

Corporation of the Township of Esquimalt

2009 | Annual Report





Our Vision:

Esquimalt is a diverse community, a desirable place to live, and an integral member of a larger region.

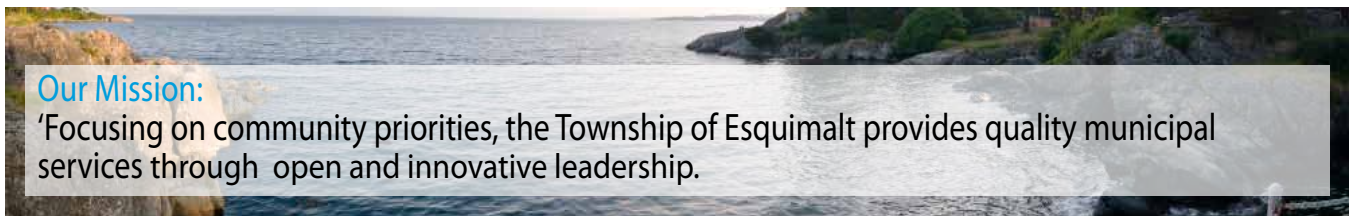
We encourage meaningful community participation and consultation to provide open and responsible decision-making. We enhance responsible economic opportunities and embrace sports, recreation, the arts, and the west coast lifestyle.

As we achieve the vision, we enhance our quality of life, enjoy health and safety, build upon our cultural heritage, revitalize our community, protect our natural environment, and foster our diversity.

Township of
ESQUIMALT

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Our Mission:

'Focusing on community priorities, the Township of Esquimalt provides quality municipal services through open and innovative leadership.



Esquimalt is a seaside community which 17,000 residents are proud to call home. The compact and green Township is strategically located adjacent to the City of Victoria, providing both easy access to city amenities and the ambience of a self-contained community. Residents find their foot-friendly community to be a great place to live, work and play.

A major attraction of the community is its proximity to a variety of marine environments. In fact, Esquimalt is largely defined by the waterways and shores surrounding it. It is essentially a peninsula bounded on the south by the Juan de Fuca Strait, on the west by Esquimalt Harbour, and on the north by a long finger-like inlet of tidal water called the Gorge. Moving inland, the landscape is characterized by rocky outcrops and hills in the west and central areas, and relatively level lands to the south and north. The ocean shoreline is comprised of rocky headlands, coves and bays, and several beaches with public access.

It was the quality of Esquimalt's natural harbour which led to the community being selected as the site for the headquarters of the Royal Navy's Pacific Squadron in 1865. Today, this same site serves as home to the Canadian Forces Base Esquimalt. As a result of the need to repair Royal Navy ships, the Esquimalt Graving Dock was developed and is now the largest non-military graving dock on the west coast of the Americas. The naval base is now the largest employer in Esquimalt, and the original town site has disappeared inside the boundaries of the Canadian Forces Base.

Residents and visitors enjoy Esquimalt's many scenic trails, parks and public places. Additionally, the community is proud of its leading-edge recreation centre and library, used by customers from throughout the region, and of its safe and welcoming neighborhoods.

Indeed, as the Township prepares for its centennial in September 2012, there is much to be proud of: growing opportunity, a high quality of life, beautiful coastal ambience, and a welcoming outlook for residents and visitors.



Esquimalt Fast Facts

- ▶ The area now known as Esquimalt has been inhabited by Coast Salish First Nations for over 4000 years.
- ▶ Esquimalt (pronounced Ess-KWY-malt) is an anglicized version of the First Nations word "es-whoy-malth," which means the place of gradually shoaling water.
- ▶ Year of incorporation: September 1, 1912.
- ▶ Esquimalt is home to approximately 17,000 residents living in over 8,300 dwellings.
- ▶ The municipality covers approximately 10 square kilometres (or 1000 hectares).
- ▶ Average daily visitors to Esquimalt Recreation Centre: 660.
- ▶ Esquimalt has over 40 hectares of parkland, many of these parks overlooking waterways along the Strait of Juan de Fuca and the Gorge Waterway.
- ▶ The Township is endowed with over 30 parks, beaches and green spaces.
- ▶ Esquimalt Gorge Park was first established in 1905.
- ▶ The highest point in Esquimalt is 71 metres at Highrock Park.

Mayor's Message



On behalf of Esquimalt Council, I am proud to share highlights of the Township's accomplishments in 2009. It was an eventful and interesting year, with many events and new initiatives in support of our strategic plan.

Council's emphasis in 2009 was on social and cultural issues facing the community. Retention of our ice skating facility and promoting curling opportunities for Esquimalt residents were important priorities. We also recognize that the cost of strengthening our community requires eco-

nomic growth. Growth will both help finance local government services and generate the revenue necessary to enable a broader range of goods and services to be provided by the private sector. But this growth cannot be at the expense of the environment. We are committed to supporting climate action initiatives while at the same time take steps within our municipality to improve the environment.

We made strides on key projects this year:

- ▶ The Secondary Suites Bylaw was passed, providing the opportunity for safe, affordable housing as well as potentially providing the opportunity for seniors to "age in place" by having financial assistance.
- ▶ We improved the pedestrian network by building key sidewalks, crosswalks, and park pathways increasing safety for all users including those with disabilities.
- ▶ Parks and Recreation had an active and successful year with the reopening of our Japanese Garden in Kinsmen Gorge Park, which is the oldest in North America. We received the matching one million dollar infrastructure grant to upgrade Archie Browning Sports Centre, and, thanks to parks and recreation staff, secured several high profile events for 2010, including the Chinese Olympic curling team pre-Olympics training and the Victoria Curling Classic.
- ▶ Esquimalt conducted an audit of our Fire Services during 2009, and changes are going ahead through 2010 to make our fire hall a great place to work.
- ▶ The village core project is progressing. The acceptance and excitement within the community to make this happen will assist Council to continue the process through to implementation.
- ▶ The past year Esquimalt had community forums on sewage treatment, policing, height and density growth, and business. Council direction has benefitted from the input we have received at these meetings. Community forums will continue to be an important method of gathering input from our residents, but we will be working on new ways to reach out as well.

We have celebrated many community events this past year and have started building toward our centennial celebrations for 2012. Esquimalt is changing in exciting, positive and progressive ways. We had a great year in 2009, but just watch us in 2010.

A handwritten signature in black ink that reads 'Barbara Desjardins'. The signature is written in a cursive style and is positioned to the left of a vertical line.

Barb Desjardins
Mayor of the Township of Esquimalt

Mayor and Council



Barb Desjardins - Mayor

Appointments

Capital Regional District Board
 Capital Regional District Core Area Liquid Waste Management Committee
 Capital Region Emergency Service Telecommunications (Alternate)
 Commuter Train Steering Committee
 Esquimalt Chamber of Commerce
 Esquimalt/Victoria Police Board
 Greater Victoria Harbour Authority
 Greater Victoria Labour Relations Association
 Local Government Treaty Committee
 Municipal Insurance Association of British Columbia

Internal Appointments

Centennial Celebrations Select Committee



Meagan Brame - Councillor

Appointments

Capital Regional Water Supply Commission (Alternate)
 Esquimalt Chamber of Commerce
 Family Court and Youth Justice Committee (Alternate)

Internal Appointments

Access Awareness Committee
 Arts, Culture and Special Events Advisory Committee
 Buccaneer Days Committee
 Celebration of Lights Committee
 Local Grant Committee



Randall Garrison - Councillor

Appointments

Commuter Train Steering Committee (Alternate)
 Island Corridor Foundation Community Advisory Committee

Internal Appointments

Advisory Planning Commission
 Environmental Advisory Committee



Alison Gaul - Councillor

Appointments

Capital Regional District Board (Alternate)
 Capital Regional District Arts Committee (Alternate)
 Esquimalt Chamber of Commerce
 Greater Victoria Economic Development Agency Advisory Board
 Greater Victoria Public Library Board

Internal Appointments

Local Grant Committee
 Parks and Recreation Advisory Committee



Esquimalt Mayor and Council 2008 - 2011

The Mayor and Council of the Township of Esquimalt were elected for a three-year term in December 2008. Mayor and Council create bylaws and policies, approve the municipal budget, and serve on various committees within the municipality and region.



Lynda Hundleby - Councillor

Appointments
 Capital Regional Water Supply Commission
 Provincial Capital Commission

Internal Appointments
 Environmental Advisory Committee
 Esquimalt Together Against Graffiti
 Heritage Advisory Committee



Don Linge - Councillor

Appointments
 Capital Region Housing Corporation Board
 Capital Region Housing Trust Fund Commission

Internal Appointments
 Access Awareness Committee
 Centennial Celebrations Select Committee
 Heritage Advisory Committee
 Local Grant Committee



Bruce McIlldoon - Councillor

Appointments
 Capital Regional District Arts Committee
 Capital Region Emergency Service Telecommunications
 Family Court and Youth Justice Committee
 Greater Victoria Labour Relations Association
 (Alternate)

Internal Appointments
 Arts, Culture and Special Events Advisory Committee
 Buccaneer Days Committee
 Celebration of Lights Committee
 Local Grant Committee
 Parks and Recreation Advisory Committee

Message from the Chief Administrative Officer



2009 was a significant year for the Township of Esquimalt. While there were a number of progressive and exciting initiatives, we also took the time to assess services and service delivery in a number of areas.

Council developed their objectives and priorities with a solid focus and commitment to sustainability. To support their commitment, funding was introduced in the budget for sustainability initiatives.

Staff can take pride in their level of achievement as major projects and infrastructure were initiated or completed this year. Major road improvement projects included the first phase of Craigflower Road, and the reconstruction of the Admirals Colville intersection. Esquimalt partnered with Victoria Police Department to host the 2009 Anti Graffiti Symposium. The symposium attracted attendees from all over the globe and was a resounding success, due in large part to the dedication and hard work of our municipal staff. These are just a few of the quality projects and initiatives that our highly trained staff can take pride in.

We experienced dramatic changes in corporate leadership during the year. We have supplemented our dedicated and professional public service staff with a talented senior management team who will assist in maintaining the high levels of service delivery to the Township.

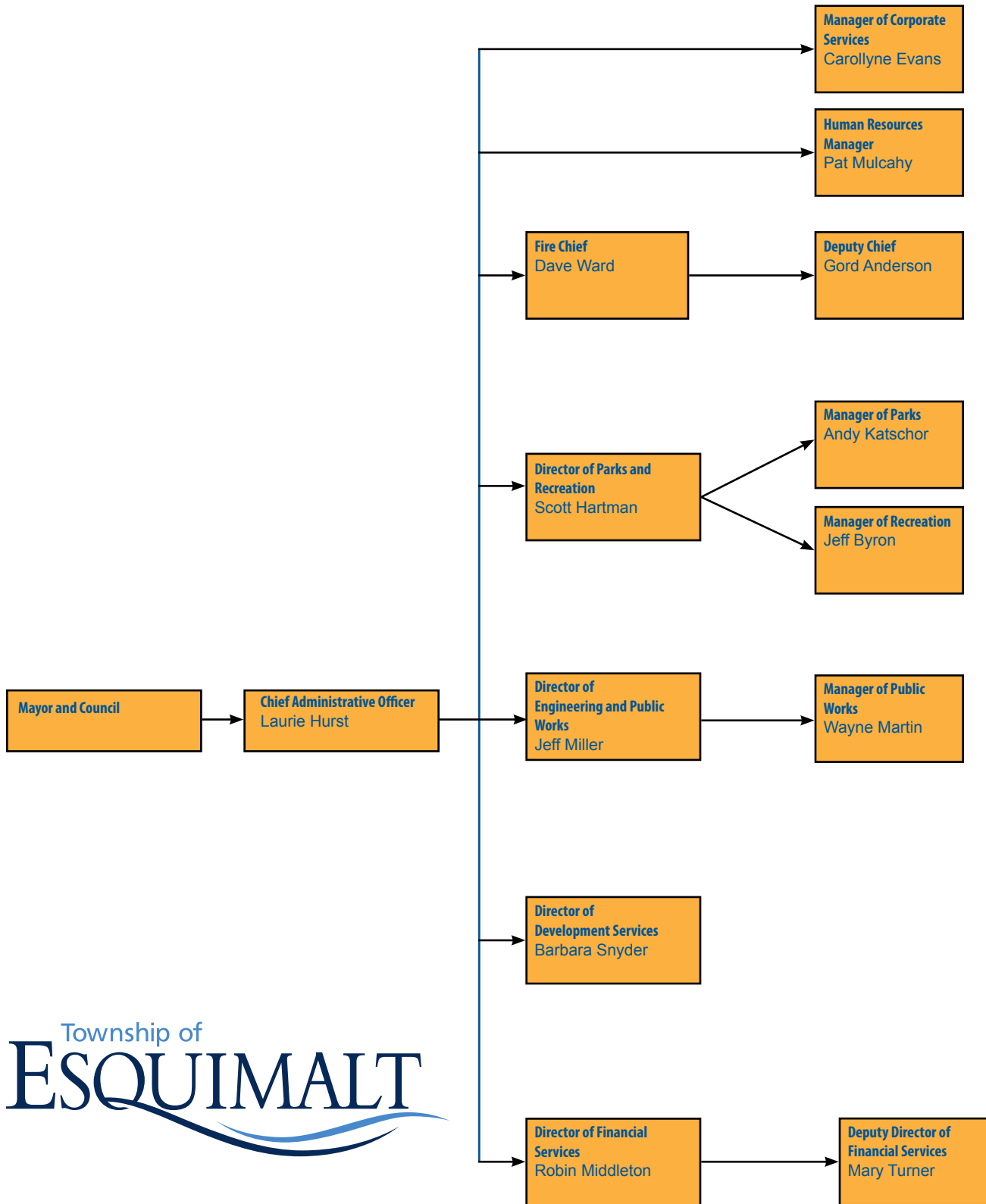
Moving forward, we will continue to build on the outcomes of our service delivery reviews in order to continue to provide the best and most efficient service to our businesses and residents. I invite everyone to review this annual report, which has been updated and enhanced to highlight our many achievements as we move forward with Council's goal of community sustainability.

A handwritten signature in black ink, appearing to read 'L. Hurst'. The signature is fluid and cursive.

Laurie Hurst
Chief Administrative Officer



Organizational Chart



Environmental Sustainability

The Township of Esquimalt takes its commitment to the environment very seriously and has undertaken several sustainability initiatives. Staff, Council and the Environmental Advisory Committee are working together to minimize the Township's impact on the environment, and to provide leadership to the community. To manage the municipality's Climate Action Charter commitments, the new role of Sustainability Coordinator was created within the Corporate Services Division.

In October 2008, Esquimalt signed on to the BC Climate Action Charter. The Charter is an agreement between the Province of British Columbia, the Union of BC Municipalities and signatory local governments to tackle the challenges posed by climate change and to significantly cut greenhouse gas emissions.

By signing the BC Climate Action Charter, the Township of Esquimalt agrees to:

- ▶ Become corporate carbon neutral in its operations by 2012;
- ▶ Measure and report on the community's GHG emissions profile;
- ▶ Create a complete, compact, and energy-efficient community; and
- ▶ Report annually on the progress towards becoming carbon-neutral by 2012.

Being a signatory to the BC Climate Action Charter, the Township of Esquimalt receives the Climate Action Revenue Incentive Program (CARIP) grant which is equal to 100 per cent of the carbon tax paid the previous year. In 2009, Esquimalt's CARIP grant was valued at \$15,407.



Township Sustainability Efforts

- ▶ *Participation in Earth Hour to bring attention to the issue of global warming. During the hour, Esquimalt's electricity consumption dropped by 2.7%.*
- ▶ *Participation in Earth Day. Staff and community members marked the event by making a green commitment. Individuals pledged to take one action at changing their behaviour at home or work to lessen their footprint on the environment.*
- ▶ *Bike to Work Week. In 2009, the Township of Esquimalt used the region-wide Bike to Work Week as an opportunity to promote all modes of alternative transportation to its employees. With 45 cyclists and a total of 63 employees getting involved, Esquimalt placed second in the Bike to Work Week Local Government Challenge.*



Social Development

Esquimalt recognizes that part of the uniqueness of the community in a regional context is its diverse population. In order to maintain and increase this diversity, the Township is encouraging a number of housing options, including aging in place strategies and the development of accessible units for persons with disabilities.

Providing a variety of housing options (apartments, ground-oriented units, townhouses, suites, single family residences, and float homes) to accommodate persons of all ages, interests and incomes is important to the community's future.

A significant step in achieving the objective of affordable housing and housing choice was the adoption of Secondary Suite regulations in October 2009. Suites are now permitted in single family residential homes subject to certain zoning and parcel size restrictions. Having a legal secondary suite may make homeownership more affordable for first-time home buyers as well as provide safe, affordable ground-oriented housing for renters.



The Esquimalt Village Project ▲

Throughout 2009 the municipality continued to work with the consulting team of Hotson, Bakker Boniface Hadden and Landeca to develop options for Phase 1 of the Esquimalt Village Project. The goal of the project is to maximize the use of municipally-owned parcels in the town centre to create a lively, sustainable and identifiable Esquimalt Village.

Two options were developed for Phase 1 and will be the subject of public discussion in 2010. Both options include a mix of residential, commercial and civic uses surrounding a relocated town square adjacent to Esquimalt Road.



A Reinvigorated Township

- ▶ Active Communities Esquimalt offers exciting programs and services to help support a healthy, active lifestyle. Initiatives include Highway to Health, the Community Walking Group and free nutrition workshops.
- ▶ The Township of Esquimalt has taken the first steps in recreating Canada's oldest Japanese Garden: the original Takata Gardens located in Esquimalt Gorge Park. The refurbishing of the ornamental stream and the construction of a traditional Japanese bridge over it is now complete. These features will honour the spirit and history of the original Takata Gardens.
- ▶ The newly formed Arts, Culture and Special Events Advisory Committee hosted the first "Harvest of the Arts" in October 2009. This was an opportunity for local painters, photographers, musicians and writers to present their work to the community in a day-long event at the Esquimalt Recreation Centre
- ▶ The Township established a new Heritage Advisory Committee in 2009. The Committee began the process of creating a Heritage Register for Esquimalt which was authorized by Council in December 2009. A Heritage Context Plan for the Township of Esquimalt was also adopted in 2009.

Township Departments

Corporate Services
Engineering and Public Works
Development Services
Parks and Recreation
Emergency Services



Corporate Services

Corporate Services includes the Township departments of administration, archives, communications and sustainability.

Administration

The Administration Division ensures that accurate information flows to Council, Township Committees, and members of the public. With an eye to continual improvement, the division maintains the records of the Township, including classifying, storing and securing these records. It also plans and organizes Township events, prepares and distributes Council agendas and responds to Freedom of Information requests.

During 2009, the division coordinated a total of 131 meetings at Esquimalt Municipal Hall, including Council meetings, Committee of the Whole meetings, Committee meetings, and In Camera meetings. The division also coordinated the Health and Safety Committee and the Labour Management Liaison Committee.

Additional 2009 Highlights:

- ▶ Coordinated two town hall meetings on policing services and a business owners' meeting;
- ▶ Prepared 41 staff reports to Council;
- ▶ Drafted and received Council adoption on 12 new policies;
- ▶ Processed 10 Freedom of Information Requests; and,
- ▶ Facilitated the hosting of the Canadian International Development Agency's Afghanistan 360° exhibit from October 5th to 14th.

Archives

Esquimalt Archives—which has been recognized as the 'Best Small Archives' in British Columbia—acts as a safe permanent home for family papers, business and club records, and municipal records of historical and legal value from the earliest times to the present. The department promotes public awareness of Esquimalt's rich heritage and houses graphic records, manuscripts, books, journals and vertical files. Numerous collections were added to archives in 2009, including the Yarrows Shipyard collection, the TOPS collection, World War 1 correspondence, historical sports photographs, and materials from the life of Frank Slavin, world champion boxer who lived and raised his family in Esquimalt.

From May through December of 2009, there were 120 recorded enquiries for information through emails, site

visits, or telephone. During 2009 the part-time archivist retired and the position was filled on an interim volunteer basis by long-time archives volunteer, story teller and Esquimalt resident, Sherri Robinson. Volunteers logged some 1400 hours at archives during the year.

Communications

The goal of the Communications Department is to ensure that high quality and consistent communication messages are delivered to the Township's many external and internal stakeholders. Communications efforts in 2009 included ongoing improvements to the Township's website, an active newsletter publishing program (external and internal), and media relations activities (news releases, media advisories and event hosting.)

Sustainability

The Township of Esquimalt is committed to sustainability and protecting the environment and is taking steps to become a leader and innovator in sustainable community development. Township sustainability efforts are administered within the Corporate Services Division by a Sustainability Coordinator, who promotes initiatives, resources and rebates to support sustainability practices within the Township (for more information on Township sustainability, see page 8.)



Esquimalt Road at Park Place (near current location of the Municipal Hall), circa 1946.

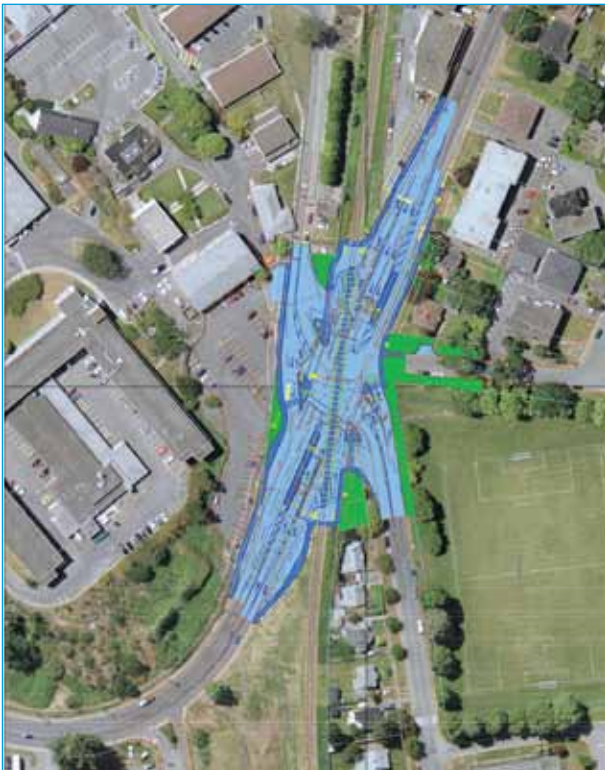
Engineering and Public Works

Esquimalt Engineering and Public Works maintains, upgrades and develops municipal infrastructure, including roads, sidewalks, traffic installations, and sewers in a cost effective manner. The department also handles the Township's refuse collection, fleet services and building maintenance.

The Engineering Department focuses on new developments, infrastructure and planning, while the Public Works Department ensures the smooth operation and maintenance of existing infrastructure. Both departments oversee 47 kilometres of roads, nine kilometres of boulevards, two kilometres of traffic islands and 65 kilometres of storm and sanitary sewer pipes.

Capital projects undertaken by the Engineering Department during 2009 focussed on safety and accessibility improvements in the Township and included:

- ▶ The upgrade of Craigflower Road to improve traffic flow, aesthetics, and safety, and to increase the capacity of the road for pedestrians and cyclists.
- ▶ The reconstruction of the Admirals/Colville intersection (shown below) to allow more efficient movement of traffic in and out of CFB Esquimalt and along the Township road network.



- ▶ The construction of a new crosswalk on Esquimalt Road and Grafton to improve pedestrian movement and safety for area residents, many of whom are seniors.
- ▶ Completion of design work for the second phase of the Craigflower Road upgrade, from Garthland Road to Old Island Highway.

During 2009, Public Works operations included maintenance and improvements to the municipal sewage system, roadways and sidewalks as well as handling refuse collection, fleet services and building maintenance. The department also added audible signals to several crosswalk locations to increase pedestrian safety, and four new bus shelters for public transit commuters.

Development Services

The Township's Development Services department provides bylaw enforcement, building inspection and information services.

Development Services issues building permits and business licenses, in addition to processing applications for zoning and development, and ensuring compliance with municipal bylaws such as the Official Community Plan, and the Zoning Bylaw, Parking Bylaw and Sign Bylaw.

Planning

Planning staff is available eight hours a day to provide information to property owners, appraisers, realtors, lawyers, prospective purchasers, mortgage companies, developers, designers and contractors. These enquiries relate to permit history, heritage value, development potential, applicability of design guidelines and servicing requirements for individual properties. The time spent by staff members providing this information helps create interest and encourages development in the Township.

Building Permits

The building department was busy during 2009 responding to new building activity (construction and renovations), educating the public about health and safety aspects of the Building Code, and providing information on permitting processes. Zoning Bylaw amendments adopted in the fall of 2009 to allow for secondary suites created additional activity in the department to support residents wishing to install or upgrade secondary suites. In addition to carrying out inspections, Township Building Inspectors spent many hours explaining details of the BC Building Code and Plumbing Code to property owners and contractors.

During 2009, 36 building permits were issued on projects with a construction value of \$1,564,173. The majority of these permits (15) were issued for additions or alterations to single family dwellings.

Development Services by the numbers:

- ▶ A total of 540 business licences were issued in 2009 (102 of these were for new businesses and 243 (45%) were for home-based businesses).
- ▶ Eleven applications for new development were considered by Council in 2009. Two development permits were for commercial sites and nine were for a mix of single family and multi-family residential projects.
- ▶ A total of 61 new residential units were approved through a combination of new multi-family projects and infill or redevelopment of previously under-utilized or vacant land.
- ▶ Five development variance permit applications for relaxations of the Zoning Bylaw and one for a relaxation of the Official Community Plan were considered by Council in 2009. Relaxations are usually for required setbacks and the siting of buildings.



Parks and Recreation

The Esquimalt Parks and Recreation Department has a long history of serving the Township. Formed in the early 1960s, the department has worked since its inception to create a diverse number of programs and services to enhance the health and quality of life for Township residents.

The 2009 Census Report predicted that Esquimalt's population could increase by as much as 4% by the end of 2010. As our community grows, so too does the need for shared spaces and health and fitness opportunities. This need is addressed by Esquimalt Parks and Recreation through the provision of services in three main areas:

- ▶ Parks and sports fields;
- ▶ Recreation, leisure, and fitness programs for minor and adult groups; and,
- ▶ Facility rentals, encompassing large spectator and community events.

Our programs and services generate revenue from user fees and charges, but economic activity is also generated from the department staging and promoting sporting and special events in the community.

Parks

Parks staff are responsible for the upkeep of Esquimalt's stunning parks, trails and beaches. Staff members are also stewards of the environment, taking proactive measures to lessen the municipality's ecological footprint.

2009 Parks Highlights

- ▶ Trees for Tomorrow—Volunteers and staff planted over 200 trees along the Gorge Waterway, improving local water quality and increasing biodiversity.
- ▶ Macaulay Park Open House — This event gave park users the opportunity to provide input on the Macaulay Point Natural Areas Management Plan. Survey results indicated that the top three uses of the park were dog walking, trail walking/running and sightseeing. This input will help establish future management priorities.
- ▶ Japanese Garden Re-opening — The Parks Department completed Phase 3 of the restoration of the original Takata Gardens, Canada's oldest Japanese Garden, located in Esquimalt Gorge Park. These upgrades were celebrated with a grand re-opening of the garden in October 2009.



Recreation

Catering to all age groups from preschool to seniors, Esquimalt Recreation develops programs that benefit the community in a number of ways, from improving life satisfaction to leadership development. In 2009, Recreation staff continued to restructure its current services to ensure that operations remain fiscally sustainable.

2009 Recreation Highlights

On average, 660 pass holders visit the recreation and sports centre daily. In 2009, 12,461 individuals participated in 1,945 registered programs at Esquimalt Recreation.

Other achievements include:

- ▶ Expansion of adult and fitness programs to target the baby boomer market.
- ▶ The addition of eleven new pieces of equipment to the Wellness Centre.
- ▶ An attendance increase to the Teen Centre of 18% in the last quarter of 2009 through partnerships with the local middle school and Neighbourhood House.



Facilities

The Township of Esquimalt has a number of rental facilities available for commercial, non-profit and private use. With two major community centres, over 40 hectares of park space and a top notch sports field, Esquimalt is well-equipped to meet the recreation needs of its residents.

2009 Facility Statistics

- ▶ Archie Browning Sports Centre received funding from the Canadian Recreation Infrastructure Program to renovate the roof, upgrade mechanical systems, and add an accessible change room.
- ▶ Some 143 events were held in Esquimalt Parks.
- ▶ With funds from 2010 Legacies Now, an accessibility audit was completed in the Township to identify accessibility barriers to services and facilities in the Township.
- ▶ KPMG Sports Centre Audit concludes that the primary revenue source for the facility is derived from arena and curling ice rentals.

Community Events in 2009

- ▶ Archie Browning Sports Centre hosted the B.C. Provincial Lacrosse Junior B Tournament.
- ▶ Esquimalt's Lantern Festival was held again in 2009, after several years' absence.
- ▶ ETAG (Esquimalt Together Against Graffiti) sponsored the 2009 annual TAGS Conference, with participation from around the world.
- ▶ Named as an official route community, Esquimalt residents, local businesses and municipal staff came together to celebrate the 2010 Olympic Torch Relay.

2009 Regional Initiatives

- ▶ Sixteen communities throughout Vancouver Island and the lower mainland area partnered with Thrifty Foods to offer free nutrition workshops.
- ▶ The Regional Annual Pass, a pilot project, was implemented giving purchasers access to 13 recreation centres in the Greater Victoria Area.

A Glimpse into 2010

Parks and Recreation's 2010 Strategic Plan is an ambitious one. Future projects will focus on engaging Esquimalt's youth with leadership and vocation programs, responding to the challenge of climate change by amending our current operations, exploring new opportunities for revenue growth, and continuing to seek out prospective partnerships in the public and private sectors.



Emergency Services

Fire Department

Esquimalt Fire Rescue's 26 members provide a number of services to the residents of Esquimalt. In 2009 the department responded to 1,229 calls for service. This included 20 structure fires, all of which were successfully extinguished without significant spread of the fire. Additional service calls included fire suppression, prevention, public education, confined space rescue, medical aid, fire investigation and assistance to the public. The municipality also maintains mutual aid agreements with adjacent communities and a response agreement with Canadian Forces Base Esquimalt.

Training

Esquimalt Fire Rescue undertakes daily and refresher training designed to ensure that required skills are maintained on a regular basis. Fire fighters and officers are trained to the National Fire Protection Association standards using accredited programs and instructors to meet industry standards. Firefighters are trained to the Hazardous Materials Operations level with several Township firefighters having further qualified as Technicians within the CRD Hazmat Response Team.

Fire Prevention

An important part of fire prevention is community outreach. Esquimalt Fire Rescue provides education to students from kindergarten through grade four on the "Learn not to Burn" program of fire safety. The department also provides fire hall tours, hands on fire extinguisher training and presentations to community groups.

Fire prevention activities also include:

- ▶ Working in conjunction with police and other agencies to determine the fire cause for incidents, with a goal of identifying issues that can be addressed through future prevention techniques.
- ▶ Conducting building plan reviews for new construction projects and major renovations, to ensure the various fire code and life safety issues are addressed in the planning stage of developments.
- ▶ Using on-duty crews to perform fire inspections so that firefighters can become more familiar with Township buildings prior to an actual incident.



Emergency Program

The fire department is also responsible for the Township's Emergency Program. This includes the provision of training for staff members in other municipal departments in operating an Emergency Operations Centre when required by emergency situations. The program also includes the Neighbourhood Emergency Preparedness Program which provides free public workshops on topics such as disaster first aid, individual and family emergency preparedness and light urban search and rescue. This program also responds to requests from community groups to provide preparedness presentations to specific groups.

The Emergency Communications Group provides backup communication capabilities to the municipality in the event regular communication methods become unavailable. This is done through amateur radio technology which can operate independent of standard telecommunications systems.

Emergency Social Services

The new Emergency Social Services team commenced its operation in late 2009, having transitioned from a contracted service previously provided by the City of Victoria. The ESS team—staffed by trained volunteers—provides support to those displaced by natural disasters or other emergency situations.

Financial Section

- Financial Reporting Responsibility**
- Auditor's Report**
- Financial Statements**
- Statistical Information**



Management's Responsibility for Financial Statements

The accompanying financial statements of the Corporation of the Township of Esquimalt (the "Township") are the responsibility of management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board of The Canadian Institute of Chartered Accountants. 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 Township'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 Township. The accompanying Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Township's financial statements.



Laurie Hurst, CGA
Chief Administrative Officer



Robin Middleton, CA
Chief Financial Officer and Director of Financial Services

Auditor's Report to the Mayor and Councillors of the Corporation of the Township of Esquimalt

We have audited the statement of financial position of the Corporation of the Township of Esquimalt as at December 31, 2009 and the statements of operations, change in net financial assets and cash flows for the year then ended. These financial statements are the responsibility of the Township's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Township as at December 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Accountants

Victoria, Canada

April 23, 2010

The Corporation of the Township of Esquimalt

Statement of Financial Position

December 31, 2009, with comparative figures for 2008

	2009	2008
		(Restated - note 2)
Financial assets:		
Cash and cash equivalents (note 3)	\$ 14,978,901	\$ 15,678,991
Property taxes receivable	422,845	466,188
Tax sale receivable	-	529,549
Accounts receivable	763,855	909,654
Other receivables	968,022	-
Property acquired for taxes	181,200	181,200
MFA debt reserve cash	176,184	171,303
	<u>17,491,007</u>	<u>17,936,885</u>
Financial liabilities:		
Payables and accrued liabilities	7,122,416	7,155,710
Deferred revenue and deposits (note 4)	1,242,232	1,449,551
Long-term debt (note 5)	11,306,227	11,859,096
Obligations under capital leases (note 6)	97,230	153,994
Employee benefit and retirement obligations (note 7)	995,692	925,031
	<u>20,763,797</u>	<u>21,543,382</u>
Net debt	(3,272,790)	(3,606,497)
Non-financial assets:		
Tangible capital assets (note 8)	70,745,096	66,153,945
Inventory of supplies	78,787	85,686
Prepaid expenses and deposits	754,174	628,249
	<u>71,578,057</u>	<u>66,867,880</u>
Accumulated surplus (note 9)	<u>\$ 68,305,267</u>	<u>\$ 63,261,383</u>

Commitments and contingent liabilities (note 12)

See accompanying notes to financial statements.



Robin Middleton, CA

CFO and Director of Financial Services

The Corporation of the Township of Esquimalt

Statement of Operations

Year ended December 31, 2009, with comparative figures for 2008

	Budget (unaudited - note 13)	2009	2008 (Restated - note 2)
Revenue:			
Taxes for municipal purposes (note 10)	\$ 12,592,208	\$ 12,699,908	\$ 11,694,124
Payments in lieu of taxes (note 11)	8,750,760	8,750,626	8,212,472
Sale of services	3,152,351	3,176,131	3,305,289
Other revenue from own sources	2,487,660	2,552,903	2,226,492
Conditional transfers from other governments	4,280,810	4,005,706	190,374
Unconditional transfers from other governments	599,365	982,441	557,042
Total revenue	31,863,154	32,167,715	26,185,793
Expenses:			
General government	3,899,392	3,199,126	2,535,572
Protective services	9,588,680	10,135,644	8,934,262
Transportation services	2,237,193	3,408,682	3,654,685
Environmental health	1,164,421	1,787,649	1,388,424
Environmental development	638,289	320,545	388,080
Recreation, parks and culture	7,529,763	8,272,185	7,909,057
Total expenses	25,057,738	27,123,831	24,810,080
Annual surplus	6,805,416	5,043,884	1,375,713
Accumulated surplus, beginning of year	63,261,383	63,261,383	61,885,670
Accumulated surplus, end of year	\$ 70,066,799	\$ 68,305,267	\$ 63,261,383

See accompanying notes to financial statements.

The Corporation of the Township of Esquimalt

Statement of Change in Net Financial Assets

Year ended December 31, 2009, with comparative figures for 2008

	Budget (unaudited - note 13)	2009	2008 (Restated - note 2)
Annual surplus	\$ 6,805,416	\$ 5,043,884	\$ 1,375,713
Acquisition of tangible capital assets	(11,584,619)	(6,852,879)	(4,520,626)
Amortization of tangible capital assets	-	2,226,384	2,251,536
Proceeds on sale of tangible capital assets	-	35,344	6,901
	(11,584,619)	(4,591,151)	(2,262,189)
Consumption of inventory of supplies	-	6,899	(32,870)
Use of prepaid expenses	-	(125,925)	(40,240)
	-	(119,026)	(73,110)
Change in net financial assets (debt)	(4,779,203)	333,707	(959,586)
Net debt, beginning of year	(3,606,497)	(3,606,497)	(2,646,911)
Net debt, end of year	\$ (8,385,700)	\$ (3,272,790)	\$ (3,606,497)

See accompanying notes to financial statements.

The Corporation of the Township of Esquimalt

Statement of Cash Flows

Year ended December 31, 2009, with comparative figures for 2008

	2009	2008 (Restated - note 2)
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 5,043,884	\$ 1,375,713
Items not involving cash:		
Amortization of tangible capital assets	2,226,384	2,251,536
Change in employee benefits and other liabilities	70,661	76,550
Actuarial adjustment on debt	(105,041)	(80,163)
Change in non-cash operating assets and liabilities:		
Property taxes receivable	43,343	(307,500)
Tax sale receivable	529,549	-
Accounts receivable	145,799	(265,776)
Other receivables	(968,022)	-
MFA debt reserve fund cash	(4,881)	(6,903)
Payables and accrued liabilities	(33,294)	(356,892)
Deferred revenue and deposits	(207,319)	263,990
Inventory of supplies	6,899	(32,870)
Prepaid expenses and deposits	(125,925)	(40,240)
	<u>6,622,037</u>	<u>2,877,445</u>
Capital activities:		
Acquisition of tangible capital assets	(6,852,879)	(4,520,626)
Proceeds on sale of tangible capital assets	35,344	6,901
	<u>(6,817,535)</u>	<u>(4,513,725)</u>
Financing activities:		
Capital lease principal repaid	(56,764)	(73,602)
Long-term debt principal repaid	(447,828)	(447,830)
	<u>(504,592)</u>	<u>(521,432)</u>
Decrease in cash and cash equivalents	(700,090)	(2,157,712)
Cash and cash equivalents, beginning of year	15,678,991	17,836,703
Cash and cash equivalents, end of year	<u>\$ 14,978,901</u>	<u>\$ 15,678,991</u>

See accompanying notes to financial statements.

The Corporation of the Township of Esquimalt

Notes to Financial Statements

Year ended December 31, 2009

The Corporation of the Township of Esquimalt (the "Township") was incorporated on September 1, 1912 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 Township are prepared by management in accordance with Canadian generally accepted accounting principles for governments as recommended by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants. Significant accounting policies adopted by the Township are as follows:

(a) Basis of accounting:

The Township 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.

(b) Government transfers:

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made. Transfers received for which expenses are not yet incurred are included in deferred revenue.

(c) 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.

(d) 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.

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

1. Significant accounting policies (continued):

(e) Investments:

Investments are recorded at cost. Investments in the Municipal Finance Authority of British Columbia ("MFA") Money Market Funds are recorded at cost plus earnings reinvested in the funds.

(f) Long-term debt:

Long-term debt is recorded net of related sinking fund balances.

(g) Employee future benefits:

- (i) The Township 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 Township'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 services necessary to earn the future benefits.

- (ii) The costs of multi-employer defined contribution pension plan benefits, such as the Municipal Pension Plan, are the employer's contributions due to the plan in the period.

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

1. Significant accounting policies (continued):

(h) 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	10 - 40
Vehicles, machinery and equipment	3 - 30
Water and wastewater infrastructure	25 - 60
Roads infrastructure	20 - 80

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

(ii) Contributions of tangible capital assets

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

(iii) Works of art and cultural and historic assets

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

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

1. Significant accounting policies (continued):

(h) Non-financial assets (continued):

(iv) Interest capitalization

The Township 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.

(i) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accrued liabilities and in performing actuarial valuations of employee future benefits.

In addition, the Township's implementation of the Public Sector Accounting Handbook PS 3150 has required management to make estimates of historical cost and useful lives of tangible capital assets.

Actual results could differ from these estimates.

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

2. Change in accounting policy:

The Township has implemented Public Sector Accounting Board (“PSAB”) sections 1200 Financial Statement Presentation and 3150 Tangible Capital Assets. Section 1200 establishes general reporting principles and standards for the disclosure of information in government financial statements. Section 3150 requires governments to record and amortize their tangible capital assets in their financial statements. In prior years, tangible capital asset additions were expensed in the year of acquisition or construction.

Methods used for determining the cost of each major category of tangible capital assets:

The financial information recorded includes the actual or estimated historical cost of the tangible capital assets. When historical cost records were not available, other methods were used to estimate the costs and accumulated amortization of the assets. The Township applied a consistent method of estimating the replacement or reproduction cost of the tangible capital assets for which it did not have historical cost records, except in circumstances where it could be demonstrated that a different method would provide a more accurate estimate of the cost of a particular type of tangible capital asset. After defining replacement or reproduction cost, indices including the consumer price index were used as a resource for deflating the replacement or reproduction cost to an estimated historical cost at the year of acquisition. This change has been applied retroactively and prior periods have been restated. This change in accounting policy resulted in a restatement of the following previously reported amounts:

Accumulated surplus at January 1, 2008:

Operating fund balance	\$ 1,788,541
Capital fund balance	3,505,572
Reserves	4,830,309
Equity in tangible capital assets	47,509,910
Accumulated surplus, as previously reported	57,634,332
Change in tangible capital assets	3,819,979
Recognition of deferred revenue	266,959
MFA cash deposits	164,400
Accumulated surplus, as restated	\$ 61,885,670

Annual surplus for 2008:

Net revenues, as previously reported	\$ (899,241)
Assets capitalized but previously expensed	4,520,624
Amortization expense not previously recorded	(2,251,536)
Adjustment for proceeds received	(1,037)
Increase in MFA cash deposits	6,903
Annual surplus, as restated	\$ 1,375,713

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

3. Cash and cash equivalents:

	2009	2008
Cash and bank deposits	\$ 759,664	\$ 366,214
Municipal Finance Authority Money Market Funds	14,219,237	15,312,777
	<u>\$ 14,978,901</u>	<u>\$ 15,678,991</u>

4. Deferred revenue and deposits:

Deferred revenue, reported on the statement of financial position, includes the following:

	2009	2008
Gas Tax Agreement Funds	\$ 51,545	\$ 241,216
Gaming revenue	150,897	424,868
Trust and deposit liabilities	285,551	72,429
Unearned recreation fees	307,074	320,623
Property tax installments	376,309	344,388
Miscellaneous	70,856	46,027
	<u>\$ 1,242,232</u>	<u>\$ 1,449,551</u>

Gas Tax Agreement funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the local government and the Union of British Columbia Municipalities. Gas Tax Agreement funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements.

Schedule of Receipts and Disbursements of Gas Tax Agreement Funds:

	2009	2008
Opening balance	\$ 241,216	\$ 82,477
Add:		
Amounts received during the year	509,666	258,770
Interest earned	6,590	4,177
	<u>516,256</u>	<u>262,947</u>
Less expenditures	(705,927)	(104,208)
Closing balance	<u>\$ 51,545</u>	<u>\$ 241,216</u>

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

5. Long-term debt:

Bylaw	Purpose	Matures	Rate	Original Amount	Gross Balance	Sinking Fund	Net Balance	
							2009	2008
General Capital								
2492	Recreation Centre	12/3/2022	5.370 %	\$ 4,000,000	\$ 4,000,000	\$ 988,720	\$ 3,011,280	\$ 3,174,014
2492	Recreation Centre	10/3/2023	4.775 %	2,800,000	2,800,000	583,003	2,216,997	2,326,389
				6,800,000	6,800,000	1,571,723	5,228,277	5,500,403
Sewer Capital								
2289	Sanitary Sewers	11/5/2012	5.850 %	425,000	425,000	315,899	109,101	143,044
2565	Sanitary Sewers	12/2/2024	4.975 %	1,256,000	1,256,000	210,723	1,045,277	1,091,631
2565	Sanitary Sewers	12/2/2025	4.170 %	2,012,000	2,012,000	289,403	1,722,597	1,799,258
2565	Sanitary Sewers	12/3/2022	4.430 %	1,129,000	1,129,000	119,299	1,009,701	1,051,037
2565	Sanitary Sewers	12/3/2022	4.820 %	2,353,000	2,353,000	161,726	2,191,274	2,273,723
				7,175,000	7,175,000	1,097,050	6,077,950	6,358,693
				\$ 13,975,000	\$ 13,975,000	\$ 2,668,773	\$ 11,306,227	\$ 11,859,096

In 2002, the Council of the Township of Esquimalt adopted Bylaw No. 2492 to authorize the borrowing for estimated renovation and upgrade costs for the Esquimalt Recreation Centre in the sum of \$6,800,000.

In 2003 the Council of the Township of Esquimalt adopted Bylaw No. 2565 to authorize the construction of improvements to the sanitary sewer system and to borrow upon the credit of the Township a sum not to exceed \$6,750,000.

Total interest on long term debt for the year was \$678,801 including accrued interest of \$94,670 (2008 – \$678,844 including accrued interest of \$94,670).

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

5. Long-term debt (continued):

The aggregate amount of payments required on the Township's long-term debt during each of the next five years is as follows:

2010	\$	447,828
2011		447,828
2012		447,828
2013		428,132
2014		428,132
Thereafter		9,106,479
	\$	11,306,227

The loan agreements with the Capital Regional District and the MFA provide that if, at any time, the scheduled payments provided for in the agreements are not sufficient to meet the MFA's obligations in respect of such borrowings, the resulting deficiency becomes a liability of the Township.

6. Obligations under capital lease:

The Township financed the municipal hall, library building and specific recreational and fire department equipment by entering into capital leases with the Municipal Finance Authority. The Township will acquire ownership of the equipment at the end of the lease term. Repayments are due as shown.

	2009	2008
2010	\$ 60,166	\$ 61,559
2011	29,308	57,210
2012	23,607	28,091
2013	4,569	22,659
2014	-	4,569
Total minimum payments	117,650	174,088
Less amounts representing interest (at prime plus 1%)	(20,420)	(20,094)
Present value of net minimum capital lease payments	\$ 97,230	\$ 153,994

Total interest on leases for the year was \$1,905 (2008 - \$7,720).

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

7. Employee benefit and retirement obligations:

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

Accumulated sick leave represents the liability for sick leave banks accumulated for estimated draw downs at future dates. Retirement benefit payments represent the Township'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 benefit obligations and the net periodic benefit cost were estimated by an actuarial valuation completed effective for December 31, 2009.

Information about liabilities for employee benefit plans is as follows:

	2009	2008
Accrued benefit liability, beginning of year	\$ 925,031	\$ 848,481
Service cost	69,800	72,000
Interest cost	42,700	37,800
Benefit payments	(30,900)	(29,500)
Special agreement refund accrual	(10,939)	(3,750)
Accrued benefit liability, end of year	\$ 995,692	\$ 925,031

The actuarially accrued benefit obligation set out in the actuarial valuation is \$840,200 (2008 - \$777,500), resulting in a variance of \$155,492 between the obligation and the accrued benefit liability of \$995,692 (2008 - \$925,031). The variance is composed of the following two amounts: an actuarial net gain of \$128,400 (2008 - \$117,200) and the special agreement refund accrual of \$27,092 (2008 - \$30,331). This actuarial gain is being amortized over a period equal to the employees' average remaining service lifetime of 11 years.

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

	2009	2008
Discount rates	4.75 %	4.75 %
Expected inflation rate	2.50 %	2.50 %
Expected wage and salary increases, based on age and gender	2.63% to 4.63%	2.63% to 4.63%

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

7. Employee benefit and retirement obligations (continued):

Other pension plans

The Township and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan, and basic pension benefits provided are defined. The plan has about 158,000 active members and approximately 57,000 retired members. Active members include approximately 33,000 contributors from local government.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of Plan funding. The most recent valuation as at December 31, 2006 indicated a surplus of \$438 million for basic pension benefits. The next valuation will be as at December 31, 2009, with results available in 2010. The actuary does not attribute portions of the surplus to individual employers. In 2009, the Township paid \$763,094 (2008 - \$722,744) for employer contributions and Township employees paid \$600,087 (2008 - \$568,431) for employee contributions.

GVLRA – CUPE Long-Term Disability Trust

The Trust is a multi-employer plan 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 Township 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, 2009 to be \$10,410,807 with a net surplus of \$1,452,478. The Township paid \$28,892 (2008 - \$17,120) for employer contributions in fiscal 2009.

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

8. Tangible capital assets:

Cost	Balance December 31, 2008	Additions	Disposals	Balance December 31, 2009
Land and land improvements	\$ 36,354,737	\$ 160,799	\$ -	\$ 36,515,536
Building and building improvements	17,021,246	-	-	17,021,246
Vehicles, machinery and equipment	6,198,673	527,202	(68,847)	6,657,028
Water and wastewater infrastructure	16,757,498	-	-	16,757,498
Roads infrastructure	26,813,737	237,887	-	27,051,624
Work in progress	3,027,163	5,926,991	-	8,954,154
Total	\$106,173,054	\$ 6,852,879	\$ (68,847)	\$112,957,086

Accumulated amortization	Balance December 31, 2008	Disposals	Amortization expense	Balance December 31, 2009
Land and land improvements	\$ 8,947,178	\$ -	\$ 124,270	\$ 9,071,448
Building and building improvements	5,774,149	-	531,635	6,305,784
Vehicles, machinery and equipment	3,243,485	(33,503)	369,232	3,579,214
Water and wastewater infrastructure	9,093,815	-	279,285	9,373,100
Roads infrastructure	12,960,482	-	921,962	13,882,444
Total	\$ 40,019,109	\$ (33,503)	\$ 2,226,384	\$ 42,211,990

Net book value	December 31, 2008	December 31, 2009
Land and land improvements	\$ 27,407,559	\$ 27,444,088
Building and building improvements	11,247,097	10,715,462
Vehicles, machinery and equipment	2,955,188	3,077,814
Water and wastewater infrastructure	7,663,683	7,384,398
Roads infrastructure	13,853,255	13,169,180
Work in progress	3,027,163	8,954,154
Total	\$ 66,153,945	\$ 70,745,096

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

8. Tangible capital assets (continued):

(a) Assets under construction

Assets under construction having a value of \$8,954,154 (2008 - \$3,027,163) have not been amortized. Amortization of these assets will commence when the asset is put into service.

(b) Contributed tangible capital assets

Contributed capital assets have been recognized at fair market value at the date of contribution.

(c) Tangible capital assets disclosed at nominal values

Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value. Land is the only category to which nominal values were assigned.

(d) Works of art and historical treasures

The Township manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at Township 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

There were no write-downs of tangible capital assets during the year (2008 - \$nil).

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

9. Accumulated surplus:

Accumulated surplus includes unappropriated operating funds and various appropriated operating accounts and reserve funds.

	2009	2008
Surplus:		
Equity in tangible capital assets	\$ 59,341,639	\$ 54,140,855
Unappropriated operating funds	2,705,750	2,249,946
Total surplus	62,047,389	56,390,801
Appropriated operating funds:		
Celebrations Rainy Day	8,000	8,000
Future expenditure	809,666	969,504
Property acquired for taxes	181,200	181,200
Uncollected taxes	100,000	100,000
Working capital	400,000	400,000
Total appropriated operating funds	1,498,866	1,658,704
Reserve funds set aside for specific purposes by Council:		
Capital Projects	1,650,403	1,908,225
Local Improvement	121,201	175,228
Machinery and Equipment	2,396,180	2,563,235
Municipal Archives Trust	5,278	5,225
Parkland Acquisition	423,384	418,794
Tax Sale Lands	142,719	141,171
Sustainability Reserve	19,847	-
Total reserve funds	4,759,012	5,211,878
	\$ 68,305,267	\$ 63,261,383

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

10. Taxes:

	2009	2008
Taxes for municipal purposes:		
Property tax	\$ 12,477,943	\$ 11,481,730
1% Utility tax	221,965	212,394
	\$ 12,699,908	\$ 11,694,124

As well as taxes for its own purposes, the Township 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.

	2009	2008
Taxes, requisitions and levies collected on behalf of the following agencies are not included in these statements:		
Province of British Columbia - school purposes	\$ 5,259,034	\$ 5,117,105
Capital Regional District - requisition	1,375,546	1,395,100
Capital Regional District - 9-1-1 call answer levy	70,939	75,989
Capital Regional Hospital District - requisition	600,507	506,998
British Columbia Assessment Authority	174,330	164,787
British Columbia Transit - Victoria Regional Transit Commission	488,969	418,590
Municipal Finance Authority	515	442
	\$ 7,969,840	\$ 7,679,011

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

11. Payments in lieu of taxes:

	2009	2008
Payments in lieu of taxes received for municipal purposes:		
Federal government	\$ 8,604,159	\$ 8,046,210
British Columbia Hydro & Power Authority	131,017	151,619
Liquor Distribution Branch	13,226	12,523
Provincial Rental Housing Corporation	2,224	2,120
	\$ 8,750,626	\$ 8,212,472
Payments in lieu of taxes collected on behalf of the following agencies are not included in these statements:		
Province of British Columbia - school purposes	\$ 2,926,160	\$ 3,439,218
Capital Regional District	939,773	962,764
Capital Regional Hospital District	313,997	266,709
British Columbia Assessment Authority	128,788	123,181
British Columbia Transit - Victoria Regional Transit Commission	369,732	316,966
Municipal Finance Authority	273	135
Other Revenue - General	-	2
	\$ 4,678,723	\$ 5,108,975

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

12. Commitments and contingent liabilities:

(a) Contractual commitments:

At December 31, 2009, the following major contracts were in progress:

	Total amount of contract	Paid on contract to December 31, 2009
Instituform Technologies Ltd.	\$ 1,739,424	\$ 1,704,190
Aggressive Excavating	2,478,335	2,370,304
Northridge Equipment	1,714,242	1,371,192
Stantec Engineering	374,300	339,742
1st Team Consulting	431,732	477,978
	<u>\$ 6,738,033</u>	<u>\$ 6,263,406</u>

(b) Municipal Finance Authority debt reserve fund deposits:

Under borrowing arrangements with the MFA, the Township is required to lodge security by means of demand notes and interest-bearing cash deposits based on the amount of the borrowing. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits are included in the Township's financial assets as restricted cash and are held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposits are refunded to the Township. At December 31, 2009 there were contingent demand notes of \$426,971 (2008 - \$426,971) which are not included in the financial statements of the Township.

(c) Capital Regional District (the "District") debt, under a provision of the Local Government Act, is a direct, joint and several liability of the District and each member municipality within the District, including the Township.

(d) The Township 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.

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

13. Budget data:

The unaudited budget data presented in these financial statements is based upon the 2009 operating and capital budgets approved by Council on May 13, 2009. Amortization was not contemplated on development of the budget and, as such, has not been included. The table below reconciles the approved budget to the budget figures reported in these financial statements.

	Budget amount
Revenues:	
Operating budget	\$ 38,483,777
Less:	
Transfers from other funds	(5,030,885)
Proceeds on debt issue	(1,589,738)
Total revenue	31,863,154
Expenses:	
Operating budget	38,483,777
Less:	
Capital expenses	(11,584,619)
Transfer to other funds	(1,393,580)
Debt principal payments	(447,840)
Total expenses	25,057,738
Annual surplus	\$ 6,805,416

14. Segmented information:

The Township is a diversified municipal organization that provides a wide range of services to its citizens. For management reporting purposes, the Township'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:

(i) General Government:

The general government operations provide the functions of building services and maintenance, corporate administration, finance, human resources, legislative services and any other functions categorized as non-departmental.

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

14. Segmented information (continued):

(ii) Protective Services:

Protective services is comprised of four different functions, including the Township's emergency program services, fire, police and regulatory and development services. The emergency program services prepares the Township to be more prepared and able to respond to, recover from, and be aware of, the devastating effects of a disaster or major catastrophic event that will impact the community. The fire department is responsible for providing critical, life-saving services in preventing or minimizing the loss of life and property from fire and natural or man-made emergencies. The police services provided by the City of Victoria ensures the safety of the lives and property of the Township as well as Victoria citizens through the enforcement of municipal bylaws, criminal laws and the laws of British Columbia, the maintenance of law and order; and the prevention of crime. The mandate of the regulatory and development services is to promote, facilitate and enforce general compliance with the provisions of bylaws that pertain to the health, safety and welfare of the community and to provide a full range of planning services related to zoning, development permits, variance permits, and current regulatory issues.

(iii) Transportation Services:

Transportation services is responsible for a wide variety of transportation functions such as parking, engineering operations and street maintenance management. This department provides infrastructure, traffic control and transportation planning services, as well as providing services related to infrastructure, land development impacts on transportation, traffic management, pedestrian and cycling issues and on-street parking regulations.

(iv) Environmental Health Services:

Environmental and health services include solid waste services and services related to sanitary and storm sewer systems. Solid waste services include collection of solid waste, household garbage and recycling. Sanitary and sewer services include the construction and maintenance of the sewer distribution systems to protect the environment and public health from the impacts of liquid wastes generated as a result of human occupation and development in the Township.

(v) Environmental Development:

Environmental development works to achieve the Township's community planning goals through the official community plan, neighbourhood plans, special sector and precinct plans and urban design and other policy initiatives. The department is also responsible for the heritage program, downtown vitality and public use of space.

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

14. Segmented information (continued):

(vi) Recreation, Parks and Culture:

Recreation services facilitates the provision of recreation and wellness programs and services through the Township's pool, arena, community and seniors' centres. The parks department preserves and enhances green spaces on public lands; and is responsible for the maintenance, planning and development of all park facilities such as ornamental gardens, natural ecosystems, sport and entertainment venues and playgrounds for recreational and cultural enjoyment in a beautiful and safe environment. The cultural department is responsible to co-ordinate and lead efforts to enhance our neighbourhoods, foster arts and culture, and work to create a Township that is vibrant and people-centric.

Certain allocation methodologies have been employed in the preparation of the segmented financial information. Taxation and payments-in-lieu of taxes are apportioned based on budgeted taxation revenue as presented in the 2009-2013 consolidated financial plan.

The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1.

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

14. Segmented information (continued):

2009	General Government	Protective Services	Transportation Services	Environmental Health Services	Environmental Development Services	Recreation and Cultural Services	Total
Revenue:							
Taxation	\$ 21,450,534	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,450,534
Goods and services	2,195,841	34,699	225,269	179,512	146,305	2,947,408	5,729,034
Government transfers	729,006	378,503	3,780,249	-	-	100,389	4,988,147
Total revenue	24,375,381	413,202	4,005,518	179,512	146,305	3,047,797	32,167,715
Expenses:							
Salaries and wages	1,780,170	3,150,519	1,379,744	319,897	321,297	4,718,682	11,670,309
Materials, supplies and services	1,190,144	6,884,043	945,745	858,166	(2,964)	2,671,129	12,546,263
Interest and other	2,074	-	-	330,301	-	348,500	680,875
Amortization	226,738	101,082	1,083,193	279,285	2,212	533,874	2,226,384
Total expenses	3,199,126	10,135,644	3,408,682	1,787,649	320,545	8,272,185	27,123,831
Annual surplus (deficit)	\$ 21,176,255	\$ (9,722,442)	\$ 596,836	\$ (1,608,137)	\$ (174,240)	\$ (5,224,388)	\$ 5,043,884

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2009

14. Segmented information (continued):

2008	General Government	Protective Services	Transportation Services	Environmental Health Services	Environmental Development Services	Recreation and Cultural Services	Total (Restated - note 2)
Revenue:							
Taxation	\$ 19,906,596	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,906,596
Goods and services	1,143,382	38,005	1,043,871	294,291	177,025	2,835,207	5,531,781
Government transfers	38,828	193,077	420,595	60,152	-	34,764	747,416
Total revenue	21,088,806	231,082	1,464,466	354,443	177,025	2,869,971	26,185,793
Expenses:							
Salaries and wages	1,371,283	3,036,858	1,441,833	326,714	256,638	4,472,287	10,905,613
Materials, supplies and services	900,898	5,793,625	1,133,776	452,081	128,464	2,547,626	10,956,470
Interest and other	17,617	-	-	330,344	-	348,500	696,461
Amortization	245,774	103,779	1,079,076	279,285	2,978	540,644	2,251,536
Total expenses	2,535,572	8,934,262	3,654,685	1,388,424	388,080	7,909,057	24,810,080
Annual surplus (deficit)	\$ 18,553,234	\$ (8,703,180)	\$ (2,190,219)	\$ (1,033,981)	\$ (211,055)	\$ (5,039,086)	\$ 1,375,713

Statistical Information

As per BC Assessment Roll Tax Base Report

Taxable Assessments of Land and Improvements 2005 - 2009

Property Class	2009	2008	2007	2006	2005
Residential	\$ 2,105,421,703	\$ 2,064,352,103	\$ 1,834,292,603	\$ 1,577,143,802	\$ 1,324,621,302
Utilities	856,300	854,200	854,330	786,385	792,300
Major Industry	7,701,300	3,734,000	3,419,400	3,018,400	2,813,300
Light Industry	9,741,700	11,609,700	10,326,100	9,159,200	8,562,900
Business/Other	149,792,253	148,822,252	127,048,953	104,135,979	93,951,303
Recreation Non-Profit	10,227,800	10,227,800	9,896,400	9,776,800	7,710,700
	\$ 2,283,741,056	\$ 2,239,600,055	\$ 1,985,837,786	\$ 1,704,020,566	\$ 1,438,451,805

2009 Assessment by Type

Source: BC Assessment



Statistical Information

Property Tax Rates 2005 - 2009

	2009	2008	2007	2006
Municipal (\$ per 1000 assessment)				
Residential	4.700870	4.435480	4.664330	4.927890
Utilities	28.394990	26.864250	33.745540	38.087280
Major Industry	30.441080	28.799410	29.811960	31.387120
Light Industry	17.101220	16.179040	17.243300	18.067080
Business & Other	14.040790	13.154930	14.420330	16.220560
Recreation/Non-profit	5.092200	4.817600	4.800530	4.516000
Total (\$ per 1000 assessment)				
Residential	7.494460	7.145029	7.562130	8.294800
Utilities	48.192670	46.234059	54.437750	59.986890
Major Industry	42.943110	43.485034	47.815990	50.012260
Light Industry	27.825670	26.541791	28.889070	31.448820
Business & Other	24.201690	22.957646	25.535580	29.152770
Recreation/Non-profit	9.821860	9.410031	9.678930	9.727930
Municipal Tax Billings by Property Class				
Residential	\$ 9,897,314	\$ 9,156,392	\$ 8,555,746	\$ 7,771,991
Utilities	24,315	22,947	28,830	29,951
Major Industry	234,436	107,537	101,939	94,739
Light Industry	166,595	187,834	178,056	165,480
Business & Other	2,103,202	1,957,746	1,832,088	1,689,144
Recreation/Non-profit	52,082	49,273	47,508	44,152
	\$ 12,477,943	\$ 11,481,730	\$ 10,744,167	\$ 9,795,457

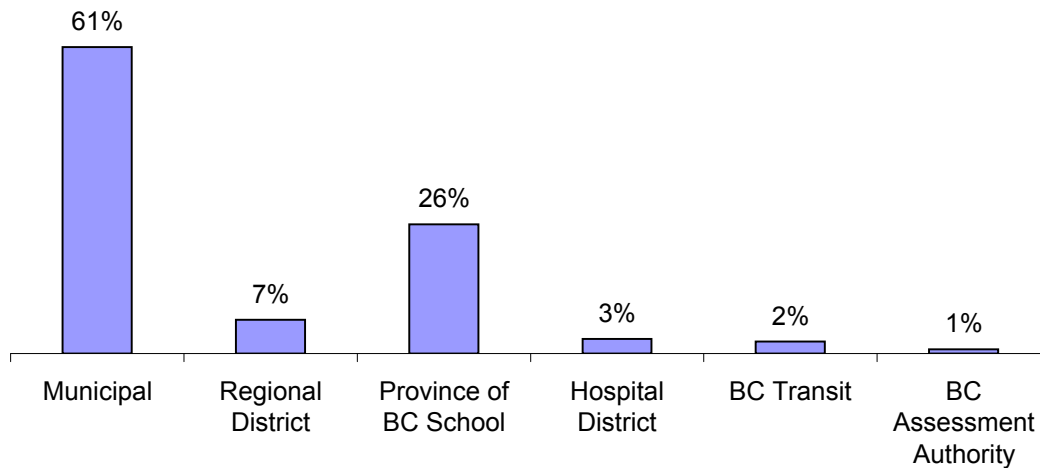
Source: Corporation of the Township of Esquimalt Finance Department

Statistical Information

Property Tax Levied and Collected 2005 - 2009

	2009	2008	2007	2006	2005
Municipal	\$ 12,477,943	\$ 11,481,730	\$ 10,744,168	\$ 9,793,022	\$ 9,200,960
Regional District	1,375,546	1,395,100	1,278,158	1,225,662	1,234,013
Province of BC School	5,259,034	5,117,105	5,033,265	5,060,626	4,764,934
Hospital District	600,507	506,998	455,758	426,914	427,651
BC Transit	488,969	418,590	365,091	312,415	269,447
BC Assessment Authority	174,330	164,787	161,383	165,226	158,298
Finance Authority	515	442	576	496	419
	\$ 20,376,844	\$ 19,084,752	\$ 18,038,399	\$ 16,984,361	\$ 16,055,722
Total Current Taxes Levied	20,376,844	19,084,752	18,038,399	16,984,361	16,055,722
Current Taxes Collected	20,038,893	18,759,147	17,644,155	16,694,904	15,975,633
Percentage	98.34%	98.29%	97.81%	98.30%	99.50%

2009 Taxes by Jurisdiction



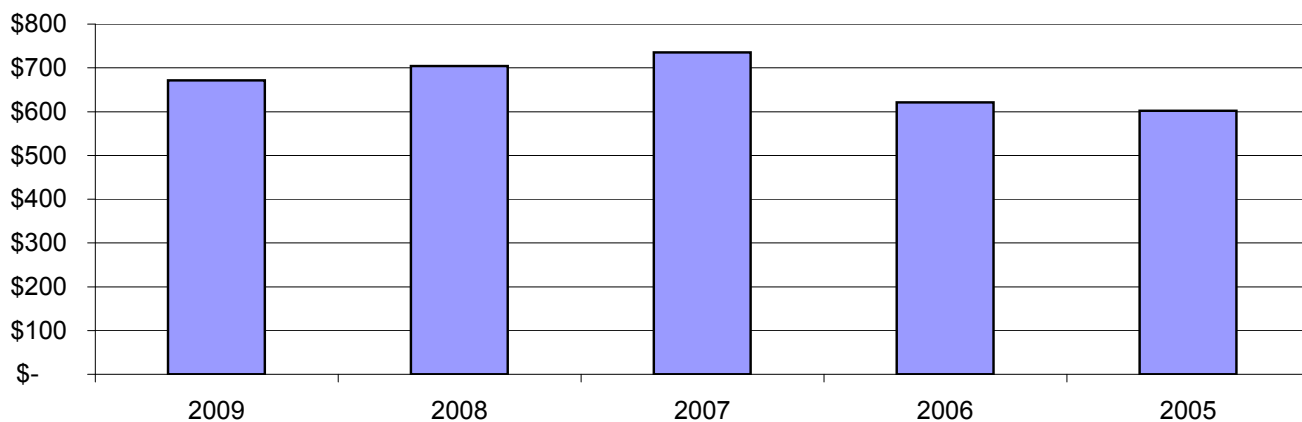
Source: Corporation of the Township of Esquimalt Finance Department

Statistical Information

Debenture Debt 2005 - 2009

	2009	2008	2007	2006	2005
Gross Outstanding Debt	\$ 13,975,000	\$ 13,975,000	\$ 13,975,000	\$ 11,622,000	\$ 10,493,000
Less: Sinking Fund Payments	2,668,774	2,115,904	1,587,901	1,158,772	786,184
Net Debt	\$ 11,306,226	\$ 11,859,096	\$ 12,387,099	\$ 10,463,228	\$ 9,706,816
General	\$ 5,228,277	\$ 5,500,403	\$ 5,759,590	\$ 6,006,397	\$ 6,241,469
Sewer	6,077,950	6,358,693	6,627,509	4,456,831	3,465,347
	\$ 11,306,227	\$ 11,859,096	\$ 12,387,099	\$ 10,463,228	\$ 9,706,816
Debt Servicing Costs					
Property Tax Supported	\$ 910,298	\$ 933,004	\$ 1,134,381	\$ 987,672	\$ 1,125,715
Casino	275,000	275,000	275,000	275,000	275,000
Municipal Finance Authority Bonds	-	-	-	-	2,971,529
Total Debt Servicing Costs	\$ 1,185,298	\$ 1,208,004	\$ 1,409,381	\$ 1,262,672	\$ 4,372,244
Population	16,840	16,840	16,840	16,840	16,127
Net Debt per Capita	\$ 671	\$ 704	\$ 736	\$ 621	\$ 602
Debt Servicing per Capita	\$ 70	\$ 72	\$ 84	\$ 75	\$ 271
Debt Service as % of Expenditures	4.41%	4.87%	5.74%	5.68%	19.09%
# of Households	8,311	8,319	8,309	8,010	EST. 8,010
Gross Debt Servicing Limit	\$ 6,906,607	\$ 6,497,388	\$ 6,165,792	\$ 5,704,056	\$ 5,221,353
Debt Capacity Available	\$ 5,723,214	\$ 5,164,514	\$ 4,694,649	\$ 4,273,824	\$ 535,729

Per Capita Net Debt



Source: Municipal Finance Authority

Source: Population: Statistics Canada

Statistical Information

Revenue and Expenses 2005 - 2009

Revenue	2009	2008	2007	2006	2005
Property taxes	\$ 12,699,908	\$ 11,694,124	\$ 10,946,113	\$ 9,996,768	\$ 9,312,296
Payments in lieu of taxes	8,750,626	8,212,472	7,833,351	7,439,567	6,441,098
Sale of services	3,176,131	3,305,289	2,698,144	2,633,630	2,640,920
Other revenue from own sources	2,552,903	2,226,492	2,724,024	2,316,049	2,118,262
Unconditional transfers from other governments	982,441	557,042	521,854	471,899	412,503
Conditional transfers from other governments	4,005,706	190,374	179,663	157,615	637,155
	\$ 32,167,715	\$ 26,185,793	\$ 24,903,149	\$ 23,015,528	\$ 21,562,234
Expenses by Function					
General government	\$ 3,199,126	\$ 2,535,572	\$ 2,969,415	\$ 2,845,034	\$ 2,749,463
Protective services	10,135,644	8,934,262	8,645,498	7,521,431	7,160,968
Transportation	3,408,682	3,654,685	3,182,426	2,239,805	2,553,064
Environmental health (garbage collection; sanitary sewers)	1,787,649	1,388,424	1,820,808	1,994,488	1,947,382
Environmental development (land use planning)	320,545	388,080	386,778	299,131	185,754
Recreation, parks and culture	8,272,185	7,909,057	6,778,365	6,692,411	8,183,008
Other	-	-	772,143	633,777	123,519
	\$ 27,123,831	\$ 24,810,080	\$ 24,555,433	\$ 22,226,077	\$ 22,903,158
Expenses by object					
Personnel costs	\$ 11,670,309	\$ 10,905,613	\$ 10,347,621	\$ 9,850,430	\$ 9,343,782
Supplies and services	12,546,263	10,956,470	10,310,401	9,526,494	9,643,937
Interest and other	680,875	696,461	638,876	581,230	600,949
Capital	-	-	3,258,535	2,267,923	3,314,490
Amortization	2,226,384	2,251,536	-	-	-
	\$ 27,123,831	\$ 24,810,080	\$ 24,555,433	\$ 22,226,077	\$ 22,903,158

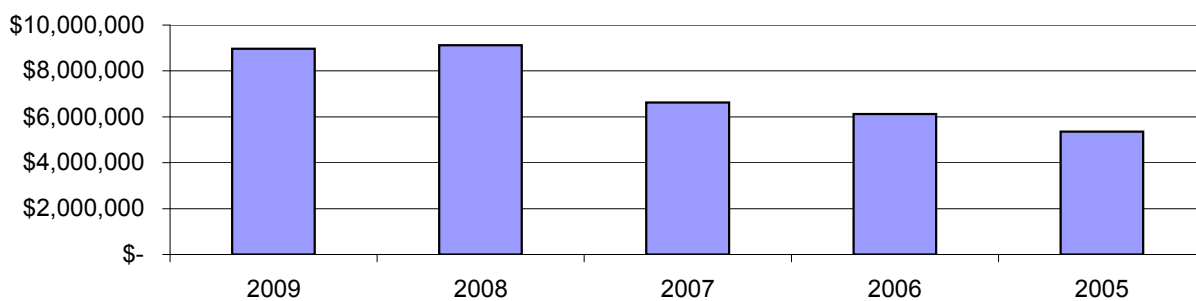
Source: Corporation of the Township of Esquimalt Finance Department

Statistical Information

Reserve Funds and Appropriated and Unappropriated Operating Funds 2005 - 2009

Description	2009	2008	2007	2006	2005
Reserve Funds					
Capital Projects	\$ 1,650,403	\$ 1,908,225	\$ 1,710,849	\$ 1,322,720	\$ 918,984
Local Improvements	121,201	175,228	168,962	174,915	166,214
Machinery and Equipment Depreciation	2,396,180	2,563,235	2,405,510	2,871,131	2,622,012
Municipal Archives	5,278	5,225	5,055	4,616	4,163
Park Land Acquisition	423,384	418,794	403,813	349,754	336,176
Tax Sale Lands	142,719	141,171	136,120	88,656	43,450
Sustainability	19,847	-	-	-	-
	<u>4,759,012</u>	<u>5,211,878</u>	<u>4,830,309</u>	<u>4,811,792</u>	<u>4,090,999</u>
Appropriated Operating Funds					
Celebration Rainy Day	8,000	8,000	8,000	8,000	8,000
Future expenditure	809,666	969,504	563,659	285,668	178,459
Property acquired for taxes	181,200	181,200	181,200	181,200	181,200
Uncollected taxes	100,000	100,000	100,000	100,000	100,000
Working Capital	400,000	400,000	400,000	400,000	400,000
	<u>1,498,866</u>	<u>1,658,704</u>	<u>1,252,859</u>	<u>974,868</u>	<u>867,659</u>
Unappropriated Operating Funds	<u>2,705,750</u>	<u>2,249,946</u>	<u>535,682</u>	<u>331,200</u>	<u>402,345</u>
Total	<u>\$ 8,963,628</u>	<u>\$ 9,120,528</u>	<u>\$ 6,618,850</u>	<u>\$ 6,117,860</u>	<u>\$ 5,361,003</u>

Total Reserve Funds, Appropriated and Unappropriated Operating Funds



Source: Corporation of the Township of Esquimalt Finance Department

Statistical Information

2009 Permissive Tax Exemptions and Grants

Organization	Tax Exemptions	Grants	Total
2483 PPCLI Army Cadet Corps - Parents Sponsoring Committee		500	500
BC SPCA Wild ARC - Rehabilitation Centre		500	500
Big Brothers Big Sisters of Victoria		7,500	7,500
Bike to Work Society		1,500	1,500
Boys' & Girls' Club Services - Esquimalt Youth Leadership Program		6,500	6,500
Boys and Girls Club Services of Greater Victoria	2,618		2,618
Canadian Motorcycle Cruisers		1,721	1,721
City of Victoria - Portion of Barnard Park off Sea Terrace	1,360		1,360
City of Victoria - Canada Day Fireworks		2,000	2,000
City of Victoria - Spirit of BC		10,000	10,000
Community Social Planning Council of Greater Victoria		3,275	3,275
Creative Peace Mural Society		500	500
Crisis Intervention and Public Information Society of Greater Victoria (NEED)		4,217	4,217
Crystal Meth Society		1,900	1,900
Esquimalt Anglers' Association	114		114
Esquimalt High School		800	800
Esquimalt High School - Terry Fox Scholarship		500	500
Esquimalt High School - Township of Esquimalt Scholarship		500	500
Esquimalt Lantern Festival Society		3,900	3,900
Esquimalt Neighbourhood House Society	5,351	12,000	17,351
Friends of Living & Learning Through Loss		2,000	2,000
Greater Victoria Development Agency		1,000	1,000
Greater Victoria Volunteer Society (Victoria Volunteer Bureau)		2,192	2,192
Habitat Acquisition Trust	7,394		7,394
Island Corridor Foundation	3,092		3,092
L'Ecole Victor Brodeur		500	500
Macaulay Elementary School Parents' Advisory Council - Crossing Guard		10,500	10,500
Maritime Museum of British Columbia Society		1,000	1,000
Michael Dunahee Keep the Hope Alive Drive		1,707	1,707
Naval Memorial Window Committee		1,000	1,000
Pitch-In British Columbia		550	550
Prostitutes Empowerment Education & Resource Society	5,271		5,271
Rock Solid Foundation	1,019		1,019
Royal Canadian Legion Esquimalt Dockyard Branch 172	10,671		10,671
Shoreline Community Middle School		2,000	2,000
St. John Ambulance Association		877	877
The Victoria First Church of the Nazarene	9,997		9,997
Tourism Victoria		1,957	1,957
Victoria Operatic Society	6,318		6,318
Victoria Restorative Justice		8,500	8,500
Victoria/Esquimalt Jr. B. Lacrosse		900	900
	53,205	92,496	145,701

Township Strategic Plan, Goals and Values

Community Goals

The Council of the Township of Esquimalt undertook a strategic objective and priority setting process in January and February of 2009. Council's goal is to lead Esquimalt towards being a sustainable community. As such, its objectives focus on the three principles of sustainability: social improvement, economic growth and environmental responsibility.

Social Improvement

- Council believes the opportunity to participate in ice based sports and activities is a critical element of Esquimalt's social fabric.
- Part of the uniqueness of Esquimalt in the Capital Region is its diversity of population. Council wants to facilitate opportunities for diversity.
- Esquimalt's heritage is an important component of our community and Council wants to identify and protect Esquimalt's significant heritage resources.
- Council believes community health and safety is a top priority and believes that its improvement comes through a variety of means.
- Council believes that a multi-pronged approach to communication will maximize awareness of community issues.

Sustainable Economic Growth

- Council believes it needs to re-invigorate, give firm direction to and expedite the Esquimalt Village Core project.
- Council believes that additional population through densification of the broader Village Core area will generate new commercial, retail and business opportunities.
- There are specific opportunities Council would like to explore that may impact Esquimalt's Village Core.
- Council believes additional opportunities exist for economic growth from tourism.
- Council would like to partner with businesses to continue with community promotion and encourage a shop local campaign.
- Council needs to understand its taxing policies' impact on business and development.
- Council needs to examine its regulations to encourage appropriate development.
- Council is concerned that property tax is the only substantive form of revenue for the municipal corporation. Council wants to review diversification opportunities for revenue generation.



Township Strategic Plan, Goals and Values

Environmental Responsibility

- Council supports the Climate Action Charter aimed at reducing greenhouse gas emissions and producing carbon offsets.
- Council believes that resolving the sewage treatment issue is a priority for the region.
- Council believes there are numerous other means of encouraging environmental stewardship.

Transportation

In addition, Council believes that improvements in internal and external transportation links clearly reap social, economic and environmental benefits; thereby improving the community through supporting all three principles of sustainability.

Therefore:

- Council supports and encourages improved bus service.
- Council supports a number of other initiatives which will lead to improvements in various transportation modes including walking, cycling, bussing and ferry service.
- Council believes that commuter rail transit could provide an outstanding opportunity for Esquimalt.



Measuring our Performance

The detailed actions carried out to achieve Council's goals are set out in the Township's 2009-2011 Strategic Plan. Management reports to Council quarterly on departmental achievements and progress against the individual actions for which they are responsible.

Township Organizational Values

The following organizational values will guide Council and staff as they work towards achieving strategic goals and realizing Esquimalt's community vision:

Openness – We are open and transparent with our information, process, and communication to our customers, community, the public, and one another, except where clearly prohibited.

Fiscal and Performance Accountability – We are accountable to our community, the Municipality, and our work teams for the work we do and taxpayer's money we spend. We do this through long term planning, setting measurable performance goals, performance reviews, and regular feedback about our work to our leaders, community, and customers. We value hard work and achievement of organizational goals.

Team Work – We work as members of teams, understanding that individuals, divisions, and departments that work together achieve high quality results and provide exceptional service.

Respect – As public servants we treat all residents, customers, co-workers, and viewpoints with the respect that we would have accorded to ourselves.

Customer Service – We are in the business of providing exceptional service to our community, customers, and co-workers.

Integrity and Trust – We say what we mean and mean what we say. We honour our work and keep our commitments. We are worthy of the public's and each other's trust.

Innovation and Creativity – We strive for excellence as individuals and team members, and in the services that we provide to our community. We create a work environment in which we look for new solutions and experiment with innovative ways to work – even if they don't always succeed the first time. We recognize the need to be dynamic in meeting the community's changing needs. Each employee is given the opportunity to grow and develop.

Recognition – We recognize and are proud of achievements in the organization. We also recognize the need for balance in work and non-work as a value that will ultimately benefit our organization and the taxpayers of Esquimalt.

Stewardship – The work we do makes our community, the environment, and the world a better place to live for residents of today and future generations. We use our energy, skills, and resources to protect and nurture community assets for the greater good of all residents. We think and work locally, but our actions and results have global impact.



Township of
ESQUIMALT

A decorative blue wave graphic that starts under the 'E' of 'ESQUIMALT', dips down, and then rises to end under the 'T'.