

Council is responsible for local government leadership, including establishing priorities and policies and making governance decisions that reflect the best interests of present and future Oak Bay citizens. Each Member of Council represents the District of Oak Bay in its entirety. Council Members may also serve on District and regional Committees, Boards, and Advisory Bodies where their function is to provide strategic input and direction to District initiatives, to establish budget priorities, and to provide advice on regional issues.

Council generally meets on the second and fourth Monday of each month, and sits as Committee of the Whole on the third Monday of each month. Members of the public are welcome and encouraged to attend open meetings of Council. Meetings usually start at 6:00 p.m. and are held in the Council Chambers and available by Zoom unless otherwise noted. Meeting information is available at oakbay.civicweb.net/portal/

Message from the Mayor



On behalf of Oak Bay Council, I am pleased to share the District's 2024 Annual Report, which offers an overview of 2024 accomplishments, the District's audited financial statements, and a glimpse into priorities for the coming year.

The Annual Report outlines key priorities, outcomes, and standardized performance indicators (KPIs), offering a view into the District's year-over-year progress. It's one of several tools we use to ensure transparency and accountability, alongside important documents like the Council Priorities Plan and the Five-Year Financial Plan.

Financial pressures and housing remain large topics of discussion in Oak Bay. The District has worked hard to fully fund the needed infrastructure replacement, but also faces substantial inflationary pressures in all areas of operations. While we continue to work within our budget, we recognize the need for ongoing oversight and containment of costs wherever possible. The District continues work on initiatives driven by the Province's ambitious Housing Action Program, including infill housing, which launched in July. Council has continued to work to address the requirements of the Province's housing legislation while working to respect the unique character of Oak Bay.

Engagement with the community remains a priority of Council. Several engagement initiatives took place this past year, including Carnarvon Park, cycling routes, and the Infill Housing Program. In December, the District

launched a refreshed Connect Oak Bay engagement platform to keep the community informed of upcoming projects. We appreciate the community taking the time to share their feedback, attend events, and engage with us.

What truly sets our community apart is the people who work diligently behind the scenes – both staff and community volunteers. You may not see them every day, but their contributions are essential to the strength and resilience of our community. To all of you: thank you for your work!

As we reflect on 2024 and look ahead to the coming years, let's continue to embrace new opportunities to connect, collaborate, and grow together. When we approach the future with energy, compassion, and a shared commitment to progress, there's no limit to what we can achieve.

Thank you for taking the time to read this report—and for everything you do to help make our community stronger.

A handwritten signature in blue ink, reading "Kevin Murdoch".

Mayor Kevin Murdoch



Received the **Union of British Columbia Municipalities Community Excellence Award** for **Excellence in Governance** for the District's project titled ***District of Oak Bay Council Priorities Process: Bridging the Gap Between Council's Aspirations and Project Delivery.***

Message from the Chief Administrative Officer



On behalf of the dedicated staff of the District of Oak Bay, thank you for taking the time to read the 2024 Annual Report. As we look back on the past year, we are reminded of how much can be accomplished through collaboration, resilience, and a shared commitment to serving our community. This report reflects not only milestones achieved but also the daily efforts that often happen behind the scenes, efforts that we, as staff, are proud to contribute to.

One of the most significant focuses of 2024 was Housing. Since being named in May 2023 as one of the 10 communities to receive a provincial Housing Target Order, staff have worked diligently to align with the requirements of the Province's new housing legislation. This included the launch of the District's Infill Housing Program in July 2024, a major initiative shaped by evolving policies and tight timelines. Adjusting workplans, shifting priorities, and navigating change became part of our daily rhythm. Through it all, our small but committed team remained focused, responsive, and determined to deliver meaningful progress.

As public servants, we take pride in the knowledge, professionalism, and passion we bring to our roles. While much of our work may go unseen, it is this collective effort that keeps Oak Bay running and thriving. We are grateful for the leadership of Mayor and Council, whose support and strategic direction help guide our work and keep our focus aligned with community values and priorities.

We also extend heartfelt thanks to the many volunteers who contribute their time, energy, and expertise to our community. Their involvement, whether through advisory committees or grassroots initiatives, enriches the fabric of Oak Bay and exemplifies the spirit of service that defines us all.

Looking ahead, our commitment remains clear: to continue delivering high-quality services, to support smart growth and responsible planning, and to serve Ok Bay with integrity and care. It is through the shared dedication of staff, Council, volunteers, and residents that we will continue to build a resilient and thriving future.

As Chief Administrative Officer, I am proud to lead this remarkable team and honoured to support the community we all call home.

A stylized, handwritten signature in black ink, appearing to read 'Selina Williams'.

Selina Williams,
Chief Administrative Officer

District of Oak Bay Mission and Vision Statement

Oak Bay Mission Statement

The District of Oak Bay holds that its purposes include:

- a) providing for good government of its community,
- b) providing for services, laws and other matters for community benefit,
- c) providing for stewardship of the public assets of its community, and
- d) fostering the economic, social and environmental well-being of its community. (Community Charter, Section 7)



Oak Bay Official Community Plan Vision Statement

This vision statement, taken from the District's Official Community Plan, is expressed in the present tense and it represents the community's aspiration for how Oak Bay will be described in the future:

Oak Bay is a vibrant and safe community located in a spectacular natural setting. Residents are passionate and proud of the many qualities that make Oak Bay one-of-a-kind. These include its sense of community, streetscapes, village charm, residential character, natural coastal environment, parks, recreation facilities and opportunities, enviable quality of life, vibrant arts and culture scene, high quality education opportunities, heritage values, mixed architectural styles, and well-conserved historic architecture. Oak Bay is a dynamic community that respects and enhances the existing community structure and core characteristics that make it distinct from adjacent communities, while supporting the changes necessary to meet current and future needs. These features are central to Oak Bay's resilience and sustainability; protecting the best of what we have and adapting to embrace the future. Oak Bay is a community that values and supports diversity in its population. It offers a broad range of residential, social, and cultural opportunities as well as commercial activities for its residents, and strives to be economically, environmentally, and socially sustainable in its practices. Oak Bay's residents are active contributors in local decision making, working collaboratively with municipal Council and staff to ensure that Oak Bay will continue to thrive for years to come.

For more information on the District's Official Community Plan, please visit www.oakbay.ca/municipal-services/planning/official-community-plan

Council Strategic Priorities 2022-2026

Council's 2022-2026 priority themes were identified in late 2022, following the municipal election. Priority themes are as outlined below.



Housing

Enable creation of more diverse and affordable housing that is responsive to current and future community/regional needs and climate change imperatives



Livability

Invest in infrastructure, facilities, and natural assets and services to preserve or improve long term financial and community value/livability



Transportation

Advance low and no carbon, accessible, and active transportation mobility infrastructure and services



Climate Change & Environment

Proactively mitigate and adapt to climate change, and preserve and enhance the environment



Diversity & Inclusion

Cultivate diversity and inclusion and ensure a sense of community belonging and safety for people of all identities, ages, and backgrounds



Truth & Reconciliation

Advance Truth and Reconciliation with local Indigenous peoples based on respect and desire for shared prosperity



Council priority projects are initiatives that are undertaken in addition to meeting regulatory obligations, delivering core services, and ensuring that processes, systems, and customer service are continually enhanced. Priorities are incorporated into departmental workplans with timelines identified once funded through the annual budget cycle.

Each year, Council decides which projects to fund to advance priority themes. Council's decisions are then reflected in the Five-Year Financial Plan. Funded projects are listed in the Council Priorities Plan, and progress is reported bi-annually.

We invite readers to review the Council Priorities Plan and bi-annual progress reports on the District's website at www.oakbay.ca/municipal-hall/plans-and-reports/council-priorities-plan



Council Advisory Bodies

The work of the District's volunteers is deeply valued by both Council and staff. In Oak Bay, Advisory Bodies primarily function to inform Council's governance and decision-making process by providing input, advice and recommendations. The composition of Advisory Bodies is thoughtfully established to ensure that the individuals appointed represent the broader interests of the community.

Committees and Commissions provide important advice and recommendations to Council on matters related to their mandate or referred to them by Council. Other sources that inform Council's governance decisions and plans include input from the public and staff and all applicable policies, plans, regulations, and legislation.

The members of the Oak Bay Advisory Bodies are greatly valued for the significant contributions that they make to the community. The District recognizes and sincerely appreciates the exceptional skills and generous contributions of our diverse volunteer members.



Advisory Bodies – 2024 Volunteer Members

Accessibility Advisory Committee

Claire Abecia
Michael Butler
Shelby Cain
Bruce Cline
Beverley Kissinger
Nicholas Lapointe
Dan Mooney
Christina Roberts Smith

Advisory Planning Commission - Design Panel

Lynn Gordon-Findlay
Will King
Catherine Nickerson
Carl Peterson

Advisory Planning Commission - Land Use

Zahra Asgarizadeh Lamjiry
Murray Crowther
Alexander Economou
Richard Gordon
Sarah Taylor
Chris Quigley
Pamela Ubeda

Heritage Commission

Eva Eaton
Chris Hemeon
Christie Horsman
Pamela Madoff
Sharman Minus
Bronwyn Taylor
Patricia Wilson

Parks, Recreation and Culture Committee

Janice Davis
Ian Robertson
William Romeyn
Karin Sweeney
Julie Wallace

Other Municipal Volunteer Bodies

Board of Variance

The Board of Variance differs from the District's Advisory Bodies in that it is a quasi-judicial body established under the provisions of the British Columbia Local Government Act with the authority to vary provisions of the Zoning Bylaw that do not change the permitted use or density.

Chris Gower
John Peck
Randall Romanin

Oak Bay Police Board

In British Columbia, oversight of municipal police departments is undertaken by an appointed police board made up of civilian members of the community. Under the Police Act a municipal police board is the employer of all sworn and civilian staff of the Police Department. The Board develops the annual police budget, and, in consultation with the Chief Constable, is required to determine the priorities, goals and objectives of the Oak Bay Police Department. Mayor Kevin Murdoch serves as Chair of the Oak Bay Police Board.

Heather Cochran
Christine Hall
Lawrence Lewis
Bob Plecas
Robert Richards
Ian Robertson



Related Organizations

Oak Bay Tourism Committee

The Tourism Committee was established by Council as required by the Province, which specified that municipal hotel taxes [Municipal and Regional District Tax (MRDT)] collected on tourist accommodation must be applied to the promotion of tourism within the municipality. The District has two hotels, the Oak Bay Beach Hotel and the Oak Bay Guest House, that collect a 2% tax from hotel guests; this is then used to promote Oak Bay as a destination. Although the Tourism Committee is a Select Committee of Council, it operates autonomously from the District.

Heritage Foundation

The Heritage Foundation functions under the regulations of the British Columbia Societies Act. The Foundation raises funds for the conservation and restoration of heritage properties and other community heritage initiatives and hosts several public events each year to promote community heritage.



Municipal Services and Operations

Organizational Structure



Administration

Administration is led by the Chief Administrative Officer (CAO), who is Council's single employee and is ultimately responsible for implementing Council's Priorities and policies. The CAO provides advice to Council and is responsible for implementing governance decisions as articulated in Council's resolutions.

Administration provides support services to the Corporation, Mayor and Council, as well as ensures that Council Priorities are implemented. Administration fulfills an important role in advancing Municipal objectives by:

- Organizing all meetings of Council, including preparation of agendas and minutes and providing meeting management,
- Supporting Council in developing Council's Priorities,
- Administering the Council Priorities Plan, Budget process and Annual Report cycle,
- Delivering human resource services, including recruitment and selection, workforce planning, training and development, employee and labour relations, disability management, job evaluation and health and safety,
- Supporting Council in fostering relationships with First Nations,
- Overseeing records management,
- Processing requests for access to records and ensuring compliance with Freedom of Information and Protection of Privacy policies and legislation,
- Administering leases and agreements for the District,
- Managing District-owned property,
- Managing the District's social media accounts,
- Issuing Special Event Permits,
- Managing the District's website and Public Engagement Platform,
- Coordinating internal and external corporate communications,
- Facilitating archives services by collecting, preserving, and sharing the community's documented heritage, and
- Overseeing animal control



2024 Highlights

- Obtained technical and financial analyses for the Turkey Head (Spewhung Point) site
- Obtained condition survey for marina docks
- Issued RFP and awarded contract for Animal Control Services for 2024-29
- Sought external grant funding for Council Priority and Capital Plan projects
- Led internal operational effectiveness project
- Developed organizational service level metrics
- Obtained resident input through Annual Questionnaire (with new survey software)
- Supported Council's annual review of priorities
- Launched new online engagement platform for Connect Oak Bay
- Developed and implemented flexible work arrangements policy/program
- Conducted staff training and development needs assessment
- Arranged annual long service recognition awards event
- Facilitated Workplace Violence Prevention and De-escalation training for staff
- Delivered forklift certification training for staff
- Developed & delivered respectful workplace training
- Established Accessibility Advisory Committee and held inaugural meeting
- Completed and delivered Accessibility Plan to Council
- Facilitated Elector Assent Process for the Business Improvement Area Bylaw
- Ongoing Records Management Project to standardize the District's record system
- Launched new online engagement platform for Connect Oak Bay



1,049

social media posts



1.49 mil

web pages viewed



57

meetings of council supported



124

District-wide job postings

2025 Planned Accomplishments

- Extend lease for 1531 Hampshire Rd.
- Undertake First Nations, business partner and community engagement re: next steps for Turkey Head (Spewhung Point)
- Obtain geotechnical/seismic evaluation for Turkey Head (Spewhung Point)
- Develop relationship agreement with First Nations
- Develop Mission/Vision/Values for District operations
- Deliver IAP2 engagement training sessions for Council and staff
- Update Communications and Engagement Framework and Toolkit
- Develop Communications and Engagement Policy
- Complete website refresh (including new District Intranet)
- Support Council's bi-annual review of priorities
- Develop and implement graduated return to work program
- Facilitate bi-annual orientation day for new staff
- Conduct employee survey
- Participate in IAFF and CUPE collective bargaining
- Initiate staff performance feedback and review program
- Ongoing Records Management Project to standardize the District's records system
- Establish an Implementation Plan for the Accessibility Plan



Administration – Statistics

Performance Measure	2022 Actual	2023 Actual	2024 Actual
Meetings of Council Supported	63	53	57
Meeting minutes posted on time (adopted at next Council meeting)	63	53	74
# FOIPPA requests	19	18	34
FOI requests within statutory deadlines	19	17	32
Bylaws reviewed	25	21	33
Special Events Permits Issued	24	17	22
Block Party Permits Issued	20	25	28
Total web pages viewed	2.9M	2.2M	1.49M
# Social Media posts	833	820	1,049
# Social Media followers	4,011	4,693	5,308
Volunteer Hours Contributed to Archives	100	112	489
District-wide FTE (budget)	260.03	288.57	298.10
District-wide Job Postings (including auxiliary and regular)	143	137	124
Archives Research Inquiries conducted	144	149	202
Archives Program (school programs, history talks, special events)	60 (2)	60 (2)	4
Archives Collections Acquired	15	9	6

Administrative and Residential Facilities

The District owns, operates, and maintains several administrative buildings including:

- Municipal Hall
- 1538 Monterey Ave
- 1423 Hampshire Ave
- 1531 Hampshire Ave
- Tod House
- Oak Bay Marina lands



2024 Accomplishments

- Site Preparation and Install of Garage Structure for the new Fire Department Ladder Truck
- Added infrastructure and six new high capacity Level 2 chargers at the Oak Bay Police Station & Fire Hall to support EV Fleet vehicles
- In cooperation with the Police and Fire Departments, began the Public Safety Building Feasibility Study
- In cooperation with Parks, Recreation, and Culture, completed the Carnarvon Park Master Plan Refresh and Main Building Optional Analysis phase of the Carnarvon Park redevelopment
- Completed design on the Fire Hall Washroom Renovations
- Completed the Architectural design of the Municipal Hall Exterior Public Washroom Renovations
- Completed the Municipal Hall Space Optimization project. Renovated the Municipal Hall payroll offices to improve privacy and confidentiality. Relocated the Engineering department, Information Technology, and Facilities and Asset Management departments to create more available space on the main floor
- Reduced Municipal Hall Gas usage by 37% and Electricity Usage by 25%
- Improved the facilities condition index on Municipal Hall, the Oak Bay Library, and Tod House through improved maintenance and structured system renewals
- Renewed the Hampshire Apartments common areas and apartment exhaust fans



2025 Planned Accomplishments

- Improve the District's Asset Management Maturity level by completing a detailed facilities condition assessment on all Municipal Buildings, enter all data into an Asset Management database, and begin lifecycle cost budgeting
- In cooperation with Parks, Recreation, and Culture commence the detailed design of the Carnarvon Park Master Plan program, including the new main building and park amenities
- In cooperation with the Police and Fire Departments, complete the Public Safety Building Feasibility study
- In partnership with Public Works, renovate the main office building to improve space utilization, energy efficiency, health and safety, and gender neutrality. This is part of asset management renewals to improve the Facilities' Condition Index
- In cooperation with Police and Fire, improve access and signage to the Fire Fighter's parking lot to increase security and safety around emergency services' vehicles and training areas
- Renew Police station interior lighting to reduce energy usage
- Minor renovations to Police Station furniture to improve ergonomics
- Construct the Fire Hall new washrooms and dormitory partitions
- Construct the renovations for the Municipal Hall exterior public washrooms
- In cooperation with Strategic Initiatives, complete a Seismic and Geotechnical analysis of the Turkey Head (Spewhung) parking lot area
- Conduct an Engineering study for the replacement of the Oak Bay Library HVAC unit that is at the end of its operational life
- Conduct an Engineering study to determine the effectiveness of replacing the Municipal Hall Gas boilers with an energy efficient Heatpump system
- In partnership with the Regional District, add to the District's public EV charging capacity
- In partnership with BC Hydro explore the opportunity to install a public DC Fast Charger station within the District
- In cooperation with Public Works and Engineering, begin a Business Analysis to identify regulatory requirements of the Public Works yard, for a future feasibility study
- Initiate a cross department Asset Management Community of Practice to explore strategic and tactical initiatives to improve the District's asset management maturity
- In cooperation with Planning – Climate Action initiate a District wide EV Fleet infrastructure study
- Partnering with Police and the Fire Department, install an Emergency Generator for fleet EV charging to reduce operational risks in converting the Public Safety fleet fully to electric vehicles

Financial Services and Information Technology

Financial Services is responsible for the overall financial management of the municipality, payroll and benefits administration, procurement, risk management, insurance and information technology.

A full range of financial services are provided including: accounting, audit, budgeting, cash management, accounts payable, accounts receivable, payroll processing five different payroll groups and the maintenance of benefit programs for all staff.

Financial Services leads the following functions:

- Daily billing and collection of all revenues including property taxes, utility bills, dog licenses, business licenses, permits, and a variety of other fees and charges. Pre-approved installment tax and utility payment systems are provided in addition to online services,
- Managing the provision of fiscal services including debt-servicing costs, interest charges, transfers to reserves and contingency,
- Long-term financial planning, asset management, equipment replacement planning, and policy development are just some of the many other services provided,
- Monitoring parking enforcement, and
- Coordinating the District's information technology, including network design, security, and maintenance of the computer networks.





2024 Accomplishments

- Introduced new Asset Retirement Obligation Financial Report standards
- Completed Phase 1 Comprehensive Asset Management Plan project
- Completed recommendations phase of Utility Billing Process Review
- Achieved Government Finance Officer's Association's Distinguished Budget Report
- Achieved Canadian Award for Financial Reporting
- Completed scoping phase of asset management software project
- Replaced Network Switches and implement System Security Measures
- Completed implementation of Development Cost Charge and Amenity Cost

2025 Planned Accomplishments

- Advance Phase 2 Comprehensive Asset Management Plan (Data, Inventory, EAM etc.)
- Support development of DCC/ACC Implementation Guide and CAC Policy evaluation
- Reserve Bylaw Updates
- Debt Policy/Program Development
- Procurement Policy Revisions (Tariff's) and Authorization Limits
- Implement Utility Billing process review recommendations
- Cyclical General Ledger Data Clean Up and Reporting
- Implement Financial planning software solution

Financial Services – Statistics

Performance Measure	2023 Actual	2024 Actual
\$ Property Taxes Levied	\$57.6M	\$61.7M
# Taxable Folios	6,941	6,890
# Home Owner Grants Claimed	4,263	4,360
# Tax Deferment Applications	1,308	1,399
# Cash Receipts/Bank Transactions	29,295	31,250
# T4s and T4As Issued	805	805
# Accounts Payable Invoices	10,877	12,500
\$ Investment Returns	\$2,904,000	\$3,077,892
Distinguished Budget Report	Awarded	Awarded
Canadian Award For Financial Reporting	Awarded	Awarded
Helpdesk Tickets	915	845
Amount of Data	24.5 Terabytes	24.76 Terabytes
Email Boxes	331	318
Email Storage	1.4TB	1.5TB
Network uptime	Hall: 99.97% Public Works: 100% OBRC: 100% NLC: 99.92% Henderson: 100% Windsor: 99.95% Tempest: 99.93%	Hall: 99.98% Public Works: 100% OBRC: 100% NLC: 99.92% Henderson: 100% Windsor: 99.99% Tempest: 99.93%



Received the **Distinguished Budget Award**
and **Canadian Award for Financial Reporting**



Police Services

The members of the Oak Bay Police Department pledge to treat all people equally and with respect, uphold the Canadian Charter of Rights and Freedoms, serve, protect and work with the community and other agencies to prevent and resolve problems that affect the community's safety and quality of life. The Police Department is responsible for law enforcement, conducts investigations, provides prevention programs and community outreach, and communicates with the public to maintain order.

2024 Accomplishments

- Developed and delivered educational presentations on fraud awareness and prevention
- Develop a Bait Bike Program and Operational Plan to prevent and curb bicycle thefts
- Developed and delivered community presentations on online safety and healthy relationships
- Facilitated and promoted Gang Awareness Presentation to parents and students
- Enrolled all OBPD Sergeants in additional leadership training
- Completed Fair and Impartial Training Course for all employees
- Purchased two more electric marked/operational police vehicles to replace others in the fleet
- Purchased an automated license plate reader to support traffic safety enforcement work in the community
- Trained all employees and implemented the Digital Evidence Management System (DEMS)
- Expanded the Coffee with a Cop Program to additional locations in the community
- Continued participation and support of the Regional Youth Police Camp
- Attended at the Oak Bay Teen Center every Tuesday and Thursday at lunchtime during the school year
- Targeted High Speed Traffic Enforcement and delivered road and bicycle safety presentations

2025 Planned Accomplishments

- Negotiate a new Collective Agreement
- Acquired a fifth fully marked electric operational police vehicle
- Establish and fully staff the Community Support Team which includes a School Liaison Officer and Traffic/Road Safety Officer
- Continue participation and support of the Regional Youth Police Camp
- Significant decreases in residential break and enters and pedestrian injury collisions
- Have all our female OBPD police officers attend the Women in Policing Conference
- Expand Oak Bay Rec Teen Center youth connection opportunities to include after school time
- Complete bicycle patrol training for all interested OBPD Officers
- Launch “Project Sea Watch” to improve safety, education and connection with our Marine community members
- Implement a new, more efficient scheduling system to track training, leave and overtime
- Provide ongoing leadership training and development opportunities to all members of our team
- Continue road safety education programs and initiatives including high-speed traffic enforcement and distracted driving and impaired driving campaigns

Police Services – Statistics

Offence	2022	2023	2024
Robbery	0	1	0
Assaults	17	31	24
Sexual Assaults	9	12	11
Utter Threats	14	15	15
Break and Enter – Business	14	11	5
Break and Enter – Residence	25	17	16
Break and Enter – Other	10	12	1
Theft of Motor Vehicle	2	7	8
Theft from Motor Vehicle	45	39	26
Theft of Bike	28	28	10
Theft Under \$5,000	87	61	57

Police Services – Statistics Continued

Offence	2022	2023	2024
Fraud	55	58	43
Mischief	137	119	152
Cause Disturbance	19	18	19
Counterfeit Currency	0	0	1
Trespass at Night	0	1	2
Breach/Bail Violations	24	16	12
Drug Possession	3	1	0
Impaired Drivers (CC and 90-day IRP)	14	10	8
Bylaw Infractions	195	206	158
Parking Violations	98	63	106
Collisions	105	94	106
Assist Public	685	632	740
Lost and Found	276	309	239
Suspicious Person	402	347	317
False Alarms	163	224	165
Liquor Offenses	15	29	11
Property Check Program	105	120	125
Violation Tickets/Warnings Issued	866	829	760

Police Metrics	2022	2023	2024
Pedestrian Injury Collisions	6	2	3
Total Injury Collisions	19	16	14
Total Number of Collisions	105	94	106
Number of Injured Cyclists	5	5	5



Fire and Emergency Services

The Fire Department's mission is to provide exceptional fire protection and public safety services to prevent the loss of life and property through:

- Stressing prevention, early intervention and emergency pre-planning,
- Delivering prompt and effective fire prevention, emergency preparedness and intervention services,
- Ensuring that programs and priorities align with the needs of the residents and businesses in the District of Oak Bay,
- Taking an integrated, systematic approach to emergency and public safety issues and services, and
- Providing support to both team members and victims after trauma and crisis.



2024 Accomplishments

- Completed recruit competitions for Firefighters and Emergency Program Manager
- Onboarded 5 recruit firefighters and 1 Assistant Chief
- Placed Ladder Truck storage structure into service
- Developed new driver/operator training program for fire fleet
- Placed new Ladder and Engine into operational service
- Implemented firefighter provincial minimum training standard
- Purchased Department Hybrid Duty Chief Vehicle
- Implemented BCEHS scope of practice changes to increase medical response service levels
- Developed Site Plan Requirements for Special Event /Film Circus Permits
- Developed updated commercial cooking operations requirements for District use
- Completed Community Risk Assessment
- Updated Emergency Program Bylaw
- Developed District Emergency Management Training Plan
- Developed EMCR Indigenous Engagement Requirement (IER) to participate in a regional approach

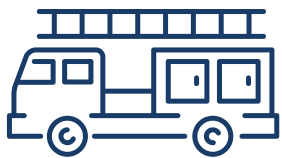
2025 Planned Accomplishments

- Complete Fire Fighter Recruit Competition
- Implement updated Department Resource Allocation Plan (RAP) to support Right Sized Response
- Complete FD Succession Planning Expression of Interest
- Support development of Public Safety Building Feasibility Study
- Replace Fire Prevention pickup with a Hybrid vehicle
- Review and update Fire Department and Emergency Program website content
- Complete Fire Station improvements for washrooms, training room, offices, dorms, and turn-out gear cleaning
- Co-Host Regional Emergency Preparedness Fair
- Initiate Emergency Management Planning Committee to support District emergency management
- Update Municipal Emergency Response Plan



Fire and Emergency Services – Statistics

Performance Measure	2022	2023	2024
Response to Requests for Assistance	1,304	1382	1481
<ul style="list-style-type: none"> Medical Fire and Other 	544 760	803 579	662 819
Number of Reportable Fires to the Office of the Fire Commissioner	16	27	29
Fire related injuries - civilian	5	1	1
Fire and Life Safety Inspections	415	672	672
Fire related fatalities	0	0	0
University of Victoria <ul style="list-style-type: none"> Response to Requests for Assistance 	83	74	84



1,481

response to requests
for assistance



29

reportable fires



672

fire and life safety
inspections



Community Building and Planning

Community Building and Planning staff support Council in guiding the District's sustainable growth. The department is responsible for long-range land-use planning and special projects, and for processing land use applications and Building Permits. The department works with the community to create long range plans and policies that support Council's economic, environmental, heritage and social goals to ensure a safe, healthy and sustainable lifestyle for the residents of Oak Bay.

The Department

- Develops policies and programs that support the vision of the Official Community Plan, Zoning Bylaw and Building Bylaw,
- Manages and processes: Official Community Plan amendments, rezoning proposals, Heritage Revitalization Agreements, Development Permits, Development Variance Permits, Heritage Additions, Heritage Alteration Permits, Siting and Design submissions, subdivision proposals, Board of Variance submissions, and Building Permits,
- Provides technical and administrative support to the Advisory Design Panel, Advisory Planning Commission, Board of Variance and Heritage Commission, and
- Reviews and issues business licenses for businesses operating within the District of Oak Bay



2024 Accomplishments

- Actioned the Housing Action Program Council Priority Projects in response to Provincially legislated changes
- Implemented Infill Housing Program and updated Zoning Bylaw to meet Small Scale Multi Unit (SSMU) housing requirements
- Developed Amenity Cost Charges and Development Cost Charges programs
- Completed Interim Housing Needs Report
- Reported on housing completions in response to the Housing Target Order
- Started mandated Five-Year review of the Official Community Plan, combined with Zoning Bylaw changes
- Started Optimize Development Processes project
- Mobilized additional resources for process and systems changes for housing
- Completed a Home Based Business review
- Participated in CRD Climate Action Roundtable, CSPC Regional Household Affordability and Prosperity project; CRD Bowker Creek Initiative, CRD Development Planners Advisory Committee
- On-boarded a new Senior Planner – Climate to support Climate Action initiatives
- Introduced Zero Carbon Step Code and updated Energy Step Code provisions in the Building Bylaw
- Prepared changes in support of GHG reduction measures for new construction
- Expanded implementation and facilitation of climate action initiatives
- Prepared recommendations for the Allan Cassidy Design Awards – 2023
- Completed consultation regarding Blasting Regulations amendments
- Implemented and prepared incremental process improvements for development processes
- Implemented Plumbing Permits eApply options (in partnership with Finance Department)
- Implemented e-Inspections for all Building Permits
- Reported on options for staff delegated approval for minor variances
- Consolidated direction and oversight of parking compliance and animal control services to the department

2025 Planned Accomplishments

- Action the Housing Action Program Council Priority Projects in response to Provincial legislative changes:
 - Finalize and implement the Amenity Cost Charges and Development Cost Charges programs
 - Complete mandated Five-Year review of the Official Community Plan for 20 year housing need
 - Complete mandated Zoning Bylaw changes for 20 year housing need
 - Respond to mandated Provincial Advisor review process regarding housing actions
 - Advance Optimize Development Processes project
 - Report on Housing Target Order progress
- Start Climate Action Plan (community)
- Start Climate Action Plan (corporate)
- Expand implementation and facilitation of climate action initiatives
- Complete Allan Cassidy Design Awards – 2023
- Complete Blasting Regulations amendments
- Participate in CRD Climate Action Roundtable, CSPC Regional Household Affordability and Prosperity project; CRD Bowker Creek Initiative, CRD Development Planners Advisory Committee.
- Implement other eApply options for Building Permit types
- Complete Home Based Business review in conjunction with OCP review
- Develop miscellaneous bylaw and policy updates to address outdated regulation or in response to operational challenges

Community Building and Planning – Statistics

Permit Type	2022	2023	2024
Residential			
• Single Family Dwelling	216	196	123
• Multi Family Dwelling	26	17	20
Commercial	7	14	10
Institutional	11	8	6
Accessory Buildings	1	20	14
Accessory Structures	5	3	5
Demolition	27	14	18
House Move	5	3	4
Plumbing	223	202	189
Irrigation	43	31	18
Wood Burning Appliances	0	3	1
Blasting	10	6	6
Signs	2	3	4
Renewal	19	21	12
Secondary Suites (Residential)	4	28	25
Total	599	569	455

For updated information on the Housing Supply Act Targets and progress reporting, please visit www.oakbay.ca/municipal-services/planning/housing-supply-act-targets

Application Type	2022	2023	2024
Board of Variance	3	4	4
Covenant Amendment	1	3	3
Development Permit	3	8	6
Development Variance Permit	9	19	15
Heritage Addition	1	2	0
Heritage Alteration Permit	4	6	1
Heritage Revitalization Agreement	-	4	2
OCP Amendment	-	1	3
Siting and Design	11	12	14
Subdivision	4	1	6
Zoning	2	6	8
Total	38	66	62

	2022	2023	2024
Bylaw Enforcement			
• Complaints Received	273	336	350
• Site Investigations	260	315	325
• Property Violation MTIs	1	5	3
• Tree Protection MTIs	1	5	3
Building Inspections	2,146	2,161	2,150
Properties on Heritage Register	107	107	107
Community Engagement	-	0	3

Engineering Services and Public Works

The Engineering and Public Works department is responsible for the District's key infrastructure services, including water distribution, wastewater collection, solid waste collection, facilities, and transportation. Under the guidance of Council, Engineering and Public Works is committed to developing and renewing Oak Bay's municipal infrastructure and utilities in sustainable ways to meet the community's present and future needs. The team accomplishes this via the following major functions:

- Planning and design of municipal engineering services,
- Monitoring infrastructure asset management through asset data collection, analysis, planning and prioritization,
- Managing and supporting capital projects,
- Coordinating construction projects to install, rehabilitate or renew storm drains, sanitary sewers and water mains,
- Managing solid waste services, including curbside garbage and organics pickup, recycling, and operation of the Elgin Street drop-off depot,
- Resurfacing or replacing sidewalks and roads,
- Implementing construction projects that deliver safer streets for pedestrians, cyclists and drivers, and
- Providing daily operations and maintenance of infrastructure, such as sewers, roads, sidewalks, water distribution, traffic control and street lighting.





2024 Accomplishments

- Delivered major capital works projects as per the 2024 Engineering Capital Works Plan through the issuance of tenders for multiple capital projects and project management oversight to administer Master Municipal Construction Documents (MMCD) contracts
- Hired a Utility Maintenance Coordinator to improve operational efficiency between Engineering and Public Works
- New storm sewer construction commenced at the Humber catchment in Uplands.
- Initiated the replacement of water mains in the Humber catchment, including those on Norfolk, Exeter, and Ripon
- Delivered the State of the Infrastructure report (1 and 2) to Council, providing a comprehensive overview of the current critical status and future needs of infrastructure and Staffing levels.
- Replaced streetlights across the Humber catchment, enhancing safety and infrastructure.
- Initiated procurement for replacement of damaged and poor-condition streetlights throughout the District
- Finalized key reports and studies, including the Storm Water Master Plan, Pavement Condition Assessment, Pavement Condition Assessment, and North Oak Bay Water Pressure Zone Consolidation
- Developed a preliminary layout at the Haro Road Soil Transfer Site, optimizing storage and operational efficiency
- Initiated improvements at the Public Works yard with the replacement of damaged fill bunkers, fuel tanks, and the installation of stormwater management systems.
- Identified and prioritized Active Transportation Plan projects for future development through a Strategy Update
- Entered into a maintenance agreement with the District of Saanich to address cross-boundary responsibilities on Foul Bay Road
- Advanced the maintenance management program at Public Works, improving planning and replacement of aging infrastructure
- Provided asset management tracking and reporting support to the Finance department.
- Supported the Next Generation 911 (NG911) program by providing GIS data to enhance emergency response capabilities
- Support Planning development reviews for site servicing

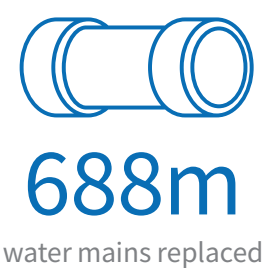
2025 Planned Accomplishments

- Create a 2025 Engineering Capital Works Plan and present to Council
- Capital Project planned activities in 2025:
 - Uplands Combined Sewer Separation & Watermain Replacements construction
 - Estevan Phase 1 stormwater upgrades
 - McNeill Avenue Underground Utility upgrades and Active Transportation Design (Phase 1 and 2) and Construction (Phase 1)
 - Florence Rd. Underground Utility Upgrades and Surface Improvements
 - Cadboro Bay Road and Thompson Avenue watermain and surface improvements construction and close-out
 - Henderson and Haultain Active Transportation Cycling Facilities completion of detailed design
 - Topp Avenue storm upgrades construction
 - Cadboro Bay Road storm main re-routing design
 - Finalize design for Estevan Phase 2 stormwater upgrades
 - Currie Road Sanitary sewer upgrades
- Capital Project Delivery – Training and Procedures
 - Manage Delivery of Planned Capital Projects, through project initiation, planning, procurement, design and construction. Continue to work closely with District's teams (Public Works, Planning, etc.), consultants and contractors to manage design reviews, schedule and budget.
 - Advance development of Oak Bay Engineering Standard Procedures and Specifications to support effective risk transfer
 - Enhance Engineering Specifications for MMCD Contracts and Public Works
 - Update Professional Practice Management Plan
 - Advance project management framework policy document that defines best practices and procedures for capital project delivery in Oak Bay
- Continue to advance maintenance management program at Public Works, specifically:
 - Create an operational guideline for valve maintenance to improve planning and replacement of aging valves in the water system
 - Enhance maintenance plan for water quality
 - Enhance preventative maintenance procedures for pump stations to assess performance and to maintain service
- Continue to repair high priority roads and sidewalk defects and respond to drainage, sewage, water, and street lighting issues, such as watermain breaks
- Review plans for new developments, subdivisions, and land use changes to ensure they comply with engineering specifications and bylaws
- Support a development review process initiated by the Planning Department to reduce administrative time and approval times for development applications
- Support the corporate asset management strategy with the Finance Department
- Support the Communications Department to improve communication and coordination of capital project delivery and operations



Engineering Services and Public Works – Statistics

Performance Measure	2023	2024	2025 Forecast
Water Mains Replaced	532m	688m	2,717m
Storm Mains Installed	-	1700m	1900m
Storm Mains Replaced (conventional)	382m	136m	1,030m
Sanitary Sewer Main Replaced	813m	0m	430m
New Fire Hydrants	3	3	18
Catch Basins Replaced	26	29	72
Road Rehabilitation Completed	28,552m ²	2,922m ²	4,550m ²
Sidewalk Replaced	200m	4170m	750m
Curb Drops Installed	2	18	2 to 4



Parks, Recreation and Culture

Parks, Recreation and Culture provide a wide array of programs and services, including operation of the Oak Bay Recreation Centre, Henderson Recreation Centre, Monterey Recreation Centre, Windsor Pavilion and the Neighbourhood Learning Centre in Oak Bay High School. The Parks Division maintains:



76+

hectares of park spaces, which include playing fields, natural areas, lawns and gardens and the Henderson Par 3 Golf Course



2.5km

of municipal hedging



27km

of public irrigated boulevards and beach accesses



10,000+

10,000+ trees in the urban forest



300

benches and picnic tables



11

playgrounds

The Culture Division, introduced in 2016, supports arts and culture initiatives in the community, including public art displays, concerts in the park, and numerous special events.



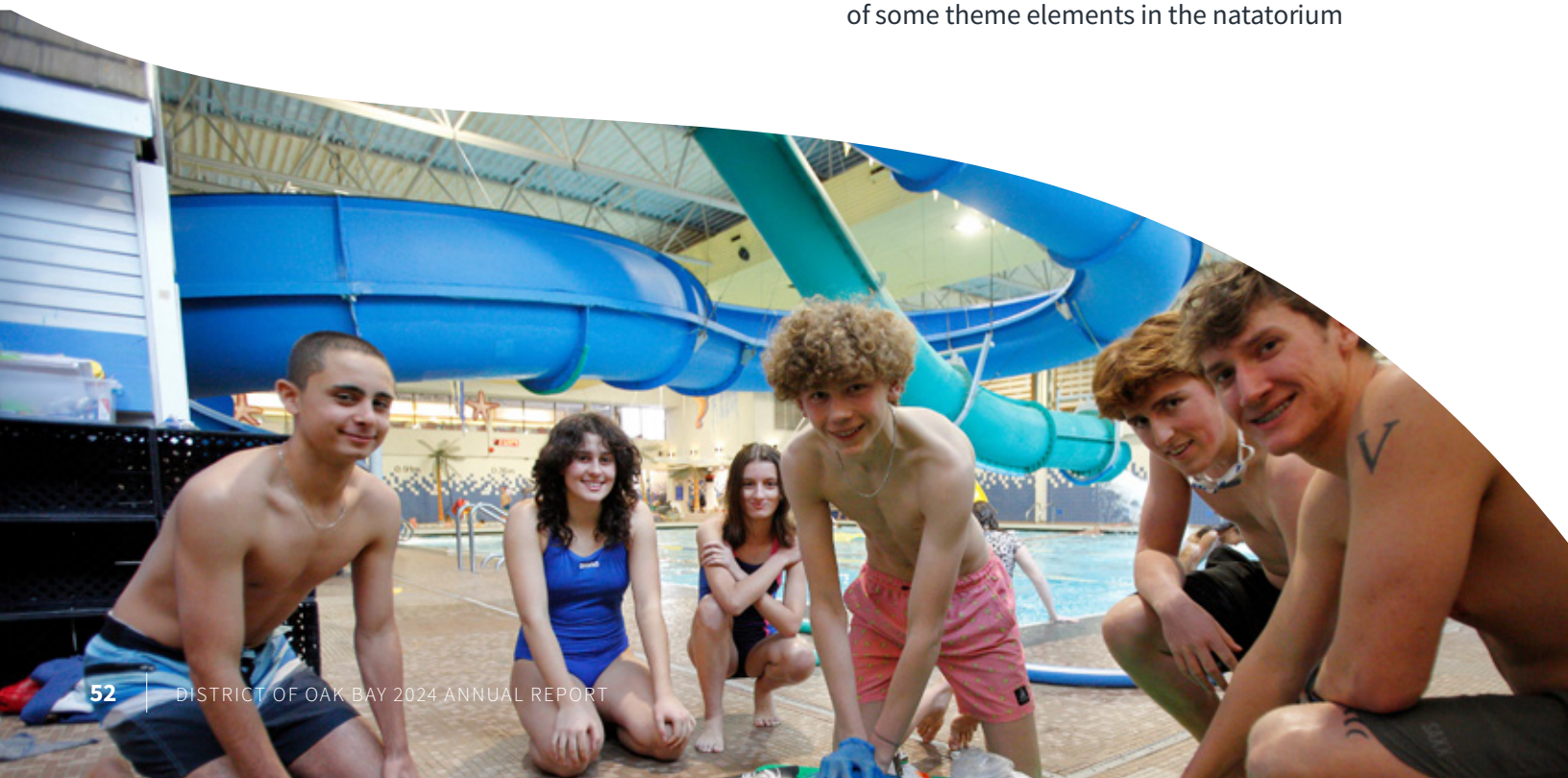


2024 Accomplishments

- An Economic Analysis Report was completed and presented to Council November 2024. The PRC operational budget continues to show progress towards a post-pandemic recovery with 2024 budget projections showing recovery rates near 2019 levels. The implementation of the recommendations from the Economic Analysis Report will continue to support the financial sustainability of the department into the future
- Approval by Council of the concept design and purpose of a new building at Carnarvon Park as recommended in the Carnarvon Park Master Plan
- A newly funded Arborist position in Parks was approved and hired, and by converting auxiliary hours, Recreation and Culture has a new Inclusion Programmer to support the inclusion of children in licensed care, holiday camps and other department programs and a Tennis and Pickleball Programmer to support the significant growth in this program area over the last 7 years
- Installation of sections of floating boardwalk at Uplands Park to improve inclusivity and winter walking opportunities while protecting sensitive ecosystems and endangered plant species has been started
- Replaced and upgraded playground equipment at Henderson Kiwanis Park and Windsor Park (in progress)
- Implemented Year 3 of the CoolKit program with the successful mobilization of Oak Bay residents to take tangible climate actions (e.g. free tree program)
- Received \$7,500 BC Hydro grant for tree purchases and \$20,000 additional funding for Priority Places to protect critical environments for rare and endangered plants
- Approval of new software and online application process for Licensed Care programs to improve accessibility and efficiency for families
- Installed new hearing assistive technology at the Monterey Recreation Centre

2024 Accomplishments Continued

- Successful application (year 2) to Canada Summer Jobs (federal funding) to support youth employment opportunities in leading summer camps and providing summer Parks support
- Hosted Year 2 of Pride Swim in June
- New partnership agreement with the Friends of Monterey Centre Society (previously Monterey Recreation Activities Association - MRAA) to enable the Society to focus on fundraising and social opportunities that support older adults at Monterey Recreation Centre. The Society's shift in purpose resulted in the society asking the District to take on the management and delivery of the 30+ Clubs previously operated by the MRAA
- Organized the 25th Anniversary of the Oak Bay Artists' Studio tour with a record number of attendees who visited Monterey Recreation Centre and home studios
- Displayed 7 sculptures in the Arts Alive Annual Exhibition, installed the donated sculpture 'Together' at Windsor Park Rose Garden and purchased Arts Alive People's Choice 'Copper Finch' 2023
- One new painted piano was created by young emerging local artists
- Held 5 free outdoor music concerts at Willows Beach
- Installed a temporary Story Walk program at Henderson Rec Centre Chip Trail by local author/artist Helen Stewart
- First time participating in BC Arts & Culture Day with new Window Poems featuring 10 local writers and 5 afterschool care children
- Issued 9 film permits
- New Department logo and interior facility signage is now underway
- The 3-week arena shutdown in June provided the opportunity to install a new scoreboard and build a new play area in the arena lobby and the 8-week pool shutdown saw the replacement of the natatorium dehumidification system which has improved conditions in the space for staff and patrons while preserving the longevity of the current infrastructure. The project included technologies (supported by a significant grant from FortisBC) that reduce the equipment's carbon footprint by using cleaner forms of energy to reclaim and re-distribute waste heat. Much needed renovations were made to the sauna, lifeguard staff room and a refresh of some theme elements in the natatorium



2025 Planned Accomplishments

- Initiate the development of a Parks, Recreation and Culture Master Plan beginning with the selection of consultants and implementation of a broad communication and community engagement strategy to identify community needs
- Installation of Light enhancements for the Rugby Practice Field at Windsor Park
- Replace and upgrade playground equipment at Lafayette Park and Quimper Park playgrounds
- Completion of the Uplands Boardwalk and Sign enhancement at Uplands Park
- Enhance furniture and technology in Windsor Park Pavillion and construct the Windsor Park Bike and Stroller shelter
- Purchase new Deep Tine Aerator machine for aerating fields
- Implement Year 4 of the CoolKit Program as per the recommendations from the final report
- Planning and host support for Victoria Hockey League Society's 'Century Celebration' of the Victoria Cougars winning the Stanley Cup in 1925. This two-day event will be held on the Bee Street parking lots and inside Oak Bay Recreation Centre. The event will host a temporary ice rink, two temporary ball hockey rinks and a large festival tent for entertainment, displays, merchandise, use of the indoor ice rink and other spaces, and the hosting of the Official Stanley Cup on Sunday
- Installation of free menstruation holders and products in all recreation facilities to support accessibility and inclusion
- Completion of Island Health Safety and Resiliency grant to improve staff resilience, mental wellbeing and confidence, and improve accessibility of recreation for community members affected by the toxic drug crisis and mental health issues
- Gradual re-opening of childcare spaces in the Licensed Care before and afterschool programs with new employees
- Install 2 permanent artworks (Copper Finch and Japanese Maple) and 3 large bronze information plaques to accompany the Stageya sculpture at Cattle Point
- Creation of 3 new painted pianos
- 9th Arts Alive Annual Exhibition
- New community artwork display gallery at Henderson Recreation Centre
- Replace and upgrade street and building signage at the three recreation centres, with additional funding requested for large pylon signs on Cadboro Bay and Cedar Hill X Roads
- Facility-wide 5 week shut down at Monterey Recreation Centre (first since 2000) to renovate the main reception area, refurbish various facility areas, and make improvements to electrical and mechanical systems due for lifecycle replacement
- Multiple lifecycle replacements of HVAC equipment at other recreation facilities to expand capacities, convert to cleaner forms of energy or reduce existing energy use, modernize, and streamline processes with new technologies available
- Review and restructure the Facilities Maintenance department to better support the needs of existing OBPRC facilities, and future Carnarvon Park facility

Parks, Recreation and Culture – Statistics

Performance Measure	2021	2022	2023	2024
Total visits	998,934	1,242,832	1,379,080	1,424,795
Trees planted on municipal property	88	152	216	221
Calls for Service – Trees – Received	701	428	378	444
Calls for Service – Trees – Completed	467	329	290	281
Tree Permits for Private Property	437	476	263	270
Trees removed for Construction (over 30 cm diameter)	54	101	130	62
• Trees Replanted (As per Tree Protection Bylaw)	85	173	184	97
Trees Removed from Private lands (dead, diseased, or dying)	234	130	146	130
• Trees Replanted (as per Tree Protection Bylaw)	200	162	142	131
Municipal Trees Removed on Public Lands (dead, diseased, dying)	110	130	93	103
• Coolkit Trees replanted on Private Lands	143	162	216	62
Friends of Uplands Park Education and Stewardship Events				
• Total Participants	2,008	3,590	4,096	3,985
Public School Volunteer Hours				
• Uplands Park, Trafalgar, and Walbran Park	1,919	2,953	2,517	2475
• Anderson Hill	793	552	548	590
• Native Plant Garden	75	75	80	66
• Brighton Walkway	278	150	130	98
• Green Team at Uplands and Anderson Hill Parks	240	126	298	160
• Kitty Islet/McNeill Bay	555	470.5	129	751
Total biomass removed from nature area parks				
• Chipped (cubic yards)	620	80	N/A	N/A
• Unchipped (cubic yards)	3,100	1,875	2,700	1,229



Culture – Public Art

Oak Bay allocates a total of \$20,000 annually to the Public Art Fund. Ten percent (10%) of the annual contribution (\$2,000) is committed to maintaining existing works; the balance (\$18,000) is used to purchase, plan, design, and fabricate/install new public art. To date, the District of Oak Bay has retained the pieces of art shown in the table on the next page for permanent display.



Sculpture & Artist	Location	Date Installed	Cost	Source of Funding
“Salish Sea” by Chris Paul	Oak Bay Marina Parking Lot/ Turkey Head	May 2015	\$23,600	\$9,700 - public donations \$4,600 - Arts and Culture Operating Budget surplus; \$9,300 - Oak Bay Public Art Fund
“Rebirth” by David Hunwick	Entrance Park - corner of Foul Bay Rd. and Oak Bay Ave.	May 2016	\$17,250	\$10,000 - Province of BC Grant; \$7,250 - Oak Bay Public Art Fund
“Sleeping Giants” by Nathan Scott and Fred Dobbs	Oak Bay Municipal Hall (front lawn)	May 2017	\$16,585	2016 People’s Choice Winner: \$16,585 - Oak Bay Public Art Fund
“The Hunt” by Ken Hall	Queens' Park on Beach Drive	January 2018	\$25,000	\$10,000 - Province of BC Grant; \$15,000 - public Donations
“Bodhi Frog” by Doug Taylor	Willows Beach Esplanade at Estevan Ave.	January 2018	\$11,000	\$11,000 - private donation
“Lunar Transitions” by Fred Dobbs	Garden at Monterey Rec. Centre and Oak Bay Public Library	May 2018	\$21,060	2017 People’s Choice Winner; \$21,060 - Oak Bay Public Art Fund
“M’akhotso” by Linda Lindsay	Monterey Rec. Centre-Monterey Ave.	May 2018	\$18,000	Mayors' Arts Legacy Fund
“Gardener's Gown” by Bev Petow	Scented Garden at Windsor Park	May 2019	\$8,000	\$8,000 - private donation
“Salmon Cycle” by Trinita Waller	Bowker Creek Walkway near Monterey Ave.	June 2019	\$20,160	2018 People’s Choice Winner; \$20,160 - Oak Bay Public Art Fund
“Harmony Humpbacks” by Daniel Cline	Willows Park entrance	August 2020	\$20,160	2019 People’s Choice Winner; \$20,160 - Oak Bay Public Art Fund
“Winds of Time” by Linda Lindsay	King George Terrace lookout above Trafalgar Park	March 2021	\$21,280	\$21,280 - private donation
“Jelly” by Nathan Smith	2527 Estevan Avenue	June 2022	\$15,000	\$15,000 - private donation
“Portal” by Heather Passmore	Esplanade, north end near Cattle Point stairwell	June 2022	\$5,000	\$5,000 - private donation
“stqéya” by Kent Laforme	Esplanade, north end near Cattle Point stairwell	October 2023	\$140,000	\$140,000 - private ponation
“Together” by Neeraj Gupta	Windsor Pavillion Behind the Rose Garden	May 2024	\$15,000	\$15,000 - private ponation

Financial Report

For the year ended December 31, 2024





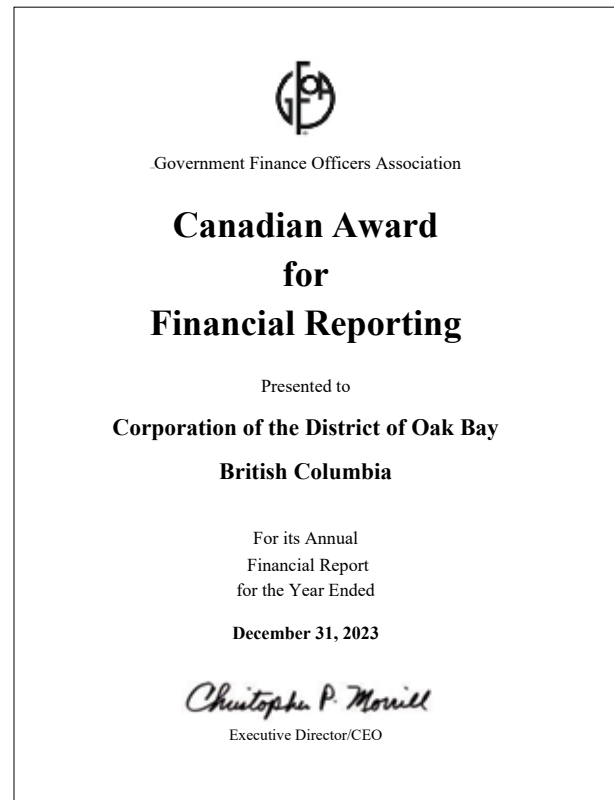
Canadian Award for Financial Reporting

Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the Corporation of the District of Oak Bay for its annual financial report for the fiscal year ended December 31, 2023.

The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government organization 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 this Annual Report to GFOA to determine its eligibility for another award.







Message from the Chief Financial Officer

I am pleased to present the Corporation of the District of Oak Bay Statement of Financial Information (SOFI) for the year ended December 31, 2024. This statement includes the audited financial statements along with other legislated disclosures.

The SOFI, and the financial statements therein, are the responsibility of the District of Oak Bay's management. The SOFI has been prepared in compliance with the Financial Information Act, Section 167 of the Community Charter, and in accordance with generally accepted accounting principles approved by the Public Sector Accounting Board.

The District maintains a system of internal accounting controls, including policies and procedures, designed to safeguard the assets of the corporation and provide reliable financial information. The financial statements have been audited by KPMG LLP, whose role is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement.

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

The District provides a wide variety of services to its ratepayers, citizens, visitors and other stakeholders. Services include parks and recreation, fire protection, policing, bylaw enforcement, water utilities, sanitary sewer, solid waste and organics collection, drainage, and development services.

The District relies on the Capital Regional District for the provision of bulk water and sanitary sewer conveyance and treatment. The District funds many intermunicipal services through Capital Regional District, and the Greater Victoria Public Library. Their services, and others, are reflected in the District's financial results.

Table 1 compares summary Statement of Operations and Accumulated Surplus results for 2024 compared to 2023. Total revenue remained consistent with previous years, increasing slightly by \$0.7 million or 1%; however, the change consisted of a \$3 million increase in taxation revenue offset by a (\$2.3) million decrease in government transfers received. Government transfers are recorded when amounts are received so the decrease was a result of the grant program funds received in 2023 and not in 2024. Total Government transfer revenue was \$5.1 million in 2024 making up 7.5% of total revenue (2023 11%).



Total expenses increased by \$3.6 million or 6.8% in line with the Council approved service levels to deliver additional operating capacity supporting housing priority initiatives,

recreation programming, community events , fire protection and prevention, tree protection and capital project capacity.

Table 1: Statement of Operations and Accumulated Surplus (Summary) \$ millions

	2024	2023	\$ Change	% Change
Revenue	67.8	67.1	0.7	1.0%
Expenses	56.2	52.5	3.7	7.0%
Annual Surplus	11.6	14.6	(3.0)	(20.6%)
Accumulated Surplus beginning	152.7	138.1	14.6	10.6%
Adoption of revenue standard*	(0.4)	0	(0.4)	(100.0%)
Accumulated Surplus end	163.9	152.7	11.2	7.3%

*Adoption of Public Sector Accounting Standard 3400 Revenue resulted in deferral of revenue where performance obligations exist. The impact in the year of adoption results in a larger deferred revenues when compared to previous years and an adjustment to opening equity to reflect lower opening accumulated surplus which would have occurred with higher deferral revenues in previous years.




Table 2 below compares a summary of the Statement of Financial Position comparing 2024 results with 2023. The net financial position increased by \$11.2 million or 7.3% when compared to 2023; driven primarily by council-priority investment in infrastructure renewal and replacement. Of the \$11.2 million surplus, net assets (assets less liabilities) decreased by (\$1.9) million and capital assets (within non-financial

assets) increased by \$13.2 million (net of amortization).

The financial results show a strong focus on asset management. Investment in capital assets, like roads and water sewer pipes, totaled \$16.8 million before amortization; double the investment rate from two years ago.

Table 2: Statement of Financial Position (Summary) \$ millions

	2024	2023	% Share 2023	% Share 2024
PRC Fee and Other Revenue	8.9	8.3	53%	54%
PRC Expenses	16.6	15.7	100%	100%
Net PRC Operating Results	(7.7)	(7.4)	47%	46%

Parks, Recreation, and Culture (PRC) operating deficit, net of fee revenue, continues to increase despite increasing patronage levels. Table 3 displays year end audited segment financial results for PRC. Fees are expected to recover 54%, an increase of 1% higher recovery over 2023. While fee revenue is improving, costs of service delivery

are increasing at a faster pace. If this trend were to continue historical recovery rates between 68-70% (pre-COVID) are likely not reasonable targets. The organization has undertaken an economic analysis of PRC’s program delivery with findings expected to impact the current trend, improving net operating results in 2025 and beyond.

Table 3: PRC Operating Results 2024 vs 2023

	2024	2023	\$ Change	% Change
Financial Assets	86.7	88.8	(2.1)	(2.4%)
Financial Liabilities	24.2	24.4	(0.2)	(0.8%)
Net Financial Assets	62.5	64.4	(1.9)	(3.0%)
Non-Financial Assets	101.4	88.3	13.1	14.8%
Accumulated Surplus	163.9	152.7	11.2	7.3%



The District has outlined a five-year financial plan for \$335 million in operational and \$219 million in capital spending from 2025-2029. This plan focuses on sustainable service delivery by funding infrastructure replacement. Significant infrastructure replacements are expected in the next 5-10 years, posing a challenge for the community. Staff are assessing life-cycle costs to ensure equitable reserve contributions across generations. Annual tax and utility funded reserve contributions are projected to reach \$18.1 million by 2029.

The District has adopted numerous financial management policies and bylaws. These policies guide the District when preparing financial plans, utilizing and safeguarding financial resources, and reporting financial results. The most notable policies include:

- Asset Management Strategy and Policy – Sets targets, establishes industry standards for practice and commits the District to act in sustainably responsible ways.
- Purchasing Bylaw & Policy: The authority to make purchasing decisions and to bind the Corporation contractually have been delegated pursuant to the District's "*Delegated Authority of Administrative Functions Bylaw, 2004*". This bylaw refers to the District's Sustainable Procurement Policy which outlines purchasing limits and related processes.

- Reserve Fund Bylaw & Reserves and Surplus Policy: Council may, by bylaw, establish a reserve fund for a specific purpose and direct that funds be deposited to the credit of that reserve.
- Investment Policy: The District's investment choices are limited by the *Community Charter*. The District's Investment policy provides additional guidance for the prudent investment of surplus funds.
- Other Policies: other relevant policies include the District's Property Tax Exemption, Expense Reimbursement, Grant in Aid, and Whistleblower Policies.

These policies may be viewed at the District of Oak Bay Municipal website.

Rianna Lachance, CPA, CA
Director of Financial Services and Asset Management



District of Oak Bay

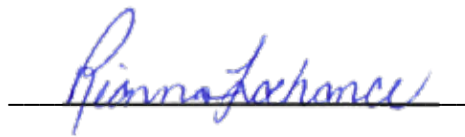
Statement of Financial Information

For the year ended December 31, 2024
(Financial Information Act)

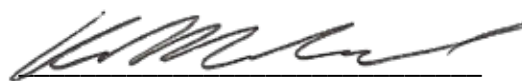
Statement of Financial Information Approval

For the year ended December 31, 2024

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2) approves all statements and schedules included in the Statement of Financial Information, produced under the Financial Information Act.



Rianna Lachance, CPA, CA
Director of Financial Services
May 12, 2025



Mayor Kevin Murdoch
May 12, 2025

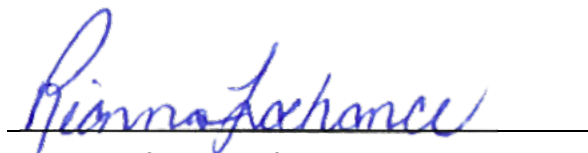
Management's Responsibility for the Financial Statements

The accompanying financial statements of The Corporation of the District of Oak Bay (the "District") are the responsibility of management and have been prepared in compliance with legislation, and in accordance with public sector accounting principles established by the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The 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.

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.



Director of Financial Services



KPMG LLP

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

Independent Auditor's Report

To the Mayor and Councilors of the Corporation of the District of Oak Bay

Opinion

We have audited the financial statements of the Corporation of the District of Oak Bay (the "District"), which comprise:

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

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

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

Basis for Opinion

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

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

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

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



Other information

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditor's report thereon, included in the Statement of Financial Information document.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditor's report thereon, included in the Statement of Financial Information document as at the date of this auditor's report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

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

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

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

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

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.
- 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.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants

Victoria, Canada
May 13, 2025

Statement of Financial Position

THE CORPORATION OF THE DISTRICT OF OAK BAY

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

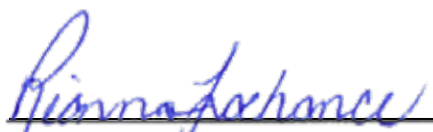
	2024	2023
Financial assets:		
Cash and cash equivalents	\$22,568,318	\$ 9,240,580
Investments (note 2)	59,824,984	73,707,474
Taxes receivable	564,897	1,030,628
Other accounts receivable	3,749,372	4,832,436
	86,707,571	88,811,118
Financial liabilities:		
Accounts payable and accrued liabilities	9,843,634	10,886,690
Asset retirement obligation (note 3)	1,041,581	1,001,520
Deposits	4,680,439	5,094,192
Prepaid property taxes	2,353,099	2,378,713
Deferred revenue (note 4)	4,534,312	3,500,121
Employee future benefit obligations (note 5)	1,717,500	1,550,200
	24,170,565	24,411,436
Net financial assets	62,537,006	64,399,682
Non-financial assets :		
Tangible capital assets (note 6)	100,656,674	87,289,124
Inventory of supplies	580,800	618,213
Prepaid expenses	199,390	476,599
	101,436,864	88,383,936
Accumulated surplus (note 7)	\$163,973,870	\$152,783,618

Commitments and contingencies (note 10)

Contractual rights (note 11)

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

On Behalf of the District:



Director of Financial Services

Statement of Operations and Accumulated Surplus

THE CORPORATION OF THE DISTRICT OF OAK BAY

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

	Financial plan (note 13)	2024	2023
Revenue:			
Taxation, net (note 8)	\$ 38,662,900	\$ 38,747,386	\$ 35,727,964
Sales and services	8,050,100	8,805,552	8,451,060
Other revenues	1,484,700	1,779,114	1,690,875
Government transfers (note 9)	9,039,000	5,088,784	7,363,802
Investment income	2,501,500	3,484,052	3,617,015
Water and sewer fees and charges	10,142,600	9,924,538	10,305,507
Total revenue	69,880,800	67,829,426	67,156,223
Expenses:			
General government	9,770,800	8,122,984	7,786,587
Protective services	17,491,600	15,011,294	12,804,951
Transportation services	5,651,700	5,574,900	5,635,216
Environmental health	2,003,900	1,933,414	1,857,060
Recreational services	16,779,000	16,577,274	15,658,009
Water utility	4,435,800	4,791,074	4,588,794
Sewer collection system	3,930,600	4,253,864	4,221,899
Total expenses	60,063,400	56,264,804	52,552,516
Annual surplus	9,817,400	11,564,622	14,603,707
Accumulated surplus, beginning of year	152,783,618	152,783,618	138,179,911
Adoption of revenue standard (note 1(q))	-	(374,370)	-
Accumulated surplus, end of year	\$ 162,601,018	\$163,973,870	\$152,783,618

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

Statement of Changes in Net Financial Assets

THE CORPORATION OF THE DISTRICT OF OAK BAY

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

	Financial plan (note 13)	2024	2023
Annual surplus	\$ 9,817,400	\$ 11,564,622	\$ 14,603,707
Acquisition of capital assets	(49,584,800)	(16,753,590)	(13,658,880)
Asset retirement obligations	-	-	(963,000)
Amortization of capital assets	3,057,900	3,369,976	2,979,472
Loss on disposal of tangible capital assets	-	16,064	54,119
	(46,526,900)	(13,367,550)	(11,588,289)
Acquisition of inventory of supplies	-	37,413	40,183
Use of prepaid expenses	-	277,209	(127,806)
	-	314,622	(87,623)
Change in net financial assets	(36,709,500)	(1,488,306)	2,927,795
Net financial assets, beginning of year	64,399,682	64,399,682	61,471,887
Adoption of revenue standard (note 1(q))	-	(374,370)	-
Net financial assets, end of year	\$27,690,182	\$62,537,006	\$64,399,682

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

Statement of Cash Flows

THE CORPORATION OF THE DISTRICT OF OAK BAY

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

	2024	2023
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 11,564,622	\$14,603,707
Items not involving cash:		
Amortization of tangible capital assets	3,369,976	2,979,472
Loss on disposal of tangible capital assets	16,064	54,119
Actuarial adjustment on debt	-	(164,642)
Accretion expense on asset retirement obligations	40,061	38,520
Changes in non-cash operating assets and liabilities:		
Taxes receivable	465,731	(291,771)
Other accounts receivable	1,083,064	(601,410)
Accounts payable and accrued liabilities	(1,043,056)	5,133,164
Deposits	(413,753)	83,152
Prepaid property taxes	(25,614)	247,733
Deferred revenue	659,821	411,584
Employee future benefit obligations	167,300	23,100
Inventory of supplies	37,413	40,183
Prepaid expenses	277,209	(127,806)
	16,198,838	22,429,105
Capital activities:		
Acquisition of tangible capital assets	(16,753,590)	(13,658,880)
	(16,753,590)	(13,658,880)
Investing activities:		
Net changes in investments	13,882,490	(8,694,752)
Financial activities:		
Long-term debt repaid	-	(142,594)
Increase (decrease) in cash and cash equivalents	13,327,738	(67,121)
Cash and cash equivalents, beginning of year	9,240,580	9,307,701
Cash and cash equivalents, end of year	\$22,568,318	\$ 9,240,580

See accompany notes to financial statements.

Notes to Financial Statements

THE CORPORATION OF THE DISTRICT OF OAK BAY

Year ended December 31, 2024

The Corporation of the District of Oak Bay (the "District") was incorporated on July 2, 1906, under the Municipal Act, a statute of the Province of British Columbia. Its principal activities are the provision of local government services to residents of the incorporated area. These include administrative, protective, transportation, environmental, recreational, water, sewer, and fiscal services.

1. Significant accounting policies:

The financial statements of the District are prepared by management in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the District are as follows:

(a) Reporting entity:

The financial statements include a combination of all the assets, liabilities, accumulated surplus, revenues and expenses of all of the District's activities and funds. Inter-departmental balances and organizational transactions have been eliminated.

(i) Consolidated entities:

The District does not control any significant external entities and accordingly no entities have been consolidated with the financial statements.

(ii) Funds held in trust:

The financial statements exclude trust assets that are administered for the benefit of external parties (note 12).

(b) Basis of accounting:

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

(c) Cash and cash equivalents:

Cash and cash equivalents are defined as cash on hand, demand deposits, and short-term highly liquid investments with a maturity date of less than 3 months at acquisition that are readily converted to known amounts of cash and which are subject to an insignificant risk of change in value.

1. Significant accounting policies (continued):

(d) Investments:

Investments are recorded at cost. Investments in the Municipal Finance Authority of British Columbia (“MFA”) Bond, Intermediate, Mortgage and Money Market Funds are recorded at cost plus earnings reinvested in the funds.

(e) Government transfers:

Government transfers are recognized in the financial statements as revenue in the period the transfers are authorized and any eligibility criteria have been met, except when, and to the extent that, the transfer gives rise to an obligation that meets the definition of a liability for the recipient government. Transfers received which meet the definition of a liability are included in deferred revenue.

(f) Revenue:

Revenues from transactions with performance obligations such as sales and services revenue, other revenues, water and sewer fees and charges, are recognized when the District satisfies the performance obligations.

Revenues from transactions without performance obligations are recognized at realizable value when the District has the right to claim or retain an inflow of economic resources received or receivable and there is a past transaction or event that gives rise to the economic resources.

(g) Deferred revenue:

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

(h) Property tax revenue:

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

(i) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance. Investment income is allocated to various reserves and operating funds on a proportionate basis.

1. Significant accounting policies (continued):

(j) Long-term debt:

Long-term debt is recorded net of related principal repayments and actuarial adjustments.

(k) Employee future benefits:

The District and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.

Sick leave 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 obligations under these benefit plans are accrued based on projected benefits as the employees render the services necessary to earn the future benefits.

(l) Non-financial assets:

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

(i) Tangible capital assets:

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

Asset	Useful life - years
Land improvements	15 - 50
Building and building improvements	25 - 100
Machinery and equipment	3 - 30
IT equipment	5 - 8
Vehicles	10 - 20
Roads and drainage	25 - 100

Amortization is charged annually, including in the year of acquisition and disposal. Assets under construction are not amortized until the asset is available for productive use.

1. Significant accounting policies (continued):

(l) Non-financial assets (continued):

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 are less than the book value of the asset.

(ii) Contributions of tangible capital assets:

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

(iii) Works of art and cultural and historic assets:

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

(iv) Interest capitalization:

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

(v) Leased tangible capital assets:

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

(vi) Inventories of supplies:

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

(m) Liability for contaminated sites:

Contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

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

1. Significant accounting policies (continued):

(n) Asset retirement obligations:

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) reasonable estimate of the amount can be made.

A liability for the removal of asbestos in several of the buildings owned by the District has been recognized based on estimated future remediation expenses. Under the prospective method, the discount rate and assumptions used on initial recognition are those as of the date of adoption of the standard. Assumptions used in the subsequent calculations are revised yearly.

The liability is discounted using a present value calculation, and adjusted yearly for accretion expense. The recognition of a liability resulted in an accompanying increase to the respective tangible capital assets. The increase in building assets is being amortized following the amortization policies outlined in note 1(l).

(o) Financial instruments:

The District's financial instruments include cash and cash equivalents, investments, other accounts receivable, taxes receivable, accounts payable and accrued liabilities and long-term debt.

Financial instruments are recorded at fair value on initial recognition. Equity instruments quoted in an active market and derivatives are subsequently measured at fair value as at the reporting date. All other financial instruments are subsequently recorded at cost or amortized cost unless the District elects to carry the financial instrument at fair value. The District 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. They are recorded in the Statement of Operations when they are realized. There are no unrealized changes in fair value in the years presented; as a result, the District does not have a Statement of Remeasurement Gains and Losses.

1. Significant accounting policies (continued):

(o) Financial instruments (continued):

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.

Transaction costs incurred on the acquisition of financial instruments subsequently measured at fair value are expensed as incurred. Transaction costs incurred on the acquisition of financial instruments recorded at cost are included in the cost and amortized using the effective interest rate method.

(p) Use of estimates:

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

(q) Adoption of new accounting standards:

(i) Adoption of PS 3160 Public Private Partnerships

On January 1, 2024, the District adopted Canadian Public Sector Accounting Standard PS 3160, *Public Private Partnerships* ("PS 3160"). The new standard addresses the recognition, measurement, presentation, and disclosure of infrastructure procured by public sector entities through certain types of public private partnership arrangements. Management has assessed that there was no impact on adoption of PS 3160 on the financial statements of the District.

(ii) Adoption of PSG-8, Purchased Intangibles

On January 1, 2024, the District adopted Public Sector Guideline PSG-8, *Purchased Intangibles*, applied on a prospective basis ("PSG-8"). PSG-8 defines purchased intangibles as identifiable non-monetary economic resources without physical substance acquired through an arm's length exchange transaction between knowledgeable, willing parties. Management has assessed the impact of adopting PSG-8 and found that at present no such items meet the criteria to be recognized as a purchased intangible.

1. Significant accounting policies (continued):

(q) Adoption of new accounting standards (continued):

(iii) Adoption of PS 3400 Revenue

On January 1, 2024, the District adopted Canadian Public Sector Accounting Standard PS 3400 *Revenue* ("PS 3400"). The new accounting standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. The new standard was adopted using the prospective transitional provisions and resulted in an adjustment to the opening accumulated surplus of \$374,370 to recognize deferred revenues as at January 1, 2024.

2. Investments:

	2024	2023
MFA Money Market Fund	\$ 13,365,332	\$ 27,442,543
MFA Bond Fund	9,494,970	9,213,182
MFA GFUS Bond Fund	5,358,098	5,223,124
MFA Mortgage Fund	5,527,176	5,322,569
MFA Fossil Fuel Free Bond Fund	10,023,022	9,729,556
Term deposits	15,556,076	16,299,980
Bonds	500,310	476,520
	\$59,824,984	\$73,707,474

The fair value of the Funds approximates the recorded value. Investments include \$456,573 (2023 - \$388, 559) in accrued interest receivable.

3. Asset retirement obligation:

The District owns and operates several 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.

	2024	2023
Balance, beginning of year	\$ 1,001,520	\$ -
Adjustment on adoption of PS 3280	-	963,000
Accretion expense	40,061	38,520
Balance, end of year	\$ 1,041,581	\$ 1,001,520

4. Deferred revenue:

Deferred revenue, reported on the statement of financial position, is made up of the following:

	2024	2023
Unearned revenues	\$ 3,938,639	\$ 3,400,739
Restricted grants	562,673	99,382
Community amenities	33,000	-
	\$ 4,534,312	\$ 3,500,121

5. Employee future benefit obligations:

The District provides sick leave and certain benefits to its employees. These amounts and other employee related liabilities will require funding in future periods and are set out below.

Accumulated sick leave represents the liability for sick leave banks accumulated for estimated drawdowns at future dates. Retirement benefit payments represent the District's share of the cost to provide employees with various benefits upon retirement including lump sum retirement payments, death benefits, certain vacation entitlements in the year of retirement, and pension buyback arrangements for qualified employees. The accrued employee benefit obligations and the net periodic benefit cost were estimated by an actuarial valuation completed effectively for December 31, 2022, and extrapolated to December 31, 2024. Information about liabilities for employee benefit plans is as follows:

	2024	2023
Accrued benefit liability, beginning of year	\$ 1,550,200	\$ 1,527,100
Service cost	116,900	108,400
Interest cost	55,000	58,700
Long-term disability expense	125,500	(41,800)
Actuarial adjustment	5,300	(3,500)
Benefit payments	(135,400)	(98,700)
Accrued benefit liability, end of year	\$ 1,717,500	\$ 1,550,200

The difference between the actuarially accrued benefit obligation of \$1,517,500 (2023 - \$1,393,300) and the accrued benefit liability of \$1,717,500 (2023 - \$1,550,200) is an unamortized actuarial gain of \$200,000 (2023 - unamortized actuarial gain of \$156,900). This actuarial gain is being amortized over a period equal to the employees' average remaining service period of 11 years. The total expense recorded in the financial statements in respect of obligations under this plan amounts to \$302,700 (2023 - \$121,800). The significant actuarial assumptions adopted in measuring the District's accrued benefit obligations are as follows:

	2024	2023
Discount rates	4.2%	4.1%
Expected future inflation rates	2.5%	2.5%
Expected wage and salary increases	2.5% to 5.9%	2.5% to 5.9%

5. Employee future benefit obligations (continued):

Municipal Pension Plan

The District and its employees contribute to the Municipal Pension Plan (a jointly trustees pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2023, the plan has about 256,000 active members and approximately 129,000 retired members. Active members include approximately 45,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2021, indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

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

The District paid \$2,394,414 (2023 - \$2,154,558) for employer contributions while employees contributed \$1,970,414 (2023 - \$1,775,032) to the plan in fiscal 2024.

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

5. Employee future benefit obligations (continued):

GVLRA - CUPE Long-Term Disability Trust

The Trust was established January 1, 1987, as a result of negotiations between the Greater Victoria Labour Relations Association representing a number of employers and the Canadian Union of Public Employees representing a number of CUPE locals. The Trust's sole purpose is to provide a long-term disability income benefit plan. The District and its employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined at December 31, 2023. At December 31, 2023, the total plan provision for approved and unreported claims was \$27,791,600 with a net deficit of \$3,419,021. The actuary does not attribute portions of the unfunded liability to individual employers. The District paid \$151,972 (2023 - \$138,174) for employer contributions and District employees paid \$151,972 (2023 - \$138,174) for employee contributions to the plan in fiscal 2024.

6. Tangible capital assets:

Cost	Balance, December 31, 2023	Additions	Disposals/ transfers	Balance, December 31, 2024
Land	\$ 2,852,877	\$ -	\$ -	\$ 2,852,877
Land improvements	2,758,242	214,549	-	2,972,791
Building and building improvements	32,241,132	1,104,422	213,306	33,558,860
Machinery and equipment	6,035,412	393,846	(4,725)	6,424,533
IT equipment	2,333,102	239,480	-	2,572,582
Vehicles	8,104,889	446,621	3,022,749	11,574,259
Roads, drains, sewer and water	80,719,667	2,897,765	3,098,425	86,715,857
Assets under construction	9,044,585	11,456,907	(6,425,541)	14,075,951
Total	\$ 144,089,906	\$ 16,753,590	\$ (95,786)	\$ 160,747,710
Accumulated amortization	Balance, December 31, 2023	Additions	Disposals/ transfers	Balance, December 31, 2024
Land improvements	\$ 802,860	\$ 99,041	\$ -	\$ 901,901
Building and building improvements	11,866,762	745,785	(17,307)	12,595,240
Machinery and equipment	3,261,494	308,217	(62,415)	3,507,296
IT equipment	1,908,834	195,390	-	2,104,224
Vehicles	4,265,806	562,092	-	4,827,898
Roads, drains, sewer and water	34,695,026	1,459,451	-	36,154,477
Total	\$ 56,800,782	\$ 3,369,976	\$ (79,722)	\$ 60,091,036
Net book value	Balance, December 31, 2023			Balance, December 31, 2024
Land	\$ 2,852,877			\$ 2,852,877
Land improvements	1,955,382			2,070,890
Building and building improvements	20,374,370			20,963,620
Machinery and equipment	2,773,918			2,917,237
IT equipment	424,268			468,358
Vehicles	3,839,083			6,746,361
Roads, drains, sewer and water	46,024,641			50,561,380
Assets under construction	9,044,585			14,075,951
Total	\$ 87,289,124			\$ 100,656,674

6. Tangible capital assets (continued):

(a) Assets under construction:

Assets under construction having a value of \$14,075,951 (2023 - \$9,044,585) have not been amortized. Amortization of these assets will commence when the asset is available for service.

(b) Contributed tangible capital assets:

There were no assets received from developers in 2024 or 2023.

(c) Tangible capital assets disclosed at nominal values:

Where an estimate of fair value could not be made, tangible capital assets are recognized at a nominal value. Land is the only category where nominal values have been assigned.

(d) Works of art and historical treasures:

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

(e) Write-down of tangible capital assets:

During 2024, there were no write-offs of assets under construction (2023 – \$54,119).

7. Accumulated surplus:

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

	2024	2023
Surplus:		
Equity in tangible capital assets	\$ 100,656,674	\$ 87,289,124
Operating fund	9,795,285	12,417,729
Operating fund – Asset retirement obligation	(1,041,581)	(1,001,520)
Total surplus	109,410,378	98,705,333
Reserve Funds:		
Village parking	1,086,883	1,042,930
Fire equipment	330,683	57,233
Land sale	43,518	41,758
Machinery and equipment	1,492,795	1,562,736
Heritage	2,539,685	2,436,981
Tax sale property	2,077	1,993
Parks acquisition	541,271	519,382
Capital works	17,284,952	19,255,746
Alternative transportation infrastructure	16,483	15,817
Infrastructure renewal	26,031,770	22,972,349
COVID-19 Restart	1,022,049	1,398,360
Growing Communities Fund	4,171,326	4,773,000
Total reserve funds	54,563,492	54,078,285
	\$163,973,870	\$152,783,618

7. Accumulated surplus (continued):

On November 19, 2020, the District was awarded a COVID-19 Safe Restart Grant of \$3,589,000 from the Province of British Columbia to support the financial challenges caused by COVID-19. The grant was initially recognized as revenue upon receipt and placed into an operating reserve to cover future eligible response and recovery expenses. During 2024, \$376,311 of eligible revenue recoveries were utilized from this reserve to fund revenue shortfalls resulting from COVID-19 (2023 - \$609,212).

In March of 2023, the District received a \$4,773,000 Growing Communities Fund grant from the Province of British Columbia to support the delivery of infrastructure projects to enable community growth. During 2024, \$601,674 (2023 – nil) was spent on eligible projects. The unspent grant funds are held in a reserve fund.

8. Taxation:

As well as taxes for its own purposes, the District is required to collect taxes on behalf of, and transfer these amounts to, the government agencies noted below. Taxes levied over or under the amounts requisitioned are recorded as accounts payable or receivable.

	2024	2023
Taxes		
Property tax	\$ 61,453,154	\$ 57,359,848
Grants in lieu of taxes	203,928	217,348
Special assessments and local improvements	268,647	255,671
1% Utility tax	102,341	93,693
Waste disposal fees	1,862,819	1,805,429
Penalties and interest	277,956	304,371
	64,168,845	60,036,360
Less taxes levied on behalf of:		
Provincial government - school taxes	14,835,516	14,738,079
Capital Regional District	4,155,075	4,070,790
Telus (CREST) - CRD	80,126	74,906
Provincial Government - Non-residential school	941,221	934,183
Capital Regional Hospital District	1,577,988	1,607,058
Municipal Finance Authority	2,527	2,562
BC Assessment Authority	444,587	437,202
BC Transit Authority	3,284,419	2,343,616
Business Improvement Area	100,000	100,000
	25,421,459	24,308,396
Net taxes available for municipal purposes	\$38,747,386	\$35,727,964

9. Government transfers:

The District recognizes the transfer of government funding as revenue when received and all related eligibility criteria and stipulations have been satisfied. The government transfers reported on the statement of operations consist of the following:

	2024	2023
Small communities grant and traffic fines	\$ 356,400	\$ 331,000
Growing Communities Fund	-	4,773,000
Gas tax agreement funds	882,566	891,358
Infrastructure grant	2,636,769	306,606
Universal Child Care Program	746,202	637,258
Other	466,847	424,580
	\$ 5,088,784	\$ 7,363,802

10. Commitments and contingent liabilities:

In the normal course of business, the District enters into commitments for both capital and operational expenses. These commitments have been budgeted for within the appropriate annual financial plan and have been approved by Council.

- (a) Capital Regional District (CRD) debt, under the provision of the Local Government Act, is a direct, joint and several liability of the CRD and each member municipality within the CRD, including the District.
- (b) The District is a shareholder and member of the Capital Regional Emergency Service Telecommunications (CREST) Incorporated whose services provide centralized emergency communications, and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and the Gulf Islands. Members' obligations to share in funding ongoing operations and any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.
- (c) The District has entered into agreements and contracts for various capital projects. The District has commitments totaling \$10,991,061 as at December 31, 2024 related to these capital projects. Funding for the majority of these obligations has been set aside in reserves for future expenditures, development cost charges and grant revenue. These amounts will be recorded in the accounts in the period when the goods and services to which they relate are received.

10. Commitments and contingent liabilities (continued):

- (d) In the normal course of business, the District is a defendant in various lawsuits for which no liability is reasonably determinable at this time. Should the claims be successful as a result of litigation, amounts will be recorded when a liability is likely and determinable.

The District is self-insured for general liability claims through membership in the Municipal Insurance Association of British Columbia, a reciprocal insurance exchange. Under this program, member municipalities jointly share 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. The District's deductible is \$10,000.

- (e) During 2008 the Province of BC gave its share (50%) of the heritage property known as Tod House to the District. The value of this transaction was recorded as \$395,000. Concurrently the Province registered a "Possibility of Reverter" against the property. This states that the Province has granted its interest to the District "for so long as the land is used for the specific purpose of managing the Tod House Heritage Site". Previous correspondence with the Province suggests that if the property use is changed the District will pay to the Province 50% of the market value of the property at the time that its use changed. The District has no plans to change the use of Tod House.
- (f) During 2015, the District entered into a lease agreement with the Board of Education of School District No. 61 (Greater Victoria) to lease the Neighbourhood Learning Centre, located in the Oak Bay High School. The lease commenced on September 1, 2015 and requires annual lease payments of \$89,984 for a term of 25 years.

11. Contractual rights:

The District's contractual rights arise from rights to receive payments from lease agreements. The District leases real estate property to commercial, affordable housing and non-profit organizations with terms ranging from 1 to 30 years. The District has contractual rights to receive the following amounts of lease revenue in the next 5 years.

Year	Lease revenue
2025	\$ 337,930
2026	327,130
2027	327,130
2028	94,056
2029	94,056
	\$ 1,180,302

12. Trust funds:

Trust funds administered by the District have not been included in the statement of financial position nor have their operations been included in the statement of operations.

	Heritage House Trust	Legacy Trusts	2024	2023
Financial assets:				
Cash	\$ 749	\$ -	\$ 749	\$ 729
Investments	121,468	510,813	632,281	767,667
Due (to) from operating fund	1,018	(22,486)	(21,468)	(166,416)
	\$ 123,235	\$ 488,327	\$ 611,562	\$ 601,980

Since the use of Trust Funds is restricted, their assets and liabilities are not recorded in the financial statements.

The District has received bequests that are to be used for various purposes. These are maintained in the Legacy Trusts, with authorized expenditures being funded from it, and earnings on investments being added to the Trust.

13. Financial plan data:

The financial plan data presented in these financial statements is based upon the 2024 operating and capital financial plans approved by Council on May 13, 2024. The budgeted annual surplus represents the planned results of operations prior to the budgeted transfers between reserve funds, debt repayments and capital expenditures.

14. Risk management:

The District has exposure to the following risks from its use of financial instruments: credit risk, liquidity risk, and market risk (foreign currency risk, interest rate risk, and other price risk). Management oversees the District's systems and practices of internal control and ensures that these controls contribute to the assessment and mitigation of risk. Management reports regularly to Council on its activities. The District has experienced no change in its risk exposure and has not made any changes to its risk management policies and procedures during the year.

(a) Credit risk:

Credit risk is the risk of a financial loss to the District if a counterparty to a financial instrument fails to meet its contractual obligations resulting in a financial loss. Such risks arise principally from certain financial assets held by the District consisting of cash and cash equivalents, investments and receivables.

Cash and cash equivalents and investments are held with reputable financial institutions with investment grade external credit ratings. The majority of receivables are owing from government agencies. The District is able to recover delinquent taxes through tax sale of properties with unpaid property taxes.

The District assesses on a continuous basis its receivables and provides for any amounts that are uncollectible in an allowance for doubtful accounts. The maximum exposure to credit risk is the carrying value of financial assets.

(b) Liquidity risk:

Liquidity risk is the risk that the District will not be able to meet its financial obligations as they become due. The District's objective is to have sufficient liquidity to meet these liabilities when due. The District prepares financial plans, monitors its cash balance and cash flows to meet its liquidity requirements. Accounts payable and accrued liabilities are generally due within 30 days of receipt of an invoice.

14. Risk management (continued):

(c) Market risk:

Market risk is the risk that changes in market price, such as foreign exchange rates, interest rates and other price risks, will affect the District's results of operations or the fair value of its holdings of financial instruments. In the normal course of operations, the District makes purchases denominated in US dollars. The District does not have any material transactions denominated in foreign currencies at year end. The District is monitoring the potential impacts and options to mitigate risks arising from tariffs and cross border trade.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The District mitigates interest rate risk by investing in fixed-rate investments and debt. The District is subject to interest rate risk on MFA pooled funds, on fixed-rate investments at maturity or refinancing.

15. Segmented information:

The District is a diversified municipal organization that provides a wide range of services to its citizens. For management reporting purposes, the District's operations and activities are organized and reported by service areas. Municipal services are provided by departments and their activities are reported in these service areas. Service areas that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

(a) General Government:

The departments within General Government are Corporate Administration, Finance, and Information Technology. These departments are responsible for adopting bylaws, adopting administrative policy, levying taxes, ensuring effective financial management, monitoring performance and ensuring that high quality municipal service standards are met.

15. Segmented information (continued):

(b) Protective Services:

Protective Services is made up of Police, Fire, Building and Planning and Animal Control. The Police Department ensures the safety of the lives and property of Oak Bay citizens through the enforcement of municipal bylaws and criminal law, the maintenance of law and order, and the prevention of crime. The Fire Department is responsible for providing critical, life-saving services in preventing or minimizing the loss of life and property from fire emergencies. The Fire Department also coordinates the District's emergency program. The Building and Planning department provides a full range of building services related to permits and current regulatory issues and through its Bylaw Enforcement division promotes, facilitates and enforces general compliance with bylaws. Animal Control services enforce the animal control bylaws and operate the pound and adoption centre for animals.

(c) Transportation Services:

Transportation Services is responsible for the construction and maintenance of roads and sidewalks throughout Oak Bay. Other duties include street cleaning, leaf pickup, snow removal and street lighting.

This department is also responsible for the construction and maintenance of the storm drain collection systems.

(d) Environmental Health Services:

The Environmental Health Services is responsible for the collection and disposal of household garbage, organics and recyclables.

(e) Recreation Services:

Recreation Services is responsible for providing, facilitating the development of, and maintaining the high quality of parks, recreation facilities, and cultural services.

(f) Water Utilities and Sewer Collection System:

The Water Utilities and Sewer Collection System Departments operate and distribute the water and sewer networks. They are responsible for the construction and maintenance of the water and sewer distribution systems, including mains and pump stations.

Certain allocation methodologies have been employed in the preparation of the segmented financial information. Taxation and payments-in-lieu of taxes are apportioned to General Government, Protective, Transportation, Environmental Health and Recreation Services based on current year expenditures less revenue from other sources. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in note 1.

15. Segmented information (continued):

2024	General Government	Protective Services	Transportation Services	Environmental Health	Recreation Services	Water Utility	Sewer Collection System	Total
Revenue:								
Taxation, net	\$ 3,494,678	\$ 17,255,066	\$ 6,911,007	\$ 2,440,289	\$ 8,646,346	\$ -	\$ -	\$ 38,747,386
Sales and service	35,846	66,591	19,156	-	8,683,960	5,150,062	4,774,475	18,730,090
Government transfers	1,500,159	-	-	-	951,856	-	2,636,769	5,088,784
Other revenues	334,131	1,273,703	80,228	-	91,052	-	-	1,779,114
Investment income	3,484,052	-	-	-	-	-	-	3,484,052
Total revenue	8,848,866	18,595,360	7,010,391	2,440,289	18,373,214	5,150,062	7,411,244	67,829,426
Expenses:								
Salaries and wages	3,577,207	11,639,986	2,991,606	517,657	11,051,699	1,450,544	506,040	31,734,739
Materials, supplies and services	3,999,261	2,865,916	1,604,140	1,191,060	4,564,373	2,997,489	3,511,319	20,733,558
Interest and other	180,206	-	-	-	190,200	-	-	370,406
Loss (gain) on tangible capital asset	-	-	-	-	16,064	-	-	16,064
Amortization of tangible capital assets	351,875	496,906	974,120	224,697	742,832	343,041	236,505	3,369,976
Accretion	14,435	8,486	5,034	-	12,106	-	-	40,061
Total expenses	8,122,984	15,011,294	5,574,900	1,933,414	16,577,274	4,791,074	4,253,864	56,264,804
Annual surplus	\$ 725,882	\$ 3,584,066	\$ 1,435,491	\$ 506,875	\$ 1,795,940	\$ 358,988	\$ 3,157,380	\$ 11,564,622

15. Segmented information (continued):

2023	General Government	Protective Services	Transportation Services	Environmental Health	Recreation Services	Water Utility	Sewer Collection System	Total
Revenue:								
Taxation, net	\$ -	\$ 16,322,322	\$ 7,676,520	\$ 2,407,506	\$ 9,321,616	\$ -	\$ -	\$ 35,727,964
Sales and service	78,151	29,397	33,644	-	8,309,868	5,409,818	4,895,689	18,756,567
Government transfers	6,206,106	206,124	206,222	-	745,350	-	-	7,363,802
Other revenues	354,858	1,189,247	43,158	-	103,612	-	-	1,690,875
Developer contributions	-	-	-	-	-	-	-	-
Investment income	3,617,015	-	-	-	-	-	-	3,617,015
Total revenue	10,256,130	17,747,090	7,959,544	2,407,506	18,480,446	5,409,818	4,895,689	67,156,223
Expenses:								
Salaries and wages	3,479,670	9,972,769	2,970,022	484,072	10,525,023	1,018,136	489,903	28,939,595
Materials, supplies and services	3,806,706	2,588,734	1,770,055	1,148,291	4,015,346	3,228,406	3,553,253	20,110,791
Interest and other	139,988	-	-	-	344,150	-	-	484,138
Amortization of tangible capital assets	346,343	235,288	890,299	224,697	761,850	342,252	178,743	2,979,472
Accretion	13,880	8,160	4,840	-	11,640	-	-	38,520
Total expenses	7,786,587	12,804,951	5,635,216	1,857,060	15,658,009	4,588,794	4,221,899	52,552,516
Annual surplus	\$ 2,469,543	\$ 4,942,139	\$ 2,324,328	\$ 550,446	\$ 2,822,437	\$ 821,024	\$ 673,790	\$ 14,603,707

Schedule – COVID-19 Restart Reserve (unaudited)

THE CORPORATION OF THE DISTRICT OF OAK BAY

Year ended December 31, 2024

COVID-19 Restart Reserve	2024	2023
Balance, beginning of year	\$ 1,398,360	\$ 2,007,572
Deducted:		
Revenue shortfalls	376,311	609,212
Balance, end of year	\$ 1,022,049	\$ 1,398,360

Schedule – Growing Communities Fund Reserve (unaudited)

The Province of British Columbia distributed conditional Growing Communities Fund (GCF) grants to communities at the end of March 2023 to help local governments build community infrastructure and amenities to meet the demands of population growth. The GCF provided a one-time total of \$1 billion in grants to all 161 municipalities and 27 regional districts in British Columbia. The District received \$4,773,000 of GCF funding in March 2023.

Growing Communities Fund Reserve	2024	2023
Balance, beginning of year	\$ 4,773,000	\$ -
Received:		
Provincial transfer	-	4,773,000
Deducted:		
Eligible expenditures	601,674	-
Balance, end of year	\$ 4,171,326	\$ 4,773,000

Schedule – Local Government Housing Initiative (unaudited)

THE CORPORATION OF THE DISTRICT OF OAK BAY

Year ended December 31, 2024

The Government of British Columbia has provided \$51 million in grant-based funding to help facilitate implementation and support local governments to support housing initiatives. The grant amounts are based on a formula with two components: a flat funding amount and a per-capita amount. For municipalities, the flat amount is \$150,000 and the per-capita amount is \$4.39. The District received \$235,425 in 2024 which was fully used on eligible expenses.

Local Government Housing Initiative	2024
Received:	
Provincial transfer	\$ 235,425
Deducted:	
Eligible expenditures	235,425
Balance, end of year	\$ -



District of Oak Bay

Other Statements of Financial Information

The following schedule is unaudited.
Year ended December 31, 2024

Schedule of Debts

Year ended December 31, 2024

A Schedule of Debts has not been prepared because information on the District's long-term debt is shown in Note 6 of the Financial Statements.

As shown in Note 6 and 11(a) to the Financial Statements, there were no deposits held and there were no contingent demand notes as all debt was extinguished on October 3, 2023. At December 31, 2024, there was no outstanding debt.

Prepared under the Financial Information Regulation, Schedule 1, section 4.

Schedule of Guarantee and Indemnity Agreements

Year ended December 31, 2024

A Schedule of Guarantees and Indemnity Agreements has not been prepared because the District of Oak Bay has not given any guarantees or indemnities under the Guarantees and Indemnities Regulation.

Prepared under the Financial Information Regulation, Schedule 1, section 5.

Schedule of Remuneration and Expenses

Year ended December 31, 2024

Regulations require the District of Oak Bay to report the total amount of remuneration for each employee that exceeds \$75,000 and the total amount of expenses paid to or on behalf of that employee in that year. It also requires that the total amount of remuneration and the total amount of expenses paid to or on behalf of each elected office to be reported.

Prepared under the *Financial Information Regulation*, Section 1, subsection 6(2)

Note for the readers

Employee expenses defined in the *Financial Information Regulation* including travel expenses, membership, tuition, relocation, vehicle leases, extraordinary hiring expenses, and registration fees and similar amounts which have not been included in the definition of remuneration.

Remuneration of all forms of salary, wages, and taxable benefits paid to an employee during the year. Remuneration can differ from total salary because while an employee may earn wages, those wages may not be paid until a different financial period.

Police Remuneration: The Schedule does not include remuneration paid to employees of the Oak Bay Police Department.

(Schedule begins on the following page)

Schedule of Remuneration and Expenses

MAYOR AND COUNCIL

Year ended December 31, 2024

Name	Remuneration	Expenses	Total
Appleton, Andrew	\$ 26,689	\$ 3,847	\$ 30,536
Braithwaite, Hazel	26,689	2,135	28,824
Green, Cairine	26,689	-	26,689
Murdoch, Kevin	62,228	10,602	72,829
Paterson, Esther	26,689	1,999	28,688
Smart, Caroline	26,689	3,363	30,052
Watson, Lesley	26,689	3,256	26,689
	\$ 222,360	\$ 25,472	\$ 244,307

Schedule of Remuneration and Expenses

EMPLOYEES

Year ended December 31, 2024

Last Name	First Name	Department	Position	Remuneration	Expenses
Adam	Daniel	Fire	Fire Fighter	\$133,522	\$1,027
Adsett	Duane	Fire	Assistant Fire Chief	175,990	70
Ahokas	Jason	Fire	Fire Fighter	168,317	1,173
Bagh	Signe K	Corporate Services	Director Strategic Initiatives	168,279	1,215
Bailey	Christopher	Fire	Fire Fighter	116,700	879
Ballantyne	John	Fire	Lieutenant	173,388	-
Banfield	Ian	Fire	Fire Fighter	133,634	1,176
Beaumont	Kyle	Fire	Fire Fighter	142,598	-
Boal	Sparky	Parks, Recreation & Culture	Facilities Maintenance Technician	76,136	-
Boel	Andre	Building & Planning	Directory Community Building & Planning	170,942	1,434
Boogaars	Adrian	Building & Planning	Building/Bylaw Official I	83,381	1,562
Bradfield	Roy	Human Resources	Occupational Health & Safety Officer	92,674	1,772
Brown	Shannon	Parks, Recreation & Culture	Executive Assistant/Human Resources	89,783	155
Brozuk	David	Public Works	Superintendent Public Works	140,996	-
Burgoyne	Marc	Public Works	Electrician II	96,381	458
Buser	Rene	Building & Planning	Building Official II	91,510	692
Carlson	Caitlin	Parks, Recreation & Culture	Aquatic Coordinator	89,097	359
Chase	Steven	Public Works	Heavy Duty Mechanic	84,055	-
Cobus	Lesley E.	Parks, Recreation & Culture	Monterey Coordinator	89,368	-
Costin	Donna	Finance & IT	IT Project Manager	136,531	4,939
Currie	John B.	Public Works	General Foreman	93,053	179
D'antonio	Gianfranco	Public Works	Roads Foreman	83,028	179
Davison	James	Engineering	Senior Engineering Technician	88,243	565
Dennill	Jade	Fire	Fire Fighter	99,501	-
Ding	Kangfa Richard	Engineering	Design Engineer	114,418	1,157
Dixon	Spencer	Public Works	Sewer & Storm Drain Foreman	76,267	179
Donnelly	Bonnie	Human Resources	Director Human Resources	167,832	-
Eldridge	Terry	Parks, Recreation & Culture	Facility Operations Coordinator	108,886	160
Espedido	Grace G.	Engineering	Senior Engineering Technician	88,962	-
Fredrickson	Miranda	Human Resources	Human Resources Advisor	83,304	-
Frenkel	Trent	Fire	Fire Fighter	138,406	909
Gan	Jin	Fire	Fire Fighter	100,659	970
Goldade	Jared M.	Public Works	Utility Locator/Fitter	81,518	179
Goodgrove	Hayley	Corporate Services	Manager Of Communications	104,964	345
Gow	Adam	Public Works	General Foreman	103,300	1,538
Graham	David	Finance & IT	Manager Facilities & Asset Management	133,872	360

Green	Brian	Building & Planning	Dep Dir Community Building & Planning	134,283	1,909
Hamilton	Wade	Parks, Recreation & Culture	Maintenance	75,408	69
Hannesson	Hannes	Engineering	Senior Engineering Technician	87,735	286
Hauser	Dale	Public Works	Operations Manager	109,194	179
Hodge	Jason	Fire	Fire Fighter	138,607	561
Hyde-Lay	Christopher R.	Parks, Recreation & Culture	Manager Parks Service	119,547	-
Ireland	Riley	Fire	Fire Fighter	145,150	585
Johnson	Terry	Public Works	Operations Manager	103,475	-
Josephson	Michael	Fire	Fire Fighter	209,786	-
Joynson	Jason	Fire	Lieutenant / Acting Assistant Chief	166,342	-
Krawczynski	Janusz	Engineering	GIS Technician	79,718	-
Lachance	Rianna	Finance, IT & Asset Management	Director Finance, IT & Asset Management	98,705	1,067
Laktin	Marilyn	Finance, IT & Asset Management	Manager Financial Operations	107,488	3,827
Lapierre	Briana D	Public Works	Stores Clerk	76,644	-
Larocque	Camille	Parks, Recreation & Culture	Manager Admin & Reception Services	82,846	-
Lawrence	Caroline	Parks, Recreation & Culture	Sports Coordinator	89,007	134
Leigh	Ryan	Fire	Fire Fighter	112,611	993
MacDonald	Frank	Fire	Fire Chief	160,964	2,429
Major	Adam	Public Works	Utility Locator/Fitter	76,762	179
Malinosky	Kris	Fire	Assistant Fire Chief	140,834	2,369
Mathieson	David	Fire	Fire Fighter	102,774	-
McCann	Ian	Parks, Recreation & Culture	Greenskeeper	76,974	-
McDonough	James	Public Works	Skilled Labourer	76,615	-
McKinnon	Kurt Niklas	Public Works	Electrician II	98,197	922
McStravick	Kyle	Building & Planning	Planner	87,474	1,732
Meikle	Steve	Parks, Recreation & Culture	Director Parks, Recreation And Culture	165,411	1,136
Mimura	Pierce	Engineering	Manager Engineering Operations & Planning	115,284	-
Miscovitch	Kenneth	Engineering	Senior Engineering Technician	87,425	1,032
Morden	Sarah	Corporate Services	Deputy Director Strategic Initiatives	134,848	1,762
Muller	Brad	Building & Planning	Planning Technician	76,331	649
Niessen	George	Public Works	Utility Locator/Fitter	76,282	179
O'Connell	Paul	Parks, Recreation & Culture	Facilities Maintenance Technician	77,489	199
Pacheco	Richard	Parks, Recreation & Culture	Carpentry TQ	79,505	-
Paul	Chris	Parks, Recreation & Culture	Gardener III - Arboriculture	87,652	806
Pearson	Sandra	Parks, Recreation & Culture	Manager, Recreation & Culture	134,565	-
Plouffe	Dianna	Corporate Services	Director Corporate Services	167,742	765
Preston	Jill	Finance & IT	Payroll & Benefits Coordinator	90,815	450
Prewett	Jameson	Engineering	Engineering Technician	75,842	-
Rennick	Stephen	Engineering	Director Engineering & Public Works	136,888	535
Rimell	Carly	Building & Planning	Senior Planner	104,460	2,140
Roberts	Tim	Parks, Recreation & Culture	Grounds & Horticulture Foreman	93,601	-
Robertson	Ed	Engineering	Director Engineering & Public Works	122,992	-
Rushton	Eric	Fire	Fire Fighter	138,602	804

Scaife	Hugh	Finance & IT	Information Technology Technician	83,078	-
Scott	Brad	Fire	Fire Fighter Lieutenant	161,540	390
Shute	Kaelen D	Fire	Fire Fighter	123,629	887
Smith	Patrick G.	Public Works	General Foreman	101,256	179
Stewart	Roger	Fire	Deputy Chief	156,490	770
Thorneloe	Adam	Fire	Fire Fighter	140,987	-
Thorsen	Tyler	Parks, Recreation & Culture	Maintenance Lead hand	80,998	118
Tilson	Jacob	Emergency Programs	Emergency Program Manager	101,525	722
Trenholm	Bradley	Fire	Captain Inspector	89,189	1,320
Trumble	Douglas	Fire	Fire Fighter	164,470	1,453
Vickers	Simon	Parks, Recreation & Culture	Tennis Program Supervisor	81,890	215
Welch	Emma Lea	Parks, Recreation & Culture	Fitness Coordinator	75,936	-
Welham	Janet	Parks, Recreation & Culture	Henderson Coordinator	89,656	-
Wells	Aidan H	Fire	Fire Fighter	128,643	887
Wetselaar	Jurrien	Public Works	Mechanic Foreman	96,233	157
Williams	Matthew	Corporate Services	Communications Coordinator	78,740	345
Williams	Selina L	Corporate Services	Chief Administrative Officer	208,824	8,841
Withrow	Tyler	Parks, Recreation & Culture	Gardener II, Horticulture	79,483	2,218
Young	Cameron	Fire	Fire Fighter	94,430	0
2024 Number of Employees		98 > \$75,000		\$10,979,361	\$69,835
2024 Number of Employees		706 < \$75,000		15,477,345	
Total		804		\$26,456,705	

Reconciliation of Schedule of Remuneration and Expenses to Financial Statements

The Schedule of Remuneration and Expenses has been prepared on a cash basis whereas the financial statements have been prepared on an accrual accounting basis and include payroll-related obligations. Therefore, no reconciliation of this schedule with the financial statements has been prepared.

Statement of Severance Agreements

Year ended December 31, 2024

Prepared under the Financial Information Regulation, Schedule 1, subsection 6(7).

Number of Agreements	Equivalent Number of Month's Salary & Benefits
1	1.0

Schedule of Payments to Suppliers for Goods and Services

SCHEDULE OF SUPPLIERS OF GOODS AND SERVICES

Year ended December 31, 2024

Regulations require the District of Oak Bay to report the total amount paid to each supplier for goods and services that exceeds \$25,000 in the year reported.

Prepared under the Financial Information Regulation
Schedule 1, subsection 7(1).

Vendor Name	Payment Amount
1381018 BC Ltd	\$ 59,192
1410065 BC Ltd	27,975
1491314 BC Ltd	52,324
671435 BC Ltd	27,000
Accutemp Refrigeration & Air Conditioning	953,800
Acklands - Grainger Inc	104,268
Active Earth Engineering Ltd	48,701
Advantage Tree Care	37,031
Allterra Construction Ltd	375,578
Aquashine Building Services	74,664
Associated Fire Safety	50,123
Automated Aquatics Canada Ltd	61,219
B.C. Hydro And Power Authority	451,977
Bartlett Tree Experts	83,507
Beacon Ridge Productions	30,820
Black Press Group Ltd	30,983
Bloom Yoga	33,806
Bunzl Canada Inc	150,454
BWD Construction Ltd	26,500
Canadian Linen & Uniform Service	25,122
Canadian Recreation Solutions	140,448
Capital Regional District	2,843,767
Carscadden Stokes Mcdonald Architects	272,067
Centralsquare Canada Software Inc	73,460
City Of Victoria	182,522
Clarke Engineering & Welding Ltd	58,134

Vendor Name	Payment Amount
Colliers Strategy & Consulting Inc	\$ 60,275
Columbia Fuels	394,157
Commissionaires The	55,905
Crest	102,216
Cyr Lori	31,358
Dinesen Nurseries Ltd	33,387
DL's Bins Ltd	45,735
Domingo & Co Construction Ltd	54,613
Dupuis Nicole	36,743
E H Emery Electric Ltd	81,410
E-Comm Emergency Communications	362,719
Elisco Enterprises Inc	114,348
Emco Corporation	190,661
Emterra Environmental	111,188
Engineering For Kids	29,806
Escocia Contracting	381,313
Extreme Portable Buildings	457,404
Falcon Equipment Ltd	25,941
Fitness Experience	207,605
Footprint Custom Carpentry Inc	184,412
Fortis BC Natural Gas	147,136
Geoadvice Engineering Inc	76,372
Gfl Environmental Inc	894,293
Glenoak Ford	69,130
Gordon Food Service Canada Ltd	30,423
Greater Victoria Public Library	1,282,563
Graphically Speaking Services Inc	43,536
Greater Victoria Labour Relations	86,291
Greater Victoria School Board	96,756
GRT Environmental Services (Canada) Ltd	72,252
GVLRA/Cupe Long Term Disability Trust	278,444
H2 Accelerator	266,402
H2X Contracting Ltd	167,573
Habitat Systems Inc	282,932
Harbour Door Services Ltd.	28,410
Hazelwood Construction Services Inc	902,746

Schedule of Payments to Suppliers for Goods and Services

SCHEDULE OF SUPPLIERS OF GOODS AND SERVICES (CONTINUED)

Year ended December 31, 2024

Vendor Name	Payment Amount	Vendor Name	Payment Amount
Heidelberg Materials Canada Ltd	\$ 251,004	Nurndy-Forfire Emergency Graphics Ltd	\$ 34,542
Herold Engineering	246,210	Ocean River Sports	77,752
Iconix Waterworks LP	126,221	Origin Planning Ltd	40,254
Insurance Corporation Of BC	121,724	Pacific Beach Investments	30,000
ISL Engineering And Land Services Ltd	114,332	Pacific Blue Cross	737,922
Island Asphalt Company	241,870	Parsons Inc.	113,791
Island Cleaning Supplies	29,499	Pbx Engineering Ltd	135,850
Island Temperature Controls	71,928	Perfectmind Inc	75,600
Jenner Chevrolet Buick Gmc Ltd	43,288	Polar Engineering Ltd	49,230
Kal Tire (Langford)	56,209	Primecorp	47,324
Karate Brothers	44,046	Quadiant Canada Ltd	36,447
KC Custom Design Ltd	46,000	Radioworks	40,195
Kerr Wood Leidal Associates Ltd	267,453	Raylec Power LP	72,512
KMBR Architects Planners Inc	51,279	Real Canadian Wholesale Club #6708	34,818
KPMG LLP	43,817	Receiver General (Employer's EI & CPP contributions only)	1,486,263
KTI Limited	69,569	Ricoh Canada Inc.	73,438
Lee Deryk	40,598	Rollins Machinery Ltd	57,534
Licker Geospatial Consulting Ltd	58,006	Royal Rooter Plumbing & Drain Cleaning Ltd	60,308
Littluniverse Education	43,600	Ryzuk Geotechnical	75,979
Lombard Pre-Cast Inc	135,282	Saanich, The Corporation Of The District Of	606,837
Lordco Parts Ltd	60,508	Safetek Emergency Vehicles Ltd	3,524,020
Mac's Heating Ltd	33,622	Scho's Line Painting Ltd	51,063
Malahat Nelson GP Ltd	63,380	Sea To Sky Network Solutions Inc.	543,418
Manulife Financial Group	71,040	Seba Construction Ltd	29,971
Mcelhanney Ltd	738,652	Sigma Safety Corp	62,776
MGM Mechanical Ltd.	42,138	South Island Surfaces Ltd	40,793
Michell Brothers Farm Composting	99,435	St Michaels University School Society	31,058
Mitchell Press Limited	41,216	Steve Marshall Ford Lincoln	76,999
Modus Planning Design And Engagement Inc.	180,427	Stewart McDannold Stuart Barristers & Solicitors	29,179
Monk Office Supply Ltd	55,395	Sunbelt Rentals Of Canada Inc.	108,084
Morrison Hershfield Limited	32,461	Sysco Victoria Inc.	104,315
MPE Engineering Ltd	69,844	Telus Communications (BC) Inc	42,053
Municipal Insurance Association Of BC	456,629	Telus Mobility	108,111
Music Together Victoria	85,472	Tetra Tech Canada Inc	71,210
Nichols Applied Management Inc	61,174	The Canada Life Assurance Company	87,165
Northridge Excavating Ltd	4,108,380	Thomas William	54,371

Schedule of Payments to Suppliers for Goods and Services

SCHEDULE OF SUPPLIERS OF GOODS AND SERVICES (CONTINUED)

Year ended December 31, 2024

Vendor Name	Payment Amount
Trio Ready-Mix (1971) Ltd	\$ 35,630
Troy Electric Sales & Service Ltd	91,680
Uline Canada Corp	84,929
Urban System Ltd	81,108
Urban Wildlife Stewardship Society	54,550
Victoria Animal Control Services Ltd	47,981
Victoria Drain Services	45,208
Victoria Ford Alliance Ltd	69,373
Victoria Landscape Gravel Mart Ltd	42,874
Vimar Equipment Ltd	43,125
Waste Connections Of Canada Inc.	40,813
Watt Consulting Group	44,265
West Shore Rcmp Crime Prevention Unit	36,000
Western Traffic Ltd	54,109
Windley Contracting Ltd	2,078,259
Wolseley Canada Inc	35,542
Workers Compensation Board Of BC	1,097,106
WSP Canada Inc	33,309
Young Anderson Barristers & Solicitors	64,351
Total Suppliers Equal and Over \$25,000	35,194,994
Other Suppliers Under \$25,000	5,116,146
	<u>\$40,311,140</u>

Reconciliation of the Schedule of Suppliers of Goods and Services to Financial Statements

The Schedule for Suppliers of Goods and Services has been prepared on a cash basis whereas the financial statements have been prepared on an accrual accounting basis, therefore no reconciliation of this schedule with the financial statements has been prepared.

Other Notes

- The Schedule above does not include property taxes collected on behalf of and remitted to other taxing authorities.
- The Schedule above does not include payments made for the refunding of security and other deposits as these are not a provision of goods or services.

Schedule of Grants or Contributions

Year ended December 31, 2024

Regulations require the District of Oak Bay to report a statement of payments for the purpose of grants or contributions.

Prepared under the Financial Information Regulation, Schedule 1, subsection 7(2)(b).

Organization	Total \$
Action Committee of People with Disabilities	\$1,800
Balfour's Friends Foundation	400
Canadian Heritage Arts Society	1,900
Capital Region Food & Agriculture Initiatives	4,800
BC Sea Cool It Climate Leadership	3,165
Chinese Canadian Museum - Fan Tan Alley	200
Chinese Consolidated Benevolent Association	3,000
Community Association of Oak Bay	7,200
Community Social Planning Council of Greater Victoria	2,600
Juno 80 Campaign	550
Living Edge Community	800
Maritime Museum of BC Society	1,400
Marlet Publishing Society	1,900
Need2 Suicide Prevention Education & Support	1,600
Oak Bay Business Improvement Association	4,000
Oak Bay Heritage Foundation	8,300
Oak Bay High School Scholarship Award	1,500
Oak Bay Sea Rescue Society	5,200
Oak Bay Tea Party Society	7,000
Oak Bay United Church	1,200
Oak Bay Volunteer Services Society	39,600
Peninsula Streams Society	4,300
Songhees First Nation	10,000
South Island Prosperity Project Society	47,409
The Newcombe Singers Association	500
Vancouver Island South Film and Media Commission	10,000
Victoria Sexual Assault Centre	5,000
Total	\$175,324

Statistical Information

Five-Year Statistical Review 2020-2024



Property Tax Rates 2020 - 2024

Municipal (\$ per \$1,000 Assessment)	2020	2021	2022	2023	2024
Residential	\$ 2.8618	\$ 2.9058	\$ 2.5513	\$ 2.5547	\$ 3.1854
Business/Other	6.4307	7.6090	7.5382	7.9194	8.9196
Recreational/Non-profit	5.7583	6.1506	6.0958	6.6231	7.1257
Farm	4314.1269	4592.7788	5089.4842	5554.9259	0.0000
Utilities	N/A	10.0712	10.3914	10.9164	10.9086

Total - Including School, Regional, etc. (\$ per \$1,000 Assessment)

Residential	4.8901	4.9633	4.2970	4.2348	4.6436
Utilities	15.1621	25.6949	26.3704	26.6947	26.0157
Business/Other	9.8723	14.0838	13.4148	14.6197	15.7839
Recreational/Non-profit	7.6469	9.7542	9.3003	9.7779	9.7852
Farm	4837.8213	5245.1622	5795.7000	6259.1312	6234.7726

The tax rates above do not include rates and levies that are not applied to the entire assessment tax base. Other taxes that are applied to only specific properties include:

1. Additional School Tax – applied only to residential properties assessed at greater than \$3M
2. Business Improvement Area – applied only to business class properties within the Business Improvement Area as defined by the *Oak Bay Business Improvement Area Bylaw, 2020*.
3. Boulevard Frontage – applied only to properties within the boulevard roll established by the *Boulevard Frontage Tax Bylaw, 1982*.

Municipal Taxes Billings by Property Class (in Thousands)

	2020	2021	2022	2023	2024
Residential	\$ 25,084	\$ 26,891	\$ 28,510	\$ 31,239	\$ 34,182
Business/Other	1,245	1,354	1,428	1,578	1,606
Recreational/Non-profit	168	179	189	210	208
Farm	30	32	36	39	39
Total	\$ 26,527	\$ 28,456	\$ 30,163	\$ 33,066	\$ 36,035

Source: District Of Oak Bay Finance Department

New Construction 2020 - 2024

	2020	2021	2022	2023	2024
New Construction Assessment	\$61,842,400	\$74,534,000	\$52,581,000	\$ 50,791,400	\$ 51,287,000
% Assessment Base	0.66%	0.79%	0.55%	0.38%	0.38%
Taxes Generated from New Growth	184,352	232,577	135,314	142,574	133,148

Source: District of Oak Bay Finance Department

Property Tax Levied and Collected 2020 - 2024

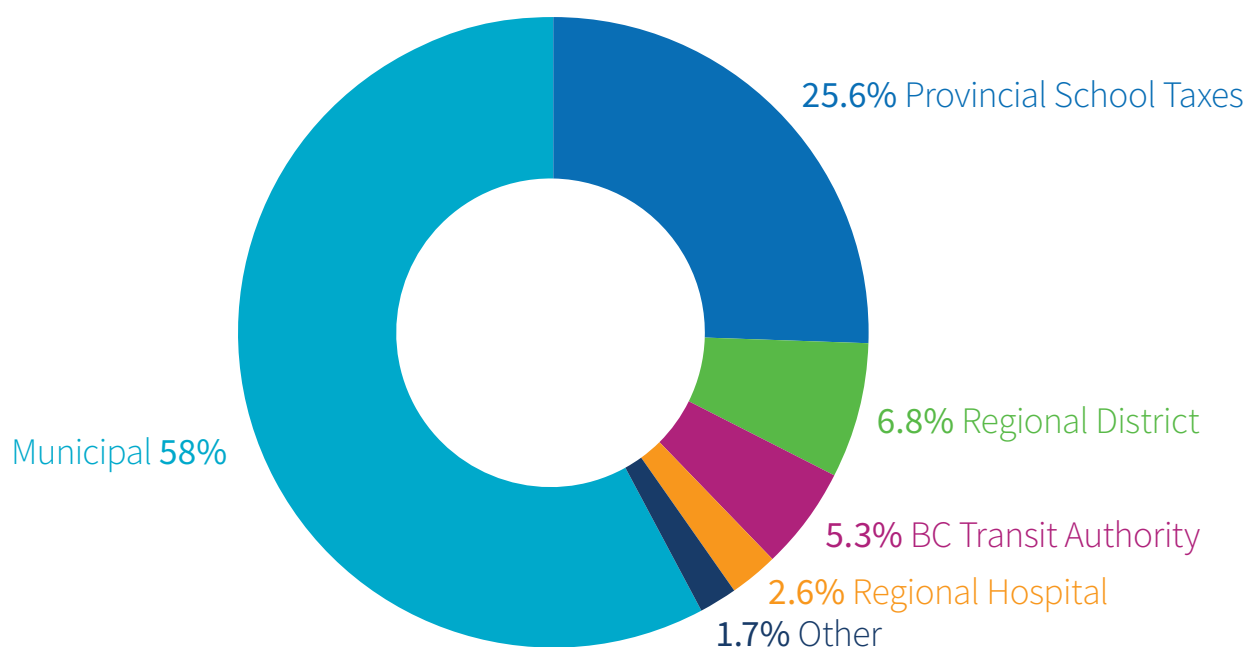
(IN THOUSANDS)

	2020	2021	2022	2023	2024
Municipal	\$ 26,528	\$ 28,457	\$ 30,163	\$ 33,066	\$ 35,781
Provincial School Taxes	12,634	13,428	14,524	15,673	15,775
Regional District	3,174	3,997	4,142	4,146	4,205
Regional Hospital	1,827	1,845	1,648	2,344	3,284
BC Transit Authority	1,822	1,850	1,987	1,608	1,602
BC Assessment Authority	402	408	416	437	445
Boulevard Frontage	215	220	232	256	267
Business Improvement Area	100	100	100	100	100
Municipal Finance Authority	2	2	2	3	210
	\$ 46,704	\$ 50,307	\$ 53,214	\$ 57,633	61,669
Total Current Taxes Levied	\$ 46,704	\$ 50,307	\$ 53,214	57,633	61,669
Current Taxes Collected*	46,200	49,802	52,524	57,360	61,453
Percentage	98.9%	99.0%	98.7%	99.5%	99.6%

*as at December 31 of the respective year

Source: District of Oak Bay Finance Department

2024 Property Taxes Collected by Agency



Source: District Of Oak Bay Finance Department

2024 Principal Corporate Taxpayers

Registered Owner	Primary Property	Taxes Levied
Oak Bay Hospitality Land Inc	Hotel & Commercial	\$ 377,279
Athlone Court Holdings Ltd	Stores & Offices	299,227
R K Investment Ltd	Multi-Family Apartment	168,297
Fortisbc Energy	Utilities	143,515
Victoria Golf Club	Golf Course	135,244
Uplands Golf Club	Golf Course	121,145
Crown Provincial	Marina	117,560
Sierra Holding Co Ltd	Multi-Family Apartment	114,097
Whitehall Enterprises Ltd	Multi-Family Apartment	105,804
Nadar Holdings Ltd	Stores & Offices	103,300
Carlton House Properties Ltd	Multi-Family Apartment	102,051
Oak Bay Gate Ltd	Stores & Offices	99,435
2228 Oak Bay Avenue Holdings Ltd	Stores & Offices	98,942
Oak Bay Rental Investments Ltd	Stores & Offices	95,978
Seadragon Properties Inc	Single Family Dwelling	89,244
Oak Bay Chaucer Holdings Ltd.	Stores & Offices	88,723
0847957 B.C. Ltd.	Stores & Offices	83,465
ANR Investments Ltd	Stores & Offices	82,326
Gill-Am Investments Ltd	Multi-Family Apartment	79,851
Condor Investments Ltd	Multi-Family/Stores	71,515
Royal Victoria Yacht Club	Marina	71,445
Crown Provincial	Marina	71,315
Whitehall Enterprises Ltd	Multi-Family Apartment	70,759
Baptist Housing Society of BC	Multi-Family Apartment	70,002
1459498 BC Ltd	Single Family Dwelling	68,598
Upfield 2201 Oak Bay Avenue Holdings Corp	Stores & Offices	67,425
547808 BC Ltd	Single Family Dwelling	66,757
1459498 BC Ltd	Single Family Dwelling	65,823
Sonria Holdings Ltd	Stores & Offices	63,894
412117 BC Ltd	Stores & Offices	63,610
Namod Properties Ltd	Multi-Family Apartment	63,194
H D S Estates Ltd	Stores & Offices	60,032
258957 BC Ltd	Multi-Family Apartment	58,555
Namod Properties Ltd	Multi-Family Apartment	54,543
Kingston Estates Ltd	Stores & Offices	54,124
Newport Sales Co Ltd	Multi-Family Apartment	53,842
Vista Towers Ltd	Multi-Family Apartment	52,481
		\$ 3,379,868
Source: District Of Oak Bay Finance Department		Total 2024 Tax Levies
		\$ 61,669,525
		Total %
		5.48%

Statement of Operations 2020 - 2024

(IN THOUSANDS)

Revenue	2020	2021	2022	2023	2024
Taxation, net	\$ 28,815	\$ 30,890	\$ 32,645	\$ 35,728	\$ 38,747
Sales and services	4,758	6,132	7,596	8,451	8,806
Other Revenues	1,304	1,884	1,729	1,691	1,779
Develop Contributions	468	223	-	-	-
Government transfers	5,570	9,130	2,766	7,364	5,089
Investment income	1,000	916	1,910	3,617	3,484
Sales of water and sewer charges	8,811	9,054	9,791	10,305	9,924
Total	\$ 50,726	\$ 58,229	\$ 56,437	\$ 67,156	\$ 67,829

Expenses by Function	2020	2021	2022	2023	2024
General Government	\$ 5,376	\$ 5,597	\$ 6,760	\$ 7,787	\$ 8,123
Protective Services	10,735	11,393	13,105	12,805	15,011
Transportation Revenue	3,760	4,296	4,753	5,635	5,575
Environmental Health Services	1,619	1,628	1,641	1,857	1,933
Recreation Services	11,705	12,940	14,257	15,658	16,577
Water Utilities	3,455	3,635	4,015	4,589	4,791
Sewer Collection System	3,061	3,884	3,712	4,222	4,254
Total	\$ 39,711	\$ 43,373	\$ 48,243	\$ 52,553	\$ 56,264

Expenses by Object	2020	2021	2022	2023	2024
Salaries and wages	\$ 23,367	\$ 24,819	\$ 27,540	\$ 28,940	\$ 31,735
Materials, supplies and services	13,668	15,805	17,529	20,111	20,734
Interest and other	235	134	134	484	370
Amortization	2,441	2,615	2,797	2,979	3,370
Accretion	-	-	-	39	40
Loss of tangible capital assets	-	-	244	-	16
Total	\$ 39,711	\$ 43,373	\$ 48,244	\$ 52,553	\$ 56,265

Source: District Of Oak Bay Finance Department

Annual & Accumulated Surplus 2020 - 2024

(IN THOUSANDS)

	2020	2021	2022	2023	2024
Accumulated Surplus, Beginning of Year	\$ 104,114	\$ 115,130	\$ 129,987	\$ 138,180	\$ 152,784
Adoption of PS 3400 Standard					(374,370)
Annual Surplus/(Deficit)	11,016	14,857	8,193	14,604	11,565
Accumulated Surplus, End of Year	\$ 115,130	\$ 129,987	\$ 138,180	\$ 152,784	\$ 163,974

Source: District Of Oak Bay Finance Department

Allocation of Annual Accounting Surpluses 2020 - 2024

(IN THOUSANDS)

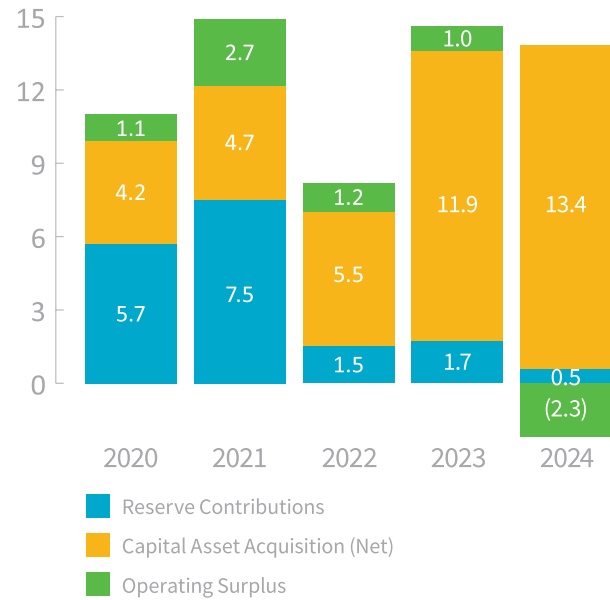
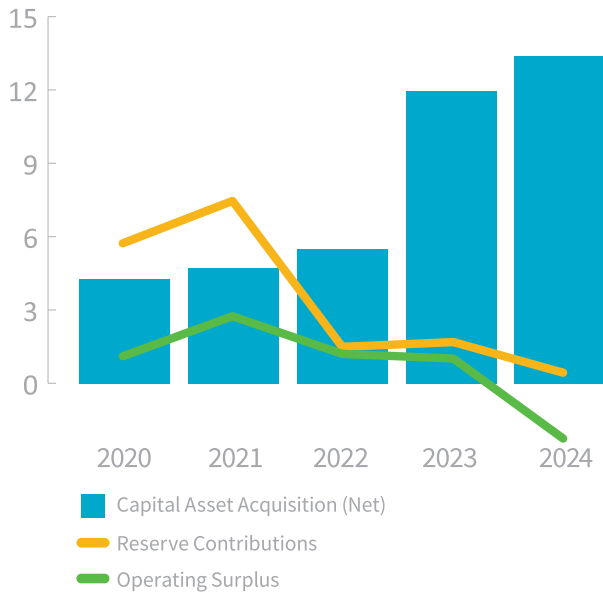
	2020	2021	2022	2023	2024
Annual Surplus	\$ 11,016	\$ 14,857	\$ 8,193	\$ 14,604	\$ 11,565
Capital Asset Acquisition (Net)	4,217	4,672	5,458	11,896	13,368
Reserve Contributions	5,732	7,478	1,510	1,712	485
Operating Surplus	1,067	2,707	1,225	996	(2,288)
	\$ 11,016	\$ 14,857	\$ 8,193	\$ 14,604	\$ 11,565

Source: District Of Oak Bay Finance Department

Reserve Funds & Other Funding Sources 2020 - 2024

(IN THOUSANDS)

Annual Surplus Allocations 2020-2024 (In Millions)



Reserve Funds & Other Funding Sources	2020	2021	2022	2023	2024
Operating Fund Surplus	14,764	\$ 17,471	\$ 10,420	\$ 11,416	\$ 8,754
Village Parking	963	973	996	1,043	1,087
Fire Equipment	1,870	2,148	1,571	57	331
Land Sale	39	39	40	42	44
Machinery and Equipment	2,065	1,669	2,035	1,563	1,493
Heritage	2,250	2,274	2,327	2,437	2,540
Tax Sale Property	2	2	2	2	2
Parks Acquisition	480	485	496	519	541
Capital Works	18,064	18,023	20,841	19,256	17,285
Alternative Transportation Infrastructure	15	15	15	16	16
Infrastructure Renewal	5,751	14,375	22,036	22,972	26,032
COVID-19 Restart*	-	2,563	2,008	1,398	1,022
Growing Communities Fund*	-	-	-	4,773	4,171
Gas Tax Funds - Uplands Sewer Separation	6,319	-	-	-	-
	\$ 52,582	\$ 60,037	\$ 62,787	\$ 65,494	\$ 63,318

Source: District Of Oak Bay Finance Department

Debenture Debt 2020 - 2024

(IN THOUSANDS)

	2020	2021	2022	2023	2024
Gross Outstanding Debt - MFA	\$ 4,715,000	\$ 4,715,000	\$ 4,715,000	\$ -	\$ -
Gross Outstanding debt - Capital Lease	-	-	-	-	-
Total Gross O/S* Debt	4,715,000	4,715,000	4,715,000	-	-
Less: Sinking Fund Payments	(3,729,599)	(4,060,411)	(4,407,764)	-	-
Net Debt	\$ 985,401	\$ 654,589	\$ 307,236	\$ -	\$ -
Debt servicing (property taxes)	276,972	276,972	276,972	276,972	147,440
Population	18,918	18,930	19,211	19,962	19,962
Net Debt per Capita	\$ 52	\$ 35	\$ 16	\$ -	\$ -
Debt Servicing per Capita	\$ 15	\$ 15	\$ 14	\$ 14	\$ 7
Debt Servicing as % of Expenses	0.7%	0.6%	0.6%	0.5%	0.3%
Debt Servicing Limit	10,920,278	11,825,877	13,086,232	13,397,987	14,530,270
% Debt Servicing Limit	2.5%	2.3%	2.1%	2.1%	1.0%

Source: District Of Oak Bay Finance Department

Statement of Financial Position 2020 - 2024

(IN THOUSANDS)

	2020	2021	2022	2023	2024
Financial Assets	\$ 77,123	\$ 73,877	\$ 79,290	\$ 88,811	\$ 86,708
Financial Liabilities	29,413	15,500	17,818	24,411	24,171
Net Financial Assets/(Net Debt)	\$ 7,710	\$ 58,377	\$ 61,472	\$ 64,400	\$ 62,537
Non-Financial Assets	67,419	71,610	76,708	88,384	101,437
Accumulated surplus	\$ 115,129	\$ 129,987	\$ 138,180	\$ 152,784	\$ 163,974

Source: District Of Oak Bay Finance Department

Capital Expenditures 2020 - 2024

(IN THOUSANDS)

Expenditures	2020	2021	2022	2023	2024
Land Improvements	\$ 21	\$ 572	\$ 364	\$ -	\$ 215
Building and Building Improvements	553	1,018	2,060	1,745	1,104
Machinery and Equipment	339	773	166	382	394
IT Equipment	259	341	32	183	239
Vehicles	456	997	-	1,080	447
Roads, Drains, Sewer, and Water	4,568	2,777	3,433	3,943	2,898
Assets Under Construction	152	565	2,105	7,289	11,457
Total	\$ 6,348	\$ 7,043	\$8,160	\$ 14,622	\$ 16,754

Source: District Of Oak Bay Finance Department

Property Tax Exemptions 2020 - 2024

Expenses by Name	2020	2021	2022	2023	2024
Emmanuel Baptist Church	\$ 20,358	\$ 22,804	\$ 26,035	\$ 32,528	\$ 35,296
Guide Hall	1,179	1,451	1,655	1,977	2,206
Kiwanis Manor	13,731	13,942	13,762	15,069	16,779
Kiwanis Tea Room	485	594	715	828	936
Oak Bay Lawn Bowling Club	5,000	5,716	6,425	7,850	7,850
Oak Bay United Church	13,008	15,157	20,100	22,389	24,290
St. Mary's Church	10,750	12,000	17,325	18,475	21,954
St. Patrick's Church	20,183	22,542	29,632	33,357	35,526
St. Phillip's Church	5,483	6,122	8,004	9,975	10,823
Scout Hall	1,858	2,344	2,887	3,491	664
Total	\$ 92,035	\$ 102,672	\$ 126,540	\$ 145,939	\$ 156,324

Source: District Of Oak Bay Finance Department



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