



Township of Esquimalt, British Columbia, Canada

# 2021 Annual Report

For the year ended December 31, 2021

Township of  
**ESQUIMALT**



# Cover

Top: Volunteers plant rhododendrons at Gorge Park.

Middle (L-R): Rendering of forthcoming Gorge Pavilion; groundbreaking ceremony for cherry tree garden with Takata family; full moon at the Esquimalt Adventure Park.

Bottom: Children celebrating at the 2021 Ribfest.

# Welcome to ESQUIMALT

## Our vision

The Township of Esquimalt is a vibrant, distinct and diverse community for people to discover and belong.

## Our mission

The Township of Esquimalt works to make our economic, cultural, social and environmental community a better place for today and for the future.

## Our core values

**Accountability**—We are transparent and take responsibility for our policies, our decisions and our actions.

**Integrity**—We practice high standards of ethical behaviour and open communication that inspires trust.

**Respect**—We value people and treat everyone with dignity and fairness.

**Service excellence**—We meet community needs and achieve high-quality results through teamwork, partnerships, innovation and creativity.

**Passion**—We approach our work with conviction and enthusiasm.



*Image: Esquimalt's first mural festival, organized by the Esquimalt Community Arts Hub and supported by the township.*

# Contents

- Introduction ..... 2
- Mayor’s message ..... 3
- Mayor and Council ..... 4
- Message from the CAO..... 6
- Organizational chart ..... 7
- Strategic priorities..... 8
- Strategic priorities chart January 2021 ..... 9
- Engaged Esquimalt..... 11

## Township operations

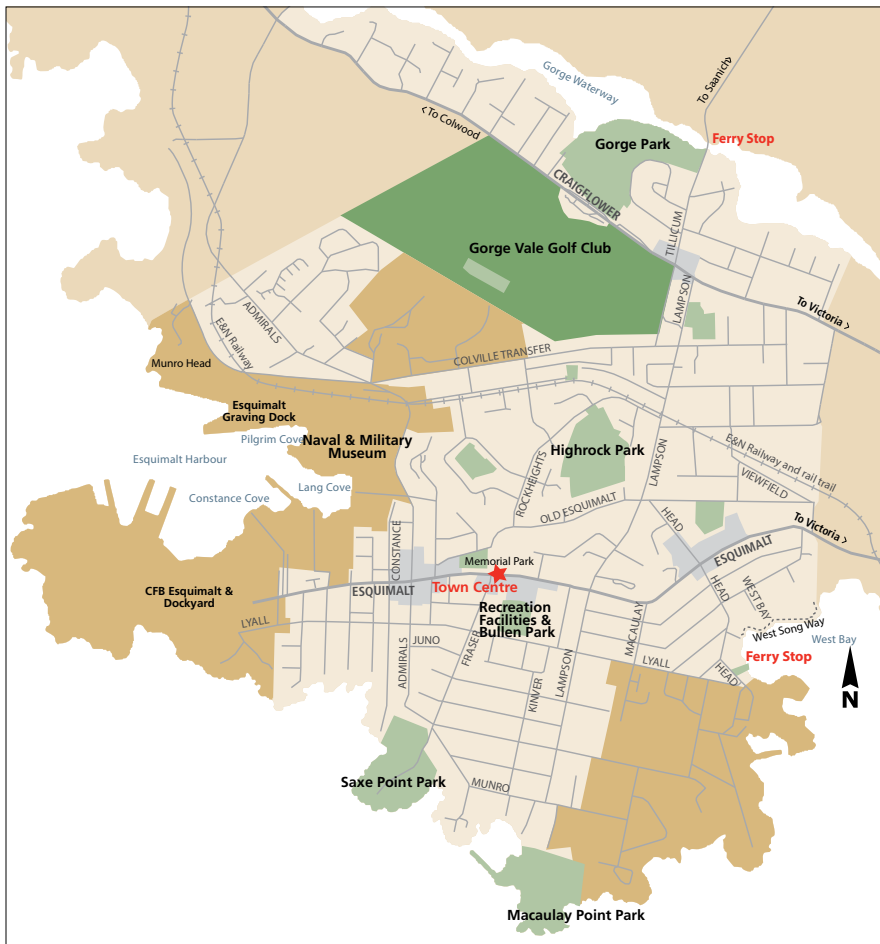
- Victoria Police Department - Esquimalt Division ..... 11
- Corporate Services..... 12
- Community Safety Services..... 14
- Development Services ..... 16
- Parks and Recreation.....20
- Engineering and Public Works..... 18
- Financial Services and Information Technology .....22
- Fire Rescue.....23
- Operations by the numbers ..... 24
- Operational strategies progress chart ..... 26

## Financial section

- Management’s responsibility for financial statements.....39
- Auditor’s report.....40
- Financial statements .....43
- Statistical information ..... 68



# Esquimalt 2021: year in review



Part of the art walk at Esquimalt Town Square



## Defined by the sea

For the First Nations people who have resided here for centuries, Esquimalt means “place of gradually shoaling waters.” In fact, 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. The naval base is now the largest employer in Esquimalt, and the original town site has disappeared inside the boundaries of the Base.

Esquimalt is defined by the water and shores that surround it. It is comprised of 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 Waterway.

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 home to rocky headlands, coves and bays, and several beaches with public access.

## Esquimalt at a glance

- The area now known as Esquimalt has been inhabited by Coast Salish First Nations for over 4,000 years.
- Esquimalt (pronounced Ess-KWY-malt) is an anglicized version of the First Nations word “es-wohy-malth,” which means the place of gradually shoaling waters.
- Year of incorporation: September 1, 1912.
- Esquimalt is home to close to 18,000 residents.
- Esquimalt boasts several local businesses and a graving dock.
- The municipality covers approximately 10 square kilometres (or 1,000 hectares).
- 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 Township’s highest point is 71m at Highrock Park.

# Mayor's message



## On behalf of Esquimalt Council, I am proud to share our 2021 highlights.

2021 was another challenging year as we worked through the rise and fall of COVID-19 pandemic requirements. We started the year with significant restrictions but our community persevered with events and the changes to our community materializing.

In the midst of the pandemic the community and volunteer spirit continued and events by Buccaneer Days, Township Community Arts Council, Ribfest, Esquimalt Community Arts Hub and Petapalooza brought us together through creative resourcefulness.

2021 saw the opening of the town square project. With the addition of new neighbours, the Gallery Splash exhibits and a coffee shop, we begin to see the extraordinary opportunity that a town square offers the community. There is so much more to be added with our library move, office space rented and the hope for a pub or restaurant to fill the commercial space in front.

Weather played a significant role in 2021. We experienced the heat dome in the summer to which we responded by increasing the hours at our water park, and the atmospheric river events in the fall. Thankfully Esquimalt's infrastructure held up and our thoughts are with the communities who did not fair as well.

Real estate and development interest remain strong in Esquimalt providing much needed housing options and opportunities as well as an increase in commercial space for further retail opportunities. Council has focussed on adding a balance of options for housing across spectrum of ownership and affordability. 2021 saw the addition of the detached accessory dwelling unit bylaw providing another option for housing in our community. Council is actively working with community partners like South Island Prosperity Partnership to keep economic development top of mind. Growth of infrastructure to support our growing population is key.

At the beginning of this term we knew that our patience would be tested by construction activity all around our community. Certainly in some areas this continues to be a challenge that will ultimately be our community opportunity. Thank you for your patience!

Some examples of the Township's own 2021 growth is the progress on the Gorge Pavilion, the library, the start of the temporary fire hall and the groundwork for our new multipurpose public safety building.

Esquimalt held two rounds of public input opportunities on our active transportation plan and a final plan will inform budget discussions in 2022. With 30-40 per cent of our population using active means of transportation it will be important to implement and enhance cycling and pedestrian amenities. We appreciate everyone who took the time to share their ideas in this process.

Our long-awaited Urgent and Primary Care Center opened in December facilitating needed medical services being provided within Esquimalt. Our dedicated staff continue to care for and enhance our parks and natural areas through restoration work and beautification.

2022 will be a busy year for all as we close this term of council. Our work on climate mitigation and adaptation, Truth and Reconciliation are important.

Work continued on council's strategic priorities, including the completion of integrated resource management public engagement campaign, designing the new public safety building and developing temporary facilities for the police and fire departments.

As we reflect on what we have accomplished in 2019-2021, I must express council's gratitude to staff for this significant work all on top of an ongoing and shifting public health emergency. I cannot overstate this gratitude for the ability staff have shown to move council's strategic priorities forward while ensuring health and safety of our community, residents, staff, services and events.

A handwritten signature in black ink that reads "Barbara Desjardins". The signature is written in a cursive, flowing style.

Barbara Desjardins  
Mayor of the Township of Esquimalt

# Mayor and Council



## Barbara Desjardins - Mayor

### Appointments

- Capital Regional District Board/ Hospital Board
- Capital Region Housing Corporation
- Victoria and Esquimalt Police Board (Co-Chair)
- Destination Greater Victoria
- Greater Victoria Harbour Authority Board
- South Island Prosperity Project

### Internal Appointments

- Department of National Defence Liaison
- Emergency Executive Committee
- Township Community Arts Council
- School Liaison (Alternate)



## Esquimalt Mayor and Council 2018-2022

The Mayor and Council of the Township of Esquimalt were elected for a four-year term in October 2018.

Mayor and Council adopt bylaws and policies, approve the municipal budget, and serve on various committees within the municipality and region.

### Thanking our committees

*We want to acknowledge the dedicated individuals who volunteer their time on our advisory committees. These committees provide relevant and knowledge-based advice to council around important community decisions.*



**Ken Armour - Councillor**

*Appointments*

- Te'mexw Treaty Advisory Committee

*Internal Appointments*

- Esquimalt Together Against Graffiti (ETAG)
- Local Grants Committee
- Parks and Recreation Advisory Committee
- School Liaison



**Meagan Brame - Councillor**

*Appointments*

- Capital Regional Housing Trust Fund Commission
- Greater Victoria Labour Relations Association
- Capital Regional District Board / Hospital Board (Alternate)
- Capital Regional District Arts Commission (Alternate)
- Capital Regional Housing Corporation Board (Alternate)
- Greater Victoria Labour Relations Association
- Municipal Insurance Association of British Columbia (Alternate #2)
- South Island Prosperity Project (Alternate)

*Internal Appointments*

- Celebration of Lights Committee
- Environmental Advisory Committee
- Esquimalt Community Arts Hub Liaison



**Jacob Helliwell - Councillor**

*Appointments*

- Capital Regional Climate Action Inter-Municipal Task Force
- CRD Emergency Services Telecommunications (C.R.E.S.T.) (Alternate)
- Greater Victoria Harbour Authority (Alternate Representative)
- Partners for Climate Protection

*Internal Appointments*

- Buccaneer Days Committee
- Local Grants Committee
- Parks and Recreation Advisory Committee



**Lynda Hundleby - Councillor**

*Appointments*

- Capital Regional District Arts Commission
- Municipal Insurance Association of British Columbia
- Victoria Family Court & Youth Justice Committee
- Capital Regional Water Supply Commission (Alternate)
- Greater Victoria Labour Relations Association (Alternate)
- Partners for Climate Protection (Alternate)
- Te'mexw Treaty Advisory Committee (Alternate)

*Internal Appointments*

- Advisory Planning Commission (APC) Liaison
- APC Design Review Committee (DRC)



**Tim Morrison - Councillor**

*Appointments*

- CRD Regional Water Supply Commission
- CRD Emergency Services Telecommunications (C.R.E.S.T.)
- Greater Victoria Harbour Authority (Member Representative)
- Municipal Insurance Association of British Columbia (Alternate #1)

*Internal Appointments*

- Environmental Advisory Committee
- Esquimalt Farmers Market Liaison



**Jane Vermeulen - Councillor**

*Appointments*

- Greater Victoria Public Library Board
- Victoria/Esquimalt Harbour Society

*Internal Appointments*

- Advisory Planning Commission (APC) Liaison
- Esquimalt Ribfest
- Local Grants Committee
- APC Design Review Committee (DRC) (Alternate)



# Message from the Chief Administrative Officer



## **It is my pleasure to present the Township of Esquimalt's 2021 Annual Report on behalf of Corporate Administration.**

It is my pleasure to present the Township of Esquimalt's 2021 Annual Report on behalf of Corporate Administration.

The Township's Annual Report provides an opportunity to reflect on the accomplishments and financial reporting of the past year.

While no one could have predicted it, the pandemic continued throughout 2021 and so did the adjustments to municipal operations and services in reaction to changes in health restrictions. Processes, protocols, and service delivery were adjusted to ensure the health and safety of employees and the public while continuing to provide as many of our services to the community as possible.

Work continued on the amazing Esquimalt Gorge Park Pavilion which will open in the spring of 2022. Planning and design work on the new public safety building project also continued to move forward including the commencement of building temporary facilities for both the fire and police departments. The new library space in the Esquimalt Town Square development reached substantial completion and move in activity began at the end of the year. This amazing new space will welcome the public early in the new year.

Council has been considering a record number of development proposals over the past year and the activity in the community is undeniable. After substantial public and stakeholder input, staff have dedicated significant effort to finalizing the Climate Adaptation, Climate Mitigation and Active Transportation Network Plans that will be reviewed and hopefully adopted by Council early in 2022.

I invite everyone to review this annual report, which highlights these achievements as we move forward.

A handwritten signature in black ink that reads "L. Hurst". The signature is written in a cursive, flowing style.

**Laurie Hurst**  
Chief Administrative Officer

# Organizational Chart

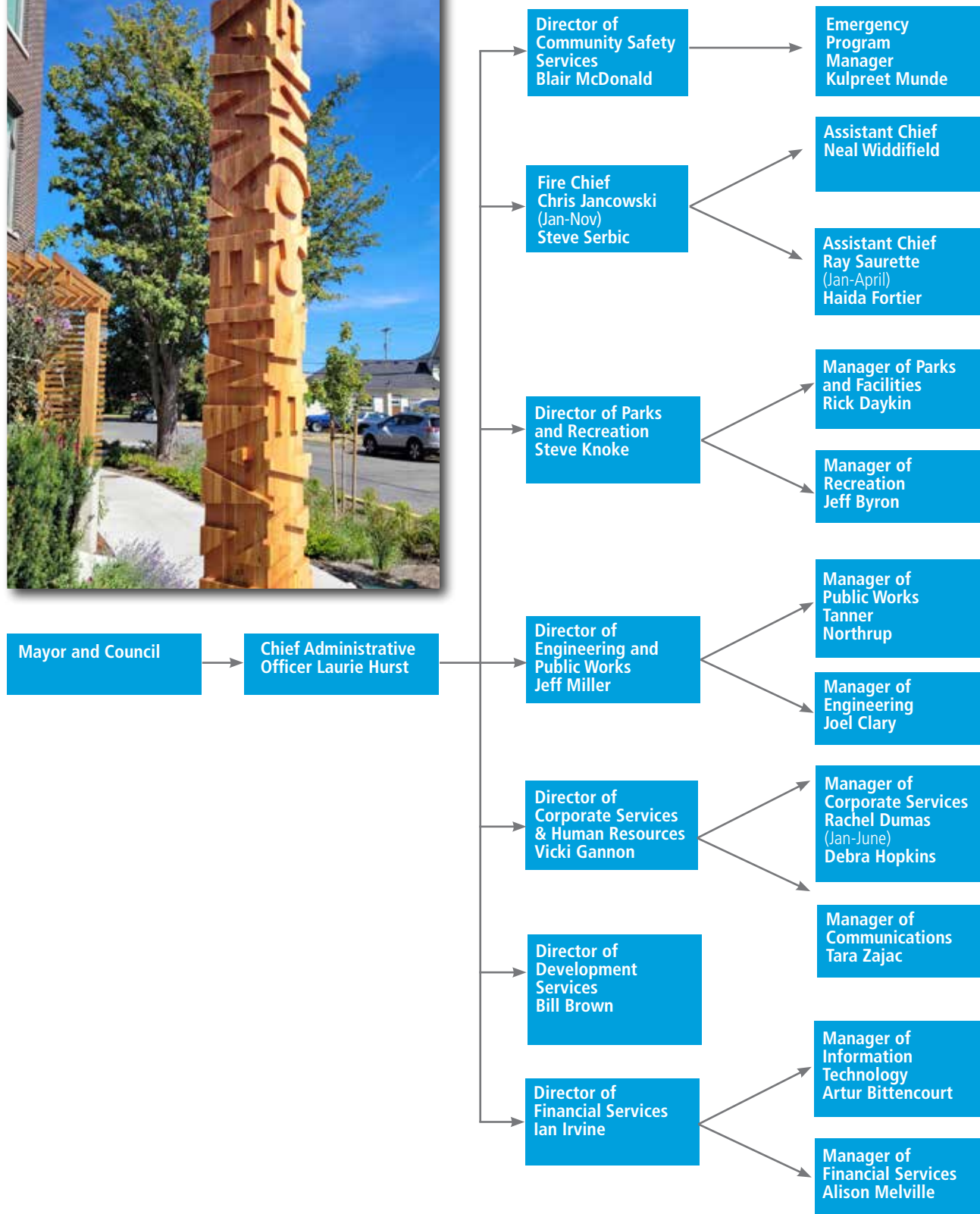


Image: "Welcome": part of the art walk at Esquimalt Town Square

# Strategic Priorities & Goals

# 2020-2023

## The report

Mayor and Council held a review session January 21, 2020 to evaluate whether the strategic priorities continued to align with Council's identified goals during the four-year mandate. Council identified priorities to add and remove and raised several matters for consideration of inclusion in the Operational Strategies undertaken by staff. The Chief Administrative Officer, together with the senior leadership team, then used this feedback to update both documents and to inform the development of staff work plans to support Council's direction with consideration of staff capacity and available budget.

At the Council meeting held February 22, 2021 the revised Strategic Priorities and Operational Strategies were presented and included an opportunity for the public to provide input. At that meeting Council adopted the changes as presented.

The Strategic Priorities Report is reviewed annually and updated by Council throughout its term. Members of the public may submit feedback and comments to Council on the report at any time. Comments received will be brought forward for Council's consideration at the next scheduled review session.

## Strategic priorities chart

The preparation of a strategic priorities chart is an important part of the strategic planning process to translate plans into action and to provide a handy reference for Council, staff and the public. The supporting operational strategies lists the various actions to be undertaken by the Township in order to implement the direction set out by Council in the chart, and assigns responsibility for priorities to staff with regular monitoring, updating and reporting progress to Council and the public.

The chart and operational strategies are used by staff to prepare a draft budget and financial plan for Council's consideration, and to develop departmental work programs. It is also intended that Council's advisory committees will ensure that their work plans are focused on assisting Council and staff to achieve these strategic priorities. The strategic priorities chart is reviewed regularly to make adjustments, update priorities and celebrate achievements.

**See [esquimalt.ca](http://esquimalt.ca) for a copy of the 2020-2023 Strategic Priorities Report.**

# Strategic Priorities & Goals

# 2020-2023

## RESILIENT & DIVERSE ECONOMIC ENVIRONMENT



- Develop and seek opportunities for the municipal lands within the Esquimalt Town Centre
- Support revitalization and beautification initiatives along Esquimalt Road
- Boost investment in the local economy and promote the growth and diversity of businesses

## EXCELLENCE IN PUBLIC SERVICE



- Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values
- Ensure capacity is adequate to support the goals in the Strategic Plan
- Engage, respect and respond to the needs of our community

## LOCAL SERVICES & INFRASTRUCTURE



- Identify infrastructure repair and proactively plan for replacement needs
- Identify long-term financial requirements for local services and infrastructure
- Promote opportunities to share services where operationally and financially beneficial
- Work to achieve equitable costing and optimization of policing in Esquimalt
- Support ongoing improvements to transportation corridors
- Plan for continuity of core local services and infrastructure in the event of an emergency

## HEALTHY, LIVABLE & DIVERSE COMMUNITY



- Support community growth, housing and development consistent with our Official Community Plan (OCP)
- Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development
- Support the arts, culture and heritage community
- Enhance opportunities for Parks & Recreation
- Fully utilize the \$17M McLoughlin amenity funds to maximum potential
- Advance the work of reconciliation with Indigenous Peoples
- Control deer in partnership with other governments
- Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals
- Develop health strategies for our community

## BUILD AND ENHANCE PARTNERSHIPS



- Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities
- Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community
- Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities



# Township operations: A commitment to service excellence



**Guided by Council’s strategic priorities, our team of employees strive to meet the needs of our community and achieve high quality results through innovation, creativity and teamwork.**

**We continually seek new ways to improve our customer service delivery through technology and by eliminating duplication. We believe in open communication and a respectful workplace.**

*Shoreline near Saxe Point.*

# Victoria Police Department—Esquimalt Division

The dedicated officers of the Esquimalt Division are committed to the residents and business community of the Township of Esquimalt. Their mission is to “deliver excellence in public safety for two diverse communities through engagement, prevention, innovative policing and the Framework Agreement”.

The Victoria Police Department’s Esquimalt Division provides policing services to the Township of Esquimalt and the community of Vic West. Based in the heart of the Township, the Esquimalt Division is home to a number of dedicated police officers, support staff and shared policing services. Our Community Resource Officers pride themselves on their ability to effectively respond to community challenges through collaboration with citizens, community partners, members of the business community, and local government.

The Esquimalt Division is also home to the Integrated Canine Service which supports our front-line officers through detection (explosives, firearms and drugs) and tracking (missing persons and criminal suspects). Our Mobile Youth Services Team (MYST), also based in Esquimalt, is a police/counsellor partnership which engages with and supports vulnerable youth in our community who are at risk of exploitation. The members and staff are committed to a style of service delivery that is rooted in community policing, high visibility and connections with our citizens.

2021 was a busy and productive year for the members of the Esquimalt Division. The staff adapted to the parameters of the pandemic and continued to provide prompt, courteous and kinetic service to the community.



*Sgt. Hollingsworth (L), Cst. Lastiwka (R) and Insp. Brown (not pictured) were out and about this summer to promote community safety and increased visibility, particularly in the parks.*



*VicPD officers met with local business owners through the “Connect” project.*

## Highlights

- Increased beat & bicycle patrols, year-round;
- Improved relationships with our business community through the “Connect” project;
- Continued engagement with key partners in the township through participation in the Community Leaders Group;
- Enhanced efforts to deliver traffic safety to the township, particularly in school zones and key intersections;
- Maintained lockdown procedures in our local schools to promote student & staff safety;
- Assisted with various initiatives with local service providers and community partners including Moosehide Campaign, Smile for a Child, No Stone Left Alone, the Poppy Campaign, Meals on Wheels and Christmas hampers.

# Corporate Services



The Corporate Services Department is comprised of administration, legislative matters (council and its committees), communications, archives, and human resources. The department supports internal and external communications, administration and records management, including handling of access to records requests.

Corporate Services is led by the chief administrative officer (CAO) who provides overall guidance and direction to all departments and is the principal advisor to council. Corporate Services staff includes the director of corporate services and human resources, manager of communications, manager of corporate services, deputy corporate officer, archivist/records coordinator, executive assistant to the mayor and CAO and administrative staff.

The department is primarily responsible for providing support services to the corporation and to mayor and council, as well as ensuring that council priorities are implemented. The department is also responsible for archives, which preserves and makes available municipal and community records of enduring value.

The Corporate Services team provides customer service, records management, information and privacy compliance, human resources, health and safety, internal and external corporate communications, archives, community engagement, website and social media administration and facilitates the election process.

The Esquimalt Municipal Archives preserves and make available the municipal records of enduring value to the Township of Esquimalt, as well as private-sector material of historical significance.

## Administration, legislative and human resources highlights

- Conducted Alternate Approval Process (AAP) in accordance with the Community Charter to obtain approval from the electors for funding for the new Public Safety Building.
- Added new Public Notices page to the municipal website to facilitate notifying the public of important Council meetings and municipal business.
- Prioritized electronic records management for the Township. Electronic shared drive restructure project completed. 422,500 electronic files were either deleted or moved to new shared drives set-up according to the Township's records classification structure. The new electronic records structure will improve information accessibility.
- Implemented Council Policy No. ADMIN-76 Imaging of Municipal Records. This policy permits scanned records to take the place of the original paper record and supports the advancement of electronic records management.
- Restricted and recorded security permissions on the Township's electronic records classification.
- Recruited for several key roles in the Township including Director of Parks and Recreation Services, Fire Chief, Manager of Corporate Services, Manager of Public Works, Assistant Fire Chief and Executive Assistant to the Mayor and CAO.
- Completed exempt staff salary survey and review.
- Coordinated corporate training for all staff regarding equity, diversity and inclusivity: two online sessions entitled Beyond Diversity - Strategies for Developing Effective Diversity Competencies in the Intercultural Workplace facilitated by UVic professor Dr. Moussa Magassa, a specialist in equity, diversity, and inclusion, and four on-line workshops: Challenges facing transgender and gender non-conforming people, facilitated by Adrienne Smith, a Vancouver human rights lawyer.
- Organized corporate training for all supervisory staff: Module 1 (four different sessions) – Supervisor Essentials (42 staff attended) and Module 2 (four different sessions) – Communication Skills for Supervisors (36 staff attended).
- Administered the Long-Term Service Annual Recognition Event (held virtually due to COVID protocols). 8 long term service recipients were presented a congratulatory letter, a congratulatory speech from the Mayor, an Esquimalt lapel pin, and a gift card to a local coffee shop by their managers.
- Implemented recommendations that resulted from the fire department's environmental scan, including working with Fire to develop a strategic plan specific to the Fire Department.



## Communications highlights

- Used digital tactics such as social media channels (Twitter, Facebook, Instagram, YouTube), e-newsletter and township website to share information and note feedback from the community.
- In conjunction with Esquimalt Fire Department, launched hands-only CPR campaign including informational video, instruction video, social media promotion and news media promotion.
- Designed and distributed corporate documents such as annual report, tax newsletter and community-wide newsletter.
- Advanced “shop local” messaging in digital communications, advertisements, and Current community newsletter.
- Supported local organizations in Township-related communications, including Esquimalt Farmers Market; Buccaneer Days; Esquimalt Chamber of Commerce; and CleanBC.
- Promoted annual campaigns and observance days including Pink Shirt Day, Volunteer Week, Earth Day, Moosehide Campaign; creating new Township content as needed.
- Worked with the District of Oak Bay on shared communications regarding the Emergency Preparedness Week contest.
- In conjunction with public works, implemented Memorial Banner Program.
- Created public emergency communications through severe winter and summer weather extremes.

## Archives highlights

The architect’s final design of the new archives spaces was approved on August 30. The construction portion of this project is expected to advance in 2024 when the space is set to be vacated by existing staff. Funding for the architectural drawings was partially supported by Canadian Heritage’s Canada Cultural Spaces Fund.

- Awarded \$10,000 grant from Heritage Canada’s Museums Assistance Program, Reopening Fund for Heritage Organizations.
- The Municipal Archives reopened in June and welcomed researchers back under COVID safety protocols.
- Sadly, the atmospheric river in late October brought heavy rains causing the Archives to suffer a flood that damaged the building and forced another closure. Damage to archival material was minimal, however the building continues to require remediation.



2021 ceremony for the HMCS Esquimalt at Memorial Park.

## COVID-related activities

- COVID-19 continued to be a challenge requiring staff to implement new technologies and develop new processes to facilitate electronic public participation for Council meetings and Public Hearings in accordance with changing ministerial orders and public health officer guidelines.
- The Council Procedure Bylaw was amended to provide for electronic meetings and electronic participation.
- Developed and implemented COVID Safety Plans and transitioned to Communicable Disease Plans at the direction of the Public Health Officer and WorkSafe BC.
- Implemented a COVID-19 vaccination policy to maintain the health and safety of the community and staff.
- Archives was closed to the public due to COVID – 19 safety protocols, and reopened to the public and volunteers on June 8, 2021 with reduced operating hours and proper safety precautions. Prior to reopening, the Archivist/Records Coordinator continued responding to research requests and other questions by telephone or e-mail. Volunteers were engaged with the Archives through a weekly newsletter with links to historical or archival websites.



# Community Safety Services



The department aims to strengthen community safety through a focused and coordinated approach that improves the quality of life for all residents.

The Community Safety Services Department is the primary liaison between the Township and the Victoria Police Department, and is comprised of bylaw enforcement, building inspection, business licencing and the emergency program.

## Business Licencing

The township monitors and controls the types and kinds of businesses that are allowed within the township. This is done through the business licence program. Prior to issuing a business licence, the application is reviewed by the Development Services Department to ensure it meets the zoning for the intended location. The application is then reviewed by the Fire Department to ensure that the building is suitable from a fire safety perspective for its intended use, and finally the Building Department ensures that the structure, signage and building construction are suitable for the intended business use. Once all of the checks are satisfactory, the business licence officer reviews and approves the licence if appropriate.

### Highlights

- The township issued or renewed 759 business licences in 2021 remaining consistent with 2020
- The Town of View Royal and City of Colwood have joined the Intercommunity Business Licence group

## Bylaw Enforcement

Esquimalt Bylaw Enforcement monitors and enforces municipal bylaws and takes a proactive approach to encouraging voluntary compliance through public education and awareness of municipal regulations.

We are also responsible for animal management and the administration of our contract with Victoria Animal Control Services.

### Highlights

- In 2021 the Township introduced dog tag sales at two retailers, Castle Building Center and Shoppers Drug Mart.
- The deer study saw cameras deployed to better find deer and collar them for tracking.

## Building Inspection

Building Inspection is responsible for the regulation of construction, alteration, repair or demolition of buildings and structures within the township and helps ensure the safety and integrity of buildings and structures in the municipality.

Building Inspectors conduct inspections at various stages of construction and keep records on file for future reference.

## Emergency Program

The Esquimalt Emergency Program manages overall emergency planning for the Township and is comprised of municipal staff members, protection services, and volunteers. The program is responsible for training, public education, activating the municipal Emergency Operations Centre and liaising with federal, provincial and regional emergency management partners. The program also coordinates and maintains the Emergency Response and Recovery plans for the Township, which includes business continuity, and updates the plans annually with input from staff members.

Volunteers are a vital component of the program with the delivery of public education through the Neighbourhood Emergency Preparedness Program. The Emergency Social Services team helps to coordinate essential services for residents that are displaced from their homes and the Emergency Radio Communications (ERC) Team provides back up communications when they are needed most.

ERC provides communications back-up within Esquimalt and between Greater Victoria municipalities in the event that traditional means of communication are lost.

ERC consists of certified amateur radio volunteers who operate base station and portable radio equipment capable of communicating locally, across B.C. and the Pacific Northwest using voice and data protocols.

### Highlights

- Received grant funding from Union of B.C. Municipalities to purchase equipment for a mobile reception



centre. Items purchased will also help volunteers open a socially distant reception centre that will continue to maintain best practices learned from COVID.

- Esquimalt Emergency Program Volunteer team invited District of Saanich and joint Colwood/View Royal volunteer teams to train with them in two separate small exercises that will benefit Emergency Support Services regional mutual aid. More training sessions are planned in the future.
- The Esquimalt Volunteer Program has onboarded three new volunteers. New volunteers help build the team's and region's capacity to support residents in an emergency.
- Esquimalt Emergency Program Manager chairs the Regional Emergency Support Services Directors working on increasing regional partnerships and capacity. The township is a member and participant in the Local Government Emergency Program Advisory Commission (LGEPAC), Public Education Working Group and Regional Emergency Management Partnership (REMP).
- In-person training for the volunteers has resumed with best practices around safe social interactions.
- Working towards adapting policy and best practices in Emergency Management program with the Climate Action Plan.
- Responded and monitored the July 2021 heat dome. Currently working with the communities in the regional increase capacity to respond to future events.
- Completed final steps towards a Regional Tsunami Hazard Map for the communities within the CRD. An Esquimalt-specific map has been created and is available on Township of Esquimalt's website.
- Led four workshops to enhance regional planning for emergencies that cross jurisdictions. Working with partners to ensure all aspects of supporting displaced population are considered and ensuring the Township is a leading voice for capacity building and cooperation.

## Public Safety Building Project

- Ongoing design work with HCMA—the 75 per cent drawings and way-finding/signage were presented to Council.
- Construction of the temporary fire hall (Archie Browning parking lot) was underway and is scheduled to be completed in spring 2022.
- Design for the temporary police offices (in the former library) was completed and construction is expected to commence in February of 2022.



*Renderings of the forthcoming Public Safety Building.*

## COVID-related activities

- Neighbourhood Emergency Preparedness Program (NEPP) remained on hold
- Staff continued to have weekly conference calls with local, regional, and provincial organizations in this period while making organizational changes where required to ensure provision of essential services and ensure compliance with Provincial Health Orders.

# Development Services



The Development Services Department is responsible for ensuring that community development within Esquimalt occurs in a manner consistent with the goals and policies set out in the Official Community Plan.

## Community planning highlights

### Housing

Following extensive public engagement, the Zoning Bylaw amendments to allow Detached Accessory Dwelling Units (DADU) was adopted by Council on June 14, 2021. With the adoption of the bylaw amendments, eligible property owners no longer must go through the rezoning process if they wish to build a DADU. They can now directly apply for a development permit. The development permits are adjudicated by Council, and if they meet all the requirements of the Zoning Bylaw including a series of design guidelines that govern the form and character of the DADU, the permit can be approved. Prior to the approval, the owner must enter into a Housing Agreement and a Section 219 covenant. The Housing Agreement is to ensure that the property owner lives in either the principal dwelling or the DADU. The Section 219 Covenant ensures that the DADU cannot be subdivided from the property containing the principal dwelling. Both the Housing Agreement and the Section 219 Covenant use a standardized template which saves both time and money for the applicant. The Township received its first application for a DADU development permit in September 2021.

## Climate action highlights

Work continued on both the **Climate Action Plan** and the **Climate Mitigation Plan**. The Environmental Advisory Committee was particularly busy reviewing the Climate Action Plan. The Plans were also reviewed by the Senior Leadership Team to ensure that the Township had both the authority and resources to implement the Plans. It is expected that the Plans will be ratified by Council in 2022 following a final review by several stakeholder groups including the Environmental Advisory Committee, the Advisory Planning Commission, and the Design Review Committee.

The Department also worked with **Residential Retrofit Acceleration Project (RRAP)** to encourage homeowners to switch from fossil fuel heating to a heat pump. The Township provided 28–\$350 top-ups to eligible homeowners who made the switch. This initiative will help reduce Esquimalt's community green house gas emissions.

Finally, amendments were made to the Parking Bylaw related to **requiring new residential developments to be ready for electric vehicles**. Supporting electrification of vehicles is a key climate action at both the federal and provincial levels of government. Esquimalt's Climate Emergency Response Report includes a recommendation to require 100 per cent electrification of new parking stalls in residential developments to support EV ownership. At their regular meeting of Council on September 28, 2020, Council directed staff to "prepare the necessary amendments to the Parking Bylaw, 1992, No.2011 to require electric vehicle (EV) ready construction in all new residential buildings to come into force by July 1, 2021." The amending bylaw was adopted by Council on April 12, 2021.

EV-Ready is defined as "a parking stall that is provided with conduit and an energized outlet capable of providing power to an electric vehicle charging station" (Capital Region Local Government EV and E-bike Infrastructure Background, Watt Consulting, 2018). EV-Ready requirements have been introduced in many lower mainland municipalities and more recently in Victoria, Saanich, Central Saanich and View Royal. All these municipalities have chosen to implement the best management practice of requiring 100 per cent electrification of residential stalls. Note that the bylaw applies only to new residential developments, not existing ones.

Although supported by council, the Checkout Bag Regulation Bylaw was put on hold as a result of a court decision that determined that the bylaw fell under the concurrent spheres of influence provision of the Community Charter and therefore needed to be signed by the Minister of the Environment and Climate Change Strategy. Council rescinded third reading of the bylaw, amended it to change the effective date and directed staff to send the bylaw to the Minister. The bylaw was sent to the Minister for approval in November.



## Other activities

- Worked with the Chief Administrative Officer, Aragon, and the Greater Victoria Public Library to make final arrangements to have the library ready to open to the public
- Prepared a Request for Proposals for an integrated parking study that would look at ways to better manage on-street parking and update the almost 30-year old Parking Bylaw.
- Continued to work on the sale of 880 Fleming Street. The proceeds of the sale will go to the Parks Acquisition Reserve Fund
- Provided Geographic Information Services to the Corporation. It also maintained a series of on-line maps to allow the public easy access to a variety of mapping information including zoning, Official Community Plan Present and Proposed Land Use Designations, and a Public Tree Map
- Continued to maintain an online development tracker that allows the public to get information about various development applications in the township

- Every three months, the department publishes a table containing information about multifamily developments such as the location, number of units, number of affordable units, and where the application is in the development process (e.g., rezoning, development permit, building permit, occupancy)

## COVID-related activities

- Able to maintain business almost as usual due to existing online tools and staff availability by phone/appointment
- Revised format for public hearings to allow for webcast combined with phone-in option
- Advisory Planning Commission and Design Review Committee continued to operate under COVID protocols



Work continued on both the Climate Action Plan and the Climate Mitigation Plan.  
Image: wildfire smoke in West Bay Marina.

# Engineering and Public Works



The Engineering and Public Works Department maintains, upgrades and develops municipal infrastructure.

Engineering focuses on the planning, design and project management of new infrastructure and upgrading existing infrastructure along with proposed new developments. Public Works ensures that the existing infrastructure is maintained and operated in an effective manner as well as providing additions or improvements to existing infrastructure.

The infrastructure falls into three main groups: linear (roads, sidewalks, sewers, drains), vertical (building maintenance, signage, intersections, streetlights) and mobile (purchase and maintenance of vehicles).

## Engineering highlights:

In 2021, Engineering staff took part in several areas of work including undertaking capital projects for linear and vertical infrastructure like sidewalks, road paving and traffic lights.

The department also maintained existing infrastructure and planned for forthcoming linear and vertical infrastructure as part of asset management. This includes data collection and the maintenance of recorded information for infrastructure systems.

New developments and new building permits are reviewed by staff in collaboration with the Development Services Department to ensure efficient customer service.

## Highlights

- Designed five access ramps on Highrock Avenue near Rockheights Middle School
- Designed various sections of storm and sanitary main line to be removed and replaced
- Hired contractor to complete camera inspections on approximately 50 per cent of the storm and sanitary mains
- Designed a prefabricated wye to replace a drain manhole near West Bay
- Developed the Inflow and Infiltration Management Plan
- Completed preliminary designs and hired consultants to complete detailed designs for:
  - A new sanitary service in Saxe Point
  - A new sidewalk on Constance Avenue, south of Lyall Street
  - Pedestrian improvements on Lyall Street, east of Lampson Street
  - Signal improvements at the Admirals and Esquimalt Road intersection
- Completed two rounds of public engagement, a baseline conditions report and a plan summary document for the Active Transportation Network Plan
- Participated in Ready Step Role at Macaulay Elementary School with CRD
- Obtained Permit to Practice under new Professional Governance Act
- Issued eleven traffic orders
- Reviewed 29 development applications
- Reviewed 101 building permit applications



Public Works staff pose at Esquimalt Neighbourhood House during the annual food drive.



## Public Works highlights:

In 2021, Public Works staff took part in several areas of work which consisted mainly of operating and maintaining existing infrastructure systems for linear, vertical and mobile assets.

Where needed, staff constructed new, replaced or upgraded portions of the infrastructure systems in addition to purchasing new mobile assets.

### Highlights

- Pump station maintenance
- Catch basin cleaning
- Oil/water/grit separator cleaning
- Street sweeping
- Significant snow and ice event in December
- Pothole and sinkhole repair
- Road markings/curbs painted/driveway tips
- Trip hazard survey completed
- Maintenance of parks infrastructure and vertical infrastructure
- Fleet maintenance
- Purchased temporary COVID facility – portable office trailer
- Purchase of new garbage bins
- Purchase of:
  - 1-ton dump truck with plow and sander
  - Asphalt roller and trailer
  - ¼-ton pickup
  - ¾-ton pickup
- Construction of new access ramps and crosswalk at Rockheights Middle School (Highrock Ave)
- Veteran memorial banner project completed
- Replaced an aging drain manhole with a prefabricated wye near West Bay
- Installed new sewer and storm laterals, manholes, catchbasins, curb and gutter, and sidewalks for developments
- Various sanitary and storm main repairs
- Major and minor road repairs completed at several locations via asphalt removal and replacement
- Sidewalk and road surface restoration for third party utilities
- Sidewalk repairs to remove trip hazards



*Crews repair and repave roadways in Esquimalt.*

### COVID-related activities

- Engineering staff worked from home in staggered shifts to minimize contact in the office
- Public Works crews minimized contact by following safe work plans
- Extra cleaning service provided for part of the year as per the municipal hall and public works yard safety plans

# Parks and Recreation



Esquimalt is a compact community with a wealth of parks and recreation opportunities maintained and operated by the Parks and Recreation Department. The department provides programs and services for local and regional residents and hosts sporting and special events in the community.

## Recreation

The recreation department offers a wide variety of programs that serve the community by providing options for all ages and abilities. From athletics to arts to peer support, Esquimalt Recreation's goal is to be a place for everyone.

## Highlights

- Youth Leadership Training program conducted in partnership with School District 61
- Pilot Aquatics partnership program with Esquimalt High School was completed. 28 grade 10-12 students participated in Bronze Medallion/Bronze Cross with 24 successfully achieving certification
- Partnership programs with other municipalities include Leisure Involvement For Everyone (L.I.F.E.), Leisure Assistance Pass (L.A.P.), Regional Access Pass, and Positive Ticking Program with all police and bylaw in Capital Regional District
- Through digital signage, roadside marquees and engaged social media platforms (followers on parks/rec accounts: 6,071 on Facebook; 4,331 on Twitter; 1,881 on Instagram)
- Participated in regional arts and culture committees
- Developed Art in Public Spaces Plan using community engagement to help shape the plan
- Installed new digital road sign on Esquimalt Road

## Parks

The Parks Department is responsible for the maintenance and conservation of Esquimalt's stunning parks, trails and beaches. While maintaining Township parks to a high standard, staff members follow principles of sustainability and ecology, ensuring that future generations will continue to enjoy our coastal and upland parks and greenways. Though 2021 constrained some community activities, volunteers and staff still made an impact on our parks.

## Highlights

- 398 park bookings: 196 at Bullen Park; 47 at Saxe Point Park; 86 at L'ecole Brodeur Field; 9 at Esquimalt Gorge Park; 48 at Memorial Park; 8 at Macaulay Point Park, 3 at Highrock park, 1 at Freeman Ken Hill park

## Significant parks projects included:

- The Takata Garden at Esquimalt Gorge Park was redesigned with new trees and shrubs
- 5 Japanese Stone benches, 2 boulders, a torii gate, 1 lantern, and 1 stone guide were installed at Esquimalt Gorge Park
- Information kiosk and map were installed at Saxe Point Park
- New interpretive sign installed for Pollinator Meadow in Esquimalt Gorge Park



*Parks staff maintain not only municipal parks but garden beds—like this one at the municipal hall—all through the seasons.*



*The Esquimalt Celebration of Lights parade and community party returned in 2021.*

- Legacy gifting program created for Esquimalt Gorge Park
- Expansion of Rhododendron Garden in Esquimalt Gorge Park
- Loop trail developed in Esquimalt Gorge Park
- New water fountains installed at Highrock and Saxe Point Park
- A self-guided volunteer invasive pull program was initiated at Saxe Point Park, Highrock Park, Macaulay Point Park and Esquimalt Gorge Park with self-serve toolboxes.

**Overall restoration stats in 2021 were:**

- A natural area management plan was created for Saxe Point Park
- 116 tree cutting/pruning applications were processed with permits
- 85 municipal trees were pruned
- 32 municipal trees were removed
- 400 municipal trees were planted in natural areas
- 86 boulevard trees were planted
- 3779 sq. m of invasive species removed from Parks

### COVID-related activities

- Curling ice removed early (January) due to extension of health order suspending adult sports;
- Island Health Immunization Clinic established and operated in curling rink March 1
- Staff liaised with Island Health officer to ensure health and safety compliance for all programs and events;
- Continued to adapt the event permit process to accommodate large outdoor events to be in line with Public Health Orders, such as Esquimalt Farmers Market, Ribfest, Petapalooza and Music in the Park;
- Esquimalt Recreation Centre remained closed to rentals from Jan–Sept;
- Suspended all memberships and moved all programming to registered drop-in only (Jan– Aug);
- Drop-in programming resumed under COVID restrictions from Sept–Dec;
- Curling ice again removed early (December) to accommodate a second Island Health Immunization Centre (took over curling rink in December);
- Park and facility bookings impacted due to COVID 19 restrictions.



# Financial Services and Information Technology



The Financial Services and Information Technology Departments are responsible for management of the Township's financial affairs and technology requirements to ensure public accountability and transparency while supporting Council's strategic objectives.

## Financial Services

The Financial Services Department serves as the first point of contact at the municipal hall. In addition to addressing all general enquiries, the department is responsible for overall cash management. This includes collection of property tax, dog and business licence payments, investment of funds and securities, management of payroll and benefits and processing of disbursements made by the Township. Additionally, to ensure the Township is protected against the effects of damage on accidental loss, staff maintain claims and insurance premiums and work closely with other departments to ensure that risks to the Township are minimized.

Each year, a detailed budget identifies all revenues and funding sources for operating and capital expenditures, including projections for a five year period. This financial plan and the annual taxation levies necessary to support the service levels of municipal operations are approved by Council. Additionally, the Township's reserves are assessed to ensure long term fiscal sustainability and adequacy of funding for future capital projects.

The Township's financial statements, prepared in accordance with generally accepted accounting principles and Public Sector Accounting Board (PSAB) recommendations, are audited annually. In addition to satisfying all audit and regulatory reporting requirements, the department generates timely and accurate financial information for review and analysis by Council and senior management to ensure fiscal accountability and facilitate decision making.

## Highlights

- Improved local grant application and internal scoring matrix for consistent application by evaluating committee
- Configured online payment functionality for dog and business licences
- Implemented an alternate tax scheme allowing for penalty reversal for home owner grants claimed after the deadline

## Information Technology

The Information Technology (IT) Department is responsible for the design, deployment, management and support of services to enable the efficient use of technology across all departments. This includes all network hardware and software, security and telephone systems, cellular phones, wireless technologies, mobile applications and audio/video presentation infrastructure, at all municipal locations. IT staff are also responsible for backup and replication of systems and data for business continuity and recovery in the event of an emergency or disaster.

## Highlights

- Implemented multifactor authentication for increased security around external staff access to township systems
- Improved email functionality with focus on security enhancements

## COVID-related activities

- Maintained access for staff to work from home and while ensuring adequate data security
- Adjusted services to allow for partial reopen of municipal hall and appointment-based services
- Using Safe Restart Grant to fund revenue shortfalls and additional operating costs

# Fire Rescue



The Esquimalt Fire Department provides fire suppression, investigation, prevention and education services to residents of the Township.

Other services the department provides include medical first responder, confined space entry and hazardous materials response.



*The fire hall at 500 Park Place had its final full year in 2021. The building is slated for demolition and rebuilding starting in mid-2022.*

The department continues working with the City of Surrey on the development of the Active Incident Viewer which allows Victoria Fire, View Royal Fire and Langford Fire the ability to seamlessly support each other and by also having a visual display of all active resources in real time. This software enables departments to gain a visual awareness of emergency calls and apparatus locations not only during large scale events, but for stand by situations as well.

2021 saw the Esquimalt Fire Rescue Department continue with our crews training. We hosted specialized elevator rescue training where members from the region came to take the training here in Esquimalt.

The department completed crews training in Resilient Minds, a tool for members to increase their mental health resiliency.

The department has 5 members specially trained with the police for crowd management. Those members took part in the annual training sessions with our police partners.

This year the department procured new self-contained breathing apparatus (SCBA). The new SCBA brings the department the latest technology to keep firefighters safe while in hazardous environments. Members trained on the new packs, and they went into service in October.

We also purchased in a joint project with our public works department 2 new photoionization gas detectors. This will enhance the capability for both the fire department and the public works crews to detect hazardous gas in area where crew must be to work. The fire department is the rescue backup crew for our public works crews when they are working in confined spaces.

Fire department members train daily to learn new skills and maintain existing disciplines. These internal training sessions typically range from one to two hours per shift. In 2021, the department participated in 5540 hours of internal training compared to 2020 with 5355 hours.

In December of 2021 the Esquimalt Fire Department Health and Wellness Committee members began to build the platform for the EFD Wellness Program. This program provides employees immediate access to health professionals, access to information about mental health and available resources.

## COVID-related activities

- Several face-to-face public education programs, like CPR, were affected however, to help reduce exposures and sickness
- Reduced internal exposures by providing instant rapid testing when requested
- Adopted a mandatory N95 mask wearing protocol of all personnel
- Ensured that daily health checks were done above and beyond what was required by the PHO
- Worked directly with physician when seeking advice on best practices and emerging information regarding COVID-19

# Township operations by the numbers in 2021



## Corporate Services:

- 82** agendas, notices and minutes prepared for regular, special and In Camera Council and Committee of the Whole Meetings
- 32** Freedom of Information request responses
- 90** Archives requests for research and information
- 15** proclamations prepared and posted to website
- 61** public service announcements and news releases issued through the corporate website
- 419** resolutions voted on at Council and Committee of the Whole meetings
- 1,016** mail items processed for retention and distribution
- 241** new followers on municipal Twitter account
- 146** new fans on municipal Facebook account
- 315** new followers on Instagram account
- 165** new followers on LinkedIn account
- 2,180** subscribers to Esquimalt Alert



## Financial Services and Information Technology:

- 5,793** property tax notices generated
- 770** property tax certificates
- 1,608** dog licences issued
- 5,816** vendor invoices processed



## Development Services:

- 4** public hearings
- 20** development permit applications
- 7** development variance permit applications
- 2** board of variance applications
- 3** subdivision applications
- 10** Advisory Planning Commission meetings
- 10** Design Review Committee meetings
- 3** Environmental Advisory Committee meetings



## Engineering and Public Works:

- 507** tonnes of asphalt placed
- 388** linear metres of sidewalks maintained
- 18** sanitary service lateral installed
- 15** blocked sanitary service laterals repaired
- 14** storm service laterals installed
- 9** blocked storm service lateral repaired
- 2** catchbasins installed
- 80** mobile assets
- Collection of:
  - » 1,056 tonnes of garbage
  - » 610 tonnes of kitchen scraps
  - » 2,078 tonnes of yard and garden





### Fire Rescue:

**832** total responses to incidents

- » 489 medical aid
- » 122 alarm calls
- » 55 assist public
- » 31 motor vehicle incidents
- » 29 structure fires
- » 29 other responses
- » 23 hazardous materials
- » 17 burning complaints
- » 17 electrical emergency
- » 15 other fires
- » 5 rescue



### Community Safety Services:

**759** business licences issued or renewed

**92** new business licence applications

**123** plumbing permits issued

**117** building permits issued (just over \$42M in construction value)

**626** bylaw enforcement tickets issued

**327** written warnings issued



### Parks and Recreation:

**1,414** memberships sold (Sept–Dec 2021)  
memberships sold (before COVID shutdown)

**148** children enrolled in school year before  
and after care programs

**168** youth on average attending the  
Esquimalt Teen Centre each week (Sept–Dec)

**2,212** children enrolled in summer camps

**44,145** single course registrations (Jan–Aug  
2021) program registrations




**1,084** children in swimming lessons











**325** people enrolled in advanced aquatics  
courses






# Township operational strategies reporting











## HEALTHY, LIVABLE AND DIVERSE COMMUNITY

Icon legend: complete  in progress  carried forward 

Operational strategies	Responsibility	Progress	
Support community growth, housing and development consistent with our Official Community Plan (OCP)			
Draft parking strategy and update parking bylaw	Engineering & Public Works Development Services	RFP published January 17, 2022.	
Prepare zoning bylaw amendments for detached accessory dwelling units	Development Services	Completed.	
Prepare minor housekeeping amendments to official community plan	Development Services	Proposed amendments to be presented to Council in the second period of 2022.	
Complete staff report on implications and costs to develop neighbourhood design guidelines for the entire community	Development Services	Due to workload, this will be carried forward to 2022.	
Complete staff report on the feasibility and benefits of a policy on detached accessory dwelling units, carriage houses and below market housing	Development Services	The detached accessory dwelling unit Zoning Bylaw amendments have been completed.  Director met with Council during Strategic Planning to clarify Council's position on affordable housing.	
Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development			
Develop strategies from Active Transportation Plan and best practices to enhance road corridors	Engineering & Public Works	Baseline conditions completed along with two rounds of engagement. Final report being finalized and presented in first period of 2022.	 
Improvements to Lyall Street from Head to Lampson utilizing funding from wastewater treatment facility agreements	Engineering & Public Works	Consultant hired and design underway. Construction expected in summer 2022.	
Support the arts, culture and heritage community			
Finalize and present Public Art Master Plan for Council consideration	Parks & Recreation	Draft Public Art Plan was presented to Parks and Recreation Advisory Committee and endorsed November 18 2021.	
Provide training for Advisory Planning Commission members on heritage values	Development Services	This is scheduled for the first period of 2022.	




# Township operational strategies reporting










Icon legend: complete  in progress  carried forward 

Operational strategies	Responsibility	Progress	
Work with consultant to design new archive space in municipal hall	Corporate Services	Completed.	
Develop complete inventory of archival material	Corporate Services	Accession inventory is completed with 1185 entries. Location management inventory with 820 containers. The item-level description inventory (approximately 20,000 items) is still to be completed.	 
Ensure wastewater treatment plant and Esquimalt Town Square art funds utilized fully	CAO	Funds have been allocated for the Gorge Park Pavilion, Public Safety building and public art. Completion of some of the road restoration/improvement funding allocation has not yet been finalized	
Update local grant policy and online application	Financial Services	A revised Local Grant Policy was approved, and a fillable, online form was made available for all applicants.	
Enhance opportunities for Parks & Recreation			
Finalize sale of 880 Fleming Street and replenish Parkland Acquisition Fund	Development Services CAO	Bylaws to go before council in March 2022.	
Complete Saxe Point Park natural area management plan	Parks & Recreation	Goals and strategies to protect and restore the biodiversity of ecologically sensitive areas and build awareness of the importance of conservation were approved by Council.	
Complete Esquimalt Gorge Park restoration and education plan	Parks & Recreation	Received a grant to develop a demonstration green shore at Esquimalt Gorge Park estuary.	
Develop operational plans for new Gorge Park Pavilion in conjunction with public consultation	Parks & Recreation	Complete.	
Fully utilize the \$17 million McLoughlin amenity funds to maximum potential			
Finish construction of Gorge Park Pavilion	Parks & Recreation	Construction of the Esquimalt Gorge Park pavilion continues to progress with a soft opening planned for early in the new year.	

# Township operational strategies reporting







## HEALTHY, LIVABLE AND DIVERSE COMMUNITY

Icon legend: complete  in progress  carried forward 

Operational strategies	Responsibility	Progress	
Finalize design and award construction tender for Public Safety Building (PSB) utilizing McLoughlin amenity funds	Community Safety PSB working group	75 per cent construction drawings and wayfinding proposal presented to Council. Construction work is presently on going on the temporary fire facility.	
Undertake necessary processes to secure funding and approvals to ensure funding of PSB	Community Safety PSB working group Corporate Services	Complete.	
Advance the work of reconciliation with Indigenous People			
Focus on economic development in addition to funding of Indigenous art projects in the Township	CAO Parks & Recreation	CAO is engaging with Esquimalt Nation and has established monthly meetings to build relationships and develop consultation protocols. Working on draft engagement protocols and potential for service agreements.	
Control deer in partnership with other governments			
Continue with public education program including results of study	Community Safety	Working with UWSS, public education is ongoing.	
Conduct immunocontraception study	Community Safety	The Deer Study is underway.	
Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals			
Consolidate energy efficiency reports for public buildings and identify gaps	Engineering & Public Works Parks and Recreation	Joint project with Parks and Engineering to retain a consultant to carry out review of past projects and potential further work. Work has not been initiated yet due to staffing changes. Project to be initiated in 2022.	
Finalize a Climate Adaptation Plan	Development Services	Plan to be taken to a Committee of the Whole meeting for discussion with Council in early 2022.	
Finalize a Climate Action Plan	Development Services	Plan to be taken to a Committee of the Whole meeting for discussion with Council in early 2022.	
Present staff report to Council on options to implement the step code	Development Services Community Safety	Complete	

# Township operational strategies reporting




Icon legend: complete  in progress  carried forward 







Operational strategies	Responsibility	Progress	
Present staff report to Council for an EV ready bylaw for new development	Development Services	Complete.	
Review all emergency policies and programs to ensure that they recognize and reflect climate change	Community Safety	Research is currently being conducted with the Province and surrounding local governments.	
Review tree protection bylaw to ensure best practices	Parks & Recreation	The COTW will review changed proposed by the Parks and Recreation Advisory Committee in March 2022.	
Conduct public education on oil tanks and report results to Council	Development Services	A letter was sent to all property owners who have or may have had oil tanks on their property. The letter provided information about programs to remove the tanks.	
Develop health strategies for our community			
Develop design guidelines for improving the design of 'missing middle' housing (PlanH)	Development Services	This will be done as part of the OCP recalibration amendments in the second period of 2022.	
Create Social Wellness Checklist	Development Services	This will be done as part of OCP recalibration amendments in the second period of 2022.	



# Township operational strategies reporting




## BUILD & ENHANCE PARTNERSHIPS






Icon legend: complete  in progress  carried forward 

Operational strategies	Responsibility	Progress	
Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities			
Organize regular Community to Community forums	Council Corporate Services	These events continue to be on hold until COVID-19 restrictions are lifted and allowed.	>>
Consult and engage with First Nations on update of Economic Development Strategy	Council Corporate Services	Update of this strategy is on hold until the Economic Development Officer position with the Township has been recruited.	
Develop territorial acknowledgements	Corporate Services	Completed.	
Continue to support First Nations events utilizing Township communication tools	Corporate Services	Continue to repost information regarding First Nation-specific businesses, Nation employment opportunities and grants on corporate social media accounts, although there have been few events during this period due to COVID.  Shared events and activities related to National Day of Truth and Reconciliation.	
Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community			
Continue to advocate for improvements to sustainable regional transportation initiatives	Mayor and Council	Verbal update to be provided by Mayor and Council during meeting.	
Work with VicPD on new Esquimalt Together Against Graffiti (ETAG) program	Engineering & Public Works	Tracking graffiti with new software. VicPD, Parks and Rec, Engineering and Public Work, Community Safety Services working to develop new framework for ETAG.	
Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities			
Implement Checkout Bag Regulation Bylaw subject to Provincial direction	Development Services	Complete	

# Township operational strategies reporting




## RESILIENT & DIVERSE ECONOMIC ENVIRONMENT










Icon legend: complete  in progress  carried forward 

Operational strategies	Responsibility	Progress	
Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre			
Monitor construction of new library space	CAO Development Services	Complete	
Support revitalization and beautification initiatives along Esquimalt Road			
Explore further opportunities under the Revitalization Tax Incentive Program	Financial Services	Report to come in first period of 2022 to rescind existing bylaw and establish a sidewalk beautification program.	
Boost investment in the local economy and promote the growth and diversity of businesses			
Work with the Esquimalt and Victoria Chamber of Commerce as well as Destination Victoria to increase engagement with local businesses and awareness of Esquimalt amenities	Corporate Services Development Services	Limited events with the Chambers of Commerce (Victoria and Esquimalt) due to the ongoing pandemic; sharing of information including news and events across social media channels.	
Facilitate budget discussion to implement economic development function as per recommendations from SIPP project	CAO	Recruitment will begin once a date has been confirmed for completion of office space in the municipal hall after the library occupying their new space.	
Utilize relationship with Urban Development Institute and South Island Prosperity Project as additional input and resource for economic development	CAO Development Services	Staff have regular meetings with UDI	




# Township operational strategies reporting








## LOCAL SERVICES & INFRASTRUCTURE

Icon legend: complete  in progress  carried forward 

Operational strategies	Responsibility	Progress
Identify infrastructure repair and proactively plan for replacement needs		
Implementation of Inflow and Infiltration Management Plan and evaluation of underground infrastructure	Engineering & Public Works	The Inflow and Infiltration Management Plan was completed. Funding model for implementation of Master Plan approved and capital funding in 2022 will be requested. Last phase of underground pipe inspections program continues.  
Continued implementation of sidewalk master plan	Engineering & Public Works	Design of a new sidewalk on Constance Avenue south of Lyall Street is underway with construction expected in second period of 2022. 
Continued implementation of roadway master plan	Engineering & Public Works	Major maintenance/minor capital projects were carried out at: <ul style="list-style-type: none"> <li>• Intersections of Munro/Lampson and Rockheights/Highrock</li> <li>• Some road surfaces on Esquimalt and Lampson roads</li> </ul> 
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Lighting standards have arrived for installation on island along Esquimalt Road. Work to be started in 2022 in conjunction with Parks. 
Explore local initiatives for other waste streams – Integrated Resource Management/CRD projects	Engineering & Public Works	Integrated resource management project continued. 
Remove and replace underground fuel tank at public works yard	Engineering & Public Works	No work has been completed yet on this project. Will be working with consultant to determine potential contamination as well how to keep PW yard functional during construction. 
Identify long term financial requirements for local services and infrastructure		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works Parks & Recreation	Continue to update/add asset information to various components of the underground systems. Asset management training completed.  




# Township operational strategies reporting




Icon legend: complete  in progress  carried forward 

Operational strategies	Responsibility	Progress	
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	Working group to be formed in 2022 to determine framework for asset management.  Developing prototype plan starting with sidewalk network.	>>
Promote opportunities to share services where operationally and financially beneficial			
Develop clear guidelines on roles and responsibilities for storm drain spill events	Engineering & Public Works	Initial discussion has been held with DND Engineering. Further discussion to be held in 2022 to define roles and responsibilities.	
Explore regional emergency support services	Community Safety	Training takes place with other local governments (View Royal and Colwood) including mobilizing members of outside ESS teams when Esquimalt's level 1 team is activated.	
Work to achieve equitable costing and optimization of policing in Esquimalt			
Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement	CAO	CAO has worked with the Administrative Committee on resolving deployment and other financial issues to ensure that delivery of police services is in compliance with the Framework Agreement.	
Review all alternatives for provision of police services to the community	CAO	This review will occur prior to the renewal deadline for the Framework Agreement in 2022. RFP for public engagement complete with engagement starting early 2022.	
Support ongoing improvements to transportation corridors			
Evaluate transportation corridors for opportunities and options for enhancement	Engineering & Public Works	Design of Lampson Street awaiting information from active transportation plan with potential for focus to be on Tillicum Road.	
Develop an Active Transportation Plan	Engineering & Public Works	Two rounds of public engagement completed in 2021. Draft plan going to council in early 2022.	
Participation on CRD Regional Transportation working group	Engineering & Public Works	The Township continues to have a representative on this working group	

# Township operational strategies reporting

## LOCAL SERVICES & INFRASTRUCTURE






Icon legend: complete  in progress  carried forward 

Operational strategies	Responsibility	Progress	
Plan for continuity of core local services and infrastructure in the event of an emergency			
Look for opportunities to fully utilize and expand subscription base for public alert system	Community Safety	Currently the alert system is promoted via social media, however due to COVID, no face-to-face promotion has occurred. Recent events have resulted in an uptick of subscribers	
Develop coordinated evacuation plans for Esquimalt and Victoria utilizing VicPD	Community Safety	Complete	
Monitor and review changes to the Emergency Program Act when released to determine impacts to the Township	Community Safety CAO	The release of this act has been put on hold by the Province.	

# Township operational strategies reporting

## EXCELLENCE IN PUBLIC SERVICE






Icon legend: complete  in progress  carried forward 

Operational strategies	Responsibility	Progress	
Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values			
Develop and implement diversity and inclusivity education sessions for all staff	Corporate Services	Completed.	
Develop and implement two-tiered education program: supervisory training and leadership development program	Corporate Services	Completed.	
Implement recommendations from the fire department environmental scan	Corporate Services CAO	In the process of developing a strategic plan for Esquimalt Fire. Anticipated completion is scheduled for Period 1 of 2022. Review with facilitator of Environmental Scan set for Period 1, 2022	
Ensure capacity is adequate to support the goals in the Strategic Plan			
Assess capacity in the organization and continue to ensure that effective succession planning has been developed	Corporate Services Directors	Supervisory and management staff are given opportunities to act in senior level jobs during vacations and when attrition occurs. In addition, the supervisory training was available.	
Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals	CAO	This work for 2021 was completed in the first period. The work for 2022 will be undertaken on January 14 with the senior leadership team subsequent to Council strategic planning which occurred in December.	

# Township operational strategies reporting

## EXCELLENCE IN PUBLIC SERVICE

Icon legend: complete  in progress  carried forward 

Operational strategies	Responsibility	Progress
Engage, respect and respond to the needs of our community		
Consider further improvement to Township website by evaluating best practices in accessibility standards and general usability	Corporate Services	Created dedicated page for community survey regarding Esquimalt Fire Department's Strategic Planning Process. 
Implement increased online functionality	Financial Services	Testing and configuration of online functionality has been completed for dog and business licences. The ability to apply and pay will commence in early 2022. 
Explore opportunities for public engagement regarding annual budget process	Financial Services	This remains outstanding and will be implemented in advance of the 2023 budget process. Will continue to explore corporate wide options that will include the relevant type of engagement tools specific to the budgeting process. Funds have been carried forward in the budget so there is no tax implications of this deferral. 
Improve efficiency of Council and Committee meetings by updating the Council Procedure bylaw	Corporate Services	Amendments adopted in October 2021 to provide for electronic meetings and electronic participation. Review completed and new draft bylaw to be presented to Council in Period 2 of 2022. 
Improve electronic records inventory	Corporate Services	Ongoing. 

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# Financial Section

Financial Reporting Responsibility

Auditors' Report

Financial Statements

Statistical Information

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*George Harvey, Bill Edginton and Jim Floyd outside the former municipal hall in 1952.*

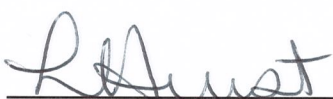
## MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

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 applicable legislation, and in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The 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 Council's approval of the financial statements.

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



Chief Administrative Officer



Director of Financial Services



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

## INDEPENDENT AUDITORS' REPORT

To Mayor and Councillors of the Township of Esquimalt

### ***Opinion***

We have audited the financial statements of the Township of Esquimalt (the Entity), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of operations for the year then ended
- the statement of change in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations, its change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

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

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

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



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

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

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

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

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

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

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

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

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

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



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

*KPMG LLP*

Chartered Professional Accountants

Victoria, Canada  
May 2, 2022

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

## Statement of Financial Position

December 31, 2021 with comparative information for 2020

	2021	2020
<b>Financial assets:</b>		
Cash and cash equivalents (note 2)	\$ 81,742,569	\$ 58,715,840
Property taxes receivable	799,722	456,941
Accounts receivable	1,013,737	717,307
MFA debt reserve cash (note 11(b))	598,992	243,108
	<u>84,155,020</u>	<u>60,133,196</u>
<b>Liabilities:</b>		
Accounts payable and accrued liabilities	11,336,431	10,951,769
Deferred revenue and deposits (note 3)	9,674,748	18,094,531
Debt (note 4)	38,140,733	4,461,995
Employee benefit and retirement obligations (note 5)	1,380,240	1,485,344
	<u>60,532,152</u>	<u>34,993,639</u>
<b>Net financial assets</b>	<u>23,622,868</u>	<u>25,139,557</u>
<b>Non-financial assets:</b>		
Tangible capital assets (note 6)	97,183,242	84,068,147
Inventory of supplies	146,845	163,744
Prepaid expenses	159,135	84,162
	<u>97,489,222</u>	<u>84,316,053</u>
Commitments and contingencies (note 11)		
<b>Accumulated surplus (note 7)</b>	<u>\$ 121,112,090</u>	<u>\$ 109,455,610</u>

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



Director of Financial Services

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

## Statement of Operations and Accumulated Surplus

Year ended December 31, 2021 with comparative information for 2020

	Financial plan (note 12)	2021	2020
<b>Revenues:</b>			
Taxes for municipal purposes (note 8)	\$ 18,136,182	\$ 18,243,875	\$ 17,390,225
Payments in place of taxes (note 9)	12,821,386	12,883,090	13,258,895
Sale of services	2,608,988	3,070,167	2,476,588
Capital contributions & donations	-	297,533	2,209,347
Other revenue from own sources	2,016,490	10,749,689	5,336,330
Conditional transfers from other governments (note 10)	2,004,481	1,865,005	4,523,650
Unconditional transfers from other governments (note 10)	603,678	569,055	603,295
<b>Total revenue</b>	<b>38,191,205</b>	<b>47,678,414</b>	<b>45,798,330</b>
<b>Expenses:</b>			
General government	4,271,735	3,970,843	3,693,284
Protective services	14,259,812	14,522,604	14,674,861
Transportation	3,999,284	4,689,341	4,816,496
Environmental health	1,369,614	1,745,606	1,684,206
Environmental development	879,622	829,611	797,677
Recreation, parks and culture	9,978,002	10,263,929	9,245,054
<b>Total expenses</b>	<b>34,758,069</b>	<b>36,021,934</b>	<b>34,911,578</b>
<b>Annual surplus</b>	<b>3,433,136</b>	<b>11,656,480</b>	<b>10,886,752</b>
Accumulated surplus, beginning of year	109,455,610	109,455,610	98,568,858
<b>Accumulated surplus, end of year</b>	<b>\$ 112,888,746</b>	<b>\$ 121,112,090</b>	<b>\$ 109,455,610</b>

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

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

## Statement of Change in Net Financial Assets

Year ended December 31, 2021 with comparative information for 2020

	Financial plan (note 12)	2021	2020
Annual surplus	\$ 3,433,136	\$ 11,656,480	\$ 10,886,752
Contributed tangible capital assets	-	(224,677)	(2,209,347)
Acquisition of tangible capital assets	(28,485,156)	(16,338,057)	(4,808,993)
Amortization of tangible capital assets	-	3,446,639	3,430,478
Proceeds on disposal of tangible capital assets	-	3,060	-
Loss (gain) on disposal of tangible capital assets	-	(2,060)	15,745
	(28,485,156)	(13,115,095)	(3,572,117)
Acquisition of inventory supplies	-	(146,845)	(163,744)
Consumption of inventory supplies	-	163,744	150,637
Acquisition of prepaid expenses	-	(159,135)	(84,162)
Consumption of prepaid expenses	-	84,162	97,724
	-	(58,074)	455
Change in net financial assets (debt)	(25,052,020)	(1,516,689)	7,315,090
Net financial assets, beginning of year	25,139,557	25,139,557	17,824,467
Net financial assets, end of year	\$ 87,537	\$ 23,622,868	\$ 25,139,557

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



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

## Statement of Cash Flows

Year ended December 31, 2021 with comparative information for 2020

	2021	2020
Cash provided by (used in):		
<b>Operating activities</b>		
Annual surplus	\$ 11,656,480	\$ 10,886,752
Items not involving cash:		
Contributed tangible capital assets	(224,677)	(2,209,347)
Amortization of tangible capital assets	3,446,639	3,430,478
Change in employee benefits and other liabilities	(105,104)	162,257
Actuarial adjustment on debt	(478,761)	(440,478)
Loss (gain) on disposal of tangible capital assets	(2,060)	15,745
Change in non-cash operating assets and liabilities:		
Property taxes receivable	(342,781)	172,951
Accounts receivable	(296,430)	117,632
MFA debt reserve fund cash	(355,884)	(4,902)
Accounts payable and accrued liabilities	384,662	2,983,116
Deferred revenue and deposits	(8,419,783)	(3,164,517)
Inventory of supplies	16,899	(13,107)
Prepaid expenses and deposits	(74,973)	13,562
	5,204,227	11,950,142
<b>Capital activities:</b>		
Acquisition of tangible capital assets	(16,338,057)	(4,808,993)
Proceeds on disposal of tangible capital assets	3,060	-
	(16,334,997)	(4,808,993)
<b>Financing activities:</b>		
Short term loan obligation repaid	-	(2,999)
Debt issued	35,000,000	-
Debt principal repaid	(842,501)	(534,480)
	34,157,499	(537,479)
Increase in cash and cash equivalents	23,026,729	6,603,670
Cash and cash equivalents, beginning of year	58,715,840	52,112,170
Cash and cash equivalents, end of year	\$ 81,742,569	\$ 58,715,840
<b>Supplemental cash flow information:</b>		
Cash paid for interest	\$ 327,876	\$ 354,701
Cash received from interest	611,949	857,252

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

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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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 provisions of local government services to residents of the incorporated area. These include administrative, protective, transportation, environmental, recreational, water, sewer and fiscal services.

On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This resulted in governments worldwide, including the Canadian federal and provincial governments, enacting emergency measures to combat the spread of the virus. The economic conditions and the Township's response to the pandemic had a material impact on the Township's operating results and financial position in 2021. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect on the Township is not known at this time.

## 1. Significant accounting policies:

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

### (a) Reporting entity:

The financial statements include a combination of all the assets, liabilities, accumulated surplus, revenues and expenses of all of the Township's activities and funds. Inter-departmental balances and organizational transactions have been eliminated. The Township does not control any significant external entities and accordingly, no entities have been consolidated in these financial statements.

### (b) 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.

### (c) Government transfers:

Government transfers with stipulations are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met except when and to the extent the transfer gives rise to an obligation that meets the definition of a liability for the recipient government.

Government transfers without stipulations restricting their use are recognized in the financial statements as revenue in the period in which the transfers are authorized, any eligibility criteria are met, and reasonable estimates of the amounts can be made.

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 1. Significant accounting policies (continued):

### (d) Deferred revenue:

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

### (e) Property tax revenue:

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

### (f) 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.

### (g) Cash and cash equivalents:

Cash and cash equivalents include investments in the Municipal Finance Authority of British Columbia (the "MFA") Money Market Funds which are recorded at cost plus earnings reinvested in the funds.

### (h) Long-term debt:

Long-term debt is reported net of related payments and actuarial earnings.

### (i) Employee future benefits:

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

Sick leave benefits 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. The actuarial losses or gains are amortized over a period equal to the employee's average remaining service lifetime.

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 1. Significant accounting policies (continued):

### (j) 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 in 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 annually, including in the year of acquisition and disposal. Assets under construction are not amortized until the asset is available for productive use. Tangible capital assets are written down when conditions indicate that they no longer contribute to the Township's ability to provide goods and services, or when the value of future economic benefits associated with the asset are less than the book value of the asset.

### (ii) Contributions of tangible capital assets

Tangible capital assets received as contributions including tangible capital assets received in lieu of a developer cost charge, are recorded at 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.

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 1. Significant accounting policies (continued):

### (j) 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.

### (k) Liability for contaminated sites:

The Township records a liability in its financial statements when contamination on non-active property exceeds an accepted environmental standard and the Township is directly responsible, or accepts responsibility, for the damage. The liability is measured at the Township's best estimate of the costs directly attributable to remediation of the contamination.

No contaminated sites liabilities have been recorded in these financial statements.

### (l) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Estimates include assumptions used in estimating useful lives of tangible capital assets and estimating provisions for accrued liabilities including employee future benefits. Actual results could differ from those estimates.

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 2. Cash and cash equivalents:

	2021	2020
Cash and bank deposits	\$ 2,794,434	\$ 2,401,853
Municipal Finance Authority Money Market Funds	78,948,135	56,313,987
	<u>\$ 81,742,569</u>	<u>\$ 58,715,840</u>

## 3. Deferred revenue and deposits:

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

	2021	2020
Trust and deposit liabilities	\$ 2,534,653	\$ 2,607,008
Unearned recreation fees	213,063	55,154
Property tax instalments	1,166,645	914,301
McLoughlin Amenity grants	5,154,870	13,972,728
Miscellaneous	605,517	545,340
	<u>\$ 9,674,748</u>	<u>\$ 18,094,531</u>

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

## 4. Debt:

Bylaw	Purpose	Matures	Rate	Original Amount	Repayments and Actuarial Earnings	Net Balance	
						2021	2020
<u>General Capital</u>							
2492	Recreation Centre	2023/03/10	2.850%	\$ 2,800,000	\$ 2,411,273	\$ 388,727	\$ 585,180
2492	Recreation Centre	2022/03/12	2.250%	4,000,000	3,708,484	291,516	583,762
2834	Roads and Streets	2024/10/14	3.000%	1,200,000	796,176	403,824	531,373
3021	Public Safety	2051/09/27	2.580%	35,000,000	-	35,000,000	-
				43,000,000	6,915,933	36,084,067	1,700,315
<u>Sewer Capital</u>							
2565	Sanitary Sewers	2027/12/01	2.250%	2,353,000	1,450,138	902,862	1,034,863
2565	Sanitary Sewers	2026/10/19	1.530%	1,129,000	765,244	363,756	429,936
2565	Sanitary Sewers	2025/10/13	0.910%	2,012,000	1,492,514	519,486	643,073
2565	Sanitary Sewers	2024/02/12	2.250%	1,256,000	985,438	270,562	353,808
				6,750,000	4,693,334	2,056,666	2,461,680
<u>General Capital Short Term</u>							
LUA-Jun 27/16	Recreation Centre	2021/06/27	1.210%	750,000	750,000	-	300,000
				750,000	750,000	-	300,000
				\$ 50,500,000	\$ 12,359,267	\$ 38,140,733	\$ 4,461,995

In 2002, the Council of the Township adopted Bylaw No. 2492 to authorize the renovation and upgrade of the Esquimalt Recreation Centre and to borrow upon the credit of the Township a sum not to exceed \$6,800,000.

In 2003, the Council of the Township 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.

In 2014, the Council of the Township adopted Bylaw No. 2834 to authorize the construction of improvements to the Admirals Road corridor and to borrow upon the credit of the Township a sum not to exceed \$1,200,000.

In 2016, the Council of the Township adopted Bylaw No. LUA-Jun 27/16 to authorize the development and construction of Fraser Park and to borrow short term upon the credit of the Township a sum not to exceed \$750,000.

In 2021, the Council of the Township adopted Bylaw No. 3021 to authorize the construction of a new public safety building and to borrow upon the credit of the Township a sum not to exceed \$35,000,000.

Total interest on debt for the year was \$551,233, including accrued interest of \$285,045 (2020 - \$347,897, including accrued interest of \$48,566).

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 4. Debt (continued):

The Township issues its debt instruments through the MFA. The debt is issued on a sinking fund basis, whereby MFA invests the Township's principal payments so that the payments, plus investment income, will equal the original outstanding debt amount at the end of the repayment period. Actuarial earnings on debt represent the repayment and/or forgiveness of debt by the MFA using surplus investment income generated by the principal payments.

Principal payments on debt for the next five years and thereafter are as follows:

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2022	\$	1,371,978
2023		1,251,008
2024		1,166,329
2025		1,028,395
2026		946,409
Thereafter		20,815,942

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# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

## 5. 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.

Information about liabilities for employee benefit plans is as follows:

	2021	2020
Accrued benefit obligation, beginning of year	\$ 1,485,344	\$ 1,323,087
Service cost	154,600	139,800
Interest cost	38,800	41,500
Benefits payments	(304,000)	(43,400)
Past agreement refund accrual	5,496	24,357
Accrued benefit obligation, end of year	\$ 1,380,240	\$ 1,485,344

The actuarially accrued benefit obligation set out in the actuarial valuation is \$1,698,700 (2020 - \$1,636,700), resulting in a variance of \$318,460 between the obligation and the accrued benefit liability of \$1,380,240 (2020 - \$1,485,344). The variance is composed of an actuarial net loss of \$357,500 (2020 - \$204,500) and the special agreement refund accrual of \$39,040 (2020 - \$53,144). This actuarial loss is being amortized over a period equal to the employees' average remaining service lifetime of 12 years. The total expense recorded in the financial statements in respect of obligations under this plan amounts to \$213,000 (2020 - \$190,800).

The accrued benefit obligations and the net periodic benefit cost were estimated by actuarial valuation as of December 31, 2019. At December 31, 2021, the valuation was updated to reflect specific changes in the assumptions adopted in measuring the Township's accrued employee benefit obligations. The significant assumptions adopted in measuring the Township's accrued benefit obligations are as follows:

	2021	2020
Discount rates	2.60%	2.20%
Expected inflation rate	2.50%	2.50%
Expected wage and salary increase, based on age and gender	2.58% - 4.63%	2.58% - 4.63%

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 5. Employee benefit and retirement obligations (continued):

### Municipal Pension Plan

The Township and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2020, the plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from local governments.

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

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The Township paid \$1,165,971 (2020 - \$1,140,883) for employer contributions while employees contributed \$884,641 (2020 - \$952,376) to the plan in fiscal 2021.

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

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

### GVLRA - CUPE Long-Term Disability Trust

The Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association representing a number of employers and the Canadian Union of Public Employee 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 as of December 31, 2020. At December 31, 2020, the total plan provision for approved and unreported claims was \$21,661,600 with a net surplus of \$4,450,361. The actuary does not attribute portions of the unfunded liability to individual employers. The Township paid \$68,563 (2020 - \$66,813) for employer contributions in fiscal 2021.

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

## 6. Tangible capital assets:

Cost	Balance December 31, 2020	Additions	Disposals/ transfers	Balance December 31, 2021
Land and land improvements	\$ 45,897,421	\$ 73,044	\$ -	\$ 45,970,465
Building and building improvements	26,163,646	22,822	-	26,186,468
Vehicles, machinery and equipment	11,842,975	1,210,979	(38,471)	13,015,483
Water and wastewater infrastructure	26,134,554	459,925	-	26,594,479
Roads infrastructure	41,905,049	507,673	-	42,412,722
Work in progress	3,812,147	14,637,158	(348,867)	18,100,438
<b>Total</b>	<b>\$ 155,755,792</b>	<b>\$ 16,911,601</b>	<b>\$ (387,338)</b>	<b>\$ 172,280,055</b>

Accumulated amortization	Balance December 31, 2020	Disposals	Amortization expense	Balance December 31, 2021
Land and land improvements	\$ 11,671,110	\$ -	\$ 349,819	\$ 12,020,929
Building and building improvements	14,526,574	-	899,273	15,425,847
Vehicles, machinery and equipment	8,135,922	(37,471)	539,742	8,638,193
Water and wastewater infrastructure	13,646,541	-	410,495	14,057,036
Roads infrastructure	23,707,498	-	1,247,310	24,954,808
<b>Total</b>	<b>\$ 71,687,645</b>	<b>\$ (37,471)</b>	<b>\$ 3,446,639</b>	<b>\$ 75,096,813</b>

Net book value	Balance December 31, 2020	Balance December 31, 2021
Land and land improvements	\$ 34,226,311	\$ 33,949,536
Building and building improvements	11,637,072	10,760,621
Vehicles, machinery and equipment	3,707,053	4,377,290
Water and wastewater infrastructure	12,488,013	12,537,443
Roads infrastructure	18,197,551	17,457,914
Work in progress	3,812,147	18,100,438
<b>Total</b>	<b>\$ 84,068,147</b>	<b>\$ 97,183,242</b>

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 6. Tangible capital assets (continued):

### (a) Assets under construction

Assets under construction having a value of \$18,100,438 (2020 - \$3,812,147) have not been amortized. Amortization of these assets will commence when the asset is available for service.

### (b) Contributed tangible capital assets

Contributed tangible capital assets are recognized at fair market value at the date of contribution. There were contributed tangible capital assets having a value of \$224,677 during the year (2020 - \$2,209,347).

### (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 (2020 - \$nil).

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

## 7. Accumulated surplus:

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

	2021	2020
<b>Surplus:</b>		
Equity in tangible capital assets	\$ 59,042,509	\$ 79,606,152
Unappropriated operating funds	45,597,819	15,337,038
	<u>104,640,328</u>	<u>94,943,190</u>
<b>Appropriated operating funds:</b>		
Future expenditures	812,346	775,955
Casino revenue	104,920	214,852
Community Works Fund	4,639,047	3,098,613
Library Reserve Fund	225,665	433,502
Community Impact Fund	293,028	232,084
Uncollected taxes	100,000	100,000
Working capital	400,000	400,000
	<u>6,575,006</u>	<u>5,255,006</u>
<b>Reserve funds set aside for specific purposes by Council:</b>		
Capital Projects	3,824,590	3,436,524
Local Improvement	190,919	185,946
Machinery and Equipment	2,597,004	2,964,423
Municipal Archives Trust	4,321	4,215
Parkland Acquisition	125,343	88,957
Tax Sale Lands	121,647	121,461
Sustainability	179,942	110,359
Eva Chafe	28,093	28,050
Infrastructure and Revitalization	2,188,391	1,711,160
Public Art	77,645	64,825
McLoughlin Amenity-Waterfront Parks	230,435	222,740
McLoughlin Amenity-Recreation Improvements	160,161	159,916
McLoughlin Amenity-Public Safety Facilities	168,265	158,838
	<u>9,896,756</u>	<u>9,257,414</u>
	<u>\$ 121,112,090</u>	<u>\$ 109,455,610</u>

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

## 7. Accumulated surplus (continued):

Information about the Safe Restart Grant, included in unappropriated operating funds, is as follows:

	2021	2020
Safe Restart Grant, beginning of year	3,538,000	3,538,000
Eligible costs incurred:		
Revenue shortfalls	(759,807)	-
Engineering and public works	(22,822)	-
	\$ 2,755,371	\$ 3,538,000

## 8. Taxes:

	2021	2020
Taxes for municipal purposes:		
Property tax	\$ 18,002,441	\$ 17,151,165
Local Improvement	4,686	4,686
1% Utility tax	236,748	234,374
	\$ 18,243,875	\$ 17,390,225

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.

	2021	2020
Taxes, requisitions and levies collected on behalf of the following agencies are not included in these statements:		
Province of British Columbia - school purposes	\$ 6,601,021	\$ 5,351,719
Capital Regional District - requisition	3,611,610	2,920,003
Capital Regional District - 9-1-1 call answer levy	53,024	60,260
Capital Regional Hospital District - requisition	897,264	891,297
British Columbia Assessment Authority	222,351	210,064
British Columbia Transit - Victoria Regional Transit Commission	1,072,552	996,320
Municipal Finance Authority	994	916
	\$ 12,458,816	\$ 10,430,579

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

## 9. Payments in place of taxes:

	2021	2020
Payments in place of taxes received for municipal purposes:		
Federal government	\$ 12,777,135	\$ 13,157,095
British Columbia Hydro & Power Authority	103,282	99,191
Provincial Rental Housing Corporation	2,673	2,609
	<u>\$ 12,883,090</u>	<u>\$ 13,258,895</u>
Payments in place of taxes collected on behalf of the following agencies are not included in these statements:		
Province of British Columbia - school purposes	\$ 2,703,030	\$ 990,260
Capital Regional District	2,455,415	2,091,287
Capital Regional Hospital District	416,819	432,428
British Columbia Assessment Authority	170,969	168,323
British Columbia Transit - Victoria Regional Transit Commission	733,368	721,076
Municipal Finance Authority	468	451
	<u>\$ 6,480,069</u>	<u>\$ 4,403,825</u>

## 10. Transfers from other governments:

	2021	2020
<b>Conditional transfers from other governments:</b>		
Federal	\$ 1,665,444	\$ 805,767
Provincial	192,061	3,707,883
Other agencies	7,500	10,000
	<u>1,865,005</u>	<u>4,523,650</u>
<b>Unconditional transfers from other governments:</b>		
Small communities protection	197,000	224,617
Traffic fine revenue sharing	372,055	378,678
	<u>569,055</u>	<u>603,295</u>
<b>Total transfers from other governments</b>	<u>\$ 2,434,060</u>	<u>\$ 5,126,945</u>

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

## 11. Commitments and contingencies:

### (a) Contractual commitments:

At December 31, 2021, the following major contracts were in progress:

	Total amount of contract	Paid on contract to December 31, 2021
Aragon Construction Management Corporation	\$ 2,251,383	\$ 1,769,218
Aragon Esquimalt TC Prop Ltd.	1,073,633	961,838
Brytar Contracting Ltd.	60,840	-
Commercial Building Cleaning	308,712	242,707
CorePM Services Ltd.	467,750	171,750
Ellice Recycling Ltd.	686,311	447,723
Flynn Canada Ltd.	139,900	-
Graphic Office Interiors	117,890	-
Harbour International Trucks	219,254	-
HCMA Architecture + Design	2,216,965	1,205,609
Iredale Architecture	371,665	359,190
Knappett Projects Inc.	9,420,948	7,048,774
Mega Power Installations	494,403	25,515
MGM Mechanical Ltd.	527,158	24,546
Praxis Architecture	29,920	27,254
Rocky Point Engineering Ltd.	260,770	17,073
Suttle Recreation Inc.	158,922	-
Twist Construction Ltd.	102,500	87,750
Universal Cover Corp.	349,179	153,756
Universal Sheet Metal	78,893	-
University of Victoria	372,775	127,113
Victoria Animal Control Services Ltd.	355,950	147,234
Victoria Drain Services Ltd.	145,768	38,934
Wescor Contracting Ltd.	262,660	-
Westisle Industries Ltd.	66,975	-
	\$ 20,541,124	\$ 12,855,984



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 11. Commitments and contingencies (continued):

(b) MFA 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 totalling \$598,992 (2020 - \$243,108) 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. At December 31, 2021, there were contingent demand notes of \$981,156 (2020 - \$464,917), which are not recorded in the financial statements of the Township. If the debt is repaid without default, the deposits are refunded to the Township and demand notes are cancelled.

- (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.
- (e) The Township entered into a long-term contract with the City of Victoria and the Victoria and Esquimalt Police Board (the "Police Board") effective January 1, 2014 and extending until December 31, 2023. Under the terms of this contract, the Township is responsible to fund a percentage of the annual police budget. Further contributions may be required by the Township in respect to the settlement of claims and insurance deductibles, or if insufficient funds are available to the Police Board in the event of a deficit. The extent of any further contributions will be recorded when a liability is likely and determinable.
- (f) In February 2017, the Township entered into agreements with the Capital Regional District related to the hosting for the Core Area Wastewater Treatment Facility. These agreements outline the amenities to be received by the Township, which include annualized payments for the duration of the facility's useful life, allowances for the restoration of transportation infrastructure and a total of \$17,000,000 to be held in Township reserve funds for the purposes of public safety, recreation facility and waterfront park improvements. For 2021, the Township received an annualized payment of \$60,589 (2020 - \$58,710).

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 11. Commitments and contingencies (continued):

- (g) The Township entered into a five year agreement with the City of Surrey effective September 18, 2018. Under the terms of the agreement, the City of Surrey will provide emergency dispatch and non-emergency after hour call answering services for the Township. The annual charge to the Township will be based on actual costs for the calendar year, including any adjustments for changes in calls for service, labour costs, and inflation costs as determined in the agreement. In 2021, the Township paid \$104,208 (2020 - \$101,528).
- (h) The Township is a defendant in various lawsuits. An accrual is recorded in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. The remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable. The Township is self-insured through membership in the Municipal Insurance Association of British Columbia. Under this program, member municipalities are to share jointly for general liability claims against any member in excess of \$10,000. Should the Association pay out claims in excess of premiums received, it is possible that the Township, along with the other participants, would be required to contribute towards the deficit.

## 12. Financial plan data:

The financial plan data presented in these financial statements is based upon the 2021 operating and capital financial plan approved by Council on May 3, 2021. Amortization, a non-cash item, was not included in the development of the financial plan and, as such, has not been budgeted. The chart below reconciles the approved financial plan to the financial plan figures reported in these financial statements.

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	Financial plan amount
Revenues:	
Operating budget	\$ 67,087,770
Less:	
Transfer from other funds	(28,836,565)
Call answer levy	(60,000)
Total revenue	38,191,205
Expenses:	
Operating budget	67,087,770
Less:	
Capital expenditures	(28,485,156)
Transfer to other funds	(3,002,042)
Debt principal payments	(842,503)
Total expenses	34,758,069
Annual surplus	\$ 3,433,136

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# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 13. 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 area. Municipal services are provided by departments and their activities are reported in these service areas. Service areas that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

(a) General Government:

The 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.

(b) Protective Services:

Protective services is comprised of four functions, including the Township's community safety and emergency program services, fire, police and regulatory and development services. The emergency program services prepare 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 ensure 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.

(c) Transportation:

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.

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

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## 13. Segmented information (continued):

(d) Environmental Health:

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.

(e) 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.

(f) 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 for co-ordinating and leading efforts to enhance our neighbourhoods, fostering arts and culture, and working to create a Township that is vibrant and people-centric.

Certain allocation methodologies have been employed in the preparation of the segmented financial information. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1.

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

### 13. Segmented information (continued):

2021	General government	Protective services	Transportation	Environmental health	Environmental development	Recreation, parks and culture	Total
<b>Revenues:</b>							
Taxation	\$ 31,126,965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,126,965
Goods and services	2,164,742	2,554,791	383,158	413,251	95,002	8,506,445	14,117,389
Government transfers	2,010,835	372,055	7,000	-	-	44,170	2,434,060
<b>Total revenue</b>	<b>35,302,542</b>	<b>2,926,846</b>	<b>390,158</b>	<b>413,251</b>	<b>95,002</b>	<b>8,550,615</b>	<b>47,678,414</b>
<b>Expenses:</b>							
Salary and wages	2,464,045	4,931,193	2,004,271	454,072	643,844	5,814,396	16,311,821
Materials, supplies and services	1,225,097	9,387,928	1,012,433	785,680	185,767	3,113,534	15,710,439
Interest and other	1,802	-	1,005	115,146	-	435,082	553,035
Amortization	279,899	203,483	1,671,632	390,708	-	900,917	3,446,639
<b>Total expenses</b>	<b>3,970,843</b>	<b>14,522,604</b>	<b>4,689,341</b>	<b>1,745,606</b>	<b>829,611</b>	<b>10,263,929</b>	<b>36,021,934</b>
<b>Annual surplus (deficit)</b>	<b>\$ 31,331,699</b>	<b>\$ (11,595,758)</b>	<b>\$ (4,299,183)</b>	<b>\$ (1,332,355)</b>	<b>\$ (734,609)</b>	<b>\$ (1,713,314)</b>	<b>\$ 11,656,480</b>

# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Financial Statements

Year ended December 31, 2021

### 13. Segmented information (continued):

2020	General government	Protective services	Transportation	Environmental health	Environmental development	Recreation, parks and culture	Total
<b>Revenues:</b>							
Taxation	\$ 30,649,120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,649,120
Goods and services	4,513,026	588,962	330,020	301,722	67,770	4,220,765	10,022,265
Government transfers	4,625,205	445,453	-	-	32,369	23,918	5,126,945
<b>Total revenue</b>	<b>39,787,351</b>	<b>1,034,415</b>	<b>330,020</b>	<b>301,722</b>	<b>100,139</b>	<b>4,244,683</b>	<b>45,798,330</b>
<b>Expenses:</b>							
Salary and wages	2,379,980	4,888,579	1,933,064	396,651	595,554	5,301,160	15,494,988
Materials, supplies and services	1,005,947	9,612,728	1,230,437	760,957	202,123	2,819,219	15,631,411
Interest and other	6,804	-	4,921	137,176	-	205,800	354,701
Amortization	300,553	173,554	1,648,074	389,422	-	918,875	3,430,478
<b>Total expenses</b>	<b>3,693,284</b>	<b>14,674,861</b>	<b>4,816,496</b>	<b>1,684,206</b>	<b>797,677</b>	<b>9,245,054</b>	<b>34,911,578</b>
<b>Annual surplus (deficit)</b>	<b>\$ 36,094,067</b>	<b>\$ (13,640,446)</b>	<b>\$ (4,486,476)</b>	<b>\$ (1,382,484)</b>	<b>\$ (697,538)</b>	<b>\$ (5,000,371)</b>	<b>\$ 10,886,752</b>

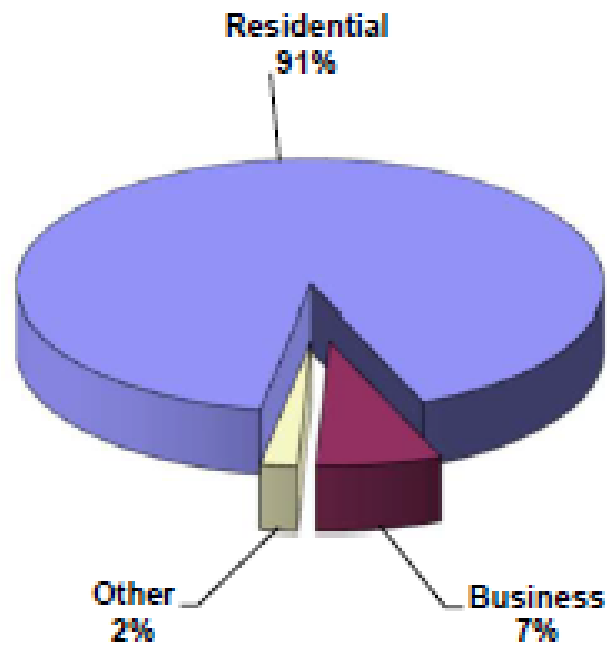
# Statistical information

As per BC Assessment Roll Tax Base Report

Taxable assessments of land and improvements 2017-2021

Property Class	2021	2020	2019	2018	2017
Residential	\$3,950,163,005	\$3,720,860,105	\$3,624,061,090	\$3,262,899,805	\$2,747,081,005
Utilities	2,132,800	1,830,800	1,447,300	1,382,800	1,281,000
Major Industry	45,534,800	34,911,300	52,208,600	43,055,200	41,963,600
Light Industry	16,831,500	16,722,100	15,247,600	14,060,400	8,335,300
Business	301,505,201	245,244,151	230,161,901	216,925,351	183,079,551
Recreation Non-Profit	25,349,700	16,568,200	14,894,900	16,101,400	13,562,200
	<b>\$4,341,517,006</b>	<b>\$4,036,136,656</b>	<b>\$3,938,021,391</b>	<b>\$3,554,424,956</b>	<b>\$2,995,302,656</b>

## 2021 assessment by type



Source: BC Assessment

# Statistical information

## Property tax rates 2017 - 2021

	2021	2020	2019	2018	2017
<b>Municipal (\$ per 1000 assessment)</b>					
Residential	3.44892	3.53537	3.53754	3.69828	4.24570
Utilities	15.88204	17.89370	19.00219	19.26066	20.20531
Major Industry	32.84677	33.37427	30.81798	30.41794	31.55795
Light Industry	12.74421	12.62558	13.48568	15.59522	17.64999
Business & Other	9.05966	10.24288	10.78225	11.88120	12.76677
Recreation/Non-profit	3.10554	4.55787	4.49214	4.75059	4.68132
<b>Total (\$ per 1000 assessment)</b>					
Residential	5.78750	5.79616	5.77784	5.97029	6.73365
Utilities	34.02803	35.95453	37.67143	37.88016	38.93618
Major Industry	45.40142	40.87147	42.02199	41.57157	43.29535
Light Industry	20.87882	17.47810	21.29920	24.03500	27.02874
Business & Other	16.27736	14.57759	17.92485	19.51361	21.19714
Recreation/Non-profit	6.46505	6.49655	7.99802	8.44971	8.56720
<b>Municipal Tax Billings by Property Class</b>					
Residential	\$13,623,796	\$13,154,617	\$12,820,261	\$12,067,117	\$11,663,282
Utilities	33,873	32,760	27,502	26,634	25,883
Major Industry	1,321,043	1,165,139	1,115,760	1,057,107	1,052,844
Light Industry	213,469	211,126	205,624	276,378	147,118
Business & Other	2,731,535	2,512,007	2,481,663	2,562,069	2,397,550
Recreation/Non-profit	78,725	75,516	66,910	76,491	63,489
	<u>\$18,002,441</u>	<u>\$17,151,165</u>	<u>\$16,717,720</u>	<u>\$16,065,796</u>	<u>\$15,350,166</u>

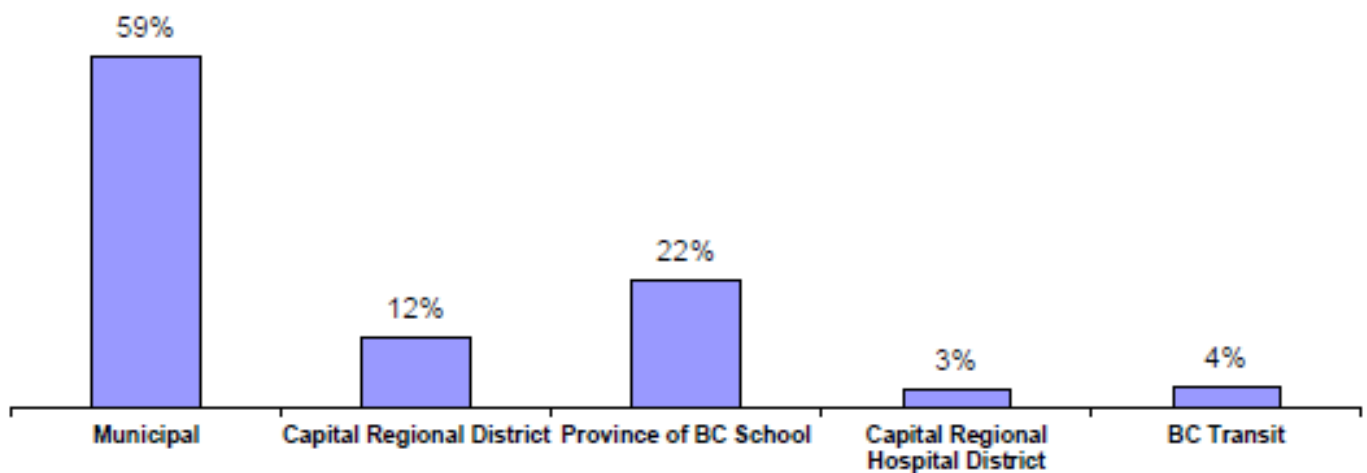


# Statistical information

## Property tax levied and collected 2017- 2021

	2021	2020	2019	2018	2017
Municipal	\$ 18,002,441	\$ 17,151,165	\$ 16,717,720	\$ 16,065,796	\$ 15,350,166
Capital Regional District	3,611,610	2,920,003	2,915,704	2,540,728	2,191,494
Province of BC School	6,601,021	5,351,719	5,654,829	5,406,187	5,059,036
Capital Regional Hospital District	897,264	891,297	932,246	922,870	874,119
BC Transit	1,072,552	996,320	909,664	838,976	818,624
BC Assessment Authority	222,351	210,064	190,863	183,801	166,656
Municipal Finance Authority	994	916	887	806	679
	<b>\$ 30,408,233</b>	<b>\$ 27,521,484</b>	<b>\$ 27,321,913</b>	<b>\$ 25,959,164</b>	<b>\$ 24,460,774</b>
Total Current Taxes Levied	30,408,233	27,521,484	27,321,913	25,959,164	24,460,774
Current Taxes Collected	29,786,935	27,279,224	26,895,757	25,687,647	24,181,248
Percentage	97.96%	99.12%	98.44%	98.95%	98.86%

## 2021 taxes by jurisdiction



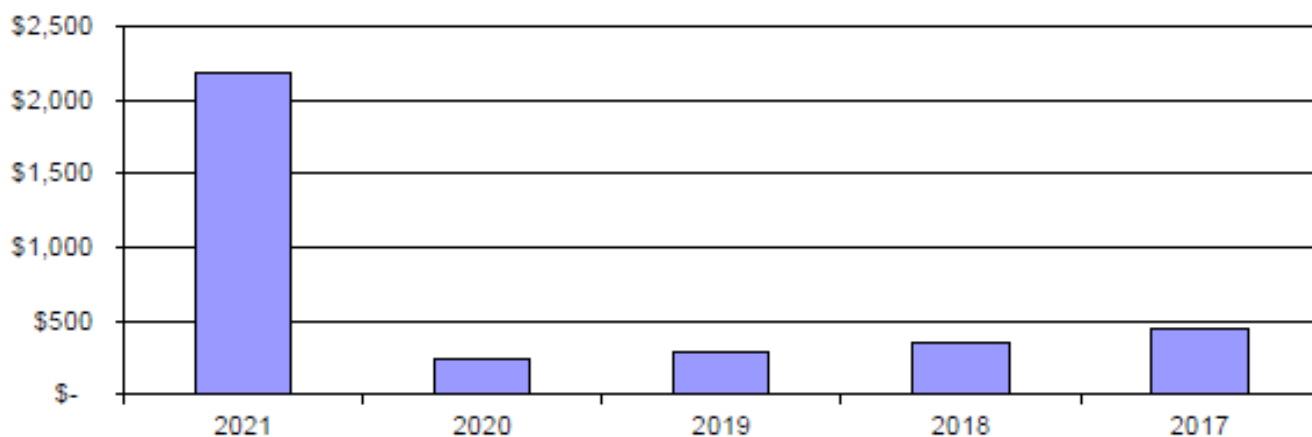
Source: Corporation of the Township of Esquimalt Finance Department

# Statistical information

## Debenture debt 2017 - 2021

	2021	2020	2019	2018	2017
Gross Outstanding Debt	\$50,500,000	\$15,500,000	\$16,050,000	\$16,050,000	\$16,050,000
Less: Repayments & Actuarial Earnings	11,609,267	10,588,005	9,613,047	8,678,947	7,784,828
Short-term Debt Payments	750,000	450,000	1,000,000	750,000	500,000
<b>Net Debt</b>	<b>\$38,140,733</b>	<b>\$ 4,461,995</b>	<b>\$ 5,436,953</b>	<b>\$ 6,621,053</b>	<b>\$ 7,765,172</b>
General	\$36,084,067	\$ 2,000,315	\$ 2,588,498	\$ 3,399,576	\$ 4,185,122
Sewer	2,056,666	2,461,680	2,848,455	3,221,477	3,580,050
	\$38,140,733	\$ 4,461,995	\$ 5,436,953	\$ 6,621,053	\$ 7,765,172
Debt Servicing Costs					
Property Tax Supported	\$ 1,120,536	\$ 617,180	\$ 884,690	\$ 872,864	\$ 956,510
Casino	275,000	275,000	275,000	275,000	275,000
<b>Total Debt Servicing Costs</b>	<b>\$ 1,395,536</b>	<b>\$ 892,180</b>	<b>\$ 1,159,690</b>	<b>\$ 1,147,864</b>	<b>\$ 1,231,510</b>
Population	17,533	19,015	18,716	18,818	17,656
Net Debt per Capita	\$ 2,175	\$ 235	\$ 290	\$ 352	\$ 440
Debt Servicing per Capita	\$ 80	\$ 47	\$ 62	\$ 61	\$ 70
Debt Service as % of Expenditures	3.87%	2.56%	3.24%	3.28%	3.68%
# of Households	8,995	8,742	8,742	8,742	8,742
Gross Debt Servicing Limit	\$11,277,882	\$10,508,201	\$ 9,179,759	\$ 9,049,397	\$ 8,555,372
Debt Capacity Available	\$ 9,882,346	\$ 9,616,021	\$ 8,020,069	\$ 7,901,533	\$ 7,323,862

## Per capita net debt



Source: Municipal Finance Authority  
Population information: Statistics Canada Census/CRD population growth estimates

# Statistical information

## Revenue and expenses 2017-2021

Revenue	2021	2020	2019	2018	2017
Property taxes	\$ 18,243,875	\$ 17,390,225	\$ 16,965,769	\$ 16,310,208	\$ 15,591,975
Payments in place of taxes	12,883,090	13,258,895	12,746,911	12,997,197	12,631,127
Sale of services	3,070,167	2,476,588	4,116,938	3,778,670	3,489,915
Capital contributions & donations	297,533	2,209,347	30,000	-	158,060
Other revenue from own sources	10,749,689	5,336,330	3,090,663	2,242,424	2,896,812
Unconditional transfers from other governments	569,055	603,295	556,366	566,086	578,985
Conditional transfers from other governments	1,865,005	4,523,650	2,166,871	1,179,520	1,219,383
	<b>\$ 47,678,414</b>	<b>\$ 45,798,330</b>	<b>\$ 39,673,518</b>	<b>\$ 37,074,105</b>	<b>\$ 36,566,257</b>
<b>Expenses by Function</b>					
General government	\$ 3,970,843	\$ 3,693,284	\$ 3,894,933	\$ 4,404,198	\$ 3,478,644
Protective services	14,522,604	14,674,861	13,770,663	13,248,452	12,944,164
Transportation	4,689,341	4,816,496	4,974,174	4,892,638	4,577,312
Environmental health	1,745,606	1,684,206	1,551,803	1,567,945	1,525,356
Environmental development	829,611	797,677	853,330	744,711	917,477
Recreation, parks and culture	10,263,929	9,245,054	10,722,553	10,178,320	10,059,871
	<b>\$ 36,021,934</b>	<b>\$ 34,911,578</b>	<b>\$ 35,767,456</b>	<b>\$ 35,036,264</b>	<b>\$ 33,502,824</b>
<b>Expenses by object</b>					
Salary, wages & benefits	\$ 16,311,821	\$ 15,494,988	\$ 16,257,618	\$ 15,184,907	\$ 15,007,742
Materials, supplies and services	15,710,439	15,631,411	15,598,471	15,953,019	14,620,879
Interest and other	553,035	354,701	360,009	347,579	400,937
Amortization	3,446,639	3,430,478	3,551,358	3,550,759	3,473,266
	<b>\$ 36,021,934</b>	<b>\$ 34,911,578</b>	<b>\$ 35,767,456</b>	<b>\$ 35,036,264</b>	<b>\$ 33,502,824</b>

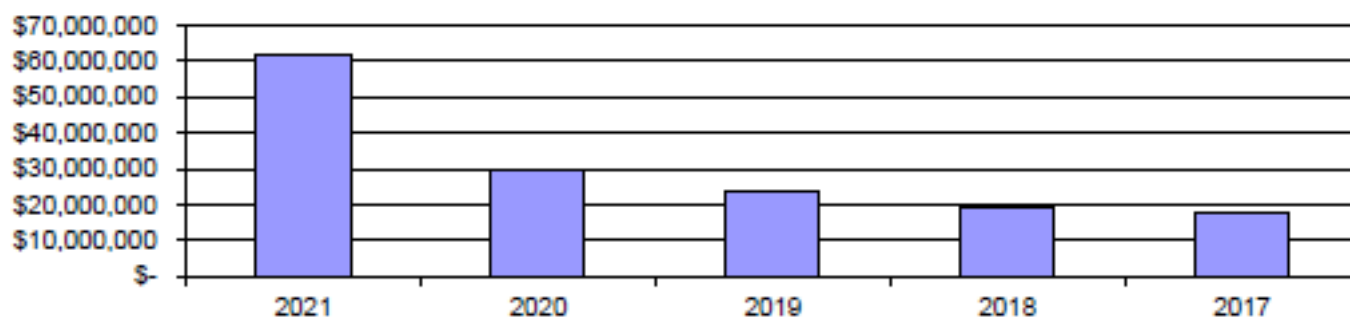
Source: Corporation of the Township of Esquimalt Finance Department

# Statistical information

## Reserve funds and appropriated and unappropriated operating funds 2017- 2021

Description	2021	2020	2019	2018	2017
<b>Reserve Funds</b>					
Capital Projects	\$ 3,824,590	\$ 3,436,524	\$ 2,845,119	\$ 2,028,953	1,951,874
Local Improvement	190,919	185,946	179,727	171,811	164,374
Machinery and Equipment	2,597,004	2,964,423	2,708,076	2,427,160	2,371,264
Municipal Archives Trust	4,321	4,215	4,104	3,933	3,693
Parkland Acquisition	125,343	88,957	88,210	86,602	85,197
Tax Sale Lands	121,647	121,461	120,440	118,243	116,321
Sustainability	179,942	110,359	40,895	99,962	174,101
Eva Chafe	28,093	28,050	27,814	34,179	33,624
Infrastructure & Revitalization	2,188,391	1,711,160	1,140,097	562,751	751,480
Public Art	77,645	64,825	51,649	38,125	24,900
McLoughlin Amenity-Waterfront Parks	230,435	222,740	163,188	32,485	-
McLoughlin Amenity-Recreation Improvements	160,161	159,916	116,563	23,204	-
McLoughlin Amenity-Public Safety Facilities	168,265	158,838	116,133	23,039	-
	<b>9,896,756</b>	<b>9,257,414</b>	<b>7,602,015</b>	<b>5,650,447</b>	<b>5,676,828</b>
<b>Appropriated Operating Funds</b>					
Future expenditures	812,346	775,955	643,024	727,275	694,094
Casino revenue	104,920	214,852	422,550	389,101	309,963
Community Works Fund	4,639,047	3,098,613	2,612,863	1,919,626	1,951,104
Library Reserve	225,665	433,502	429,860	283,443	140,000
Community Impact Fund	293,028	232,084	171,917	111,623	55,000
Uncollected taxes	100,000	100,000	100,000	100,000	100,000
Working capital	400,000	400,000	400,000	400,000	400,000
	<b>6,575,006</b>	<b>5,255,006</b>	<b>4,780,214</b>	<b>3,931,068</b>	<b>3,650,161</b>
<b>Unappropriated Operating Funds</b>	<b>45,597,819</b>	<b>15,337,038</b>	<b>11,130,551</b>	<b>9,934,354</b>	<b>8,269,982</b>
<b>Total</b>	<b>\$ 62,069,581</b>	<b>\$ 29,849,458</b>	<b>\$ 23,512,780</b>	<b>\$ 19,515,869</b>	<b>\$ 17,596,971</b>

### Total reserve funds, appropriated and unappropriated operating funds



Source: Corporation of the Township of Esquimalt Finance Department

# Statistical information

## 2021 grants

Organization	Exemption From Property Taxes	Grants	Total
Big Brothers Big Sisters of Victoria	-	2,000	2,000
Bike Victoria Society	-	1,500	1,500
Boys and Girls Club Services of Greater Victoria	19,711	-	19,711
Buccaneer Days	-	1,537	1,537
Celebration of Lights	-	11,120	11,120
Corporation of the City of Victoria - Portion of Barnard Park off Sea Terrace	1,235	-	1,235
Esquimalt Anglers' Association	2,235	-	2,235
Esquimalt Chamber of Commerce	2,298	-	2,298
Esquimalt Community Arts Hub	-	13,500	13,500
Esquimalt Farmers Market	-	16,037	16,037
Esquimalt High School	-	800	800
Esquimalt High School - Centennial Art Scholarship	-	250	250
Esquimalt High School - Terry Fox Scholarship	-	500	500
Esquimalt High School - Township of Esquimalt Scholarship	-	500	500
Esquimalt Neighbourhood House Society	12,040	-	12,040
Esquimalt Ribfest	-	10,290	10,290
Gorge Waterway Action Society	-	1,000	1,000
Green Teams of Canada	-	6,000	6,000
Habitat Acquisition Trust	19,032	-	19,032
Island Community Mental Health Association	8,611	-	8,611
Island Corridor Foundation	13,400	-	13,400
L'École Victor Brodeur	-	750	750
Macaulay Elementary School Parents' Advisory Council - Crossing Guard	-	10,000	10,000
Mustard Seed Street Church	17,224	-	17,224
Need2 Suicide Prevention Education & Support	-	1,200	1,200
Prostitutes Empowerment Education & Resource Society	4,319	-	4,319
WITS Program (Rock Solid) Foundation	4,488	-	4,488
The Compassionate Resource Warehouse Society	12,680	-	12,680
Township Community Arts Council	-	15,000	15,000
Vancouver Island South Film & Media Commission	-	3,000	3,000
Victoria Association For Community Living	1,591	-	1,591
Victoria Jazz Society	-	15,000	15,000
Victoria Nikkei Cultural Society	-	1,500	1,500
Victoria Operatic Society	2,774	-	2,774
Victoria Rainbow Kitchen Society	-	7,500	7,500
	<u>\$ 121,637</u>	<u>\$ 118,983</u>	<u>\$ 240,621</u>

Source: Corporation of the Township of Esquimalt Finance Department

Township of  
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