



# TOWNSHIP OF **ESQUIMALT** ANNUAL REPORT 2024

Annual report and financial statements for  
the year ending December 31, 2024



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# Welcome to the Township

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## 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.





# Esquimalt 2024

“With so many exciting milestones in 2024 and even more events and projects on the horizon, we’re looking ahead to a vibrant year in Esquimalt—one that strengthens our community spirit and reaffirms that Esquimalt truly is “The Place to Be.”

*-Mayor Barbara Desjardins*



# About Us



Esquimalt (pronounced Ess-KWY-malt) is an anglicized version of the *ləkʷəŋən* word “es-whoymalth,” which means the place of gradually shoaling waters.

- Year of incorporation: September 1, 1912.
- The area now known as Esquimalt has been inhabited by Coast Salish First Nations for over 4,000 years.
- Esquimalt boasts a diverse business landscape, from a bustling graving dock and light industrial enterprises to offices to breweries and a variety of local businesses.
- The Township is home to close to 18,000 residents.
- 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 enjoys over 30 parks, beaches and green spaces.



# Mayor's Message



On behalf of Esquimalt Council, I am proud to share our 2024 highlights. This past year has been filled with accomplishments, exciting progress on many township projects, and a few changes along the way. While change can be challenging for some, it also brings a sense of anticipation and hope for the future of our community. Esquimalt is definitely “The Place to Be” these days!

The year began with a New Years Day nature walk with Council along the WestBay walkway, rolled into hosting the 2024 BC Curling Championships at Archie Browning Sports Centre, carried on with facilitating the first ever Volunteer Recruitment Fair with community groups engaging and recruiting new volunteers. Tried and true favourites like Earth Day cleanup at Highrock Park, Buccaneer Days, Music in the Park, Ribfest and many others also returned to the delight of residents and the region.

Council was humbled and deeply moved to stand with community, in the spirit of raising the Kosapsum (Esquimalt Nation) and Songhees Nation flags at ceremonies at both the Esquimalt Municipal Hall and the Gorge Park Pavilion. This meaningful ceremony reflected the Township’s ongoing commitment to reconciliation and was followed by a council-to-council dinner at Gorge Park Pavilion that included traditional Lekwungen dancers.

The Gorge Park Pavilion remains a highly sought-after venue for a diverse range of events, including celebrations, conferences, and community programs. We can now add “award winning” to its description after receiving BC Recreation and Parks Association’s Facility Excellence Award for capital projects over \$3 million. This award recognizes outstanding facility design that reflects community culture and ultimately enhances the well-being of the community.

Council had a busy year of decision-making at the Council table. The provincial government enacted new housing legislation with the goal of increasing the speed and supply of new housing across B.C. Esquimalt updated its Zoning Bylaw to reflect the legislation and has already achieved about 30 per cent of the new units required over a 5-year period. Other bylaws amended by Council included the Maintenance of Property and Nuisance Regulation Bylaw to change the permitted times for construction

activities and a revised Business Licence Bylaw, which included streamlined procedures and enhanced clarity for local businesses. Esquimalt also introduced its public art policy to highlight local talent and creativity through diverse projects such as murals and beautification initiatives.

A renewal of the township’s website happened in early 2024 and involved a new look and improved functionality to better serve Esquimalt residents and businesses. Additionally, a major economic development outreach initiative was launched with the introduction of a business monthly newsletter. This effort was complemented by one-on-one engagement with business owners to ensure the local business community has ample opportunities to provide input and feedback on key projects such as the Active Transportation Plan.

The Esquimalt Road Active Transportation Improvements & Underground Utility Renewals Project progressed with completion of engagement on Phase 1 in the fall 2024 and began engagement on Phase 2, which continued into 2025.

The Esquimalt Fire Rescue Service reached significant professional development milestones, with all firefighters completing wildfire, tower crane technical rope rescue, and advanced first aid training.

Construction broke ground in 2024 for the Greenshores Project in Esquimalt Gorge Park, with the footprint of the site changing dramatically. Volunteers and project partners gathered to plant hundreds of native plants, including trees, shrubs and vegetation in the enhanced riparian zone and salt marsh.

With so many exciting milestones in 2024 and even more events and projects on the horizon, we’re looking ahead to a vibrant year in Esquimalt—one that strengthens our community spirit and reaffirms that Esquimalt truly is “The Place to Be.”

*Barbara Desjardins*  
Mayor Barbara Desjardins



# Message from the CAO



Thank you for reading the Township of Esquimalt's 2024 Annual Report.

We made excellent progress on the initiatives and projects laid out in the 2023–2026 Council Priorities Plan. The plan remains a key tool in helping staff stay focused, define what success looks like, and deliver meaningful results for the community. A key part of the Council Priorities Plan process is the mid-term governance touchpoint — a process completed in late 2024 that gave Council the opportunity to weigh in to ensure the township is on track to meet Council's goals by the end of the term in 2026.

I believe that Esquimalt is a can-do organization that consistently punches above its weight class. It's exciting to see the growing expectations our residents have for the services we provide — and we're proud that most indicators suggest a high level of community satisfaction with the quality of those services. At the same time, we know that growth brings new challenges. Over the past year, staff have been focused on identifying and implementing best practices to improve how we do business. This ongoing work is helping us build the internal capacity and systems we need to meet rising demands and support Esquimalt's continued evolution. Some of these initiatives include publishing, for the first time, multi-year staffing plans and long-term capital infrastructure renewal plans. Our next steps involve better defining township levels of service and improving how we plan for the future, measuring against community needs and aspirations.

We also made significant progress in preparing for Esquimalt's long-term financial and infrastructure needs. In 2024, we completed a comprehensive Infrastructure Asset Management and Long-Term Financial Sustainability Analysis. That work showed that while the community currently invests about \$4 million per year into infrastructure renewal, that annual amount will need to increase to approximately \$10 million per year over the next 10 to 15 years to sustain expected levels of service over the long term. Council made budgetary decisions in 2024 and again in 2025 to begin closing this infrastructure gap, and staff are moving ahead with the next steps — including completing a Sanitary Sewer Master Plan in early 2025, followed by kicking off work later in 2025 on both a Facilities Master Plan and a Storm Sewer Master Plan.

Our team also responded with agility to external changes — most notably, by adjusting our work to respond to new Provincial housing legislation. Staffing transitions also brought some additional complexity in 2024, but I'm proud of how the team came together to maintain momentum and welcome new talent to our organization.

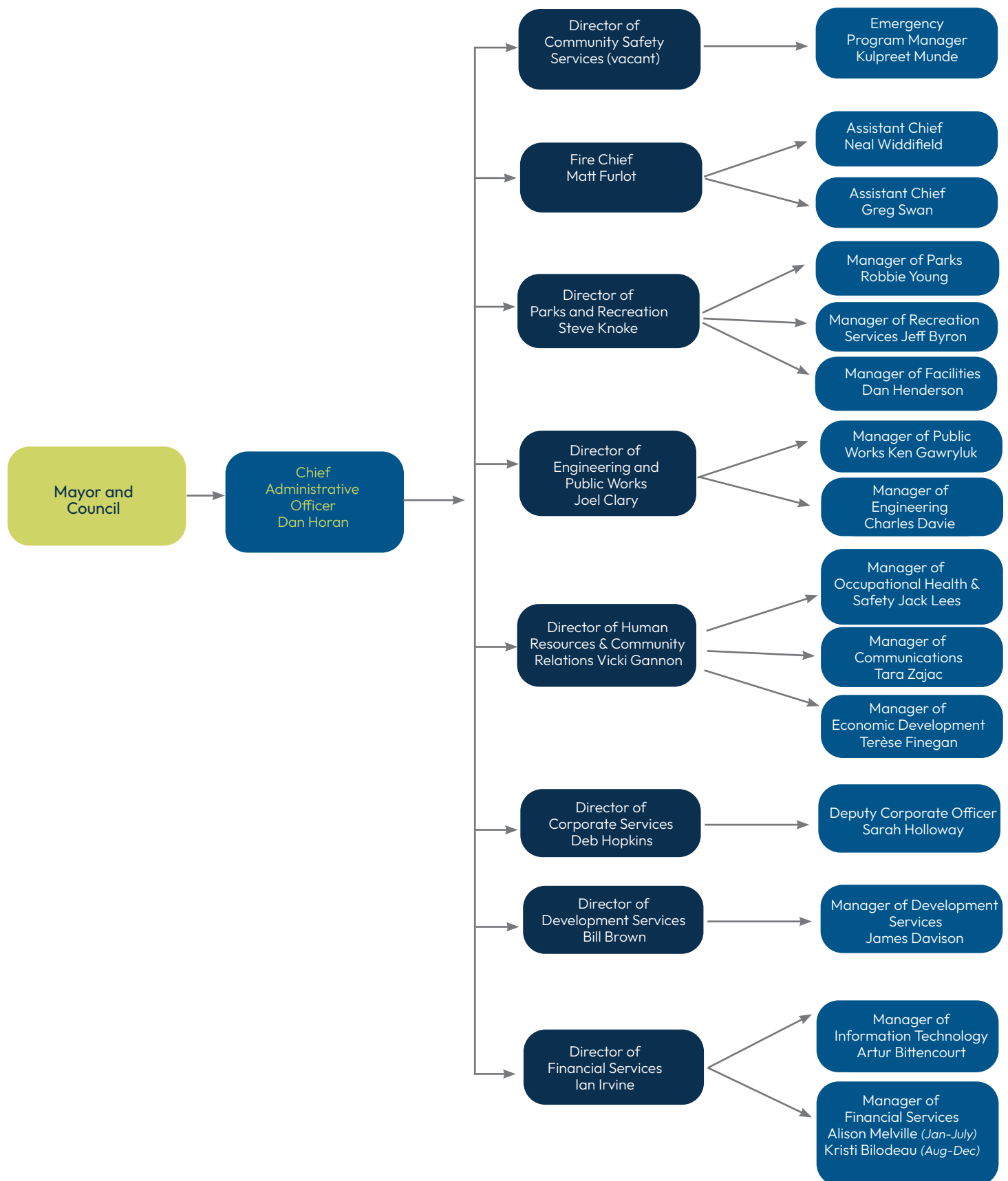
It is a pleasure to lead this team. It is also a great honour to support Council in their governance role as they define the path ahead for this wonderful and growing community. On behalf of all township staff, thank you to Council and to the community for your continued support, trust, and engagement.

A handwritten signature in black ink, reading "Dan Horan".

Dan Horan  
Chief Administrative Officer



# Organizational Chart





# Mayor Barbara Desjardins



## Appointments in 2024

- Capital Regional District Board/Hospital Board
- Capital Region Housing Corporation
- Capital Regional District Core Liquid Waste Management Board
- Capital Regional District Environmental Services Committee
- Capital Regional District Governance Committee
- Capital Regional District First Nations Relations Committee
- Capital Regional District Planning and Protective Services Committee
- Capital Regional District Transportation Committee
- Island Corridor Foundation Local Government Designated Representative
- Greater Victoria Harbour Authority Board
- Department of National Defence Liaison
- Emergency Executive Committee
- School Liaison (Alternate)
- Township Community Arts Council

## Meet your Council

The Mayor and Council of the Township of Esquimalt were elected for a four-year term in October 2022. Mayor and Council adopt bylaws and policies, approve the municipal budget, and serve on various committees within the municipality and region. Councillor Darlene Rotchford resigned her seat in October after successfully being elected to the B.C. legislature.

TOP: Councillors Tim Morrison, Jacob Helliwell, Ken Armour and Andrea Boardman.

BOTTOM: Councillor Darlene Rotchford, Mayor Barbara Desjardins and Councillor Duncan Cavens.



# Esquimalt Council



## Ken Armour - Councillor

### Appointments

- Capital Regional District Board / Hospital Board (Alternate)
- Capital Regional District Housing Trust Fund Commission
- Capital Region Housing Corporation (Alternate)
- South Island Prosperity Partnership
- South Island Reconciliation Advisory Committee
- Victoria/ Esquimalt Harbour Society
- Advisory Planning Commission Design Review Committee Liaison
- Local Grant Committee



## Andrea Boardman - Councillor

### Appointments

- Capital Regional District Arts Commission (Alternate)
- Capital Region Emergency Service Telecommunications (C.R.E.S.T.) (Alternate)
- Greater Victoria Labour Relations Association
- Advisory Planning Commission Liaison
- Environment, Parks and Recreation Advisory Committee (Alternate)
- Esquimalt Ribfest Liaison
- Local Grant Committee



## Duncan Cavens - Councillor

### Appointments

- Capital Regional District Arts Commission
- Capital Regional Climate Action Inter-Municipal Task Force
- Capital Regional District Regional Water Supply Commission (Alternate)
- Municipal Insurance Association of B.C. AGM (Alternate Member Representative)
- Greater Victoria Public Library Board
- South Island Prosperity Partnership (Alternate)
- South Island Reconciliation Advisory Committee (formerly Te'mexw Treaty Advisory Committee) (Alternate)
- Environment, Parks and Recreation Advisory Committee (Alternate)
- Esquimalt Community Arts Hub Liaison
- ETAG Liaison (Esquimalt Together Against Graffiti)
- School Liaison





# 2024 Appointments



**Darlene Rotchford - Councillor**

**Appointments \*until Oct 2024**

- Destination Greater Victoria
- Greater Victoria Harbour Authority AGM (Alternate Member Representative)
- Victoria Family Court And Youth Justice Committee
- Advisory Planning Commission Design Review Committee Liaison
- Environment, Parks and Recreation Advisory Committee Liaison
- Esquimalt Farmers Market Society Liaison



**Tim Morrison - Councillor**

**Appointments**

- Capital Region Emergency Service Telecommunications (C.R.E.S.T.)
- Capital Regional District Regional Water Supply Commission
- Greater Victoria Labour Relations Association (Alternate)
- Municipal Insurance Association of British Columbia AGM (Alternate Member Representative)
- Advisory Planning Commission (APC) Liaison
- Celebration of Lights Committee Liaison



**Jacob Helliwell - Councillor**

**Appointments**

- Greater Victoria Harbour Authority AGM (Member Representative)
- Municipal Insurance Association of British Columbia AGM Member Representative
- Buccaneer Days Liaison
- Environment, Parks and Recreation Advisory Committee Liaison
- Local Grant Committee

# Community Safety Services

The department had a vacancy in the director role in 2024 with a reorganization planned for some of the functions. The various operations of this department were reallocated to other departments until the vacancy is filled and the reorganization is completed in 2025.

## BUSINESS LICENCING

The township monitors and controls the types of businesses that are allowed to operate within the municipality. 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 Esquimalt Fire Rescue to ensure that the building is suitable for its intended use from a fire safety perspective. Finally building inspection staff ensure that the structure, signage and building construction are suitable for the intended business use. Once all checks are satisfactory, the business licence officer reviews and approves the licence if appropriate.

### Highlights

The township issued or renewed 841 licences in 2024, an increase of 7 per cent from 2023.

*2024 department: HR and Community Relations*

## 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

The deer study continued throughout 2024 with further monitoring, data collection and analysis of previous years data. Full analysis will continue in 2025, with project results expected in fall 2025.

*2024 department: Engineering and Public Works*

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

### Highlights

The township issued 177 building related permits in 2024 reflecting a decrease in number of permits compared to 256 in 2023, while construction value of these permits increased by approximately \$12M in 2024.

*2024 department: Engineering and Public Works*

## PUBLIC SAFETY BUILDING

The new Public Safety Building building will include an updated fire hall, emergency operations centre, CRD offices and some programmable space. The building will also be purpose-built post disaster adding crucial capacity for emergency response and recovery planning to serve the community for the next 50 years.

Construction began in summer 2024 and should complete in fall 2026.

*2024 department: Administration and EFRS*



*Illustrative rendering of the PSB.*



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## 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 Support Services team helps to coordinate essential services for residents that are displaced from their homes and the Emergency Radio Communications team provides back up communications when they are needed most.

In 2024, Esquimalt's Emergency Management Program prioritized volunteer capacity-building, regional collaboration, and response readiness.

### Highlights:

- Emergency Support Services (ESS) volunteer training: Using UBCM ESS grant funding, we delivered two highly successful workshops focused on reception centre operations and exercises. Each workshop welcomed between 45 and 55 volunteers, greatly enhancing local emergency preparedness.
- Regional emergency exercises: In collaboration with mutual aid partners and regional agencies — including DND, Emergency Management BC, Health Emergency Management BC, Island Health, and the municipalities of View Royal and Colwood — we participated in a two-day, multi-agency emergency exercise. Staff and volunteers engaged in simulated reception centre and Emergency Operations Centre (EOC) operations, strengthening cross-jurisdictional collaboration.
- Emergency Operations Centre drills: We successfully conducted two major EOC exercises:
  1. A hazmat incident simulation focusing on the industrial area (internal staff exercise)
  2. A nuclear release tabletop exercise at CFB Esquimalt (regional partner exercise)
- Both exercises strengthened our team's ability to effectively manage complex emergencies, fulfilling key objectives under our regional preparedness strategy.



*Emergency Program staff, Emergency Support Services volunteers and Esquimalt Fire Rescue members took part in student earthquake preparedness sessions with local schools.*

2024 department: Administration

# Corporate Services

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**The Corporate Services Department is comprised of legislative services, information and privacy management services, archives services, corporate administration services to Council and staff, and executive assistance to the Mayor and Chief Administrative Officer (CAO).**

**The department is led by the Director of Corporate Services / Corporate Officer. It includes the Deputy Corporate Officer; Committee Coordinator; Archivist; Executive Assistant to the Mayor and CAO; Records, Information and Privacy Coordinator; Freedom of Information Assistant; and Corporate Services Assistant.**

The department is primarily responsible for providing corporate administration services including legislative and procedural advice to the corporation including Mayor and Council, Council meeting management and production of agendas and minutes, administrative oversight of Council's committees, Mayor and CAO support, records management direction, information and privacy compliance leadership, cooperation and liaison with other governmental agencies, publication of statutory public notices, as well as ensuring that Council priorities and direction are tracked and implemented. The department is also responsible for archives, which preserves and makes available municipal and community records of enduring value and private-sector materials of historical significance.

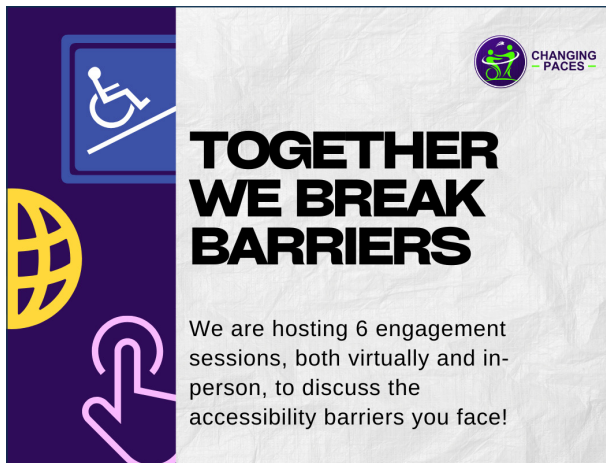
The Corporate Services team provides complex customer service, guidance on public participation and Council proceedings, internal and external direction on legislative processes and requirements, records management advice, historical records research assistance, leadership support to the Township's statutory duties under the Freedom of Information and Protection of Privacy Act, and administration of election and assent voting proceedings.

## CORPORATE SERVICES

### Highlights

- Staff worked with our Westshore municipal partners and joined the intermunicipal Capital West Accessibility Advisory Committee. Through the collaborative work with the committee, Esquimalt prepared its first Accessibility Plan that strives to identify, remove, and prevent accessibility barriers and encourage a culture of equity and inclusion for all current and future citizens, visitors, volunteers, and staff. The incorporation of accessibility planning in all areas of municipal services will be integral to achieving our long-term goal of becoming a barrier-free community.
- Presented corporate-wide records management staff training sessions regarding statutory regulations, policy, procedures, and compliance.
- Centralized administrative support for all advisory Committees of Council providing consistent support and ensuring compliance with legal and other regulatory requirements.
- Hosted four Mayor's Open doors at the Municipal Hall for members of the public to discuss community matters with the mayor.





The Capital West Accessibility Advisory Committee held outreach sessions to collect ideas and input regarding accessibility planning.



The Mayor's Open Door allows residents to have a one-on-one conversation with Mayor Desjardins.

## ARCHIVES

### Highlights

Archives staff and volunteers participated in several community events including:

- Attended the Esquimalt Volunteer Recruitment Fair to promote the Archives and share information with residents.
- Celebrated Heritage Week at the Greater Victoria Public Library Branch with activities including "Ask an Archivist", showcasing online collection, and heritage trivia puzzle.
- Participated in Fort Macaulay Interpretive event with hosted information and display booth.
- Contributed 1,051 volunteer hours.
- Collaborated with Parks and Recreation staff to provide historical information and digitized photos for the Fraser Street Recreation Centre 50th anniversary celebration.
- Worked with Communications Manager to share exhibition materials online and on social media to increase access and awareness to Esquimalt residents.
- Received 13 donations of archival material.



Fort Macaulay continues to be a popular historic site for residents and visitors alike.

# 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 (OCP).**

Within this framework the department is tasked with ensuring that various planning applications (Official Community Plan Amendments, Zoning Bylaw Amendments, Development Permit Applications, and Development Variance Permit Applications) are processed in an efficient and timely manner in accordance with the Local Government Act and various bylaws. The department also approves subdivisions in accordance with provincial acts and regulations. In addition to operational responsibilities, the department is also tasked with several council priorities relating to housing and climate resilience.

## COUNCIL PRIORITY HIGHLIGHTS

- Facilitated a Council climate action workshop and prepared a greenhouse gas reduction roadmap.
- Prepared the 2024 Interim Housing Needs Report which was subsequently reviewed by Council and then forwarded to the provincial government. The report indicated that 1,359 net new units are needed in the next five years and 4,213 net new units in the next 20 years.
- Amended the Development Application Procedures and Fees Bylaw to facilitate development approvals, including additional delegation of development permits and minor variance applications.
- Collaborated with Parks and Recreation and Engineering and Public Works on the Building Retrofit Study.
- Prepared the project scope for the Development Capacity Study, which was subsequently approved by Council.
- Worked with a consultant to refresh the Health Needs Assessment.
- Launched an online dashboard containing a variety of data from the federal Census and other sources.
- Continued development of the new parking bylaw.
- Prepared Zoning Bylaw amendments for the Small-Scale Multi-Family Housing Initiative.
- Prepared and presented the first Climate Action Plan Annual Report to Council.
- The township will complete the housing targets set out by the province in advance of the mandated deadline. The five-year housing target for the township is 754 net new completed housing units. As of June 2024 (the time of the announcement) Esquimalt had just over 1,000 units under construction.



The five-year housing target for the township is 754 net new completed housing units.



# Financial Services

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**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.**

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

- Reported on the latest phase of the township's asset management program which resulted in Council's commitment to increased annual infrastructure funding within the financial plan.
- Implemented a new review process for Chief Administrative Officer expenses which includes the provision of periodic reporting to Council.
- As part of the budget process, additional documents were presented to Council including departmental workforce plans and a long-term capital plan.
- Implemented the functionality to remit amounts to suppliers and other payees through electronic fund transfer.
- Fully implemented a Managed Detection and Response System to ensure that the township's network is continuously monitored for any suspicious activities.
- Coordinated a National Institute of Standards and Technology (NIST) review by a third party to assess of the township's potential cybersecurity risks.

# Engineering & 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).

## COUNCIL PRIORITY PROJECTS & OPERATIONAL BENCHMARKS

### Engineering and Public Works

- Finished the township's first protected bike lanes on Tillicum Road and Lampson Street.
- The Esquimalt Road Active Transportation Improvements & Underground Utility Renewals Project progressed with completion of engagement on Phase 1 and the start of engagement on Phase 2, which carried into 2025. A B.C. Active Transportation Grant was applied for in 2024 for Phase 1 and \$500,000 was awarded in 2025.
- Installed traffic calming on Rockheights Avenue between Old Esquimalt Road and Lampson Street.
- Developed a fleet electrification plan.
- Procured a street sweeper to maintain protected bike lanes.
- Began replacement of two underground fuel tanks at the Public Works Yard that were at the end of life, with completion occurring in early 2025.
- Finished constructing a new sidewalk on Munro Street between Plaskett Place and Kinver Street.



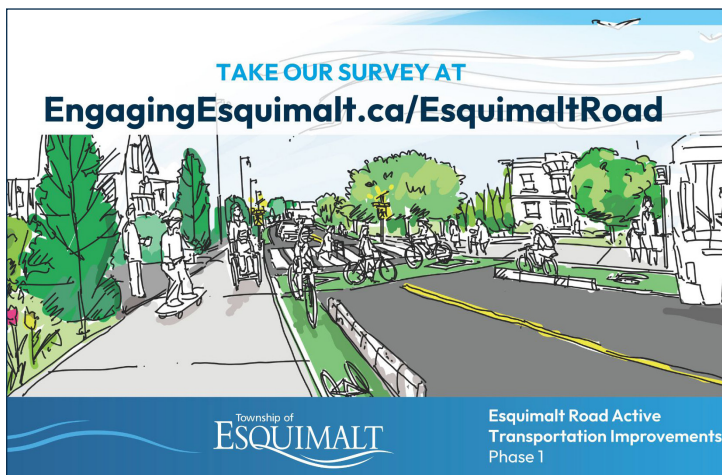
*Centre bollards on Old Esquimalt Road.*



*New street sweeper designed for bike lanes.*



- Reduced speed limits throughout the township to 40km/hr on major roads and 30km/hr on all other roads, including rollout of new speed limit signs.
- Made significant progress on the Sanitary Sewer Asset Management Plan throughout the year, with final deliverable presented to Council in February 2025.
- Completed the Integrated Parking Management Strategy and corresponding action plan to improve management of on-street parking.



Public engagement opportunities for Esquimalt Road improvements were promoted through several township channels like newsletters, signage and social media.



Black-tailed deer thrive near forest edges, using the underbrush for foraging and cover. 2024 was the third year for the deer contraception study.



New signs help communicate changes to local speed limits.

# Esquimalt Fire Rescue Services

Esquimalt Fire Rescue Services (EFRS) provides fire suppression, investigation, prevention, and education services to residents of Esquimalt. Other services the department provides include medical first responder, confined space entry and hazardous materials response.

EFRS actively engaged with the community throughout 2024, fostering partnerships and delivering valuable educational programs. The department continued to provide vital emergency coverage to the Township of Esquimalt, responding to a broad range of incidents including technical rescues, residential and commercial fires, motor vehicle accidents, medical emergencies, and high-rise responses.

We remain committed to delivering high-quality service with a strong focus on training, innovation, and community engagement. **Protecting our community, advancing our future.**



## STRATEGIC PLANNING

In alignment with our 5-Year Fire Strategic Plan (2023–2028), we made measurable progress in:

- Enhancing firefighter training and competency.
- Improving firefighter health and safety initiatives.
- Strengthening operational readiness and community risk reduction.

## HEALTH & SAFETY

EFRS became one of the first fire departments in B.C. to implement PFAS-free turnout gear, reducing exposure to carcinogens.

## INFRASTRUCTURE ADVANCEMENT

2024 marked the groundbreaking of the new Public Safety Building (PSB), a critical project that will be completed in 2026 to serve as the new home for EFRS and the Emergency Management Program.

## FIRE PREVENTION LEADERSHIP

We successfully amended the township's fire bylaw to align with the new Fire Safety Act, enhancing fire safety enforcement.

## CHARITABLE IMPACT

Through the Firefighter Charitable Society, EFRS helped raise tens of thousands of dollars for local causes, including supporting the Ken Gill & Forest Owens Memorial Hockey Tournament.







Firefighters took part in several training exercises, including tower crane rescue (left) and liquid natural gas fire suppression(right).

## TRAINING EXCELLENCE

All firefighters completed wildfire response training, technical rope rescue training (tower crane rescue), and expanded advanced first aid skills, including medication administration, pulse oximetry, blood pressure monitoring, and blood-glucose analysis.

## COMMUNITY ENGAGEMENT

Our firefighters proudly supported and participated in events like Halloween Spooktacular, Rib Fest, and community parades, while providing fire safety education to local schools and businesses.

EFRS also hosted a Spring Break Firefighting Academy for youth and partnered with FNESS, Victoria Fire Rescue, and the Department of National Defence to deliver an Indigenous Youth Firefighter Bootcamp. Held alongside the Gathering Our Voices Conference, the bootcamp aimed to empower Indigenous youth with skills to contribute meaningfully to their communities and beyond.



Firefighters supported a variety of events, such as community open houses and the Esquimalt 5K race (right).

# Human Resources & Community Relations

The HR and Community Relations Department is comprised of human resources, occupational health and safety, communications, economic development, business licences, Indigenous relations and events including volunteer attraction and recognition.

The department supports internal and external communications, and provides HR, labour relations and occupational health and safety advice to staff.

The department is led by the Director of HR and Community Relations, and includes the Manager of Communications, Manager of Economic Development, Manager of Occupational Health and Safety, and administrative support.

## COMMUNICATIONS

This section supports corporate priorities as a whole in addition to individual departments in areas such as community engagement, media relations, website and social media administration, branding and emergency communications.

Staff regularly work with volunteer groups to help raise the profile of community events and volunteer opportunities. Communications is also responsible for the design and distribution of the corporate annual report, promotional advertisements and community newsletters.

### Highlights

- Led the renewal of the township's website in early 2024. The project involved a new look and improved functionality to better serve Esquimalt residents and businesses.
- Corporate social media engagement saw an 11.4 per cent increase in Facebook followers; 17.8 per cent increase in Instagram followers and a 23.9 per cent increase in LinkedIn followers from 2023.
- Esquimalt Alert, the township's emergency alert and information notification tool, saw a 15.2 per cent increase in subscribers from 2023 to 2024.
- Continues to support all departments in both small and significant projects. This includes promotion, data collection, engagement planning and media support for various initiatives. Examples include Esquimalt Road Active Transportation surveys, Public Safety Building updates, BC Heritage Week events, public dock engagement, committee recruitments and fire safety information.
- Corporate reports like the Council Priorities Plan and Annual Report continue to evolve to ensure that important municipal information is made clear and readily available to the public.
- Communications issues bi-monthly e-newsletters to subscribers and three hard copy editions of the Current per year.



"The Current" newsletter arrives by mail to ~10,000 homes and businesses.



## ECONOMIC DEVELOPMENT

Economic development is aimed at improving the economic well-being and prosperity of a community. It often involves initiatives to attract businesses, create jobs, stimulate investment, and enhance residents' overall quality of life. Economic development supports the Township's vision of becoming a vibrant, unique, and inclusive community where people can find belonging and opportunities to thrive.

### Highlights

- Council formally approved Esquimalt's new economic development place brand — a milestone that signals the Township's bold approach to attracting business, investment, and innovation. This brand reflects Esquimalt's evolving economic identity and aspirations within the regional landscape.



- The Business Licence Bylaw was reviewed and adopted, simplifying processes and improving transparency for local businesses. A review of the Local Grant Policy was initiated with the aim of more effectively supporting community-led projects.
- A monthly business newsletter was launched reaching over 900 local business and industry contacts.



"Place to Be" branding and sample graphic.



Examples of two new banners showcasing scenes from the township.



New banners in use at Esquimalt Gorge Park.

# Human Resources & Community Relations (con't)

## HUMAN RESOURCES

The team provides HR services including recruitment, labour relations, staff training & organizational development.

### Highlights

- 44 staff members were recognized for 10, 15, 20, and 30 years of service. Mayor Desjardins presented milestone pins and keepsakes to those attending in person.
- The Township hosted its first volunteer recruitment fair at the Esquimalt Recreation Centre, with 24 organizations and 188 attendees. The event aimed to boost community involvement and was organized by both staff and members of council.
- Fifty-two staff members participated in training focused on recognizing racism, micro-aggressions, and safe intervention strategies to support a respectful and inclusive workplace.



*Preparations for the staff long service recognition event.*

## OCCUPATIONAL HEALTH & SAFETY

The Occupational Health and Safety Manager plays a vital role in this endeavor, overseeing and enhancing workplace safety within the Township of Esquimalt.

Their responsibilities include developing and implementing comprehensive safety policies and programs, conducting risk assessments, and ensuring compliance with regulatory standards. Leading incident investigations, identifying root causes, and implementing preventative measures are also integral parts of their role. Additionally, they spearhead employee training initiatives, foster safety awareness, and collaborate with stakeholders to promote best practices.

### Highlights:

- Organized a successful and well-attended Day of Mourning event. This annual day commemorates those who have died or are injured on the job and is open to staff.
- Achieved a 37 per cent decrease in WorkSafe BC claims costs, demonstrating significant progress in workplace safety initiatives.
- A focus on health and safety training and practices led to reduced time lost due to injuries by 22 per cent, highlighting our ongoing commitment to improving employee safety and health.





Kosapsum Nation and Songhees Nation flags at the Esquimalt Gorge Pavilion.

## OTHER PROJECTS

- Flags of the Esquimalt (Kosapsum) Nation and Songhees Nation were permanently raised at Esquimalt Municipal Hall and Gorge Park Pavilion, demonstrating the Township's commitment to take further steps to visibly honour and respect the Nations. The event was concluded with a council dinner where Lekwungen dancers and singers performed.
- A well-attended groundbreaking ceremony marked the start of construction on the new three-story Public Safety Building at 500 Park Place on May 22. It will house the Emergency Operations Centre, Esquimalt Fire Rescue Services, some office spaces and training facilities for fire fighters.
- In November, a refreshed Street Banner Program was launched, featuring scenic images of local landmarks like Saxe Point and Gorge Park to enhance public spaces and foster community pride.



Ground breaking ceremony for the Public Safety Building.



# Parks & Recreation Services

**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.**

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

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.



*The Esquimalt 5K Run remains a popular community activity.*

## Highlights

- Activities offered through partnership programs with other municipalities continue to include Leisure Involvement for Everyone (L.I.F.E.), Leisure Assistance Pass, and the Regional Access Pass.
- Promotions occurred through the website, digital signage, roadside marquee, and through social media platforms (followers on Parks/Rec accounts: 6,987 on Facebook; 4,270 on X; 2446 on Instagram).
- The Gorge Park Pavillion had 761 bookings in 2024 including weddings and events.
- 2024 saw the return of the 10km running clinics, after a one-year hiatus.
- The Aquatics Department won the Lifesaving Society award for most Bronze-level courses run in a community under 20,000 again this year.
- The township received a \$54,000 grant for the pool boiler upgrade in 2024.



*Lifesaving training in action.*



## RECREATION

### PUBLIC ART

- Introduced our public art policy to highlight local talent and creativity through diverse projects such as murals and beautification initiatives. Notable works include;
- Esquimalt Recreation Centre parking lot—a nature-inspired mural, celebrating themes of kinship and water;
- Esquimalt Gorge Park—a sea-can mural installation reflects the area’s historical significance and healing;
- Anderson Park—a mural created in collaboration with the Esquimalt Community Garden Society and Esquimalt High School Art Department, captures the park’s reflective beauty.
- Staff launched their first Call for Artists in 2024 as part of a new Request for Proposals for an exciting public art project—a vibrant street mural located near Saxe Point Park. This mural aims to enhance the neighborhood’s visual appeal, inspire creativity, foster community connection, and improve pedestrian safety. It will celebrate the natural beauty of the area, serving as a welcoming entry point to Saxe Point Park and surrounding Esquimalt neighborhoods. Due to weather delays, the project is now scheduled for completion in spring 2025.

### DEPARTMENT INITIATIVES/ NON-CAPITAL PROJECTS

- Installation and maintenance of the new pickleball courts at the Archie Browning Sports Centre. New pickleball programs and rentals were very well received exceeding expectations.
- Two new flag poles installed at the Gorge Park Pavilion.



### CAPITAL PROJECTS

- The Archie Browning Sports Centre HVAC and Roof Replacement Project work included a new arena condenser and cooling tower plus an electric arena dehumidifier. This installation reduced the facility’s GHG emissions.
- The Esquimalt Recreation Centre sauna was completely refurbished with the installation of new cedar walls, ceiling, benches, tile flooring and improved lighting.

### GORGE PARK PAVILION

- The Parks and Recreation team worked in collaboration with the Past Wrongs, Future Choices and the Victoria Nikkei Cultural Society for the official unveiling of the new interpretive panels and teahouse displays on April 26, 2024.
- The pavilion remains a highly sought-after venue for a diverse range of events, including celebrations, conferences, community programs, and meetings. Due to its growing popularity, staff continue to experience an increase in rental requests, both for individual spaces and full facility bookings.
- Received BC Recreation and Parks Association’s Facility Excellence Award for capital projects over \$3 million.

# Parks & Recreation Services (con't)

## PARKS

### GREENSHORES PROJECT

Construction broke ground in September 2024 after obtaining all permits and permissions. The footprint of the site has changed dramatically and includes the removal of rip rap and hardened armoring of the shoreline, removal of old swing set (and subsequent new installation of new swing set on the other side of the playground), addition of beach nourishment, pea gravel and beach sand. The area was planted with several native plants in November 2024 with completion scheduled for spring 2025.

### ANDERSON PARK PLAYGROUND

Installed fall 2024—a full renovation of the existing playground space and the addition of new playground equipment. Also included was the installation of new benches and a new picnic table.



Anderson Park playground.

### NEW ELECTRIC VEHICLES

The parks team received its first EV pick up truck with the arrival of our new Ford Lightning as well as a new electric utility cart. These additions reflect a shift in fleet strategy to add electric vehicles where possible. Level 2 EV Chargers have also been installed at the parks yard.

### PARK IMPROVEMENTS

- Continued improvement of high traffic areas including repairs and additions to pathways in Westbay, Esquimalt Gorge Park and Saxe Point.
- All cedar park entrance signs were refurbished with modern stain and paint.
- Garden renovations took place in major parks and traffic islands.
- Significant repair to Esquimalt Adventure Park including the revitalization of the water cannons and replacement of computer control.



Esquimalt Adventure Park.



## SIGNIFICANT EVENTS

Community events play a large part of the township's identity and local spirit. Several events are organized through the Parks and Recreation department while some are led by volunteers or community organizations. When events are held on township property, staff provide a range of services, from logistical support to promotion.

Local grants often include a request for in-kind donation of staff support for events.

- Hosted or supported the signature Esquimalt community events including the Esquimalt 5km Walk & Run, Buccaneer Days, JazzFest, RibFest, the TCAC Music in the Park series, Sculpture Splash-Sandcastle Edition, Bard Across the Bridge, Lantern Festival, Stories in the Park, the Dog Swim, the Esquimalt Farmers Market, Celebration of Lights and the Esquimalt Christmas Tree Village.
- The Gorge Park Pavillion hosted the annual Township Community Arts Council Sculpture Splash in collaboration with the Vancouver Island Sculptors Guild and displayed sculptured by over forty sculptors.
- A new summertime children's activity was added called the Park Activation Series. Two events were held: the Teddy Bear Picnic in Captain Jacobson Park, and Play Time at Memorial Park.
- Four pickleball courts were installed during in the Archie Browning Sports Centre Curling rink in May 2024. Between May and September, we offered court rentals, league play, and lessons.



*Volunteers are a key part of the Buccaneer Days event.*



*A public art mural was added next to the parking lot at the Esquimalt Recreation Centre.*

# VicPD: Esquimalt Division

**The dedicated police officers of the Esquimalt Division are committed to the residents and business community in 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 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. Our Traffic Section, also based in Esquimalt, conducts proactive traffic safety initiatives focussing on education and enforcement. 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.

2023 was a busy and productive year for the members of the Esquimalt Division. The staff continues to provide prompt, courteous, and kinetic service to the community.

## Highlights:

- Community events enhancing relationship building through “Coffee with a Cop”, Tim Horton’s and McDonald’s charity days, Lions Christmas hampers, Poppy Campaign, joint Police and Fire Seniors safety presentations, Toy Drive, school crossing guard program (Victor Brodeur) and school tours of Esquimalt Division.
- Bike and foot patrols in parks, side streets and community events in response to community requests.
- Enhanced lockdown procedures and practice drills to promote student and staff safety.
- Community Resource Officer’s continue to foster relationships in the community and business community through ‘Project Connect’ as well as participate in the Rainbow Kitchen volunteer lunch program.
- CPTED (Crime Prevention through Environmental Design) provides advice and security procedures for key locations for residents in the community.
- Traffic Unit continues to conduct enforcement to increase community safety especially in school and construction zones and other vulnerable intersections.



*VicPD members and civilian staff in Esquimalt*



# 2024 snapshots



Clockwise: Raising the Port Angeles Flag as part of Ribfest; kids enjoying Earth Day at Highrock Park; splashing at our Neighbourhood Party; Buccaneer Days; seniors safety classes with EFRS & VicPD; new infrastructure on Lampson; refurbishing our parks signs; volunteer fair guests.





# By the numbers

## CORPORATE SERVICES

- 55 agendas, notices and minutes prepared for Council, Committee of the Whole, and In Camera meetings.
- 32 Freedom of Information request responses
- 85 Archives requests for research and information
- 18 proclamations prepared and posted to website
- 208 actionable resolutions voted on at Council and Committee of the Whole meetings
- 2,103 mail items processed for retention and distribution
- 54 new resident welcome packages distributed

## COMMUNITY SAFETY SERVICES

- 841 business licences issued
- 99 plumbing permits issued
- 78 building permits issued (just under \$109M in construction value)
- 907 bylaw enforcement tickets issued
- 245 written warnings issued

## DEVELOPMENT SERVICES

- 7 rezoning applications processed
- 15 development permit applications processed
- 9 development variance applications processed
- 2 subdivision applications processed
- 81 zoning letters issued
- 70 building plan requests processed

## HUMAN RESOURCES & COMMUNITY RELATIONS

- 22.6% reduction in time loss due to workplace injuries or illness
- 39 safe work procedures or policies were created or updated
- 14 safety inspections and audits were completed
- 36 Joint Occupational Health and Safety meetings were held
- 11 safety training sessions completed
- 900 + subscribers to the business newsletter
  - » 8,057 newsletters sent and 56 % average open rate
- 1,100 + subscribers to the news/events e-newsletter
  - » 26K news/events e-newsletters sent and 61 % average open rate
- 30 new welcome banners
- 84 new fall/winter banners
- 3 Business Façade Improvement grants issued totalling \$8,921

## VICPD- ESQUIMALT DIVISION

- 2,876 calls for service dispatched in the township
- 48,360 files investigated in the township
- Close to 2,000 volunteer hours conducting Crime Watch and Speed Watch patrols in the Township
- 26 active blocks in Esquimalt Block Watch



## PARKS & RECREATION

- 3,507 timed memberships sold
- 3,449 punch passes sold
- 239 children enrolled in school year before and after care programs
- 130 (avg) youth attending the Esquimalt Teen Centre each week
- 2,155 children enrolled in summer camps
- 2,374 children enrolled in swimming lessons
- 585 parks bookings
- 85 tree cutting/pruning application were processed with permits
- 52 municipal trees were removed
- 617 municipal trees planted in natural areas
- 69 municipal trees planted in boulevards
- 1,038.5 cubic metres of invasive species removed from parks

## FIRE RESCUE SERVICES

- 1,004 total emergency incidents
- 537 medical emergency responses
- 88 motor vehicle accident responses
- 46 fires (structure, vehicle, wildland)
- 14 technical rescues
- 32 public education sessions delivered
- 12 community events participated

## FINANCIAL SERVICES

- 6,069 tax notices issued
- 1,515 tax reminder notices issued
- 697 tax notices received electronically
- 546 property tax certificates ordered
- 6,554 vendor invoices processed
- 55 electronic fund transfer payments made



Lunar New Year celebrations in Esquimalt. Photo: Colin Smith

## ENGINEERING & PUBLIC WORKS

- 2,360 tonnes of asphalt placed
- 492 linear metres of sidewalks maintained
- 170 linear metres of sidewalks added
- 10 new sanitary service lateral installed
- 25 blocked sanitary service laterals repaired
- 8 new storm service laterals installed
- 14 blocked storm service lateral repaired
- 5 catchbasins replaced
- 8 traffic orders issued
- 29 development applications reviewed
- 78 building permit applications reviewed
- 1,016 tonnes of garbage collected
- 550 tonnes of kitchen scraps collected
- 2,169 tonnes of yard and garden waste collected
- 898 calls for service completed by Public Works

# Council Priorities

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**Council priorities outline areas of focus for the current term. These priorities can be amended over time as some are completed and other needs arise.**

These priorities are in addition to existing operational tasks and approved capital projects. The projects or initiatives in this plan fall outside of staff's day-to-day operational or service level commitments.

The Council Priorities Plan represents Council's direction to staff; staff use this guidance to build their workplans and deliver the results that Council is seeking. While Council retains the flexibility to modify or update the Priorities Plan at any time, the aim of a structured framework is to establish a predictable rhythm for governance review of Council's priorities throughout the year.

## COUNCIL PRIORITY THEMES





## Council priorities completed in 2024:

Project
Climate Action Workshop Initiative: Develop an annual progress report that ties to specific strategies within the climate plan
Business Façade Improvement Program
Volunteer Recognition Policy
Police Service Model Transition—Phase I
Green Teams Partnership
Macaulay Elementary Crossing Guard MOU Financial
Impact Assessment—Report on Undergrounding of Mainline of Overhead Utilities (Esquimalt Rd (Constance to Dominion)
Family Doctor Shortage & Incentives
Implement Public Art Plan
Public Safety Building—Design Phase
Revise “Maintenance of Property and Nuisance Bylaw” with respect to Construction Noise
Refresh & Replace Esquimalt Road Banners
Subdivision & Development Bylaw Update (including sidewalk requirements)
Prepare Zoning Bylaw Amendments to bring the Zoning Bylaw into conformance with recent amendments to the Local Government Act
Development Process Improvements Development
Prepare new Housing Needs Assessment
Accessibility Plans—Accessibility British Columbia Act Compliance
Asset Management Program—Recreation Inventory and Plan Development

The complete list of the 2023–2026 Council Priorities are found on [Esquimalt.ca](https://esquimalt.ca)

# Financial Statements

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**Corporation of the Township of Esquimalt**

Year ended December 31, 2024

**Management’s Responsibility for the  
Financial Statements**

**Independent Auditor’s Report**

**Financial Statements**

**Statistical Information**



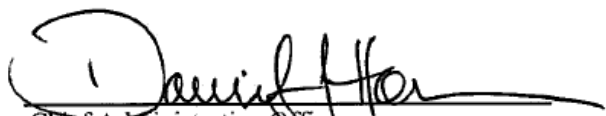
# Management’s responsibility for financial statements

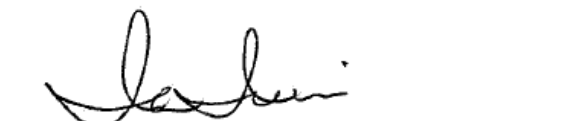
The accompanying financial statements of the Corporation of the Township of Esquimalt (the "Township") are the responsibility of management and have been prepared in compliance with applicable legislation, and in accordance with Canadian public sector accounting standards for local governments as recommended 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 auditor to review the financial statements and discuss any significant financial reporting or internal control matters prior to Council's acceptance of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditor appointed by the Township. The accompanying Independent Auditor's 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

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



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

## INDEPENDENT AUDITOR'S REPORT

To 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, 2024
- 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, 2024, 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 "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's 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.



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



Township of Esquimalt  
Page 2

**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.

**Auditor’s Responsibilities for the Audit of the Financial Statements**

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

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

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.  
  
The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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



Township of Esquimalt  
Page 3

- 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 auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the 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.

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

Chartered Professional Accountants

Victoria, Canada  
May 7, 2025



# Statement of Financial Position

December 31, 2023, with comparative information for 2023

	2024	2023
<b>Financial Assets</b>		
Cash and cash equivalents (Note 2)	\$ 87,462,378	\$ 90,213,759
Property taxes receivable	1,476,570	1,179,554
Accounts receivable	2,001,048	2,090,195
MFA debt reserve cash (Note 12(a))	477,257	498,679
	<u>91,417,253</u>	<u>93,982,187</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 3)	11,418,246	13,547,293
Deferred revenue and deposits (Note 4)	9,657,519	8,290,778
Debt (Note 5)	33,250,062	34,723,886
Employee benefit and retirement obligations (Note 6)	1,632,371	1,600,169
	<u>55,958,198</u>	<u>58,162,126</u>
<b>Net financial assets</b>	<b>35,459,055</b>	<b>35,820,061</b>
<b>Non-financial assets</b>		
Tangible capital assets (Note 7)	110,861,103	105,770,772
Inventory of supplies	212,592	201,306
Prepaid expenses	212,503	178,621
	<u>111,286,198</u>	<u>106,150,699</u>
Commitments and contingencies (Note 12)		
<b>Accumulated surplus (Note 8)</b>	<b>\$ 146,745,253</b>	<b>\$ 141,970,760</b>

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



Director of Financial Services

# Statement of Operations and Accumulated Surplus

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

	2024 Budget (Note 13)	2024	2023
<b>Revenues</b>			
Taxes for municipal purposes (Note 9)	\$ 23,462,259	\$ 23,107,556	\$ 21,295,424
Payments in place of taxes (Note 10)	13,702,975	13,913,268	13,263,765
Sale of services	4,623,824	5,736,768	4,574,013
Capital contributions & donations	-	183,067	248,455
Other revenue from own sources	2,589,273	5,957,662	8,715,080
Conditional transfers from other governments (Note 11)	3,276,229	1,777,224	7,396,255
Unconditional transfers from other governments (Note 11)	540,000	493,800	529,000
	48,194,560	51,169,345	56,021,992
<b>Expenses</b>			
General government	5,893,788	6,056,287	5,535,714
Protective services	17,934,414	18,321,594	18,086,054
Transportation	4,963,446	5,599,784	4,955,221
Environmental health	1,585,609	2,369,667	1,864,858
Environmental development	1,339,910	979,996	1,096,921
Recreation, parks and culture	11,592,548	13,067,524	12,246,793
	43,309,715	46,394,852	43,785,561
<b>Annual surplus</b>	4,884,845	4,774,493	12,236,431
<b>Accumulated surplus, beginning of year</b>	141,970,760	141,970,760	129,734,329
<b>Accumulated surplus, end of year</b>	\$ 146,855,605	\$ 146,745,253	\$ 141,970,760

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



# Statement of Change in Net Financial Assets

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

	2024 Budget (Note 13)	2024	2023
<b>Annual surplus</b>	\$ 4,884,845	\$ 4,774,493	\$ 12,236,431
Contributed tangible capital assets	-	(183,067)	(248,455)
Acquisition of tangible capital assets	(55,232,021)	(9,159,863)	(9,880,056)
Amortization of tangible capital assets	-	4,228,631	4,011,589
Proceeds on disposal of tangible capital assets	-	-	1,047,240
Loss (gain) on disposal of tangible capital assets	-	23,968	(685,778)
	(55,232,021)	(5,090,331)	(5,755,460)
Acquisition of inventory supplies	-	(212,592)	(201,306)
Consumption of inventory supplies	-	201,306	178,508
Acquisition of prepaid expenses	-	(212,503)	(178,621)
Consumption of prepaid expenses	-	178,621	174,247
	-	(45,168)	(27,172)
<b>Change in net financial assets (debt)</b>	(50,347,176)	(361,006)	6,453,799
<b>Net financial assets, beginning of year</b>	35,820,061	35,820,061	29,366,262
<b>Net financial assets, end of year</b>	\$ (14,527,115)	\$ 35,459,055	\$ 35,820,061

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

# Statement of Cash Flows

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

	2024	2023
<b>Operating activities</b>		
Annual surplus	\$ 4,774,493	\$ 12,236,431
Items not involving cash		
Contributed tangible capital assets	(183,067)	(248,455)
Amortization of tangible capital assets	4,228,631	4,011,589
Change in employee benefits and other liabilities	32,202	141,799
Actuarial adjustment on debt	(280,040)	(351,659)
Loss (gain) on disposal of tangible capital assets	23,968	(685,778)
Change in non-cash items		
Property taxes receivable	(297,016)	126,481
Accounts receivable	89,147	(998,137)
MFA debt reserve fund cash	21,422	36,051
Accounts payable and accrued liabilities	(2,129,047)	4,204,072
Deferred revenue and deposits	1,366,741	1,218,289
Inventory of supplies	(11,286)	(22,798)
Prepaid expenses and deposits	(33,882)	(4,374)
	<u>7,602,266</u>	<u>19,663,511</u>
<b>Capital activities</b>		
Acquisition of tangible capital assets	(9,159,863)	(9,880,056)
Proceeds on disposal of tangible capital assets	-	1,047,240
	<u>(9,159,863)</u>	<u>(8,832,816)</u>
<b>Financing activities</b>		
Debt principal repaid	<u>(1,193,784)</u>	<u>(1,277,565)</u>
<b>Net change in cash and cash equivalents</b>	<b>(2,751,381)</b>	<b>9,553,130</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>90,213,759</b>	<b>80,660,629</b>
<b>Cash and cash equivalents, end of year</b>	<b>\$ 87,462,378</b>	<b>\$ 90,213,759</b>

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



# Notes to Financial Statements

Year ended December 31, 2024

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.

## 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.

### (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. Revenue from unilateral transactions is recognized when the ability to claim or retain an airflow of economic resources and a past transaction or event giving rise to the asset has occurred. Revenue from exchange transactions is recognized when the performance obligations have been satisfied.

# Notes to Financial Statements

Year ended December 31, 2024

## 1. Significant accounting policies (continued)

### (e) Property tax revenue

Property tax revenue is recognized on the accrual basis using the approved tax 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.

### (j) Financial instruments

Financial instruments include cash and cash equivalents, accounts receivables, property taxes receivables, MFA debt reserve cash, accounts payables and accrued liabilities and debt.

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

# Notes to Financial Statements

Year ended December 31, 2024

1. Significant accounting policies (continued)

(j) Financial instruments (continued)

Unrealized changes in fair value are recognized in the Statement of Remeasurement Gains and Losses until they are realized, when they are transferred to the Statement of Operations and Accumulated Surplus. There are no unrealized changes in fair value as at December 31, 2024 and December 31, 2023. As a result, the Township does not have a Statement of Remeasurement Gains and Losses.

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

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the Statement of Operations and Accumulated Surplus and any unrealized gain is adjusted through the Statement of Remeasurement Gains and Losses. When the asset is sold, the unrealized gains and losses previously recognized in the Statement of Remeasurement Gains and Losses are reversed and recognized in the Statement of Operations and Accumulated Surplus.

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

(k) Non-financial assets

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

(i) Tangible capital assets

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

Land improvements	10 - 50
Building and building improvements	5 - 70
Vehicles, machinery and equipment	3 - 30
Water and wastewater infrastructure	20 - 100
Roads infrastructure	15 - 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.



# Notes to Financial Statements

Year ended December 31, 2023

## 1. Significant accounting policies (continued)

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

#### (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.

#### (iv) Interest capitalization

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

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.

### (l) Asset retirement obligations

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

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

The liability is initially recognized based on estimated future expenditures to retire a tangible capital asset, with the resulting costs capitalized as part of the carrying amount of the related tangible capital asset. Assumptions used in the subsequent calculations are revised yearly. The liability is discounted using a present value calculation and adjusted yearly for accretion expense. This cost is amortized following the amortization policies outlined in Note 1(k)(i) above.

# Notes to Financial Statements

Year ended December 31, 2023

1. Significant accounting policies (continued)

(m) 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.

(n) Use of estimates

The preparation of financial statements in conformity with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and 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.

(o) Change in accounting policies

On January 1, 2024, the Township adopted Public Sector Accounting Standard PS 3400 - Revenue. The standard was adopted prospectively from the date of adoption. The new standard provides general revenue recognition guidance on how to account for, and report on, revenue not covered under other standards for specific streams.

2. Cash and cash equivalents

	2024	2023
Cash and bank deposits	\$ 2,017,931	\$ 2,922,011
Municipal Finance Authority Money Market Funds	85,444,447	87,291,748
	<u>\$ 87,462,378</u>	<u>\$ 90,213,759</u>

3. Accounts payable and accrued liabilities

Accrued liabilities includes the following asset retirement obligation:

	2024	2023
Balance, December 31, 2023	\$ 73,880	\$ -
Establishment of asset retirement obligation	-	70,509
Accretion expense	3,531	3,371
Balance, December 31, 2024	<u>\$ 77,411</u>	<u>\$ 73,880</u>

# Notes to Financial Statements

Year ended December 31, 2023

## 4. Deferred revenue and deposits

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

	2024	2023
Trust and deposit liabilities	\$ 4,448,597	\$ 4,684,971
Unearned recreation fees	653,431	461,895
Property tax instalments	1,812,400	1,351,829
Building permits	462,836	-
Miscellaneous	2,280,255	1,792,083
	<u>\$ 9,657,519</u>	<u>\$ 8,290,778</u>

Included in miscellaneous deferred revenue is funding from the Province of BC for local government housing initiatives to facilitate implementation and support local governments in meeting new legislative requires under Bill 44, Bill 47, Bill 46 and Bill 16.

	2024	2023
Opening balance	\$ -	\$ -
Grant received	235,583	-
Eligible projects	(137,236)	-
Balance of grant, deferred	<u>\$ 98,347</u>	<u>\$ -</u>

## 5. Debt

	Net Debt 2024	Net Debt 2023
<u>General capital</u>		
Bylaw 3021, public safety building, debenture debt repayable annually to 2051, at an interest rate of 2.58%	\$ 32,440,256	\$ 33,312,585
Bylaw 2834, Admirals Road corridor improvement, matured in 2024	-	133,242
	<u>32,440,256</u>	<u>33,445,827</u>
<u>Sewer capital</u>		
Bylaw 2565, sewer improvements, debenture debt repayable annually to 2025, at an interest rate of 0.91%	126,033	261,110
Bylaw 2565, sewer improvements, debenture debt repayable annually to 2026, at an interest rate of 1.53%	148,906	223,369
Bylaw 2565, sewer improvements, debenture debt repayable annually to 2027, at an interest rate of 3.90%	472,884	622,092
Bylaw 2565, sewer improvements, matured in 2024	-	91,390
	<u>747,823</u>	<u>1,197,961</u>
<u>General capital short term equipment financing</u>		
Recreation fitness equipment, repayable monthly to 2027, at a variable interest rate	61,983	80,098
	<u>\$ 33,250,062</u>	<u>\$ 34,723,886</u>



# Notes to Financial Statements

Year ended December 31, 2023

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 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.

In 2022, the Council of the Township authorized the replacement of aging fitness equipment and to borrow short term upon the credit of the Township a sum not to exceed \$98,761.

Total interest on debt for the year was \$1,084,671, including accrued interest of \$249,987 (2023 - \$1,159,636, including accrued interest of \$259,926).

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 and interest payments and actuarial adjustments on debt for the next five years and thereafter are as follows:

2025	\$	1,235,522
2026		1,166,727
2027		1,113,165
2028		947,947
2029		969,276
Thereafter		<u>27,817,425</u>
Total	\$	<u>33,250,062</u>

# Notes to Financial Statements

Year ended December 31, 2023

• **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:

	2024	2023
Accrued benefit obligation, beginning of year	\$ 1,600,169	\$ 1,458,370
Service cost	145,000	133,900
Interest cost	72,900	71,300
Benefits payments	(210,200)	(93,900)
Past agreement refund accrual	24,502	30,499
Accrued benefit obligation, end of year	\$ 1,632,371	\$ 1,600,169

The actuarially accrued benefit obligation set out in the actuarial valuation is \$1,774,300 (2023 - \$1,679,000), resulting in a variance of \$141,929 between the obligation and the accrued benefit liability of \$1,632,371 (2023 - \$1,600,169). The variance is composed of an actuarial net loss of \$201,200 (2023 - \$136,300) and the special agreement refund accrual of \$59,271 (2023 - \$57,469). This actuarial loss is being amortized over a period equal to the employees' average remaining service lifetime of 11 years. The total expense recorded in the financial statements in respect of obligations under this plan amounts to \$240,600 (2023 - \$223,100).

The accrued benefit obligations and the net periodic benefit cost were estimated by actuarial valuation as of December 31, 2022. At December 31, 2024, 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:

	2024	2023
Discount rates	4.30%	4.10%
Expected inflation rate	3.00%	3.00%
Expected wage and salary increase, based on age and gender	0.00% - 3.40%	0.00% - 3.40%

# Notes to Financial Statements

Year ended December 31, 2023

## 6. 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, 2023, the plan has about 256,000 active members and approximately 129,000 retired members. Active members include approximately 45,000 contributors from local governments.

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

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

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

The Township paid \$1,544,930 (2023 - \$1,411,870) for employer contributions while employees contributed \$1,324,890 (2023 - \$1,215,366) to the plan in fiscal 2024.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets, and cost to 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, 2023. At December 31, 2022, the total plan provision for approved and unreported claims was \$27,791,600 with a net deficit of \$3,419,000. The actuary does not attribute portions of the unfunded liability to individual employers. The Township paid \$89,355 (2023 - \$86,906) for employer contributions in fiscal 2024.



# Notes to Financial Statements

Year ended December 31, 2024

## 7. Tangible capital assets

Cost	Balance December 31, 2023	Additions	Disposals/ transfers	Balance December 31, 2024
Land and land improvements	\$ 47,230,622	\$ 354,787	\$ (7,220)	\$ 47,578,189
Building and building improvements	42,749,894	60,897	(38,527)	42,772,264
Vehicles, machinery and equipment	13,621,380	1,465,675	(73,073)	15,013,982
Water and wastewater infrastructure	28,057,547	271,241	(8,174)	28,320,614
Roads infrastructure	44,618,079	5,237,629	-	49,855,708
Work in progress	9,691,548	6,868,212	(4,915,510)	11,644,250
Total	<u>\$ 185,969,070</u>	<u>\$ 14,258,441</u>	<u>\$ (5,042,504)</u>	<u>\$ 195,185,007</u>

Accumulated amortization	Balance December 31, 2023	Disposals	Amortization expense	Balance December 31, 2024
Land and land improvements	\$ 12,721,646	\$ (5,055)	\$ 429,474	\$ 13,146,065
Building and building improvements	16,214,605	(17,722)	1,379,135	17,576,018
Vehicles, machinery and equipment	9,087,459	(72,076)	661,998	9,677,381
Water and wastewater infrastructure	14,892,277	(8,172)	421,866	15,305,971
Roads infrastructure	27,282,311	-	1,336,158	28,618,469
Total	<u>\$ 80,198,298</u>	<u>\$ (103,025)</u>	<u>\$ 4,228,631</u>	<u>\$ 84,323,904</u>

Net book value	Balance December 31, 2023	Balance December 31, 2024
Land and land improvements	\$ 34,508,976	\$ 34,432,124
Building and building improvements	26,535,289	25,196,246
Vehicles, machinery and equipment	4,533,921	5,336,601
Water and wastewater infrastructure	13,165,270	13,014,643
Roads infrastructure	17,335,768	21,237,239
Work in progress	9,691,548	11,644,250
Total	<u>\$ 105,770,772</u>	<u>\$ 110,861,103</u>

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 \$183,067 during the year (2023 - \$248,455).

# Notes to Financial Statements

Year ended December 31, 2024

## 8. Accumulated surplus

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

	2024	2023
<b>Surplus</b>		
Equity in tangible capital assets	\$ 77,611,041	\$ 71,046,886
Unappropriated operating funds	45,901,276	49,516,015
	<u>123,512,317</u>	<u>120,562,901</u>
<b>Appropriated operating funds</b>		
Future expenditures	1,570,911	906,925
Casino revenue	460,661	269,079
Community Impact Fund	534,921	448,313
Community Works Fund	2,523,308	2,273,347
Growing Communities Fund	5,131,423	4,895,432
Uncollected taxes	100,000	100,000
Working capital	400,000	400,000
	<u>10,721,224</u>	<u>9,293,096</u>
<b>Reserve funds set aside for specific purposes by Council</b>		
Capital Projects	4,891,228	4,788,406
Local Improvement	229,346	214,239
Machinery and Equipment	2,559,506	2,189,142
Municipal Archives Trust	4,885	4,595
Parkland Acquisition	1,248,460	1,191,048
Tax Sale Lands	136,554	130,274
Sustainability	595,124	521,299
Eva Chafe	31,536	30,085
Infrastructure and Revitalization	2,691,765	2,931,956
Public Art	123,308	113,719
	<u>12,511,712</u>	<u>12,114,763</u>
	<u>\$ 146,745,253</u>	<u>\$ 141,970,760</u>

# Notes to Financial Statements

Year ended December 31, 2024

## 8. Accumulated surplus (continued)

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

	2024	2023
Safe Restart Grant, beginning of year	\$ 1,315,900	\$ 1,973,692
Eligible costs incurred:		
Revenue shortfalls	-	(46,000)
Recreation, parks and culture	(196,155)	-
Protective services	(896,035)	(428,974)
General government	(223,710)	(182,818)
	<u>\$ -</u>	<u>\$ 1,315,900</u>

On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. The Township continues to monitor and adapt in response to the pandemic, including using the Safe Restart Grant to fund incremental costs or revenue loss experienced as a result of COVID-19.

Information about the Growing Communities Fund Grant is as follows:

	2024	2023
Growing Communities Fund, beginning of year	\$ 4,895,432	\$ -
Grant received	-	4,710,000
Interest earned	235,991	185,432
	<u>\$ 5,131,423</u>	<u>\$ 4,895,432</u>

## 9. Taxes

	2024	2023
Taxes for municipal purposes:		
Property tax	\$ 22,844,416	\$ 21,024,892
Local Improvement	4,686	4,686
1% Utility tax	258,454	265,846
	<u>\$ 23,107,556</u>	<u>\$ 21,295,424</u>

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.



# Notes to Financial Statements

Year ended December 31, 2024

## 9. Taxes (continued)

Taxes, requisitions and levies collected on behalf of the following agencies are not included in these statements:

	2024	2023
Province of British Columbia - school purposes	\$ 7,750,833	\$ 7,433,340
Capital Regional District - requisition	4,082,978	3,897,212
Capital Regional District - 9-1-1 call answer levy	49,645	52,180
Capital Regional Hospital District - requisition	859,273	854,380
British Columbia Assessment Authority	267,005	251,419
British Columbia Transit - Victoria Regional Transit Commission	2,045,685	1,387,305
Municipal Finance Authority	1,381	1,349
	<u>\$ 15,056,800</u>	<u>\$ 13,877,185</u>

## 10. Payments in place of taxes

	2024	2023
Payments in place of taxes received for municipal purposes:		
Federal government	\$ 13,759,850	\$ 13,132,896
British Columbia Hydro & Power Authority	150,240	127,634
Provincial Rental Housing Corporation	3,178	3,235
	<u>\$ 13,913,268</u>	<u>\$ 13,263,765</u>

Payments in place of taxes collected on behalf of the following agencies are not included in these statements:

	2024	2023
Province of British Columbia - school purposes	\$ 2,969,281	\$ 2,635,892
Capital Regional District	2,231,323	2,337,549
Capital Regional Hospital District	344,338	315,201
British Columbia Assessment Authority	167,506	160,753
British Columbia Transit - Victoria Regional Transit Commission	1,218,272	781,673
Municipal Finance Authority	558	515
	<u>\$ 6,931,278</u>	<u>\$ 6,231,583</u>

# Notes to Financial Statements

Year ended December 31, 2024

## 11. Transfers from other governments

	2024	2023
<b>Conditional transfers from other governments</b>		
Federal	\$ 1,010,874	\$ 1,790,463
Provincial	684,350	5,605,792
Other agencies	82,000	-
	<u>1,777,224</u>	<u>7,396,255</u>
<b>Unconditional transfers from other governments</b>		
Small communities protection	196,800	186,000
Traffic fine revenue sharing	297,000	343,000
	<u>493,800</u>	<u>529,000</u>
	<u>\$ 2,271,024</u>	<u>\$ 7,925,255</u>

## 12. Commitments and contingencies

### (a) 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 \$477,257 (2023 - \$498,679) 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, 2024, there were contingent demand notes of \$677,371 (2023 - \$771,183), 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.

- (b) 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.
- (c) 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.
- (d) 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. During the year, a one year contract extension was negotiated to December 31, 2024 with the option of two additional one year extensions. Under the terms of this contract, the Township will continue to fund a percentage of the annual police budget. No other conditions of the initial contract have changed.

# Notes to Financial Statements

Year ended December 31, 2024

## 12. Commitments and contingencies (continued)

- (e) 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 funding to be used for the purposes of public safety, recreation facility and waterfront park improvements. For 2024, the Township received an annualized payment of \$67,986 (2023 - \$66,588).
- (f) The Township entered into a five year agreement with the City of Surrey effective September 19, 2023. 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 2024, the Township paid \$66,000 (2023 - \$111,325).
- (g) 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.

## 13. Budget

The budget presented in these financial statements is based upon the 2024-2028 Financial Plan Bylaw adopted by Council on May 6, 2024 and has been adjusted to comply with Canadian Public Sector Accounting Standards. The table below reconciles the budget approved in the financial plan bylaw to the budget reported in these financial statements.

Financial Plan budgeted surplus (deficit) for the year	\$ -
Add	
Capital expenditures	57,676,795
Debt repayments	1,193,515
Transfers to reserves	2,914,690
Transfers to operating reserves	1,291,434
Less	
Transfers from reserves	(10,526,711)
Transfers from surplus	(7,315,900)
Transfers from operating reserves	(5,430,419)
Proceeds from debt	(34,918,559)
Budgeted surplus (deficit) as presented in financial statements	<u>\$ 4,884,845</u>



# Notes to Financial Statements

Year ended December 31, 2023

## 14. Segmented information

The Township is a diversified municipal organization that provides a wide range of services to its citizens. For management reporting purposes, the Township's operations and activities are organized and reported by service 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.

### (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 compost. 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.

# Notes to Financial Statements

Year ended December 31, 2023

## 14. Segmented information (continued)

### (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.

# Notes to Financial Statements

Year ended December 31, 2024

## 14. Segmented information (continued)

	General government	Protective services	Transportation	Environmental health	Environmental development	Recreation, parks and culture	2024
<b>Revenues:</b>							
Taxation	\$ 37,020,824	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,020,824
Goods and services	5,962,552	155,783	549,895	577,378	58,000	4,573,889	11,877,497
Government transfers	1,471,563	297,000	91,744	-	-	410,717	2,271,024
<b>Total revenue</b>	<b>44,454,939</b>	<b>452,783</b>	<b>641,639</b>	<b>577,378</b>	<b>58,000</b>	<b>4,984,606</b>	<b>51,169,345</b>
<b>Expenses:</b>							
Salary and wages	3,432,401	6,575,424	2,532,643	564,868	839,204	8,052,269	21,996,809
Materials, supplies and services	1,913,009	10,612,682	1,389,205	1,249,354	140,792	3,730,021	19,035,063
Interest and other	45,891	903,000	3,786	153,365	-	28,307	1,134,349
Amortization	664,986	230,488	1,674,150	402,080	-	1,256,927	4,228,631
<b>Total expenses</b>	<b>6,056,287</b>	<b>18,321,594</b>	<b>5,599,784</b>	<b>2,369,667</b>	<b>979,996</b>	<b>13,067,524</b>	<b>46,394,852</b>
<b>Annual surplus (deficit)</b>	<b>\$ 38,398,652</b>	<b>\$ (17,868,811)</b>	<b>\$ (4,958,145)</b>	<b>\$ (1,792,289)</b>	<b>\$ (921,996)</b>	<b>\$ (8,082,918)</b>	<b>\$ 4,774,493</b>



# Notes to Financial Statements

Year ended December 31, 2024

## 14. Segmented information (continued)

	General government	Protective services	Transportation	Environmental health	Environmental development	Recreation, parks and culture	2023
<b>Revenues:</b>							
Taxation	\$ 34,559,189	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,559,189
Goods and services	8,605,334	411,332	194,511	358,268	70,477	3,897,626	13,537,548
Government transfers	6,083,190	343,000	1,431,799	20,000	-	47,266	7,925,255
<b>Total revenue</b>	<b>49,247,713</b>	<b>754,332</b>	<b>1,626,310</b>	<b>378,268</b>	<b>70,477</b>	<b>3,944,892</b>	<b>56,021,992</b>
<b>Expenses:</b>							
Salary and wages	2,832,530	6,076,228	2,207,596	493,760	828,138	7,288,865	19,727,117
Materials, supplies and services	2,090,302	10,870,510	1,182,455	811,278	268,783	3,636,128	18,859,456
Interest and other	27,763	903,000	4,684	155,610	-	96,342	1,187,399
Amortization	585,119	236,316	1,560,486	404,210	-	1,225,458	4,011,589
<b>Total expenses</b>	<b>5,535,714</b>	<b>18,086,054</b>	<b>4,955,221</b>	<b>1,864,858</b>	<b>1,096,921</b>	<b>12,246,793</b>	<b>43,785,561</b>
<b>Annual surplus (deficit)</b>	<b>\$ 43,711,999</b>	<b>\$ (17,331,722)</b>	<b>\$ (3,328,911)</b>	<b>\$ (1,486,590)</b>	<b>\$ (1,026,444)</b>	<b>\$ (8,301,901)</b>	<b>\$ 12,236,431</b>

# Notes to Financial Statements

Year ended December 31, 2024

## 15. Financial risks and concentration of credit risk

### (a) Credit risk

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Township is exposed to credit risk with respect to the cash and cash equivalents, property taxes receivable, accounts receivable, and MFA debt reserve cash.

The Township assesses, on a continuous basis, accounts receivable, and property taxes receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the Township at December 31, 2024 is the carrying value of these assets.

The carrying amount of accounts receivable and property taxes receivable is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in the Statement of Operations and Accumulated Surplus. Subsequent recoveries of impairment losses related to accounts receivable and property taxes receivable are credited to the Statement of Operations and Accumulated Surplus. The balance of the allowance for doubtful accounts at December 31, 2024 is \$nil (2023 - \$nil).

As at December 31, 2024, \$172,096 (2023 - \$270,843) of trade accounts receivable were past due, but not impaired.

There have been no significant changes to credit risk exposure from 2023.

### (b) Liquidity risk

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

Accounts payable and accrued liabilities are generally due within 30 days of receipt of an invoice.

The contractual maturities of short and long-term debt are disclosed in Note 5.

There have been no significant changes to liquidity risk exposure from 2023.

### (c) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates or tariffs, will affect the Township's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment.

# Notes to Financial Statements

Year ended December 31, 2024

## 15. Financial risks and concentration of credit risk (continued)

### (c) Market risk (continued)

#### (i) Foreign exchange risk

Foreign exchange risk arises as a result of exchange rate fluctuations and the volatility of these rates. The Township does not have any material transactions during the year or financial instruments denominated in foreign currencies at year end.

There have been no significant changes to the foreign exchange risk exposure from 2023.

#### (ii) Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

There may be interest rate risk on long term debt issued by the Municipal Finance Authority as rates may be reset after the end of the first ten year term, followed by subsequent interest rate resets every five years thereafter. Interest on short term debt is based on floating interest rates. The Township's debt is disclosed in Note 5.

There has been no change to the interest rate risk exposure from 2023.

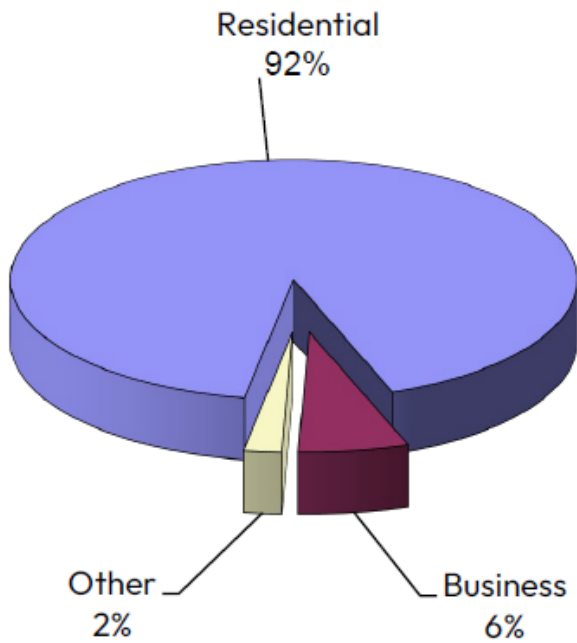


# Statistical Information

As per BC Assessment Roll Tax Base Report  
Taxable Assessments of Land and Improvements 2020 - 2024

## 2024 Assessment by Type

Source: BC Assessment



Property Class	2024	2023	2022	2021	2020
Residential	\$ 5,492,043,905	\$ 5,501,772,719	\$ 4,814,540,205	\$ 3,950,163,005	\$ 3,720,860,105
Utilities	2,165,500	1,903,100	1,978,500	2,132,800	1,830,800
Major Industry	61,026,200	66,143,700	66,164,700	45,534,800	34,911,300
Light Industry	37,096,600	32,613,500	29,651,200	16,831,500	16,722,100
Business	376,432,501	336,307,401	322,586,751	301,505,201	245,244,151
Recreation Non-Profit	29,396,400	26,218,500	23,807,200	25,349,700	16,568,200
	<u>\$ 5,998,161,106</u>	<u>\$ 5,964,958,920</u>	<u>\$ 5,258,728,556</u>	<u>\$ 4,341,517,006</u>	<u>\$ 4,036,136,656</u>

# Statistical Information

## Property Tax Rates 2020 - 2024

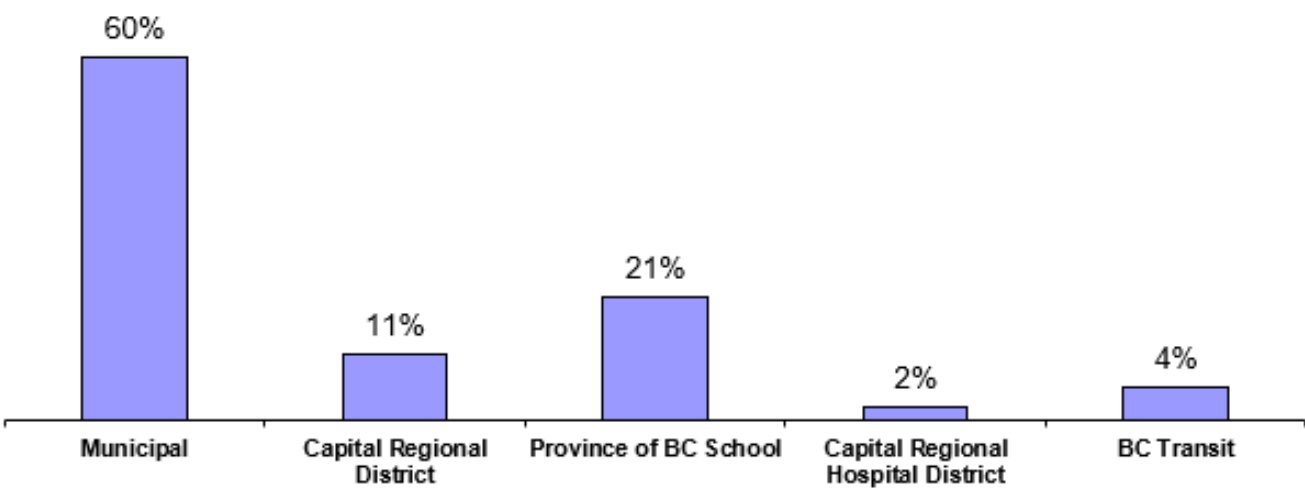
	2024	2023	2022	2021	2020
<b>Municipal (\$ per 1000 assessment)</b>					
Residential	3.17133	2.89332	3.02397	3.44892	3.53537
Utilities	16.18617	17.09798	14.99631	15.88204	17.89370
Major Industry	32.97616	33.98041	32.42480	32.84677	33.37427
Light Industry	7.25817	7.66420	7.48060	12.74421	12.62558
Business & Other	8.33739	8.67997	8.56441	9.05966	10.24288
Recreation/Non-profit	3.22994	3.23992	3.05091	3.10554	4.55787
<b>Total (\$ per 1000 assessment)</b>					
Residential	5.19631	4.79516	4.96199	5.78750	5.79616
Utilities	33.30579	34.71697	32.23932	34.02803	35.95453
Major Industry	42.23019	43.50888	43.58013	45.40142	40.87147
Light Industry	13.76516	13.90128	13.79871	20.87882	17.47810
Business & Other	14.91098	14.98878	14.94282	16.27736	14.57759
Recreation/Non-profit	6.30603	6.17116	5.96587	6.46505	6.49655
<b>Municipal Tax Billings by Property Class</b>					
Residential	\$17,417,084	\$15,918,389	\$14,559,025	\$13,623,796	\$13,154,617
Utilities	35,051	32,539	29,670	33,873	32,760
Major Industry	2,012,410	1,819,924	1,668,930	1,321,043	1,165,139
Light Industry	269,253	249,956	221,809	213,469	211,126
Business & Other	3,138,465	2,919,138	2,762,765	2,731,535	2,512,007
Recreation/Non-profit	94,949	84,946	72,634	78,725	75,516
	<b>\$22,967,211</b>	<b>\$21,024,892</b>	<b>\$19,314,833</b>	<b>\$18,002,441</b>	<b>\$17,151,165</b>

# Statistical Information

Property Tax Levied and Collected 2020 - 2024

	2024	2023	2022	2021	2020
Municipal	\$ 22,844,416	\$ 21,024,892	\$ 19,314,833	\$ 18,002,441	\$ 17,151,165
Capital Regional District	4,082,978	3,897,212	3,444,841	3,611,610	2,920,003
Province of BC School	7,750,833	7,433,340	6,887,146	6,601,021	5,351,719
Capital Regional Hospital District	859,273	854,380	834,165	897,264	891,297
BC Transit	2,045,685	1,387,305	1,155,999	1,072,552	996,320
BC Assessment Authority	267,005	251,419	234,198	222,351	210,064
Municipal Finance Authority	1,381	1,349	1,201	994	916
	<b>\$ 37,851,570</b>	<b>\$ 34,849,897</b>	<b>\$ 31,872,384</b>	<b>\$ 30,408,233</b>	<b>\$ 27,521,484</b>
Total Current Taxes Levied	37,851,570	34,849,897	31,872,384	30,408,233	27,521,484
Current Taxes Collected	37,081,298	33,971,927	30,865,149	29,734,917	27,095,328
Percentage	97.97%	97.48%	96.84%	97.79%	98.45%

## 2024 Taxes by Jurisdiction



Source: Corporation of the Township of Esquimalt Finance Department

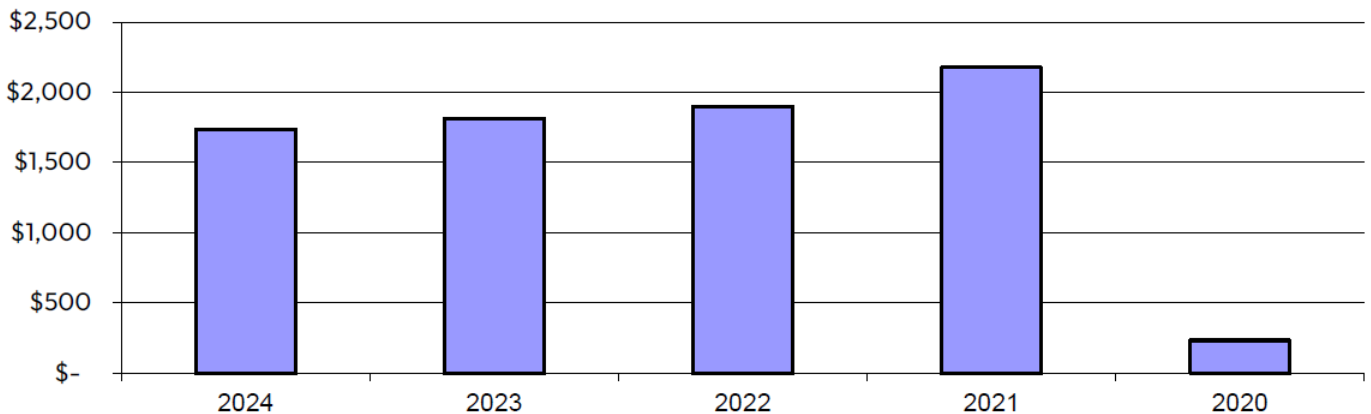


# Statistical Information

## Debenture Debt 2020 - 2024

	2024	2023	2022	2021	2020
Gross Outstanding Debt	\$ 34,723,886	\$ 45,848,761	\$ 49,848,761	\$ 50,500,000	\$ 15,500,000
Less: Repayments & Actuarial Earnings	1,455,709	11,106,212	13,494,204	11,609,267	10,588,005
Short-term Debt Payments	18,115	18,663	1,447	750,000	450,000
Net Debt	\$ 33,250,062	\$ 34,723,886	\$ 36,353,110	\$ 38,140,733	\$ 4,461,995
General	\$ 32,502,239	\$ 33,525,925	\$ 34,716,606	\$ 36,084,067	\$ 2,000,315
Sewer	747,823	1,197,961	1,636,504	2,056,666	2,461,680
	\$ 33,250,062	\$ 34,723,886	\$ 36,353,110	\$ 38,140,733	\$ 4,461,995
Debt Servicing Costs					
Property Tax Supported	\$ 2,328,133	\$ 2,300,483	\$ 2,321,004	\$ 1,120,536	\$ 617,180
Casino	-	164,480	275,000	275,000	275,000
Total Debt Servicing Costs	\$ 2,328,133	\$ 2,464,963	\$ 2,596,004	\$ 1,395,536	\$ 892,180
Population	19,155	19,155	19,155	17,533	19,015
Net Debt per Capita	\$ 1,736	\$ 1,813	\$ 1,898	\$ 2,175	\$ 235
Debt Servicing per Capita	\$ 122	\$ 129	\$ 136	\$ 80	\$ 47
Debt Service as % of Expenditures	5.02%	5.63%	6.49%	3.87%	2.56%
# of Households	8,995	8,995	8,995	8,995	8,742
Gross Debt Servicing Limit	\$ 12,244,817	\$ 11,851,406	\$ 11,837,842	\$ 11,277,881	\$ 10,508,201
Debt Capacity Available	\$ 9,916,684	\$ 9,386,443	\$ 9,241,838	\$ 9,882,345	\$ 9,616,021

### Net Debt Per Capita



Source: Municipal Finance Authority

Source: Population: Statistics Canada Census/CRD Population Growth Estimates

# Statistical Information

## Revenue and Expenses 2020 - 2024

Revenue	2024	2023	2022	2021	2020
Property taxes	\$ 23,107,556	\$ 21,295,424	\$ 19,555,729	\$ 18,243,875	\$ 17,390,225
Payments in place of taxes	13,913,268	13,263,765	12,852,521	12,883,090	13,258,895
Sale of services	5,736,768	4,574,013	4,275,962	3,070,166	2,476,588
Capital contributions & donations	183,067	248,455	337,604	297,533	2,209,347
Other revenue from own sources	5,957,662	8,715,080	9,762,059	10,749,689	5,336,330
Unconditional transfers from other governments	493,800	529,000	579,533	569,055	603,295
Conditional transfers from other governments	1,777,224	7,396,255	1,262,038	1,865,005	4,523,650
	<b>\$ 51,169,345</b>	<b>\$ 56,021,992</b>	<b>\$ 48,625,446</b>	<b>\$ 47,678,414</b>	<b>\$ 45,798,330</b>
<b>Expenses by Function</b>					
General government	\$ 6,056,287	\$ 5,535,714	\$ 5,618,059	\$ 3,970,843	\$ 3,693,284
Protective services	18,321,594	18,086,054	15,390,431	14,522,604	14,674,861
Transportation	5,599,784	4,955,221	4,979,445	4,689,341	4,816,496
Environmental health	2,369,667	1,864,858	1,823,507	1,745,606	1,684,206
Environmental development	979,996	1,096,921	810,476	829,611	797,677
Recreation, parks and culture	13,067,524	12,246,793	11,381,289	10,263,929	9,245,054
	<b>\$ 46,394,852</b>	<b>\$ 43,785,561</b>	<b>\$ 40,003,207</b>	<b>\$ 36,021,934</b>	<b>\$ 34,911,578</b>
<b>Expenses by object</b>					
Salary, wages & benefits	\$ 21,996,809	\$ 19,727,117	\$ 18,096,491	\$ 16,311,821	\$ 15,494,988
Materials, supplies and services	19,035,063	18,859,456	17,056,472	15,710,439	15,631,411
Interest and other	1,134,349	1,187,398	1,222,579	553,035	354,701
Amortization	4,228,631	4,011,589	3,627,664	3,446,639	3,430,478
	<b>\$ 46,394,852</b>	<b>\$ 43,785,561</b>	<b>\$ 40,003,207</b>	<b>\$ 36,021,934</b>	<b>\$ 34,911,578</b>

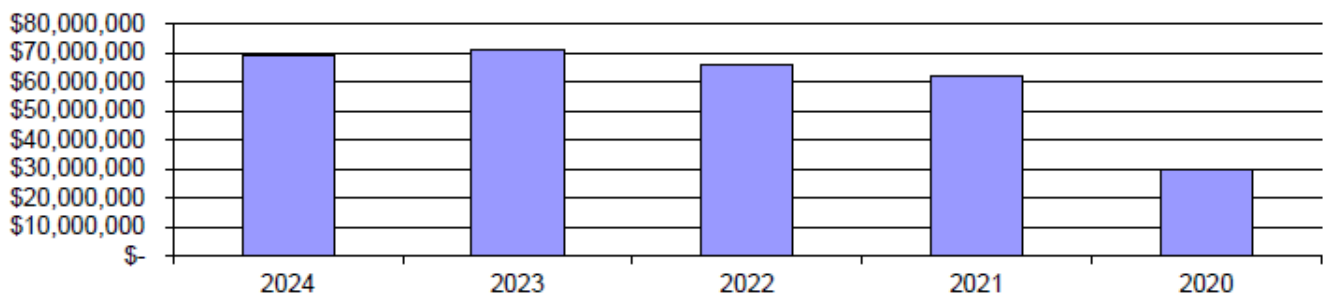
Source: Corporation of the Township of Esquimalt Finance Department

# Statistical Information

## Reserve Funds and Appropriated and Unappropriated Operating Funds 2020 - 2024

Description	2024	2023	2022	2021	2020
<b>Reserve Funds</b>					
Capital Projects	\$ 4,891,228	\$ 4,788,406	\$ 4,541,402	\$ 3,824,590	3,436,524
Local Improvement	229,346	214,239	199,373	190,919	185,946
Machinery and Equipment	2,559,506	2,189,142	2,473,172	2,597,004	2,964,423
Municipal Archives Trust	4,885	4,595	4,396	4,321	4,215
Parkland Acquisition	1,248,460	1,191,048	127,774	125,343	88,957
Tax Sale Lands	136,554	130,274	124,008	121,647	121,461
Sustainability	595,124	521,299	321,544	179,942	110,359
Eva Chafe	31,536	30,085	28,638	28,093	28,050
Infrastructure & Revitalization	2,691,765	2,931,956	2,632,769	2,188,391	1,711,160
Public Art	123,308	113,719	92,937	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	-	-	596,116	168,265	158,838
	12,511,712	12,114,763	11,142,129	9,896,756	9,257,414
<b>Appropriated Operating Funds</b>					
Future expenditures	1,570,911	906,925	911,724	812,346	775,955
Casino revenue	460,661	269,079	129,135	104,920	214,852
Community Works Fund	2,523,308	2,273,347	4,720,995	4,639,047	3,098,613
Library Reserve	-	-	-	225,665	433,502
Community Impact Fund	534,921	448,313	363,365	293,028	232,084
Growing Communities Fund	5,131,423	4,895,432	-	-	-
Uncollected taxes	100,000	100,000	100,000	100,000	100,000
Working capital	400,000	400,000	400,000	400,000	400,000
	10,721,224	9,293,096	6,625,219	6,575,006	5,255,006
<b>Unappropriated Operating Funds</b>					
	45,901,276	49,516,015	48,304,779	45,597,819	15,337,038
<b>Total</b>	<b>\$ 69,134,212</b>	<b>\$ 70,923,874</b>	<b>\$ 66,072,127</b>	<b>\$ 62,069,581</b>	<b>\$ 29,849,458</b>

### Total Reserve Funds, Appropriated and Unappropriated Operating Funds



Source: Corporation of the Township of Esquimalt Finance Department



# Statistical Information

## 2024 Grants

Organization	Exemption From Property		Total
	Taxes	Grants	
Big Brothers Big Sisters of Victoria		3,000	3,000
Boys and Girls Club Services of Greater Victoria	20,903		20,903
Buccaneer Days		46,662	46,662
Capital Bike Society		3,500	3,500
Celebration of Lights		9,917	9,917
Corporation of the City of Victoria	5,309		5,309
Esquimalt Anglers' Association	2,506		2,506
Esquimalt Community Arts Hub		10,000	10,000
Esquimalt Farmers Market		48,361	48,361
Esquimalt High School		4,800	4,800
Esquimalt Neighbourhood House Society	13,067		13,067
Esquimalt Ribfest		19,955	19,955
Fraternal Order of Eagles	1,608		1,608
Gorge Waterway Action Society		2,000	2,000
Green Teams of Canada		6,000	6,000
Habitat Acquisition Trust	25,993		25,993
Island Community Mental Health Association	8,544		8,544
Island Corridor Foundation	17,376		17,376
L'École Victor Brodeur		750	750
Michael Dunhaee Keep the Hope		1,000	1,000
Mustard Seed Street Church	24,268		24,268
NEED2 Suicide Prevention		1,200	
Prostitutes Empowerment Education & Resource Society (PEERS)	4,897		4,897
Royal Canadian Legion	18,223		
Societe Francophone de Victoria		3,000	3,000
The Compassionate Resource Warehouse Society	14,659		14,659
Township Community Arts Council		19,531	19,531
Township of Esquimalt - Archives (Chamber of Commerce)	2,192		2,192
Vancouver Island South Film & Media Commission		5,000	5,000
Victoria Association For Community Living	2,882		2,882
Victoria Jazz Society		15,000	15,000
Victoria Nikkei Society		2,000	2,000
Victoria Operatic Society	3,172		3,172
Victoria Rainbow Kitchen Society		7,500	7,500
Victoria Sexual Assault Centre		3,000	3,000
WITS Program (Rock Solid) Foundation	5,270		5,270
	170,869	212,176	363,622

Source: Corporation of the Township of Esquimalt

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