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TOWNSHIP OF **ESQUIMALT** ANNUAL REPORT 2023

Annual report and financial statements for
the year ending December 31, 2023

Township of
ESQUIMALT

Table of Contents

Introduction.....	5
Mayor’s message	6
Message from the CAO	7
Mayor and Council	9
Organizational chart	8

Township operations

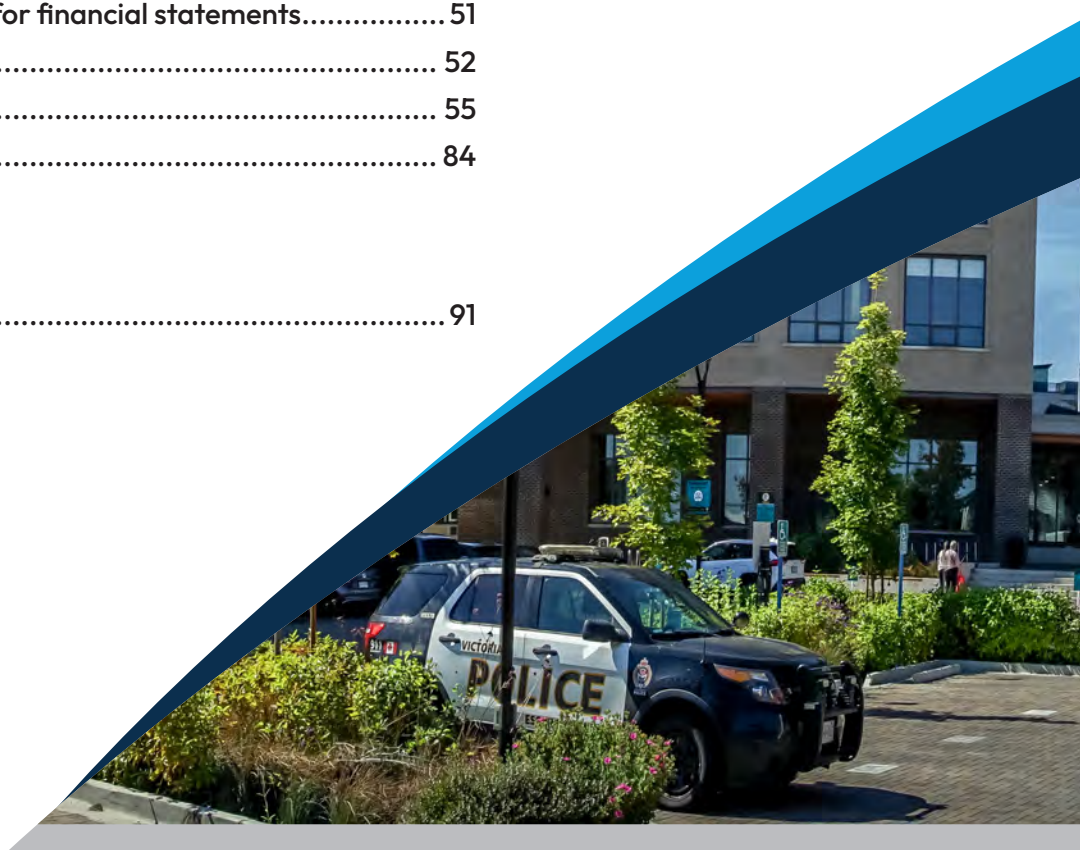
Community Safety Services.....	12
Corporate Services	14
Development Services	16
Engineering and Public Works	18
Financial Services and Information Technology.....	20
Fire Rescue Services.....	22
Human Resources & Community Relations.....	24
Parks and Recreation.....	26
Victoria Police Department- Esquimalt Division.....	28
2023 snapshots.....	29
Council priorities.....	30
Operations by the numbers	32
Climate action reporting	34

Financial section

Management’s responsibility for financial statements.....	51
Auditor’s report	52
Financial statements.....	55
Statistical information	84

Appendix

Council Priorities.....	91
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Welcome to the Township

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.



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Esquimalt 2023

“ We anticipate an exhilarating year ahead in Esquimalt, dedicated to enriching the vitality and essence of our community.

-Mayor Barbara Desjardins



About Us



Esquimalt (pronounced Ess-KWY-malt) is an anglicized version of the $\text{l}\acute{\text{a}}\text{k}^{\text{w}}\text{ə}\text{ŋ}\text{ə}\text{n}$ 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.

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Mayor's Message



On behalf of Esquimalt Council, I am proud to share our 2023 highlights.

Beginning 2023 with a fantastic New Year's Day levée Nature Walk was the beginning of a new tradition. It highlights Councils' Priorities of "Climate Resilience & Environmental Stewardship" and contributes to an "Engaged & Heathy Community". Mayor and Council develop and identify key projects and initiatives to be undertaken during their term of Council for 2023 – 2026.

Esquimalt is renowned for and will continue to support its vibrant community events. Last year was no exception as our beloved outdoor activities and celebrations flourished. Buccaneer Days proved to be one of the most successful in memory, while Music in the Park kept us dancing, Bard Across the Bridge entertained us, and Petapalooza delighted visitors. Additionally, Esquimalt proudly hosted the annual culinary event RibFest and also welcomed back the Victoria International Jazzfest to Bullen Field, adding to our rich tapestry of annual events.

However, amidst these remarkable events, significant efforts were also directed towards rezoning and development permits, contributing to the expansion of the Township's housing inventory. Low-carbon initiative discussions were had at the Council table and progress is being made in implementing the Township's Active Transportation Network Plan. The Integrated Parking Management Strategy saw further public input, and infrastructure improvements, like a new sidewalk in the Archie Browning Parking lot, enhanced safety and accessibility.

Traffic calming, pedestrian improvements and protected bike lanes were completed, and engagement on speed limit reductions to lower speed limits on Major Roads to 40km/hr and all other roads to 30km/hr was also a priority. Development of an overall Sewer Asset Management Plan initiated and progressed with completion expected in 2024.

Planning and design were done for the Lyall Street corridor and active transportation improvements were finalized on the Tillicum and Lampson corridors following public engagement and outreach. These design plans included traffic calming, additional crosswalk improvements, turn lanes, widening of sidewalks and cycling improvements.

A major project in our Parks and Recreation department occurred in 2023 as well. The 50-year-old boilers at the Esquimalt Recreation Centre were replaced. These boilers are the central source of heat for the entire facility including all swimming pools and domestic hot water. The new boilers are modulating high efficiency condensing natural gas units that will reduce greenhouse emissions through improved efficiencies.

We anticipate an exhilarating year ahead in Esquimalt, dedicated to enriching the vitality and essence of our community.

A handwritten signature in black ink that reads "Barbara Desjardins".

Barbara Desjardins
Mayor

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Message from the CAO



Thank you for reading the Township's Annual Report for 2023.

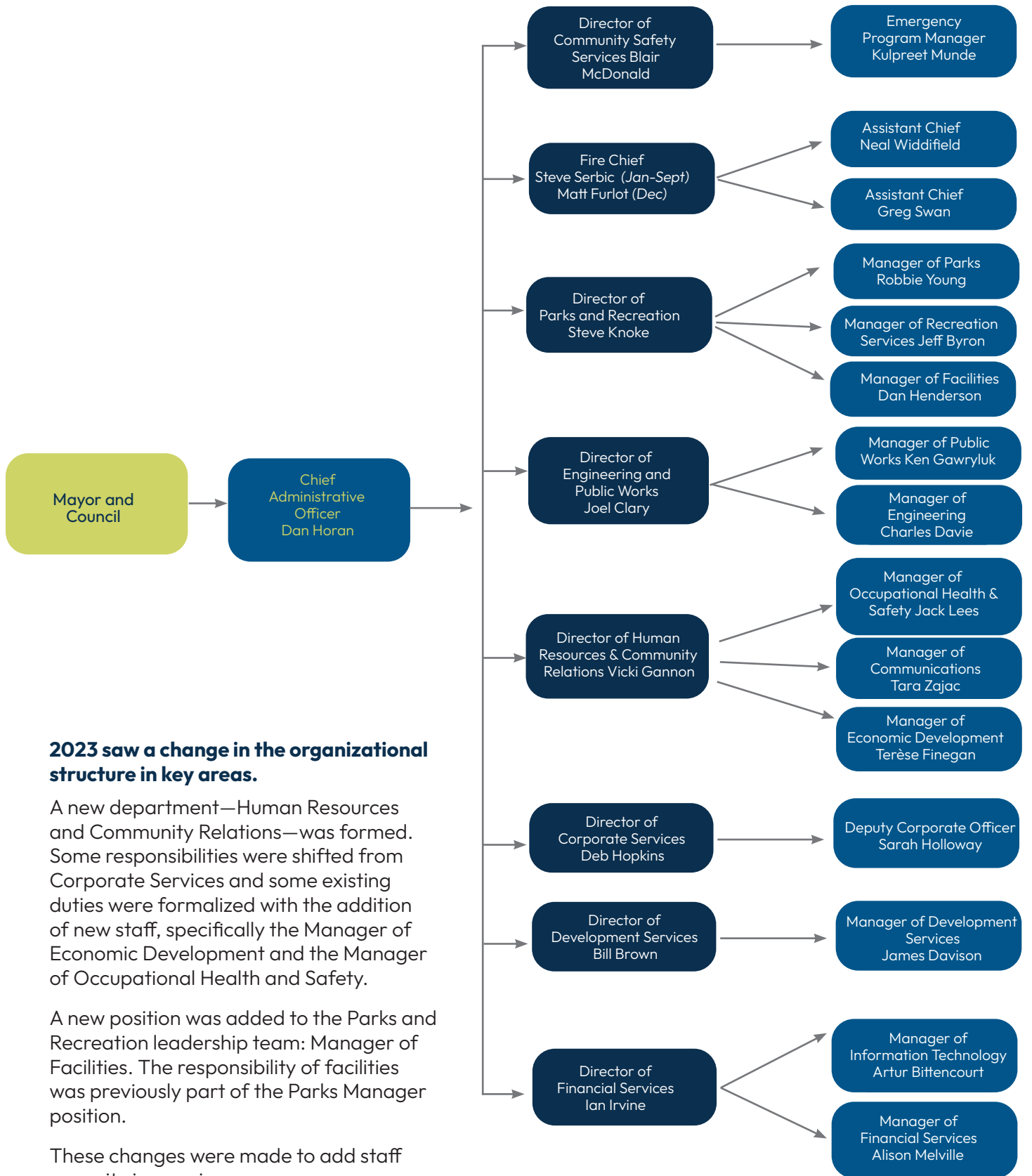
One of the most challenging duties of a Council is to make choices about what to try and achieve within a 4-year term. Without a good way to create focus, municipal teams try to deliver results across too broad a range of new initiatives while struggling to meet the community's day-to-day needs. With limited time and resources, these Councils and their staffs work hard but often end up falling short of community expectations. Here in Esquimalt, Council has set clear and ambitious yet achievable targets for their term. This focussed direction is captured in the list of projects and initiatives in the Council Priorities Plan for 2023-2026. Staff have been working diligently on these priorities and I am happy to note that this annual report already lists several completed projects and initiatives from the Council Priorities Plan. A mid-term refresh for Council's priorities is set to begin shortly, allowing Council to assess progress at this important waypoint and provide direction for the second half of their term. We're already excited about the way forward and what we will be able to get done in 2024 and beyond!

It is an absolute pleasure to be part of the team here in the Township of Esquimalt. I can speak for the whole team when I say that we look forward to continuing our work to support this community with energy, dedication and gusto.

A handwritten signature in black ink, reading "Dan Horan". The signature is fluid and cursive, with a long horizontal line extending to the right.

Dan Horan
Chief Administrative Officer

Organizational Chart



2023 saw a change in the organizational structure in key areas.

A new department—Human Resources and Community Relations—was formed. Some responsibilities were shifted from Corporate Services and some existing duties were formalized with the addition of new staff, specifically the Manager of Economic Development and the Manager of Occupational Health and Safety.

A new position was added to the Parks and Recreation leadership team: Manager of Facilities. The responsibility of facilities was previously part of the Parks Manager position.

These changes were made to add staff capacity in growing areas.

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Mayor Barbara Desjardins



Appointments

- 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
- Victoria and Esquimalt Police Board (Co-Chair)
- 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.

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
- Te'mexw Treaty 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)
- 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



Darlene Rotchford - Councillor

Appointments

- 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

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Community Safety Services

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

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 786 business licences in 2023 remaining similar to the 762 completed in 2022.

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

As part of the deer study, deer boosters and final immunocontraception treatments were completed. Analysis of the data began and will continue into 2024 as the project was extended to March 2025.

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 256 building permits in 2023 reflecting a slight increase from 218 in 2022.

PUBLIC SAFETY BUILDING PROJECT

The original concept for the Public Safety Building (PSB) was determined to be too costly after a tendering process was completed. Council considered options and directed staff to move forward with design and construction of a scaled down version of the PSB containing the Fire Department and the Emergency Operations Centre for the municipality on the southern half of the lot.

Construction for the new building will occur between summer 2024 and fall 2026.



Illustrative rendering of the revamped PSB design.

EMERGENCY PROGRAM

The Esquimalt Emergency Program manages overall emergency planning for the Township and is comprised of municipal staff members, protection services, and volunteers.

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

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

One of the program's ESS volunteers at a public outreach event.

Highlights:

- For the annual ShakeOut BC drill, the Neighbourhood Emergency Preparedness Program (NEPP) held a demonstration for four classes from Macaulay Elementary School. The students observed the Drop, Cover and Hold On lesson as well as how to exit a room safely after a quake;
- Videos were created to support visual and auditory learners in support of online preparedness information. These videos are short in length but contain pertinent information in a variety of preparedness topics. These include putting an emergency kit together, identifying hazards in the community and pet preparedness;
- Emergency Social Services (ESS) responded to a level two ESS event. An ESS Reception Centre was opened for two and a half days to support 17 displaced residents from an apartment building that was impacted by a construction issue next door;
- Staff co-hosted a full-day regional ESS workshop with the Oak Bay Emergency program focussing on the new Evacuee Registration and Assistance (ERA) Tool. Participants from six other regional teams attended and the feedback is being used to improve regional cooperation and use of ERA;
- Program staff completed an Emergency Operations Centre (EOC) exercise that involved thirty staff members that practiced the setup of an EOC in council chambers, building situational awareness and completing one operational period;
- Program staff participated in regional discussions around heat response including roles and responsibilities at different levels of government;
- The Township chairs the regional Emergency Support Services Directors (ESSD) and is an active member and participant in the Local Government Emergency Program Advisory Commission (LGEPAC) and Regional Emergency Management Partnership (REMP).



Corporate Services

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, and includes the Deputy Corporate Officer, Archivist, Executive Assistant to the Mayor and CAO, Records, Information and Privacy Coordinator 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, 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

- Focused on team building and staff training after organizational restructuring resulted in the separation of the Corporate Services Department from the Human Resources and Community Relations Department;
- Formed Accessibility Committee working in partnership with Westshore municipalities and commenced initiatives to comply with new legislation introduced through the *Accessible British Columbia Act* to work towards becoming a barrier free municipality;
- Facilitated development and implementation of the Council Code of Conduct Policy in accordance with legislative changes to the *Community Charter*;
- Initiated and completed corporate digital Agreements and Contracts project; and
- Supported additional new Council orientation and onboarding activities.

ARCHIVES

Highlights

- Participated in B.C. Heritage Week in partnership with the Greater Victoria Public Library Esquimalt Branch;
- Completed an inventory of subject reference files including newspaper clippings, documents, and photographs on many Esquimalt community related subjects;
- Attended Fort Macaulay Interpretive event and hosted an information and display booth; and
- Received 18 donations of archival material.

The Esquimalt Archives initiated a community-based invitation for new archival submissions as part of B.C. Heritage Week.



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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). The department administers Freedom of Information legislation related to building plans and provides information to other levels of government.

The Development Services 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 a efficient and timely manner in accordance with the *Local Government Act* and various bylaws. The department also approves subdivisions while following provincial acts and regulations. In addition to operational responsibilities, the department is also tasked with several council priorities relating to housing and climate resilience.

Development Services processes various planning applications to help maintain consistent application of the OCP.



COUNCIL PRIORITY HIGHLIGHTS

- After a review, staff updated the Construction Protocol and posted it on the township website;
- In August, the Committee of the Whole received an update on the Parking Strategy and updated Parking Bylaw from the hired consultant. Updates based on the discussion have been made and the revised bylaw will be presented to Council in the second period of 2024;
- Staff worked on the development of a web-based dashboard which allows the public to easily access census data for Esquimalt along with data from other sources;
- The Tenant Assistance Policy outlines the circumstances when a developer needs to provide tenant assistance to tenants who will be displaced due to redevelopment; the policy was approved by Council on October 30, 2023 and posted on the Township's website;
- Staff began the process of drafting an amendment to the Zoning Bylaw to conform to the new legislation for Small Scale Multi-Unit Housing;
- Staff discussed the development capacity study at the October 23, 2023, Committee of the Whole. The Committee made several suggested changes which will be incorporated into a revised project charter for Council's review in 2024;
- Staff prepared a series of amendments to the Development Fees and Procedures Bylaw that included the delegation of minor variances and delegation of up to six dwelling units per lot. This will reduce bureaucracy and speed up approvals;
- Sign Bylaw Amendments: Amendments to the Sign Bylaw were adopted on July 17, 2023. The most significant amendment was that signs will no longer require development permits which will speed up approvals and remove an administrative burden from staff;
- Held a Priority Development Workshop (Climate Resilience and Environmental Stewardship) in August and allowed Council and staff to discuss priorities from the Climate Action Plan. Staff performed preliminary planning to develop concrete action plan to reduce corporate greenhouse gas emissions by 45 per cent from 2010 levels to 2030;
- As a result of a Climate Action Workshop Initiative, Council report templates were updated to include climate action (mitigation and adaptation) considerations; and
- Low Carbon Energy Systems Bylaw: Council amended the Building Regulation Bylaw to incorporate the Zero Carbon Step Code.



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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

Continued implementation of the Active Transportation Network Plan

Pedestrian facilities

- A new sidewalk in the Archie Browning Sports Centre parking lot with pedestrian friendly driveway improvements on Lyall Street;
- Traffic calming and pedestrian improvements on Lyall Street from Lampson to the east, including 5 Rapid Rectangular Flashing Beacon (RRFB) crosswalks that flash when activated making user more visible;
- Portions of a new sidewalk on Munro Street between Plaskett Place and Kinver Street;
- 7 new RRFB crosswalks installed or underway on the Tillicum and Lampson corridor; and
- Asphalt sidewalk replaced with a wider concrete sidewalk on Head Street between Dunsmuir Road and Wollaston Street.

Cycling facilities

- Protected bike lanes installed or underway on the Tillicum and Lampson corridor.

Lowering speeds

- Traffic calming improvements at various locations using temporary materials; and
- Engagement completed on speed limit reductions to lower speed limits on Major Roads to 40km/hr and all over roads to 30km/hr.



New protected bike facilities and signal upgrades on Lampson Street near Old Esquimalt Rd./ Head St.



New Rectangular Rapid Flashing Beacon (RRFB) crosswalk on Lyall St. at Paradise St.

COUNCIL PRIORITY PROJECTS & OPERATIONAL BENCHMARKS

- Installed new 250m sewer connection to service the bathroom at Saxe Point Park;
- Replaced 60m of sewer main in a right-of-way between two houses in Saxe Point neighbourhood;
- Started and advanced the development of an overall Sewer Asset Management Plan;
- Presented Draft Integrated Parking Management Strategy and completed public engagement ;
- Continued to manage contractor completing CCTV inspections of storm and sewer main;
- Presented Integrated Resource Management business case to Council;
- Replaced B.C. Hydro pole with a new signal pole at the northwest corner of the Admirals Road and Esquimalt Road intersection;
- Replaced 141 high pressure sodium streetlights with LED lights;
- Replaced 49 failed LED streetlights under warranty with new LED lights;
- Prepared an update Subdivision and Development Bylaw that was approved by Council;
- Repaired the Nelson Street walkway at the south end of Nelson Street that suffered fire damage in 2022;
- Replaced the overhead crane in the Public Works Yard;
- Installed a fire control system at the Public Works Yard;
- Replaced decorative poles in median islands on Esquimalt Road with new poles;
- Replaced 35m of a deteriorating drain main on Lampson Street;
- Completed 764 Calls for Service;
- Replaced significant portions of the lower roofs at Municipal Hall; and
- Initiated design to replace the fuel tanks at the Public Works Yard.



Parking bylaw public engagement opportunities were promoted through several Township channels.

Financial Services

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

- Implemented the electronic receipt of property tax notices and the ability to make tax payments using credit cards;
- Presented triannual variance analysis reporting for department operations and capital projects;
- Negotiated a Memorandum of Understanding with the School District regarding the provision of school crossing guards;
- Developed a Business Façade Improvement Program to promote business revitalization;
- Developed an updated Purchasing and Disposal Bylaw;
- Provided analysis regarding long-term financial planning including infrastructure renewal and replacement;
- Developed an updated local grants policy and process;
- Designed and implemented an automated employee onboarding and offboarding process;
- Implemented an organization-wide cybersecurity awareness training program; and
- Implemented audio visual and wireless capabilities at the Gorge Pavilion.



The Esquimalt Gorge Pavilion has been a popular venue for meetings, celebrations and events since opening in 2022.

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 2023, fostering partnerships and delivering valuable educational programs.

YOUTH PROGRAMS

In March, EFRS organized a successful School Fire Academy in collaboration with School District 61, providing Esquimalt High School students with hands-on experience in fire department activities.

This initiative not only offered valuable insights but also awarded students' academic credit and a first-aid certificate.

Additionally, EFRS participated in a career fair hosted by School Districts 61 and 62 at Archie Browning, showcasing the path to becoming a professional firefighter to parents and students.

STAFFING

The addition of four new full-time employees bolstered EFRS's ranks, contributing to operational efficiency and reducing overtime costs. The appointment of a new Fire Chief in December signaled a continued commitment to firefighter safety, wellness, and community safety.

PROFESSIONAL DEVELOPMENT

Crews underwent comprehensive training sessions to enhance their skills and preparedness. Notable highlights include participation in the Fireground Survival course and acceptance into the Technical High Angle Rope Rescue Program (THARRP) through the B.C. Construction Safety Alliance.

Additionally, crews engaged in regular maintenance training, attended live fire training sessions and fulfilled legislative training requirements to ensure readiness for any situation.

MUTUAL AID/ TRAINING

Collaboration with external agencies strengthened EFRS's capabilities. Crews participated in joint exercises with Department of National Defense Fire Crews and visited the BC Hydro substation for valuable insights. Additionally, EFRS deployed a team to combat wildfires in the Okanagan, demonstrating dedication and professionalism in emergency response efforts.

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Esquimalt Fire Rescue Services is made up of one Fire Chief, two Assistant Fire Chiefs, 28 full-time firefighters, and one administrative staff member.

FIRE PREVENTION

EFRS remained dedicated to fire prevention efforts, intensifying their awareness campaign on the importance of smoke alarms throughout the community.

The implementation of APX, a new online web-based inspection, pre-planning, and response software, significantly enhanced their capabilities in managing and conducting inspections, further reinforcing their commitment to fire prevention.

HEALTH AND WELLNESS

EFRS prioritized the well-being of its firefighters, implementing initiatives to support their physical and mental health. Clinical counselors provided support to all shifts, while crews received training in mental health first aid and recovery topics. Participation in the IAFF Peer Support Program further equipped staff with skills to assist members struggling with mental health issues. Efforts to enhance the department's wellness app continued, providing crucial support to members in crisis situations.

DRAFT Human Resources & Community Relations

The Human Resources and Community Relations department was formed in March 2023. Responsibilities previously housed in Corporate Services, including human resources and communications, were moved to this department.

The HR and Community Relations Department is comprised of human resources, occupational health and safety, communications, economic development, business licences, Indigenous relations and other 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.

In July 2023 the Township established a management position specific to economic development, with responsibility for leading initiatives to attract businesses to the area, stimulate investment, and enhance residents' overall quality of life. In August, 2023 a dedicated occupational health and safety division was established, marking a significant milestone in safeguarding the well-being of Township employees.

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

- Coordinated media training for Council and senior staff;
- Updated Media Relations Policy;
- Managed brand refresh project resulting in new brand guideline documents, templates for staff, font and corporate colour palette; and
- Hired consultants to create new website. Project to end in early 2024.



Communications supports public information like the popular walking tour brochures.

OCCUPATIONAL HEALTH & SAFETY

In 2023, the Township of Esquimalt initiated the year by engaging committees to address occupational health and safety matters. A dedicated Occupational Health and Safety (OHS) division was established in August 2023.

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:

- Implemented a progressive Stay At Work/Recover at Work Program to facilitate the reintegration of injured or ill employees into the workplace;
- Facilitated the procurement of 3 Automated External Defibrillators (AEDs) for new departments to enhance safety;
- Completed Confined Space Alternate Measures, enabling compliant access to critical water infrastructure;
- Developed Fall Protection plans for the municipal hall roof, incorporating non-penetrating counterweight roof anchors; and
- Conducted first aid training for an additional 18 employees.



Staff receiving a tour of SeaSpan as part of business outreach activities.

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

- The Manager of Economic Development assumed office in July 2023.
- The 2023-2025 Economic Development Action Plan was endorsed by Council in October 2023.
- An RFQ for the Place branding/Community Branding Project was awarded in December 2023.

HUMAN RESOURCES

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

Highlights

- Focused on team building and staff training with the development of a new department, with two new staff members;
- Provided Indigenous Awareness Training for all staff;
- Developed and implemented an Employee Recognition program;
- Implemented a modified work week program to provide more flexibility for staff; and
- Updated the long service award program to include auxiliary and part time staff, and 21 employees were recognized for their service.

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 athletics to arts to peer support, 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.

Highlights

- Activities offered through partnership programs with other municipalities continue to include Leisure Involvement For Everyone (L.I.F.E), Leisure Assistance Pass (L.A.P.), and the Regional Access Pass;
- Promotions occurred through the website, digital signage, roadside marquee, and engaged in social media platforms (followers on parks/rec accounts: 6,985 on Facebook; 4,252 on Twitter; 2,395 on Instagram);
- The Gorge Park Pavilion had 629 bookings in 2023, including 25 weddings;
- The Recreation Centre boilers, which had a fifty-year service life, were replaced in the fall of 2023. The new boilers are modulating high efficiency condensing natural gas units that will reduce greenhouse emissions through improved efficiency;
- 2023 saw the return of the Fitness Department's 60 Day Challenge, after a two-year hiatus;
- The Aquatics Department won the Lifesaving Society award for most Bronze-level courses run in a community under 20,000;
- In the fall of 2023, the pool returned to full, pre-covid operating hours (119 hours per week);
- Four additional garden beds were added to the Anderson Park Community Gardens, including an accessible bed;
- Infield safety upgrades were completed at Lampson Park Lions Baseball Diamond;
- Educational signage was installed along the newly completed Salt Marsh project at Gorge Park. These signs include information about migratory birds, salt marsh habitats and forage fish;
- Irrigation was installed in the event field at Memorial Park and the rhododendron garden in Esquimalt Gorge Park;
- Forty volunteers planted 550 native plants and trees in the areas on either side of the dog park in Esquimalt Gorge Park; and
- A Branch Out Invasive Removal event was held in the spring at Macaulay Point Park in collaboration with the Greater Victoria Green Team, to clear 188 sq metres of invasive plants that were threatening the native biodiversity of the 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. In any case, 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 signature Esquimalt community events including the Esquimalt 5km Walk & Run, Buccaneer Days, JazzFest, RibFest, the Music in the Park series, the Esquimalt Farmers Market, Celebration of Lights, Bard Across the Bridge, Sculpture Splash—Sandcastle Edition at Esquimalt Gorge Park, Story Fest, and the Fire Hall Halloween Spooktacular brought participants and spectators from across the region;
- The Gorge Park Pavilion hosted the Champagne and Cake Show (pictured right) on February 28. This wedding showcase saw over 400 people attend;
- The Gorge Park Pavilion hosted the annual TCAC Sculpture Splash, with 28 Vancouver Island-based sculptors showing over 100 pieces of art;
- Climate Canvas: A Community Art Project offered by the Resilience by Design Lab with support of Royal Roads and University of Victoria. This art and youth-focused event was held at the Gorge Pavilion;
- 2023 saw high profile TV and movie filming in our parks including two Hallmark movies filmed at Saxe Point Park, as well as Amazon Prime Series: Reginald the Vampire at Esquimalt Gorge Park; and
- A new summertime weekly children's event called "Stories in the Park" was created and averaged 15 participants per week at different parks throughout the Township.



The aquatics facility remains a popular asset for the Parks and Recreation department.

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:

- Ongoing relationships with our business community through the ‘Connect’ project;
- Enhanced efforts to deliver traffic safety to the Township, particularly in school zones and key intersections;
- Deployment of ‘speed-reader’ boards at key locations in the community;
- Maintained lockdown procedures and assisted with drills in our local schools to promote student & staff safety;
- Providing CPTED advice and infrastructure security procedures for key locations that are important to our residents; and
- Assisted with various initiatives with local service providers and community partners including Moosehide, ‘No Stone left Alone’, the Poppy Campaign, Meals on Wheels, and Esquimalt Lions Christmas Hampers.



Buccaneer Days 2023 with Inspector Mike Brown and Devon Warwick - one of VicPD’s most senior Reserve Constables.

To curb rising gang recruitment in Greater Victoria schools, the municipal police agencies in the CRD collaborated on and delivered several ‘anti-gang’ presentations.

The presentations are designed to educate and inform local parents and to provide strategies to help insulate their children from this concerning trend. Presenters included major crime detectives, analysis & intelligence experts, MYST and former school liaison officers.

2023 Snapshots



Esquimalt Archives volunteers.



Volunteer Sherri Robinson at Fort Macaulay's annual event.



Staff made custom planters to add visual interest to new traffic calming measures.



Fire Academy students learning auto extrication skills.



Esquimalt Fire Rescue members deployed to West Kelowna during the Okanagan Lake fires.



Esquimalt Parks and Recreation staff at the annual 5K race.

Council Priorities

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 complete list of the 2023-2026 Council Priorities are included as Appendix A.

Council priorities completed in 2023:

CLIMATE RESILIENCE & ENVIRONMENTAL STEWARDSHIP

Project	Department	Status Details	Completion
Tree Protection Bylaw Update	Parks and Recreation	Complete	Q1 2023
Priority Development Workshop—Climate Resilience and Environmental Stewardship	Development Services	Complete	Q2 2023
Climate Action Workshop Initiative: Update Council report templates to include climate action (mitigation and adaptation) considerations	Corporate Services	Complete	Q3 2023
Low Carbon Energy Systems Bylaw	Development Services	Complete	Q3 2023
Green Teams Partnership	Parks and Recreation	Complete	Q3 2023

DIVERSIFIED & THRIVING ECONOMY

Project	Dept	Status Details	Completion
Develop Economic Development Action Plan	HR and Community Relations	Complete; endorsed by Council, projects & initiatives to be inserted into staff work plans and budget 2024	Q3 2023

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 priorities completed in 2023:

GOOD GOVERNANCE & ORGANIZATIONAL EXCELLENCE

Project	Department	Status Details	Completion
Council Code of Conduct	Corporate Services	Complete; annual review completed in Q1 2024	Q2 2023
Sign Bylaw Amendments	Development Services	Complete	Q3 2023
Staff report—B.C. Growing Communities Fund Options Analysis	Development Services	Complete	Q2 2023
Long Term Financial Planning Update – Infrastructure Asset Management Strategy	Financial Services and IT	Complete; Council directed staff to provide Asset Management Strategy update in 2024.	Q4 2023

HOUSING

Project	Department	Status Details	Completion
Construction Protocol Review	Development Services	Complete	Q1 2023
Priority Development Workshop—Housing	Development Services	Complete	Q2 2023
Rent Bank Program Information Brief	Development Services	Complete	Q2 2023
GIS Census Analysis	Development Services	Complete	Q3 2023
Tenant Relocation Policy	Development Services	Complete	Q4 2023

ENGAGED & HEALTHY COMMUNITY

Project	Department	Status Details	Completion
Options Analysis – Arm Street Park Dock	Parks and Recreation	Complete; recommending new initiative to explore dock options throughout Township	Q4 2023

By the numbers

CORPORATE SERVICES

69 agendas, notices and minutes prepared for Council, Committee of the Whole, and In Camera meetings.

27 Freedom of Information request responses

132 Archives requests for research and information

28 proclamations prepared and posted to website

244 actionable resolutions voted on at Council and Committee of the Whole meetings

1,940 mail items processed for retention and distribution

68 new resident welcome packages delivered

COMMUNITY SAFETY SERVICES

829 business licences issued or renewed

145 new business licence applications

153 plumbing permits issued

256 building permits issued (just under \$97M in construction value)

660 bylaw enforcement tickets issued

221 written warnings issued

DEVELOPMENT SERVICES

11 Rezoning Applications

15 Development Permit Applications

11 Development Variance Applications

2 Temporary Use Permit Applications

3 Liquor Licence Applications

6 Board of Variance Applications

6 Legal Document Applications

1 Subdivision Applications

9 Advisory Planning Commission meetings

7 Design Review Committee meetings

4 Board of Variance meetings

9 Public Hearings

HUMAN RESOURCES & COMMUNITY RELATIONS

Regular full time staff: 141

Regular part time staff: 19

Esquimalt Alert subscribers 3,065

Twitter: 4,147

Facebook: 2,987

Instagram: 1,927

42 OHS Policies and Safe Work Procedures were created or updated

11 safety inspections and audits were conducted

36 Joint Occupational Health and Safety Meetings were held

14 safety training sessions conducted

42 local/regional partnership engagements

30 workshops/business events attended.

FINANCIAL SERVICES & INFORMATION TECHNOLOGY

5,810 paper property tax notices generated

271 electronic property tax notices generated

587 property tax certificates

1,687 dog licences issued

6,014 vendor invoices processed

FIRE RESCUE SERVICES

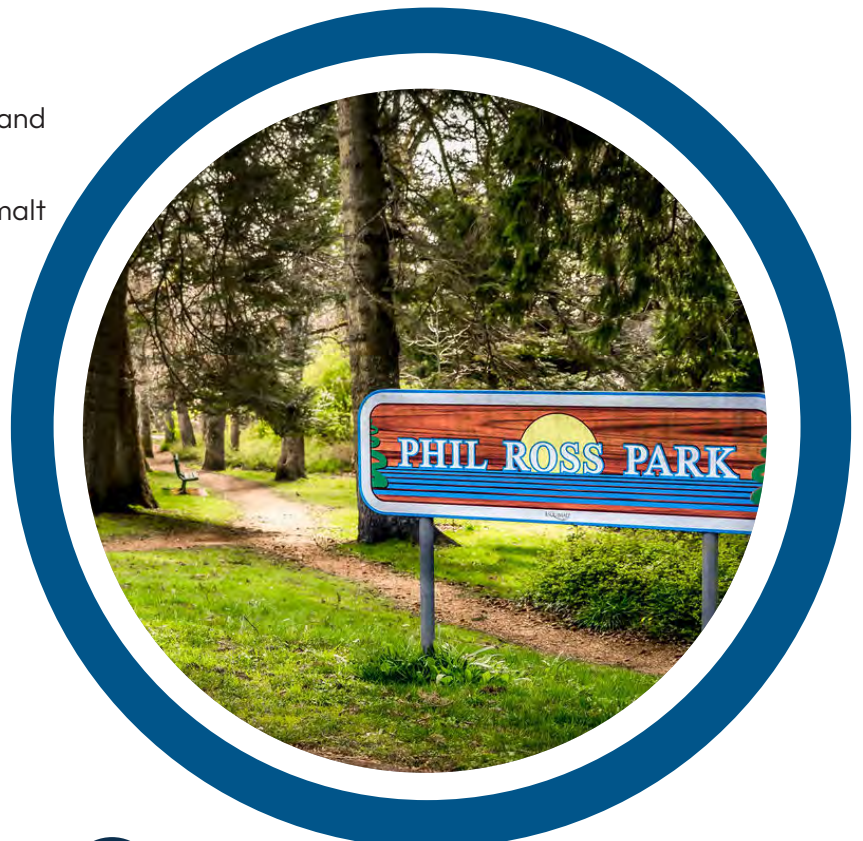
Total number of Responses: 973
Residential Structure Fires: 9
Commercial Structure Fires: 5
Brush Fires: 7
Vehicle Fires: 4
Other Miscellaneous Fires: 32
Motor Vehicle Accidents: 33
HazMat Incidents: 2
Medical Emergencies: 582
Inspections: 633

PARKS & RECREATION

6,057 memberships sold
2,808 punch passes sold
136 children enrolled in school year before and after care programs
117 youth, on average, attending the Esquimalt Teen Centre each week.
2,474 children enrolled in summer camps
1,495 children enrolled in swimming lessons
574 parks bookings
167 tree cutting/pruning application were processed with permits
46 municipal trees were removed
127 municipal trees were planted in natural areas
69 boulevard trees were planted
446 cubic metres of invasive species were removed from parks

ENGINEERING & PUBLIC WORKS

432 tonnes of asphalt placed
800 linear metres of sidewalks maintained
6 sanitary service lateral installed
16 blocked sanitary service laterals repaired
9 storm service laterals installed
7 blocked storm service lateral repaired
15 catchbasins installed
6 traffic orders issued
48 development applications commented on
111 building permit applications commented on
Collection of:
» 1,006 tonnes of garbage
» 554 tonnes of kitchen scraps
» 2,002 tonnes of yard and garden



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Climate Action Reporting

New for 2023

Council provided direction to staff in 2023 to start incorporating annual climate action progress reporting into the annual plan.

Plan highlights

A detailed summary of 2023 climate action activities is included in this report. The activities are demonstrated in relation to the Climate Action Plan objectives specified for 2023 or as ongoing objectives.

01

Esquimalt Council adopted the BC Energy Step Code, and the new Zero Carbon Step Code with an accelerated timeline for implementation.

Starting January 1, 2024, new houses, duplexes, townhouses will have near zero carbon emissions in their operation. This will be achieved primarily with electric heat pumps. Besides being a very cost-efficient means of heating, heat pumps provide a co-benefit of cooling living spaces in hot weather.

02

Staff completed the provincial LGCAP Survey

Qualifies Esquimalt for funding support from the Provincial Local Government Climate Action Program (LGCAP), to reduce emissions and prepare the community for the impacts of climate change.

03

Two new high-efficiency boilers at the Recreation Centre

Replacing the 50-year-old boilers, the new boilers will reduce GHG usage.

04

Regional cooperation

Continued working with CRD on water-saving programs (Fix a Leak Week), energy-saving rebates (Home Navigator Program), grants for an EV charging network and the “Hot Topc” report to better understand the impacts of heat waves on the local population including vulnerable communities.

05 Working with Benchmark B.C.

Staff are tracking and publicly disclosing the GHG emissions from four municipal buildings. Benchmarking emissions allows building owners to consider the GHG emissions from their buildings in relation to other buildings of similar size, age, and usage.

06 LED replacement program

Replaced 141 High-Pressure Sodium (HPS) streetlights with LEDs to reduce municipal energy use.

07 Maintaining the urban forest through development permits

Continued to encourage developers to keep existing trees and plant new trees, particularly native tree species, through the Development Permit process.

08 Active Transportation Network projects

2 kms of new bike lanes

12 Rapid Rectangular Flashing Beacon (RRFB) crosswalks that flash when activated making user more visible

Sidewalk enhancements along Lampson-Tillicum corridor, Lyall Street , Munro Street and Head street

09 Water saving

Converted irrigation controls to Bluetooth in all parks, islands and gardens allowing for efficient water use specific to conditions.

10 Staff engagement

A successful Go By Bike Week staff team yielded a total team distance of 1,966 KM and 426 KG of greenhouse gases saved.



Climate Action Plan—2023 activity report

Action implementation tables for 2023 annual climate reporting

This is a modified version of the existing climate action plan that was edited for the purpose of reporting on 2023 climate action activities.

How this document is used for climate reporting against the Township of Esquimalt Climate Action Plan

This report reflects actions from the climate action plan that took place in 2023 and were expected to be completed in 2023 (or are 'ongoing'). If no activities were made, they are not reflected here.

CS=Corporate Services DS=Development Services EPW=Engineering & Public Works PR=Parks & Recreation CM= Communications FIN=Financial Services

Mitigation Actions – The Seven Big Moves

Objective (BIG MOVE) 1: Retrofit Existing Buildings

EXISTING BUILDINGS 1: Improve Energy Efficiency and Enable Fuel Switching							
Action		Adaptation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
1.1	Encourage and enable deep energy retrofits.	X	DS	CM	\$\$\$	Low	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> Continued collaborating with CRD and municipal partners, other levels of government to support incentives Two new high efficiency gas boilers were installed at the Recreation Centre replacing two 50-year-old gas boilers Replaced 141 High-Pressure Sodium (HPS) streetlights with LEDs. Reroofing of municipal hall in 2023 included additional insulation value (from R-10 to R-15) to reduce energy spend on heating and cooling 							

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Action		Adaptation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
2.1	Encourage and enable building electrification or renewable gas	X	DS	CM	\$\$	Low	Ongoing
Actions taken in 2023 <ul style="list-style-type: none"> Continued supporting the oil to electric heat pump grant program through online promotions Added information to website and property tax mailouts Purchased an electric desiccant for the Sports Centre to replace gas desiccant in 2024 EPW and PR transitioning to electric equipment as available 							
EXISTING BUILDINGS 3: Build Industry Capacity and Increase Demand							
3.1	Establish a long-term marketing campaign	X	CM	DS	\$	Low	Ongoing
Actions taken in 2023 <ul style="list-style-type: none"> Used website/ social media pages to promote Home Energy Navigator program to encourage low-carbon heating Provided brochures at municipal hall front counter and include in property tax mailouts 							
3.2	Build industry capacity	X	DS	CRD, CM	\$	Low	Ongoing
Actions taken in 2023 <ul style="list-style-type: none"> Collaborated with CRD and province to promote educational opportunities for building owners, managers, construction, development, and inspection professions 							

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Objective (BIG MOVE) 2: Decarbonize New Buildings

Strategy 1: Prioritize a low carbon approach							
Action		Adaptation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
1.1	Encourage low carbon heating in new buildings.	X	DS	CRD	\$	Low	Ongoing
Actions taken in 2023							
<ul style="list-style-type: none"> Continued collaborating with CRD and municipal partners, other levels of government to support incentives 							

Objective (BIG MOVE) 3: Shift Beyond the Car

Strategy (SHIFT) 2: Increase walking, cycling, and other forms of zero emission mobility							
Action		Adaptation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
2.1	Enable active transportation through plans and policies		EPW	DS	\$\$	Moderate	Ongoing
Actions taken in 2023:							
<ul style="list-style-type: none"> Implemented the Active Transportation Network Plan <ul style="list-style-type: none"> National Active Transportation Fund and BC Active Transportation grants received for Tillicum Conducted public engagement for a new parking bylaw Update Subdivision and Development Bylaw to include requirements for sidewalks and bike lanes 							

2.2	Build safe routes for walking, cycling, and other forms of zero emission mobility		EPW	DS, PR	\$\$\$	Moderate	Ongoing
<p>Actions taken in 2023:</p> <p>Implementation of the Active Transportation Network Plan</p> <ul style="list-style-type: none"> ○ Pedestrian Facilities <ul style="list-style-type: none"> ▪ A new sidewalk in the Archie Browning Sports Centre parking lot with pedestrian friendly driveway improvements on Lyall Street ▪ Traffic calming and pedestrian improvements on Lyall Street from Lampson to the east, including 5 Rapid Rectangular Flashing Beacon (RRFB) crosswalks ▪ Portions of a new sidewalk on Munro Street between Plaskett Place and Kinver Street ▪ 7 new RRFB crosswalks installed or underway on the Tillicum and Lampson corridor ▪ Asphalt sidewalk replaced with a wider concrete sidewalk on Head Street between Dunsmuir Road and Wollaston Street ● Cycling Facilities <ul style="list-style-type: none"> ○ Protected bike lanes installed or underway on the Tillicum and Lampson corridor ● Lowering Speeds <ul style="list-style-type: none"> ○ Traffic calming improvements at various locations using temporary materials ○ Engagement completed on speed limit reductions to lower speed limits on Major Roads to 40km/hr and all over roads to 30km/hr ● Negotiated a new pedestrian access from Carlisle Avenue to Lyall Street with a development application, which will further the “Art Walk” from the Town Square in the future. 							
2.3	Develop + deliver an active transportation outreach strategy		CM	DS, EPW	\$	Low	2023
<p>Actions taken in 2023</p> <ul style="list-style-type: none"> ● Collaborated with CRD and municipal partners to support education and promotion of active transportation including Go By Bike Week ● Include cycling and walking maps in new resident information packages and have available at municipal hall front counter 							
<p>Strategy (SHIFT) 3: Promote transit ridership and support a zero-emissions transit network</p>							
	Action	Adaptation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
3.1	Collaborate with transit providers to promote transit ridership		DS	CRD, CM, EPW	\$	Low	Ongoing
<p>Actions taken in 2023</p> <ul style="list-style-type: none"> ● Worked with BC Transit on their new Regional Corridor Strategy project 							

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Objective (BIG MOVE) 4: Electrify Passenger Transport

Strategy (ELECTRIFY) 1: Enable charging “on-the-go”							
	Action	Adaptation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
1.1	Design, fund, and build a public EV charging network		EPW	DS, PR	\$\$	Low	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> Applied for grant through CRD on Regional Charging Network New EV charger added to Esquimalt Gorge Park Two EV chargers purchased for Parks yard for future install 							
Strategy (ELECTRIFY) 2: Enable charging at home and work							
2.2	Enable EV charging in existing residential and commercial buildings		DS	CM	\$	Low	Ongoing
Actions taken in 2023 <ul style="list-style-type: none"> Worked with the CRD on securing grants for an enhanced regional electric vehicle charging network. 							
Strategy (ELECTRIFY) 3: Encourage EVs through outreach and supportive policies							
3.1	Develop and deliver an EV outreach strategy		DS	CM, PR, EPW	\$	Low	2023
Actions taken in 2023 <ul style="list-style-type: none"> Website provides links to available grant opportunities Development services staff assist building owners to find grant information 							

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Objective (BIG MOVE) 7: Organizational Leadership

7.1 Leading by Example

Strategy 1: Shift Beyond the Car							
	Action	Adaptation co-benefit	Lead	Supporting	Financial resources	Time Involved	Timing
1.1	Provide bicycle and e-bike parking for employees and access to showers		EPW	PR	\$	Low	Ongoing
<ul style="list-style-type: none"> Complete 							
1.2	Participate in Go By Bike Week.		CM	All	\$	Low	Annual
Actions taken in 2023: <ul style="list-style-type: none"> Continued the relationship with regional Go By Bike chapter and provided in-kind location space (Archie Browning parking lot) and event promotion Had a staff committee to collaborate on a staff participation campaign 							
1.3	Provide transit passes to employees.		CS	All	\$\$	Low	2023
Actions taken in 2023: <ul style="list-style-type: none"> Day passes are available to attend regional meetings 							
Strategy 2: Electrify Passenger Transportation							
	Action	Adaptation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
2.1	Invest in EVs for light-duty fleet.		EPW	PR	\$\$	Low	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> Parks purchased an electric truck (delivery expected in 2024) Consultant hired to develop a plan to transition municipal fleet to electric (plan completion in 2024) 							

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2.3	Develop a vehicle purchasing policy that prioritizes low carbon options when feasible.		EPW	CS, DS, PR	\$	Low	Ongoing
Actions taken in 2023: Consultant hired to develop a plan to transition municipal fleet to electric (plan completion in 2024)							
Strategy 3: Decarbonize New Buildings							
3.1	Adopt a high-performance building policy for all new civic buildings that includes energy and GHG metrics, optimized siting and orientation, and other green building features.	X	CS	EPW, DS, PR	\$	Low	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> OCP policy and guidelines support energy efficient, low GHG construction Gorge Park pavilion met this strategy; solar panels are online and reducing hydro needs Public safety building complies with this strategy 							

7.2 Integration Across the Organization

Strategy 1: Incorporate - Embed climate action into other planning documents such as the OCP, bylaws and policies, and departmental/master plans. Incorporate into other documents and processes.							
	Action	Adaptation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
1.1	Update Council report templates to include climate action (mitigation and adaptation) considerations	X	All	Council	\$	Low	2023
Actions taken in 2023 <ul style="list-style-type: none"> Complete 							
1.4	Identify which departments and staff are responsible for implementing aspects of this plan	X	DS	All	\$	Low	Ongoing
Actions taken in 2023 <ul style="list-style-type: none"> Fulfilled Local Government Climate Action Program (LGCAP) requirements to obtain yearly Provincial funding 							

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Strategy 2: Budget - Embed climate action into the budgeting process.							
	Action	Adaptation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
2.1	Update Budgeting process and criteria to increase priority to climate action.	X	CS, FIN	All	\$	Low	2023
Actions taken in 2023: <ul style="list-style-type: none"> • Already top of mind in budgeting process 							
Strategy 4: Convene - Host regular meetings to discuss implementation with internal and/or external stakeholders.							
4.1	Formalize the internal staff climate action working group	X	DS	CM, PR, EPW	\$	Low	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> • Group met 4 times in 2023 							
4.2	Formalize Environmental Advisory Committee as the external implementation advisory group	X	CS	DS	\$	Low	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> • It is within the Environment, Parks & Recreation AC's current mandate to provide advice to Council and staff on environmental issues. 							
Strategy 5: Report - Report regularly to Council on progress and accomplishments. (Annual reporting is recommended)							
	Action	Adaptation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
5.1	Develop an annual progress report that ties to specific strategies and targets in this plan.	X	All	CM	\$	Low	2023
Actions taken in 2023 <ul style="list-style-type: none"> • Created target to include 2023 in annual report • Fulfilled Local Government Climate Action Program (LGCAP) requirements to obtain yearly Provincial funding 							

Strategy 6: Renew - Prepare for climate plan renewal approximately every five years.							
6.1	Set out a renewal schedule that includes annual progress reporting, updates every 2 years to monitor and incorporate new opportunities, and a full renewal every 5 years.	X	DS	All	\$	Low	2023
Actions taken in 2023 <ul style="list-style-type: none"> Internal Climate Action Working Group met four times in 2023 							

Adaptation Actions

Objective 2: Strengthen Infrastructure Resiliency

Strategy 2.1: Ensure infrastructure is designed and maintained for up-to-date climate projections.							
	Action	Mitigation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
2.1a	Identify infrastructure most at risk for extreme weather impacts.		EPW	PR, IT, CRD	\$\$\$	Moderate	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> Development of a Sewer Asset Management Plan underway Inspections completed on all sewer pump stations 							
2.1b	Continually upgrade stormwater and sanitary systems to prevent inflow and infiltration.		EPW	Contractors & private property owners	\$\$\$\$\$	High	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> 35m of storm main replaced on Lampson Street Replacement or new installation of 38 storm and sanitary sewer service connections completed CCTV inspection program on storm and sanitary sewer mains continued 							

2.1c	Ensure public works has the capacity to respond to extreme rainfall events that occur more frequently.		EPW	CS, PR	\$\$\$\$	High	2023 & Ongoing
Actions taken in 2023:							
<ul style="list-style-type: none"> No additional actions taken outside of regular operating procedures 							

Objective 3: Reduce Risk to Buildings and Property

Strategy 3.1: Prepare building stock for effects of more severe weather.							
	Action	Mitigation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
3.1a	Encourage residents and building owners to maintain and upgrade their buildings to be more resilient to extreme weather events such as wind and rainstorms.	X	DS	EPW, CM, DS	\$	Low	Ongoing
Actions taken in 2023							
<ul style="list-style-type: none"> Continued to encourage developers of new buildings to use resilient materials through the Development Permit process. 							
Strategy 3.2: Prepare for the impacts of rising sea levels.							
3.2a	Increase knowledge about the localized effects of sea-level rise and storm surges with Esquimalt residents and staff.		DS	CM, CSS, PR, CRD	\$	Low	2023
Actions taken in 2023:							
Promoted CRD's latest flood inundation mapping to the public along with educational resources							
3.2c	Ensure that municipal structures and facilities near water are built to withstand predicted conditions.		EPW	PR	\$\$\$\$	Moderate	2023
Actions taken in 2023:							
<ul style="list-style-type: none"> Buildings have been assessed; no specific actions needed 							

Objective 4: Protect Biodiversity and Enhance Ecosystem Functions

Strategy 4.1: Protect and expand the existing urban forest.							
	Action	Mitigation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
4.1a	Explore new ways of ensuring tree protection for new developments.	X	PR	DS, EPW	\$\$	Moderate	2022 -2023
Actions taken in 2023: <ul style="list-style-type: none"> Continued to encourage developers to keep existing trees and plant new trees, particularly native tree species through the Development Permit process 							
4.1b	Continue to implement the recommendations of the Esquimalt Urban Forest Management Plan.	X	PR	DS	\$\$	Low	Ongoing
Sub-actions to enable this action: <ul style="list-style-type: none"> Urban Forest Management Plan is referred to regularly by staff. 							
4.1c	Expand boulevard tree and Parks planting and watering program to double the number of trees planted and maintained per year.	X	PR	EPW	\$\$	Low	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> Converted irrigation controls to blue tooth in all parks, islands, gardens to allow for more efficient use of water 							

Strategy 4.4: Prevent the spread of invasive species.							
	Action	Mitigation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
4.4a	Continue to manage existing areas of invasive species within Esquimalt parks and public spaces.		PR	GVGT, volunteers	\$	Moderate	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> Removed 446 cubic metres of invasive species from parks 							

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4.4b	Be proactive in managing emerging invasive species threats as they appear.		CRD	PR	\$\$	Low	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> Attended Capital Region Invasive Species Partnership-Intergovernmental Working Group (CRISP - IWG) – Leads in identifying and providing education, tools, and contractors (is chaired and coordinated by the CRD) 							
Strategy 4.5: Encourage community stewardship within natural areas in the Township.							
4.5a	Collaborate with the Esquimalt and Songhees Nations, ENGOs, and community groups for ecological restoration.	X	PR	CS, CM	\$	Low	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> Continued to work with GV Green team (recruits volunteers), and Earth Day activities with schools and residents Installed nature education sign as part of salt marsh project at Gorge Park. Continued working with Gorge Waterway Action society, and World Fisheries trust in nature house, nature walks, restoration events, interns 							
Strategy 4.6: Manage water quality runoff to reduce potential for algae blooms.							
4.6a	Work together with other local government and the CRD to reduce the factors that could cause poor water quality in the Gorge.	X	EPW	CM, CRD, DS	\$\$	Moderate	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> Continue to work with CRD Source Control Program 							

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Objective 5: Build Community Resilience

Strategy 5.1: Empower and engage with Esquimalt residents and businesses on ways they can adapt to climate change and reduce their reliance on outside support and emergency responders during crises.							
	Action	Mitigation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
5.1a	Encourage community social connectedness.		DS, PR	CM	\$	Low	Ongoing
Actions taken in 2023 <ul style="list-style-type: none"> Encourage Emergency preparedness education on social media Had informational booth at CFB Esquimalt Health Fair (March) and at Esquimalt Recreation Centre (May) 							
5.1b	Look for opportunities to increase access to locally grown food.	X	PR	DS, EPW, CM	\$	Low	Ongoing
Actions taken in 2023 <ul style="list-style-type: none"> Added four additional garden beds to the Anderson Park Community Gardens, including an accessible bed. Continue to work with Esquimalt Farmer's Market society and Esquimalt Community Gardens Society Work with CRD and neighbouring municipalities to support regional initiatives 							

Objective 6: Protect Public Health and Safety

Strategy 6.1: Ensure all residents have access to outdoor areas for cooling during extreme heat events.							
	Action	Mitigation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
6.1b	Set goals for parkland per capita or within 15-minute walk of residential development.		PR	DS	\$\$\$\$\$	Moderate	2023
Actions taken in 2023 <ul style="list-style-type: none"> Took part in the CRD lead report "A Hot Topic" to understand the impacts of heat waves on the local population Created public map of available public buildings with climate control and water fountains 							

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Strategy 6.2: Ensure new residential buildings are climate ready							
6.2a	Encourage the use of passive design techniques in new residential developments.	X	DS	Council	\$	Low	Ongoing
Actions taken in 2023 <ul style="list-style-type: none"> Esquimalt Council adopted the BC Energy Step Code, and the new Zero Carbon Step Code with an accelerated timeline for implementation 							
	Action	Mitigation co-benefit	Lead	Supporting	Financial resources	Time involved	Timing
6.2b	Encourage deep home retrofits of existing buildings to improve both efficiency and comfort for residents.	X	DS	CM	\$\$	Moderate	Ongoing
Actions taken in 2023 <ul style="list-style-type: none"> Continue working with CRD, municipal partners, other levels of government to support incentives Link to retrofit resources off Esquimalt website and include reference to retrofit options in materials for new residents or businesses and/or property tax information mailout 							
Strategy 6.4: Support efforts to reduce urban air pollution.							
6.4	Advocate and support low emission transportation modes including active and public transportation as well as vehicle electrification.	X	DS	EPW, CM, PR	\$\$	Moderate	Ongoing
Actions taken in 2023 <ul style="list-style-type: none"> Implemented the Active Transportation Network Plan Developers of new buildings were encouraged to provide electric bike charging, bike parking for all sizes of bikes, transit passes for new owners, car sharing Continue with Transportation Demand Management to reduce parking needs Completed the Integrated Parking Strategy – consider locations for paid parking 							
Strategy 6.5: Reduce potential habitat for vectors that cause disease.							
6.5	Utilize best management practices for vector borne disease prevention in municipally owned infrastructure.		EPW	CSS, PR	\$	Low	Ongoing
Actions taken in 2023: <ul style="list-style-type: none"> Continued maintenance of municipal infrastructure 							

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Financial Statements

Corporation of the Township of Esquimalt

Year ended December 31, 2023

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

Independent Auditor's Report

Financial Statements

Statistical Information

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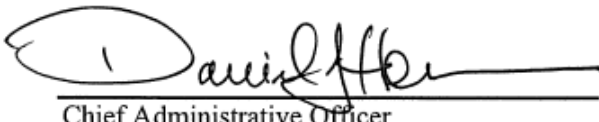
Management's responsibility for financial statements

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

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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, 2023
- 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, 2023, 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.

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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.

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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 6, 2024


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Statement of Financial Position

December 31, 2023, with comparative information for 2022

	2023	2022
Financial Assets:		
Cash and cash equivalents (note 2)	\$ 90,213,759	\$ 80,660,629
Property taxes receivable	1,179,554	1,306,035
Accounts receivable	2,090,195	1,092,058
MFA debt reserve cash (note 12(b))	498,679	534,730
	<u>93,982,187</u>	<u>83,593,452</u>
Liabilities:		
Accounts payable and accrued liabilities (note 3)	13,547,293	9,343,221
Deferred revenue and deposits (note 4)	8,290,778	7,072,489
Debt (note 5)	34,723,886	36,353,110
Employee benefit and retirement obligations (note 6)	1,600,169	1,458,370
	<u>58,162,126</u>	<u>54,227,190</u>
Net financial assets	35,820,061	29,366,262
Non-financial assets:		
Tangible capital assets (note 7)	105,770,772	100,015,312
Inventory of supplies	201,306	178,508
Prepaid expenses	178,621	174,247
	<u>106,150,699</u>	<u>100,368,067</u>
Commitments and contingencies (note 12)		
Accumulated surplus (note 8)	\$ 141,970,760	\$ 129,734,329

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



Director of Financial Services

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Statement of Operations and Accumulated Surplus

Year ended December 31, 2023, with comparative information for 2022

	Financial plan (note 13)	2023	2022
Revenues:			
Taxes for municipal purposes (note 9)	\$ 21,317,955	\$ 21,295,424	\$ 19,555,729
Payments in place of taxes (note 10)	13,168,098	13,263,765	12,852,521
Sale of services	4,017,818	4,574,013	4,275,962
Capital contributions & donations	-	248,455	337,604
Other revenue from own sources	2,941,286	8,715,080	9,762,059
Conditional transfers from other governments (note 11)	3,289,143	7,396,255	1,262,038
Unconditional transfers from other governments (note 11)	560,000	529,000	579,533
Total revenue	45,294,300	56,021,992	48,625,446
Expenses:			
General government	5,321,666	5,535,714	5,618,059
Protective services	16,671,208	18,086,054	15,390,431
Transportation	4,398,139	4,955,221	4,979,445
Environmental health	1,403,999	1,864,858	1,823,507
Environmental development	1,090,365	1,096,921	810,476
Recreation, parks and culture	10,905,136	12,246,793	11,381,289
Total expenses	39,790,513	43,785,561	40,003,207
Annual surplus	5,503,787	12,236,431	8,622,239
Accumulated surplus, beginning of year	129,734,329	129,734,329	121,112,090
Accumulated surplus, end of year	\$ 135,238,116	\$ 141,970,760	\$ 129,734,329

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

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Statement of Change in Net Financial Assets

Year ended December 31, 2023, with comparative information for 2022

	Financial plan (note 13)	2023	2022
Annual surplus	\$ 5,503,787	\$ 12,236,431	\$ 8,622,239
Contributed tangible capital assets	-	(248,455)	(315,231)
Acquisition of tangible capital assets	(55,232,021)	(9,880,056)	(6,949,788)
Amortization of tangible capital assets	-	4,011,589	3,627,665
Proceeds on disposal of tangible capital assets	-	1,047,240	30,923
Loss (gain) on disposal of tangible capital assets	-	(685,778)	774,361
	(55,232,021)	(5,755,460)	(2,832,070)
Acquisition of inventory supplies	-	(201,306)	(178,508)
Consumption of inventory supplies	-	178,508	146,845
Acquisition of prepaid expenses	-	(178,621)	(174,247)
Consumption of prepaid expenses	-	174,247	159,135
	-	(27,172)	(46,775)
Change in net financial assets (debt)	(49,728,234)	6,453,799	5,743,394
Net financial assets, beginning of year	29,366,262	29,366,262	23,622,868
Net financial assets, end of year	\$ (20,361,972)	\$ 35,820,061	\$ 29,366,262

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

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Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 12,236,431	\$ 8,622,239
Items not involving cash:		
Contributed tangible capital assets	(248,455)	(315,231)
Amortization of tangible capital assets	4,011,589	3,627,665
Change in employee benefits and other liabilities	141,799	78,130
Actuarial adjustment on debt	(351,659)	(512,959)
Loss (gain) on disposal of tangible capital assets	(685,778)	774,361
Change in non-cash operating assets and liabilities:		
Property taxes receivable	126,481	(506,313)
Accounts receivable	(998,137)	(78,321)
MFA debt reserve fund cash	36,051	64,262
Accounts payable and accrued liabilities	4,204,072	(1,993,210)
Deferred revenue and deposits	1,218,289	(2,602,259)
Inventory of supplies	(22,798)	(31,663)
Prepaid expenses and deposits	(4,374)	(15,112)
	19,663,511	7,111,589
Capital activities:		
Acquisition of tangible capital assets	(9,880,056)	(6,949,788)
Proceeds on disposal of tangible capital assets	1,047,240	30,923
	(8,832,816)	(6,918,865)
Financing activities:		
Debt issued	-	98,761
Debt principal repaid	(1,277,565)	(1,373,425)
	(1,277,565)	(1,274,664)
Increase (decrease) in cash and cash equivalents	9,553,130	(1,081,940)
Cash and cash equivalents, beginning of year	80,660,629	81,742,569
Cash and cash equivalents, end of year	\$ 90,213,759	\$ 80,660,629
Supplemental cash flow information:		
Cash paid for interest	\$ 1,206,857	\$ 1,228,240
Cash received from interest	4,708,340	2,244,312

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

Notes to Financial Statements

Year ended December 31, 2023

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.

Notes to Financial Statements

Year ended December 31, 2023

1. Significant accounting policies (continued):

(e) Property tax revenue:

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

(f) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

(g) Cash and cash equivalents:

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

(h) Long-term debt:

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

(i) Employee future benefits:

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

Sick leave benefits and other retirement benefits are also available to the Township's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. The actuarial losses or gains are amortized over a period equal to the employee's average remaining service lifetime.

Notes to Financial Statements

Year ended December 31, 2023

1. Significant accounting policies (continued):

(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.

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, 2023 and December 31, 2022. 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.

Notes to Financial Statements

Year ended December 31, 2023

1. Significant accounting policies (continued):

(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 cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life in years
Land improvements	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.

(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.

Notes to Financial Statements

Year ended December 31, 2023

1. Significant accounting policies (continued):

(k) Non-financial assets (continued):

(iv) Interest capitalization

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

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 obligation:

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 for the removal of asbestos in buildings owned by the Township has been recognized based on estimated future expenses on closure of the sites and post-closure care. Under the prospective method, the discount rate and assumptions used on initial recognition are those as of the date of adoption of the standard. Assumptions used in the subsequent calculations are revised yearly.

The liability is discounted using a present value calculation and adjusted yearly for accretion expense. The recognition of a liability resulted in an accompanying increase to the respective tangible capital assets. The capital assets affected by the asbestos liability are being amortized following the amortization accounting policies outlined in 1(j)(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, 2023, the Township adopted Public Accounting Standards PS 3450 - *Financials Instruments* and PS 2601 - *Foreign Currency Translation*. The standards were adopted prospectively from the date of adoption. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions.

No adjustments to these statements were made as a result of adoption of these two standards.

On January 1, 2023, the Township also adopted Public Accounting Standard PS 3280 – *Asset Retirement Obligations*. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings by public sector entities. The new accounting standard has resulted in a withdrawal of the existing Section PS 3270 – *Solid Waste Landfill Closure and Post-Closure Liability*. The standard was adopted on the prospective basis at the date of adoption.

In accordance with the provisions of this new standard, the Township reflected the following increases at January 1, 2023 to the following asset and liability accounts:

- Building and building improvements - \$70,509
- Accounts payable and accrued liabilities - \$70,509

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Notes to Financial Statements

Year ended December 31, 2023

2. Cash and cash equivalents:

	2023	2022
Cash and bank deposits	\$ 2,922,011	\$ 2,870,250
Municipal Finance Authority Money Market Funds	87,291,748	77,790,379
	\$ 90,213,759	\$ 80,660,629

3. Accounts payable and accrued liabilities

Accrued liabilities includes the following asset retirement obligation established in 2023:

Asset Retirement Obligation	2023
Balance, December 31, 2022	\$ -
Establishment of asset retirement obligation	70,509
Accretion expense	3,370
Balance, December 31, 2023	73,879

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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:

	2023	2022
Trust and deposit liabilities	\$ 4,684,971	\$ 4,078,917
Unearned recreation fees	461,895	382,186
Property tax instalments	1,351,829	1,324,963
McLoughlin Amenity grants	-	226,401
Miscellaneous	1,792,082	1,060,022
	<u>\$ 8,290,777</u>	<u>\$ 7,072,489</u>

5. Debt:

Bylaw	Purpose	Matures	Rate	Original Amount	Repayments and Actuarial Earnings	Net Balance 2023	Net Balance 2022
<u>General Capital</u>							
2492	Recreation Centre	2023/10/03	2.850%	\$ 2,800,000	\$ 2,800,000	\$ -	\$ 182,452
2834	Roads and Streets	2024/10/14	3.000%	1,200,000	1,066,758	133,242	271,174
3021	Public Safety	2051/09/27	2.580%	35,000,000	1,687,415	33,312,585	34,165,666
				<u>39,000,000</u>	<u>5,554,173</u>	<u>33,445,827</u>	<u>34,619,292</u>
<u>Sewer Capital</u>							
2565	Sanitary Sewers	2027/12/01	3.900%	2,353,000	1,730,908	622,092	766,227
2565	Sanitary Sewers	2026/10/19	1.530%	1,129,000	905,631	223,369	294,930
2565	Sanitary Sewers	2025/10/13	0.910%	2,012,000	1,750,890	261,110	392,192
2565	Sanitary Sewers	2024/12/02	2.250%	1,256,000	1,164,610	91,390	183,155
				<u>6,750,000</u>	<u>5,552,039</u>	<u>1,197,961</u>	<u>1,636,504</u>
<u>General Capital Short Term</u>							
LUA-Nov 21/22	Recreation Centre	2027/11/30	5.610%	98,761	18,663	80,098	97,314
				<u>98,761</u>	<u>18,663</u>	<u>80,098</u>	<u>97,314</u>
				<u>\$ 45,848,761</u>	<u>\$ 11,124,875</u>	<u>\$ 34,723,886</u>	<u>\$ 36,353,110</u>

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Notes to Financial Statements

Year ended December 31, 2023

5. Debt (continued):

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

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

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

In 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 \$1,159,636, including accrued interest of \$259,926 (2022 - \$1,220,303, including accrued interest of \$279,384).

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

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

2024	\$	1,193,527
2025		1,056,634
2026		975,733
2027		941,192
2028		829,477
Thereafter		19,077,971

Notes to Financial Statements

Year ended December 31, 2023

6. 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:

	2023	2022
Accrued benefit obligation, beginning of year	\$ 1,458,370	\$ 1,380,240
Service cost	133,900	150,500
Interest cost	71,300	47,200
Benefits payments	(93,900)	(170,100)
Past agreement refund accrual	30,499	50,530
Accrued benefit obligation, end of year	\$ 1,600,169	\$ 1,458,370

The actuarially accrued benefit obligation set out in the actuarial valuation is \$1,679,000 (2022 - \$1,483,200), resulting in a variance of \$78,831 between the obligation and the accrued benefit liability of \$1,600,169 (2022 - \$1,458,370). The variance is composed of an actuarial net loss of \$136,300 (2022 - \$69,700) and the special agreement refund accrual of \$57,469 (2022 - \$44,870). 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 \$223,100 (2022 - \$242,400).

The accrued benefit obligations and the net periodic benefit cost were estimated by actuarial valuation as of December 31, 2022. At December 31, 2023, 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:

	2023	2022
Discount rates	4.10%	4.50%
Expected inflation rate	3.00%	4.00%
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, 2022, the plan has about 240,000 active members and approximately 124,000 retired members. Active members include approximately 43,000 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 Township paid \$1,411,870 (2022 - \$1,226,234) for employer contributions while employees contributed \$1,215,366 (2022 - \$1,063,583) to the plan in fiscal 2023.

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

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

GVLRA - CUPE Long-Term Disability Trust

The Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association representing a number of employers and the Canadian Union of Public Employee locals. The Trust's sole purpose is to provide a long-term disability income benefit plan. The Township and its employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined as of December 31, 2020 and extrapolated to December 31, 2022. At December 31, 2022, the total plan provision for approved and unreported claims was \$25,808,500 with a net deficit of \$3,026,543. The actuary does not attribute portions of the unfunded liability to individual employers. The Township paid \$86,906 (2022 - \$74,135) for employer contributions in fiscal 2023.

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Notes to Financial Statements

Year ended December 31, 2023

7. Tangible capital assets:

Cost	Balance December 31, 2022	Additions	Disposals/ transfers	Balance December 31, 2023
Land and land improvements	\$ 47,216,353	\$ 166,257	\$ (151,988)	\$ 47,230,622
Building and building improvements	36,837,201	5,922,595	(9,902)	42,749,894
Vehicles, machinery and equipment	13,205,397	707,155	(291,172)	13,621,380
Water and wastewater infrastructure	27,338,800	723,711	(4,964)	28,057,547
Roads infrastructure	43,202,257	1,736,157	(320,335)	44,618,079
Work in progress	8,818,912	6,566,611	(5,693,975)	9,691,548
Total	\$ 176,618,920	\$ 15,822,486	\$ (6,472,336)	\$ 185,969,070

Accumulated amortization	Balance December 31, 2022	Disposals	Amortization expense	Balance December 31, 2023
Land and land improvements	\$ 12,321,962	\$ (18,666)	\$ 418,350	\$ 12,721,646
Building and building improvements	14,918,569	(1,782)	1,297,818	16,214,605
Vehicles, machinery and equipment	8,727,309	(276,414)	636,564	9,087,459
Water and wastewater infrastructure	14,473,242	(4,961)	423,996	14,892,277
Roads infrastructure	26,162,526	(115,076)	1,234,861	27,282,311
Total	\$ 76,603,608	\$ (416,899)	\$ 4,011,589	\$ 80,198,298

Net book value	Balance December 31, 2022	Balance December 31, 2023
Land and land improvements	\$ 34,894,391	\$ 34,508,976
Building and building improvements	21,918,632	26,535,289
Vehicles, machinery and equipment	4,478,088	4,533,921
Water and wastewater infrastructure	12,865,558	13,165,270
Roads infrastructure	17,039,731	17,335,768
Work in progress	8,818,912	9,691,548
Total	\$ 100,015,312	\$ 105,770,772

Notes to Financial Statements

Year ended December 31, 2023

7. Tangible capital assets (continued):

(a) Assets under construction

Assets under construction having a value of \$9,691,548 (2022 - \$8,818,912) have not been amortized. Amortization of these assets will commence when the asset is available for service.

(b) Contributed tangible capital assets

Contributed tangible capital assets are recognized at fair market value at the date of contribution. There were contributed tangible capital assets having a value of \$248,455 during the year (2022 - \$315,231).

(c) Tangible capital assets disclosed at nominal values

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

(d) Works of art and historical treasures

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

(e) Write-down of tangible capital assets

There were no write-downs of tangible capital assets during the year (2022 - \$nil).

(f) Asset retirement obligation

Included in the building and building improvements additions is \$70,509 representing the original estimate of the asbestos remediation obligations at January 1, 2023. Accumulated amortization relating to the additions was \$3,426.

DRAFT

Notes to Financial Statements

Year ended December 31, 2023

8. Accumulated surplus:

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

	2023	2022
Surplus:		
Equity in tangible capital assets	\$ 71,046,886	\$ 63,662,202
Unappropriated operating funds	49,516,015	48,304,779
	<u>120,562,901</u>	<u>111,966,981</u>
Appropriated operating funds:		
Future expenditures	906,925	911,724
Casino revenue	269,079	129,135
Community Impact Fund	448,313	363,365
Community Works Fund	2,273,347	4,720,995
Growing Communities Fund	4,895,432	-
Uncollected taxes	100,000	100,000
Working capital	400,000	400,000
	<u>9,293,096</u>	<u>6,625,219</u>
Reserve funds set aside for specific purposes by Council:		
Capital Projects	4,788,406	4,541,402
Local Improvement	214,239	199,373
Machinery and Equipment	2,189,142	2,473,172
Municipal Archives Trust	4,595	4,396
Parkland Acquisition	1,191,048	127,774
Tax Sale Lands	130,274	124,008
Sustainability	521,299	321,544
Eva Chafe	30,085	28,638
Infrastructure and Revitalization	2,931,956	2,632,769
Public Art	113,719	92,937
McLoughlin Amenity-Public Safety Facilities	-	596,116
	<u>12,114,763</u>	<u>11,142,129</u>
	<u>\$ 141,970,760</u>	<u>\$ 129,734,329</u>

DRAFT

Notes to Financial Statements

Year ended December 31, 2023

8. Accumulated surplus (continued):

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

	2023	2022
Safe Restart Grant, beginning of year	1,973,692	2,755,371
Eligible costs incurred:		
Revenue shortfalls	(46,000)	(618,000)
Protective services	(428,974)	(150,000)
General government	(182,818)	(13,679)
	\$ 1,315,900	\$ 1,973,692

Information about the Growing Communities Fund Grant is as follows:

	2023	2022
Growing Communities Fund, beginning of year	\$ -	\$ -
Grant received	4,710,000	-
Interest earned	185,432	-
	\$ 4,895,432	\$ -

9. Taxes:

	2023	2022
Taxes for municipal purposes:		
Property tax	\$ 21,024,892	\$ 19,314,833
Local Improvement	4,686	4,686
1% Utility tax	265,846	236,210
	\$ 21,295,424	\$ 19,555,729

Notes to Financial Statements

Year ended December 31, 2023

9. Taxes (continued):

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.

	2023	2022
Taxes, requisitions and levies collected on behalf of the following agencies are not included in these statements:		
Province of British Columbia - school purposes	\$ 7,433,340	\$ 6,887,146
Capital Regional District - requisition	3,897,212	3,444,841
Capital Regional District - 9-1-1 call answer levy	52,180	51,864
Capital Regional Hospital District - requisition	854,380	834,165
British Columbia Assessment Authority	251,419	234,198
British Columbia Transit - Victoria Regional Transit Commission	1,387,305	1,155,999
Municipal Finance Authority	1,349	1,201
	\$ 13,877,185	\$ 12,609,414

10. Payments in place of taxes:

	2023	2022
Payments in place of taxes received for municipal purposes:		
Federal government	\$ 13,132,896	\$ 12,729,013
British Columbia Hydro & Power Authority	127,634	120,608
Provincial Rental Housing Corporation	3,235	2,900
	\$ 13,263,765	\$ 12,852,521

Payments in place of taxes collected on behalf of the following agencies are not included in these statements:		
Province of British Columbia - school purposes	\$ 2,635,892	\$ 2,614,064
Capital Regional District	2,337,549	2,187,873
Capital Regional Hospital District	315,201	343,649
British Columbia Assessment Authority	160,753	167,629
British Columbia Transit - Victoria Regional Transit Commission	781,673	696,944
Municipal Finance Authority	515	497
	\$ 6,231,583	\$ 6,010,656

DRAFT

Notes to Financial Statements

Year ended December 31, 2023

11. Transfers from other governments:

	2023	2022
Conditional transfers from other governments:		
Federal	\$ 1,790,463	\$ 844,911
Provincial	5,605,792	368,127
Other agencies	-	49,000
	<u>7,396,255</u>	<u>1,262,038</u>
Unconditional transfers from other governments:		
Small communities protection	186,000	247,000
Traffic fine revenue sharing	343,000	332,533
	<u>529,000</u>	<u>579,533</u>
Total transfers from other governments	\$ 7,925,255	\$ 1,841,571

12. Commitments and contingencies:

(a) Contractual commitments:

At December 31, 2023, the following major contracts were in progress:

	Total amount of contract	Paid on contract to December 31, 2023
Ellice Recycling Ltd.	\$ 923,347	\$ 893,221
Emery Electric Ltd.	66,995	61,479
GeoAdvice Engineering Inc	179,480	27,275
Hazelwood Construction Services Ltd.	4,057,083	1,031,798
HCMA Architecture + Design	2,216,965	1,897,300
PerfectMind Inc.	132,680	79,608
Skyblue Services Corporation	156,800	136,700
Victoria Animal Control Services Ltd.	355,950	290,307
Victoria Drain Services Ltd.	212,312	199,704
	<u>\$ 8,301,612</u>	<u>\$ 4,617,392</u>

Notes to Financial Statements

Year ended December 31, 2023

12. Commitments and contingencies (continued):

(b) MFA debt reserve fund deposits:

Under borrowing arrangements with the MFA, the Township is required to lodge security by means of demand notes and interest-bearing cash deposits based on the amount of the borrowing. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits totalling \$498,679 (2022 - \$534,730) 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, 2023, there were contingent demand notes of \$771,183 (2022 - \$852,373), which are not recorded in the financial statements of the Township. If the debt is repaid without default, the deposits are refunded to the Township and demand notes are cancelled.

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

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

(e) The Township entered into a long-term contract with the City of Victoria and the Victoria and Esquimalt Police Board (the "Police Board") effective January 1, 2014 and extending until December 31, 2023. 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.

(f) In February 2017, the Township entered into agreements with the Capital Regional District related to the hosting for the Core Area Wastewater Treatment Facility. These agreements outline the amenities to be received by the Township, which include annualized payments for the duration of the facility's useful life, allowances for the restoration of transportation infrastructure and funding to be used for the purposes of public safety, recreation facility and waterfront park improvements. For 2023, the Township received an annualized payment of \$66,588 (2022 - \$64,648).

Notes to Financial Statements

Year ended December 31, 2023

12. Commitments and contingencies (continued):

- (g) The Township entered into a five year agreement with the City of Surrey effective September 18, 2018. Under the terms of the agreement, the City of Surrey will provide emergency dispatch and non-emergency after hour call answering services for the Township. The annual charge to the Township will be based on actual costs for the calendar year, including any adjustments for changes in calls for service, labour costs, and inflation costs as determined in the agreement. In 2023, the Township paid \$111,325 (2022 - \$107,043).
- (h) The Township is a defendant in various lawsuits. An accrual is recorded in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. The remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable. The Township is self-insured through membership in the Municipal Insurance Association of British Columbia. Under this program, member municipalities are to share jointly for general liability claims against any member in excess of \$10,000. Should the Association pay out claims in excess of premiums received, it is possible that the Township, along with the other participants, would be required to contribute towards the deficit.

13. Financial plan data:

The financial plan data presented in these financial statements is based upon the 2023 operating and capital financial plan approved by Council on May 1, 2023. Amortization, a non-cash item, was not included in the development of the financial plan and, as such, has not been budgeted. The chart below reconciles the approved financial plan to the financial plan figures reported in these financial statements.

	Financial plan amount
Revenues:	
Operating budget	\$ 99,598,605
Less:	
Transfer from other funds	(19,304,305)
Proceeds from borrowing	(35,000,000)
Total revenue	45,294,300
Expenses:	
Operating budget	99,598,605
Less:	
Capital expenditures	(55,232,021)
Transfer to other funds	(3,297,840)
Debt principal payments	(1,278,231)
Total expenses	39,790,513
Annual surplus	\$ 5,503,787

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.

Notes to Financial Statements

Year ended December 31, 2023

14. Segmented information (continued):

(d) Environmental Health:

Environmental and health services include solid waste services and services related to sanitary and storm sewer systems. Solid waste services include collection of solid waste, household garbage and 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.

(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, 2023

14. Segmented information (continued):

2023	General government	Protective services	Transportation	Environmental health	Environmental development	Recreation, parks and culture	Total
Revenues:							
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
Total revenue	49,247,713	754,332	1,626,310	378,268	70,477	3,944,892	56,021,992
Expenses:							
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
Total expenses	5,535,714	18,086,054	4,955,221	1,864,858	1,096,921	12,246,793	43,785,561
Annual surplus (deficit)	\$ 43,711,999	\$ (17,331,722)	\$ (3,328,911)	\$ (1,486,590)	\$ (1,026,444)	\$ (8,301,901)	\$ 12,236,431

Notes to Financial Statements

Year ended December 31, 2023

14. Segmented information (continued):

2022	General government	Protective services	Transportation	Environmental health	Environmental development	Recreation, parks and culture	Total
Revenues:							
Taxation	\$ 32,408,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,408,250
Goods and services	5,139,602	4,078,135	581,576	370,622	67,672	4,138,018	14,375,625
Government transfers	1,377,671	337,721	59,679	49,000	-	17,500	1,841,571
Total revenue	38,925,523	4,415,856	641,255	419,622	67,672	4,155,518	48,625,446
Expenses:							
Salary and wages	2,735,855	5,558,828	2,099,056	457,274	703,412	6,542,066	18,096,491
Materials, supplies and services	2,495,372	8,695,967	1,328,108	849,837	107,064	3,580,124	17,056,472
Interest and other	2,277	901,052	378	119,976	-	198,896	1,222,579
Amortization	384,555	234,584	1,551,903	396,420	-	1,060,203	3,627,665
Total expenses	5,618,059	15,390,431	4,979,445	1,823,507	810,476	11,381,289	40,003,207
Annual surplus (deficit)	\$ 33,307,464	\$ (10,974,575)	\$ (4,338,190)	\$ (1,403,885)	\$ (742,804)	\$ (7,225,771)	\$ 8,622,239

Notes to Financial Statements

Year ended December 31, 2023

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, 2023 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, 2023 is \$nil (2022 - \$nil).

As at December 31, 2023, \$270,843 (2022 - \$144,326) of trade accounts receivable were past due, but not impaired.

There have been no significant changes to credit risk exposure from 2022.

(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 2022.

Notes to Financial Statements

Year ended December 31, 2023

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

(c) Market risk:

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates 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.

(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 2022.

(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 2022.

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Statistical Information

As per BC Assessment Roll Tax Base Report
Taxable Assessments of Land and Improvements 2019 - 2023

2023 Assessment by Type

Source: BC Assessment



Property Class	2023	2022	2021	2020	2019
Residential	\$5,501,772,719	\$4,814,540,205	\$3,950,163,005	\$3,720,860,105	\$3,624,061,090
Utilities	1,903,100	1,978,500	2,132,800	1,830,800	1,447,300
Major Industry	66,143,700	66,164,700	45,534,800	34,911,300	52,208,600
Light Industry	32,613,500	29,651,200	16,831,500	16,722,100	15,247,600
Business	336,307,401	322,586,751	301,505,201	245,244,151	230,161,901
Recreation Non-Profit	26,218,500	23,807,200	25,349,700	16,568,200	14,894,900
	\$5,964,958,920	\$5,258,728,556	\$4,341,517,006	\$4,036,136,656	\$3,938,021,391

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Statistical Information

Property Tax Rates 2019 - 2023

	2023	2022	2021	2020	2019
Municipal (\$ per 1000 assessment)					
Residential	2.89332	3.02397	3.44892	3.53537	3.53754
Utilities	17.09798	14.99631	15.88204	17.89370	19.00219
Major Industry	33.98041	32.42480	32.84677	33.37427	30.81798
Light Industry	7.66420	7.48060	12.74421	12.62558	13.48568
Business & Other	8.67997	8.56441	9.05966	10.24288	10.78225
Recreation/Non-profit	3.23992	3.05091	3.10554	4.55787	4.49214
Total (\$ per 1000 assessment)					
Residential	4.79516	4.96199	5.78750	5.79616	5.77784
Utilities	34.71697	32.23932	34.02803	35.95453	37.67143
Major Industry	43.50888	43.58013	45.40142	40.87147	42.02199
Light Industry	13.90128	13.79871	20.87882	17.47810	21.29920
Business & Other	14.98878	14.94282	16.27736	14.57759	17.92485
Recreation/Non-profit	6.17116	5.96587	6.46505	6.49655	7.99802
Municipal Tax Billings by Property Class					
Residential	\$15,918,389	\$14,559,025	\$13,623,796	\$13,154,617	\$12,820,261
Utilities	32,539	29,670	33,873	32,760	27,502
Major Industry	1,819,924	1,668,930	1,321,043	1,165,139	1,115,760
Light Industry	249,956	221,809	213,469	211,126	205,624
Business & Other	2,919,138	2,762,765	2,731,535	2,512,007	2,481,663
Recreation/Non-profit	84,946	72,634	78,725	75,516	66,910
	<u>\$21,024,892</u>	<u>\$19,314,833</u>	<u>\$18,002,441</u>	<u>\$17,151,165</u>	<u>\$16,717,720</u>

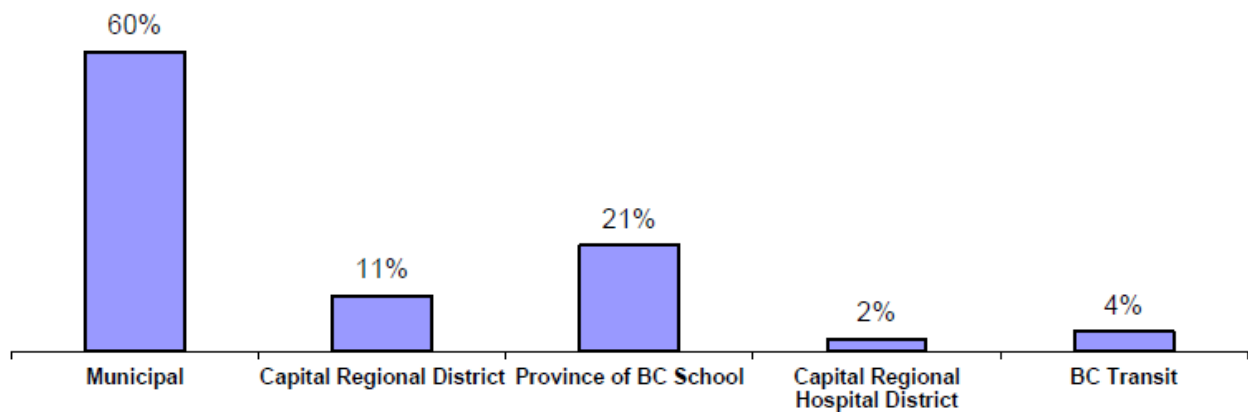
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Statistical Information

Property Tax Levied and Collected 2019 - 2023

	2023	2022	2021	2020	2019
Municipal	\$ 21,024,892	\$ 19,314,833	\$ 18,002,441	\$ 17,151,165	\$ 16,717,720
Capital Regional District	3,897,212	3,444,841	3,611,610	2,920,003	2,915,704
Province of BC School	7,433,340	6,887,146	6,601,021	5,351,719	5,654,829
Capital Regional Hospital District	854,380	834,165	897,264	891,297	932,246
BC Transit	1,387,305	1,155,999	1,072,552	996,320	909,664
BC Assessment Authority	251,419	234,198	222,351	210,064	190,863
Municipal Finance Authority	1,349	1,201	994	916	887
	\$ 34,849,897	\$ 31,872,383	\$ 30,408,233	\$ 27,521,484	\$ 27,321,913
Total Current Taxes Levied	34,849,897	31,872,383	30,408,233	27,521,484	27,321,913
Current Taxes Collected	34,002,642	30,865,402	29,786,935	27,279,224	26,895,757
Percentage	97.57%	96.84%	97.96%	99.12%	98.44%

2023 Taxes by Jurisdiction



Source: Corporation of the Township of Esquimalt Finance Department

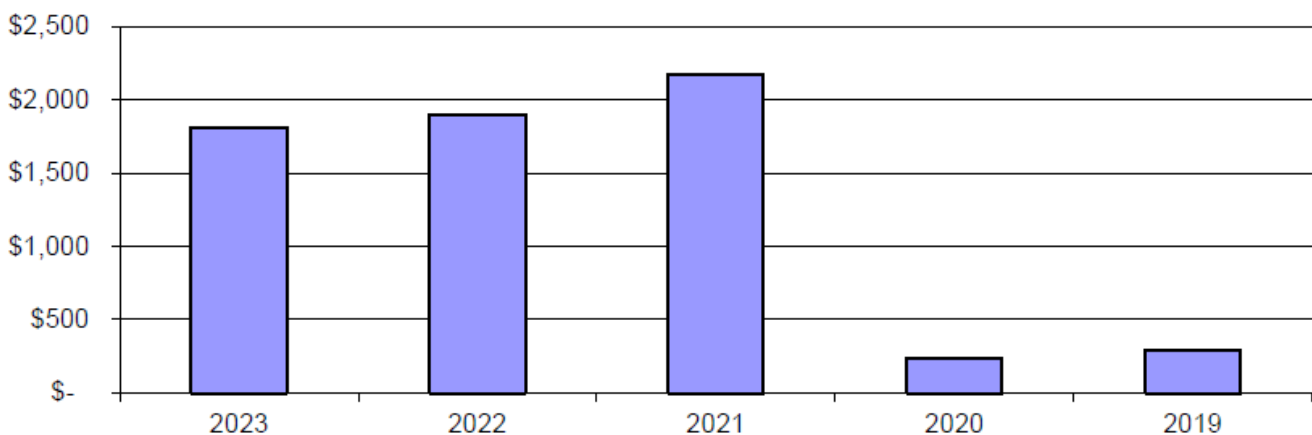
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Statistical Information

Debenture Debt 2019 - 2023

	2023	2022	2021	2020	2019
Gross Outstanding Debt	\$45,848,761	\$49,848,761	\$50,500,000	\$15,500,000	\$16,050,000
Less: Repayments & Actuarial Earnings	11,106,212	13,494,204	11,609,267	10,588,005	9,613,047
Short-term Debt Payments	18,663	1,447	750,000	450,000	1,000,000
Net Debt	\$34,723,886	\$36,353,110	\$38,140,733	\$ 4,461,995	\$ 5,436,953
General	\$33,525,925	\$34,716,606	\$36,084,067	\$ 2,000,315	\$ 2,588,498
Sewer	1,197,961	1,636,504	2,056,666	2,461,680	2,848,455
	\$34,723,886	\$36,353,110	\$38,140,733	\$ 4,461,995	\$ 5,436,953
Debt Servicing Costs					
Property Tax Supported	\$ 2,300,483	\$ 2,321,004	\$ 1,120,536	\$ 617,180	\$ 884,690
Casino	164,480	275,000	275,000	275,000	275,000
Total Debt Servicing Costs	\$ 2,464,963	\$ 2,596,004	\$ 1,395,536	\$ 892,180	\$ 1,159,690
Population	19,155	19,155	17,533	19,015	18,716
Net Debt per Capita	\$ 1,813	\$ 1,898	\$ 2,175	\$ 235	\$ 290
Debt Servicing per Capita	\$ 129	\$ 136	\$ 80	\$ 47	\$ 62
Debt Service as % of Expenditures	5.63%	6.49%	3.87%	2.56%	3.24%
# of Households	8,995	8,995	8,995	8,742	8,742
Gross Debt Servicing Limit	\$11,851,406	\$11,837,842	\$11,277,881	\$10,508,201	\$ 9,179,759
Debt Capacity Available	\$ 9,386,443	\$ 9,241,838	\$ 9,882,345	\$ 9,616,021	\$ 8,020,069

Net Debt Per Capita



Source: Municipal Finance Authority

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

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Statistical Information

Revenue and Expenses 2019 - 2023

Revenue	2023	2022	2021	2020	2019
Property taxes	\$ 21,295,424	\$ 19,555,729	\$ 18,243,875	\$ 17,390,225	\$ 16,965,769
Payments in place of taxes	13,263,765	12,852,521	12,883,090	13,258,895	12,746,911
Sale of services	4,574,013	4,275,962	3,070,167	2,476,588	4,116,938
Capital contributions & donations	248,455	337,604	297,533	2,209,347	30,000
Other revenue from own sources	8,715,080	9,762,059	10,749,689	5,336,330	3,090,663
Unconditional transfers from other governments	529,000	579,533	569,055	603,295	556,366
Conditional transfers from other governments	7,396,255	1,262,038	1,865,005	4,523,650	2,166,871
	\$ 56,021,992	\$ 48,625,446	\$ 47,678,414	\$ 45,798,330	\$ 39,673,518
Expenses by Function					
General government	\$ 5,535,714	\$ 5,618,059	\$ 3,970,843	\$ 3,693,284	\$ 3,894,933
Protective services	18,086,054	15,390,431	14,522,604	14,674,861	13,770,663
Transportation	4,955,221	4,979,445	4,689,341	4,816,496	4,974,174
Environmental health	1,864,858	1,823,507	1,745,606	1,684,206	1,551,803
Environmental development	1,096,921	810,476	829,611	797,677	853,330
Recreation, parks and culture	12,246,793	11,381,289	10,263,929	9,245,054	10,722,553
	\$ 43,785,561	\$ 40,003,207	\$ 36,021,934	\$ 34,911,578	\$ 35,767,456
Expenses by object					
Salary, wages & benefits	\$ 19,727,117	\$ 18,096,491	\$ 16,311,821	\$ 15,494,988	\$ 16,257,618
Materials, supplies and services	18,859,456	17,056,472	15,710,439	15,631,411	15,598,471
Interest and other	1,187,399	1,222,579	553,035	354,701	360,009
Amortization	4,011,589	3,627,665	3,446,639	3,430,478	3,551,358
	\$ 43,785,561	\$ 40,003,207	\$ 36,021,934	\$ 34,911,578	\$ 35,767,456

Source: Corporation of the Township of Esquimalt Finance Department

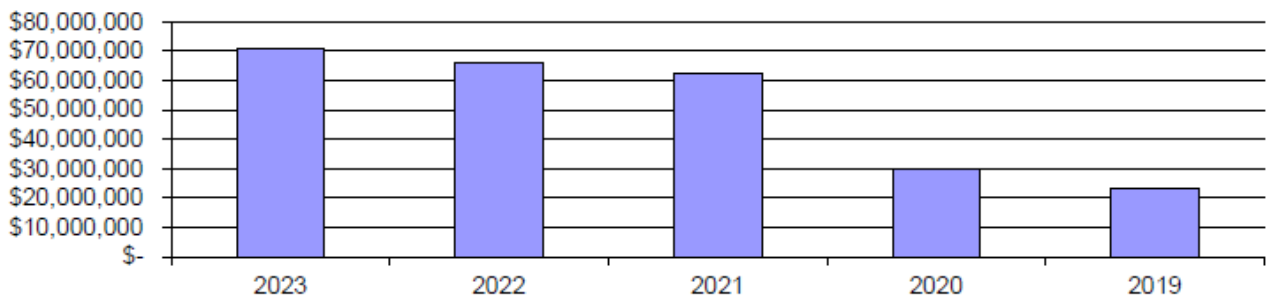
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Statistical Information

Reserve Funds and Appropriated and Unappropriated Operating Funds 2019 - 2023

Description	2023	2022	2021	2020	2019
Reserve Funds					
Capital Projects	\$ 4,788,406	\$ 4,541,402	\$ 3,824,590	\$ 3,436,524	2,845,119
Local Improvement	214,239	199,373	190,919	185,946	179,727
Machinery and Equipment	2,189,142	2,473,172	2,597,004	2,964,423	2,708,076
Municipal Archives Trust	4,595	4,396	4,321	4,215	4,104
Parkland Acquisition	1,191,048	127,774	125,343	88,957	88,210
Tax Sale Lands	130,274	124,008	121,647	121,461	120,440
Sustainability	521,299	321,544	179,942	110,359	40,895
Eva Chafe	30,085	28,638	28,093	28,050	27,814
Infrastructure & Revitalization	2,931,956	2,632,769	2,188,391	1,711,160	1,140,097
Public Art	113,719	92,937	77,645	64,825	51,649
McLoughlin Amenity-Waterfront Parks	-	-	230,435	222,740	163,188
McLoughlin Amenity-Recreation Improvements	-	-	160,161	159,916	116,563
McLoughlin Amenity-Public Safety Facilities	-	596,116	168,265	158,838	116,133
	<u>12,114,763</u>	<u>11,142,129</u>	<u>9,896,756</u>	<u>9,257,414</u>	<u>7,602,015</u>
Appropriated Operating Funds					
Future expenditures	906,925	911,724	812,346	775,955	643,024
Casino revenue	269,079	129,135	104,920	214,852	422,550
Community Works Fund	2,273,347	4,720,995	4,639,047	3,098,613	2,612,863
Library Reserve	-	-	225,665	433,502	429,860
Community Impact Fund	448,313	363,365	293,028	232,084	171,917
Growing Communities Fund	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
	<u>9,293,096</u>	<u>6,625,219</u>	<u>6,575,006</u>	<u>5,255,006</u>	<u>4,780,214</u>
Unappropriated Operating Funds					
	<u>49,516,015</u>	<u>48,304,779</u>	<u>45,597,819</u>	<u>15,337,038</u>	<u>11,130,551</u>
Total	<u>\$ 70,923,874</u>	<u>\$ 66,072,127</u>	<u>\$ 62,069,581</u>	<u>\$ 29,849,458</u>	<u>\$ 23,512,780</u>

Total Reserve Funds, Appropriated and Unappropriated Operating Funds



Source: Corporation of the Township of Esquimalt Finance Department

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Statistical Information

2023 Grants

Organization	Exemption From Property Taxes	Grants	Total
Big Brothers Big Sisters of Victoria	-	3,000	3,000
Boys and Girls Club Services of Greater Victoria	20,189	-	20,189
Buccaneer Days	-	3,386	3,386
Capital Bike Society	-	3,500	3,500
Celebration of Lights	-	7,430	7,430
Corporation of the City of Victoria - Portion of Barnard Park off Sea Terrace	1,567	-	1,567
Esquimalt Anglers' Association	2,472	-	2,472
Esquimalt Community Arts Hub	-	10,000	10,000
Esquimalt Farmers Market	-	10,000	10,000
Esquimalt High School	-	7,550	7,550
Esquimalt Neighbourhood House Society	12,565	-	12,565
Esquimalt Ribfest	-	1,505	1,505
Fraternal Order of Eagles	1,405	-	1,405
Gorge Waterway Action Society	-	2,000	2,000
Green Teams of Canada	-	6,000	6,000
Habitat Acquisition Trust	24,124	-	24,124
Island Community Mental Health Association	8,509	-	8,509
Island Corridor Foundation	14,924	-	14,924
L'École Victor Brodeur	-	750	750
Michael Dunhaee Keep the Hope	-	1,000	1,000
Mustard Seed Street Church	21,978	-	21,978
Prostitutes Empowerment Education & Resource Society (PEERS)	4,204	-	4,204
Societe Francophone de Victoria	-	3,000	3,000
The Compassionate Resource Warehouse Society	13,244	-	13,244
Township Community Arts Council	-	5,000	5,000
Township of Esquimalt - Archives (Chamber of Commerce)	2,183	-	2,183
Vancouver Island South Film & Media Commission	-	5,000	5,000
Victoria Association For Community Living	2,138	-	2,138
Victoria Jazz Society	-	15,000	15,000
Victoria Nikkei Society	-	2,000	2,000
Victoria Operatic Society	2,764	-	2,764
Victoria Rainbow Kitchen Society	-	7,500	7,500
Victoria Sexual Assault Centre	-	3,000	3,000
WITS Program (Rock Solid) Foundation	5,149	-	5,149
	<u>\$ 137,415</u>	<u>\$ 96,621</u>	<u>\$ 234,036</u>

Source: Corporation of the Township of Esquimalt Finance Department

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Appendix A



Council Priorities Plan 2023-2026

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COUNCIL PRIORITIES PLAN 2023-2026

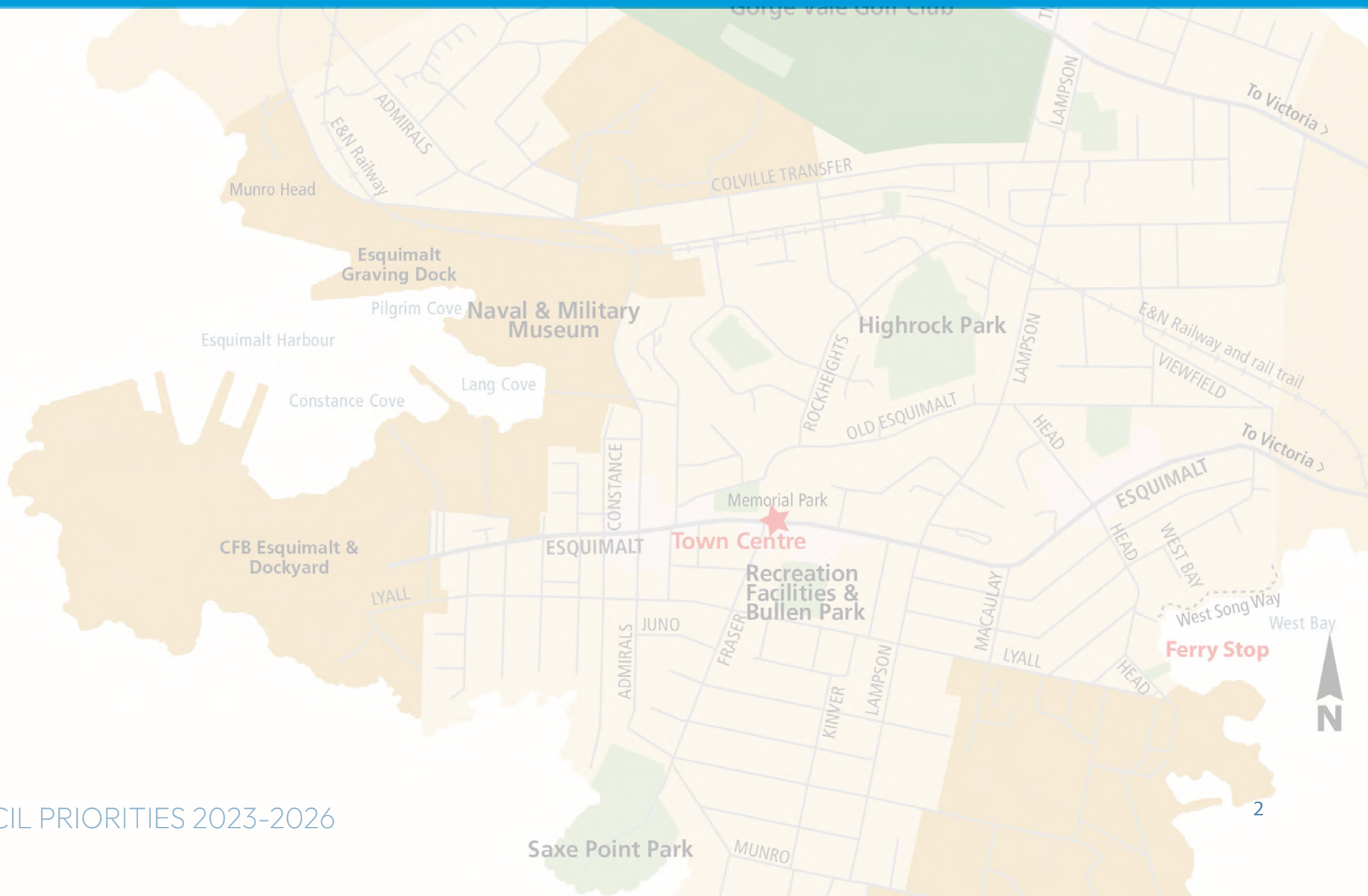
UPDATED MAY 2024

Township of
ESQUIMALT

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Gorge Vale Golf Course



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TABLE OF CONTENTS

4.....	About Esquimalt
5.....	Introduction
6.....	Council Priority Process
8.....	Vision, Mission and Values
9.....	Council Priorities
10.....	Climate Resilience & Environmental Stewardship
11.....	Diversified & Thriving Economy
12.....	Engaged & Healthy Community
14.....	Housing
15.....	Good Governance and Organizational Excellence
16.....	Strong Relationships and Partnerships
17.....	Future projects
18.....	Related documents



View from Saxe Point

THE LAND OF SHOALING WATER

- > The area now known as Esquimalt has been inhabited by Coast Salish First Nations for over 4,000 years.
- > Esquimalt (pronounced Ess-KWY-malt) is an anglicized version of the *ləkʷəŋəŋ* word “es-whoymalth,” which means the place of gradually shoaling waters.
- > Year of incorporation: September 1, 1912.
- > Esquimalt is home to close to 18,000 residents.
- > Esquimalt boasts a diverse business landscape, from a bustling gravings dock and light industrial enterprises to offices to breweries and a variety of local businesses.
- > 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.





West Bay Marina

INTRODUCTION

Goal of the report

Mayor and Council develop and identify key projects and initiatives to be undertaken during the term of Council 2023 – 2026.

The report is intended to outline the priorities and their progress.

What are council priorities

Council priorities outline areas of focus for the coming term. These priorities can be amended over time as some are completed and other needs arise. Any proposed new projects are evaluated on priority and costs—both financial and in staff time.

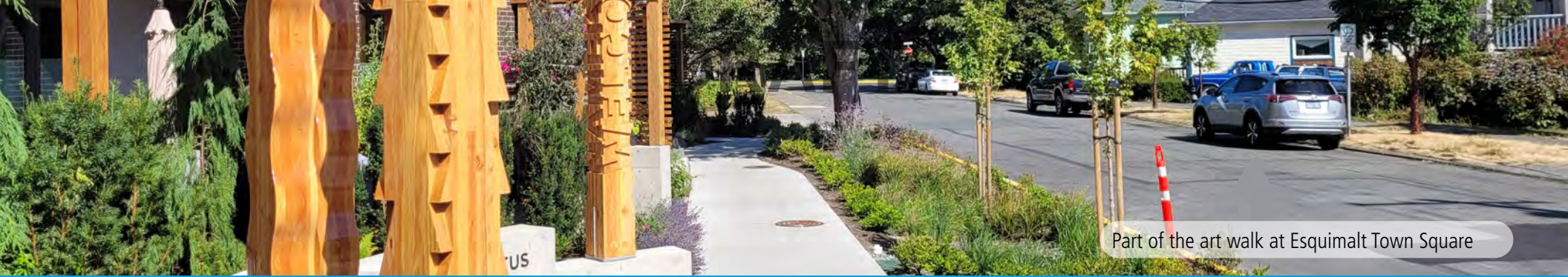
These priorities are in addition to existing operational tasks and approved capital projects. The projects or initiatives in this plan fall outside of staff's day-to-day operational or service level commitments.

Generally, 90 per cent of staff effort is devoted to delivering on service level commitments, which leaves approximately 10 per cent of staff's workplan capacity for projects that are part of the Council Priorities Plan.

Services

The Township is responsible for delivering essential local services such as parks and recreation; sewer services; transportation infrastructure and fire protection. Land use planning, economic development and other policy areas impact how the township grows.

These services are part of staff's core service work and are included in the financial plan. Details about this work is summarized in the annual reports.



Part of the art walk at Esquimalt Town Square

COUNCIL PRIORITY PROCESS

Council was sworn in on November 7, 2022 after the October municipal election. In December of that year, they began strategic planning sessions that included identifying areas of focus; drafting mission, vision and values; and assessing organizational strengths, weaknesses, threats and opportunities.

After a follow-up session, this draft was taken to the Committee of the Whole for public input in March 2023. After ratification in April and a housing workshop in May, Council finalized the list of priorities and projects.

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.

These projects may be adjusted to align with financial and departmental planning. Adjustments to the projects will be reflected in periodic updates of this document.



*(Top) Councillor Morrison, Councillor Helliwell, Councillor Armour & Councillor Boardman
(Bottom) Councillor Rotchford, Mayor Desjardins & Councillor Cavens*

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COUNCIL PRIORITY PROCESS

Financial planning

Staff present a draft budget to Council and the public for feedback and adjustments in the spring. This budget outlines both operational needs and capital projects.

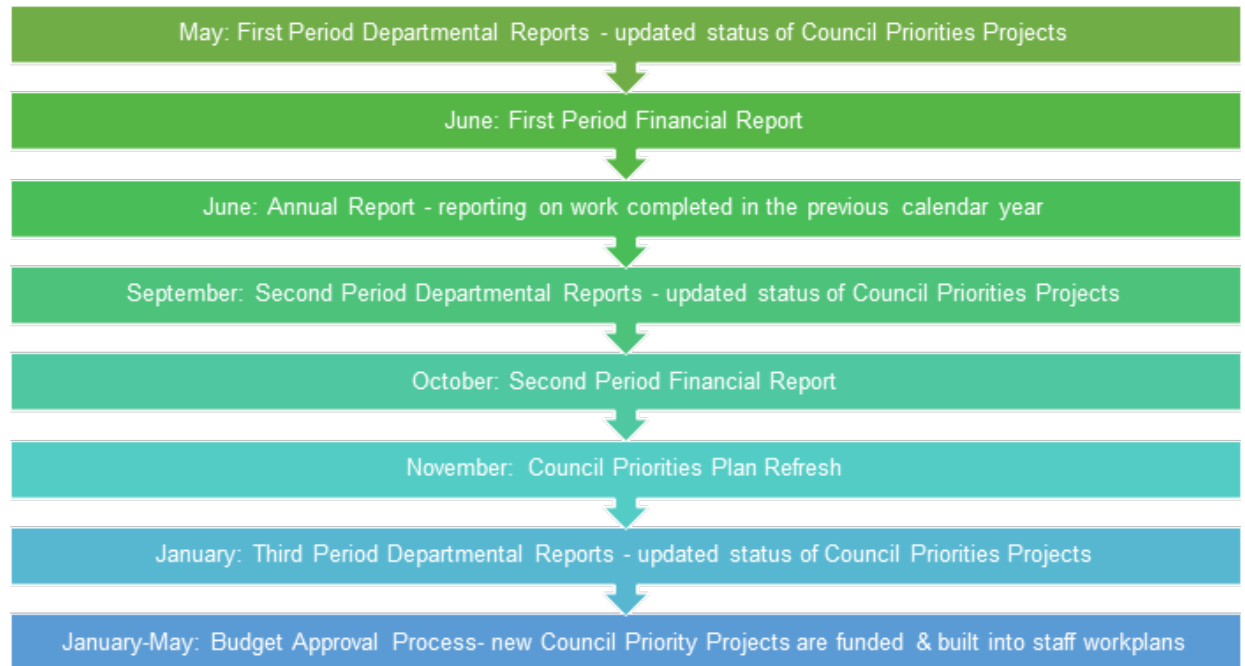
Council takes council priorities into account when approving the budget to ensure initiatives are responsibly funded. The resulting Five-Year Financial Plan provides funding for core services as well as the Council Priorities Plan. To keep Council, staff and community expectations aligned, it is important to recognize that Council does not normally add new projects or initiatives to the Council's Priorities Plan without understanding the required funding, staff resources, and impact to current commitments.

The Township has adopted a best practice where new or unfunded projects are referred to the Council Priorities Plan Refresh scheduled to occur each November. Staff would prepare decision notes for Council consideration that would include information about the potential projects (scope, budget, impact assessment, etc.) to enable prioritization of the new projects within existing plans and resources.

How do these priorities impact planning and work throughout the year?

The Chief Administrative Officer and senior leadership group then use these council priorities to develop operational strategies and work plans to support the direction set by Council.

The Period Financial Reports share budget variance updates, including insight on Council Priorities Projects. Progress is reported to Council and the public through Department Reports three times a year and is summarized in the Township's annual report published each June.





The climbing wall at Fleming Beach.

VISION, MISSION & VALUES

VISION

The Township of Esquimalt is a leader that is recognized as a vibrant, distinct, resilient and diverse community for people to discover, feel welcome and belong.

MISSION

The Township of Esquimalt works to support economic, cultural, social and environmental health for our current and future generations.

VALUES

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

Integrity - We demonstrate 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 responsiveness, creativity, teamwork and partnerships.

Passion - We approach our work with conviction and enthusiasm.

Equity, Diversity and Inclusiveness - We share in the responsibility to create a positive culture, honour differences, and safeguard equity, inclusion and dignity for all.

COUNCIL PRIORITIES



CLIMATE RESILIENCE & ENVIRONMENTAL STEWARDSHIP



DIVERSIFIED & THRIVING ECONOMY



ENGAGED & HEALTHY COMMUNITY



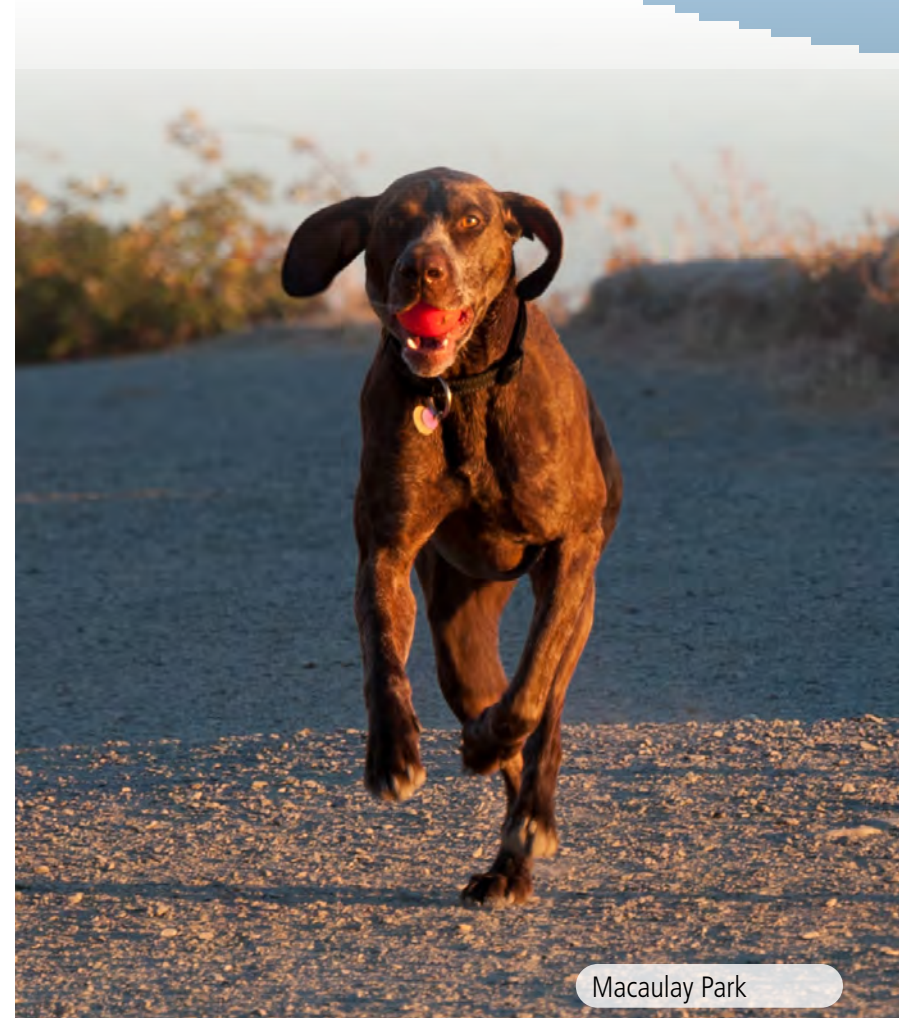
GOOD GOVERNANCE & ORGANIZATIONAL EXCELLENCE



HOUSING



STRONG RELATIONSHIPS & PARTNERSHIPS



Macaulay Park



PROJECTS & INITIATIVES

CLIMATE RESILIENCE & ENVIRONMENTAL STEWARDSHIP

Project	Department	Status	Status Details	Completion
Tree Protection Bylaw Update	Parks and Recreation		Complete	Q1 2023
Priority Development Workshop—Climate Resilience and Environmental Stewardship	Development Services		Complete	Q2 2023
Climate Action Workshop Initiative: Update Council report templates to include climate action (mitigation and adaptation) considerations	Corporate Services		Complete —new report template completed	Q3 2023
Climate Action Workshop Initiative: Develop an annual progress report that ties to specific strategies within the climate plan	Development Services		A new separate section within the annual report	Q2 2024
Low Carbon Energy Systems Bylaw	Development Services		Complete	Q3 2023
Integrated Resource Management	Engineering and Public Works		Biochar testing plan in development, next return to Council for way ahead decision	Q2 Q3 2024
Green Teams Partnership	Parks and Recreation		Complete	Q3 2023
Develop concrete action plan to reduce corporate greenhouse gas emissions by 45% from 2010 levels by 2030 including: 1. Electric vehicle fleet plan 2. GHG emission municipal building audit 3. GHG corporate roadmap	Development Services		Three new sub-projects funded by Council	Q1 2025

Proposed/Not yet funded
 On track
 Issues or concerns
 Project at risk
 Complete



PROJECTS & INITIATIVES

DIVERSIFIED & THRIVING ECONOMY

Project	Dept	Status	Status Details	Completion
Develop Economic Development Action Plan	HR and Community Relations	■	Complete; endorsed by Council, projects & initiatives to be inserted into staff work plans and budget 2024	Q3 2023
Options Analysis - Park Place & Esquimalt Road	HR and Community Relations	●	Preparing a comprehensive analysis of options by compiling historical data and current information.	Q3 2024
Business Façade Improvement Program	Financial Services and IT	■	Complete	Q1 2024

 Proposed/Not yet funded  On track  Issues or concerns  Project at risk  Complete

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PROJECTS & INITIATIVES

ENGAGED & HEALTHY COMMUNITY

Project	Department	Status	Status Details	Completion
Volunteer Recognition Policy	HR and Community Relations		Complete	Q1 2024
Police Service Model Transition—Phase I	Community Safety Services		Complete	Q2 2024
Options Analysis – Arm Street Park Dock	Parks and Recreation		Complete ; recommending new initiative to explore dock options throughout Township	Q4 2023
Dock Analysis	Parks and Recreation		Explore public dock options throughout Township to provide analysis & provide recommendations to council.	Q3 2024
Macaulay Elementary Crossing Guard MOU	Financial Services and IT		Complete	Q1 2024
Impact Assessment—Report on Undergrounding of Mainline of Overhead Utilities (Esquimalt Rd (Constance to Dominion))	Engineering and Public Works		Complete	Q1 2024
Refresh & Replace Esquimalt Road Banners	Engineering and Public Works		Exploring options through the Public Art Plan process. Banner update expected late Q3 2024	Q4 2024
Family Doctor Shortage & Incentives	Development Services		Complete	Q1 2024
Implement Active Transportation Network Plan	Engineering and Public Works		<ul style="list-style-type: none"> > Tillicum/Lampson improvements substantially complete > Munro Sidewalk update: construction underway with completion expected in summer 2024 > Reduced speed limits approved by Council with signs expected to be installed in summer 2024 	Ongoing
Public Safety Building—Design Phase	Community Safety Services		Complete - construction starting late Q2	Q2 2024

Proposed/Not yet funded
 On track
 Issues or concerns
 Project at risk
 Complete



PROJECTS & INITIATIVES

ENGAGED & HEALTHY COMMUNITY

Project	Department	Status	Status Details	Completion
Revise "Maintenance of Property and Nuisance Bylaw" with respect to Construction Noise	Community Safety Services		Complete	Q2 2024
Level of Service Review - Enhance evening and weekend bylaw enforcement	Community Safety Services		Assessed staff capacity and proposing Q4 2024 due date	Q2-Q4 2024
Implement Public Art Plan	Parks and Recreation		Complete	Q2 2024
Partner and develop turf field for Esquimalt High School	Parks and Recreation		Joint Use Agreement, Business Case and Options Analysis under development. Will go before council June or July 2024.	Q2 2024
Health Needs Assessment	Development Services		Funded via early approvals	Q4 2024
Police service model transition—Phase 2	Community Safety Services		Further explore Esquimalt Police Department model and transition plan development	TBD
Public safety building construction	Community Safety Services			Q3 2026

Proposed/Not yet funded
 On track
 Issues or concerns
 Project at risk
 Complete



PROJECTS & INITIATIVES

HOUSING

Project	Department	Status	Status Details	Completion
Construction Protocol Review	Development Services		Complete	Q1 2023
Priority Development Workshop—Housing	Development Services		Complete	Q2 2023
Rent Bank Program Information Brief	Development Services		Complete	Q2 2023
Parking Strategy and Updated Parking Bylaw	Development Services		Integrated Parking Management Strategy: development of an action plan for Council's consideration expected in summer 2024. Parking Bylaw: final Parking Bylaw expected for Council's consideration in summer 2024	Q1 2024
GIS Census Analysis	Development Services		Complete	Q3 2023
Tenant Relocation Policy	Development Services		Complete	Q4 2023
Subdivision & Development Bylaw Update (including sidewalk requirements)	Engineering and Public Works		Complete; Updated Bylaw approved by Council January 15 2024	Q1 2024
Prepare Zoning Bylaw Amendments to bring the Zoning Bylaw into conformance with recent amendments to the Local Government Act	Development Services		Staff have started to prepare the necessary amendments	Q2 2024
Non-Market Housing Incentives & Targets Program	Development Services		To be reassessed by Council (extended from Q2)	Q3 2024
Development Capacity Assessment	Development Services		Portions of charter to Council in Q2 2024 for signoff	Q4 2024
Development Process Improvements	Development Services		Complete	Q2 2024
Doctor Density Bonusing	Development Services		Delayed until assessment of new tools from the Province published in 2024	
Prepare new Housing Needs Assessment	Development Services		Staff are waiting for further guidance from the province	Q4 2024

Proposed/Not yet funded
 On track
 Issues or concerns
 Project at risk
 Complete



PROJECTS & INITIATIVES

GOOD GOVERNANCE & ORGANIZATIONAL EXCELLENCE

Project	Department	Status	Status Details	Completion
Council Code of Conduct	Corporate Services		Complete; annual review completed in Q1 2024	Q2 2023
Sign Bylaw Amendments	Development Services		Complete	Q3 2023
Staff report—B.C. Growing Communities Fund Options Analysis	Development Services		Complete	Q2 2023
Accessibility Plans— <i>Accessibility British Columbia Act</i> Compliance (draft to Council)	Corporate Services		Two surveys conducted in Q1 2024. Consultant to be engaged in Q2 2024 with draft Accessibility Plan anticipated in Q3 2024	Q3 2024
Long Term Financial Planning Update – Infrastructure Asset Management Strategy	Financial Services and IT		Complete; Council directed staff to provide Asset Management Strategy update in 2024.	Q4 2023
Asset Management Program—Recreation Inventory and Plan Development	Parks and Recreation		20-year Capital Plan and equipment inventory complete. Next step is plan development.	Q3 2024
Asset Management Program—Sanitary Sewer Master Plan	Engineering and Public Works		Consultant has begun sewer modeling and completed pump station inspections. Project is on track for completion by summer 2024.	Q2 2024
Asset Management Program—Storm Sewer Master Plan	Engineering and Public Works		New project added Q2 2024	Q2 2025
Asset Management Program—Facilities Master Plan	Engineering and Public Works		New project added Q2 2024	Q1 2025

Proposed/Not yet funded
 On track
 Issues or concerns
 Project at risk
 Complete

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PROJECTS & INITIATIVES STRONG RELATIONSHIPS & PARTNERSHIPS

Project	Department	Status	Status Details	Completion
Gorge Bridge Midden Site Signage	HR and Community Relations		Township staff have been in communication with both Nations with regards to the status of the current signage and are awaiting direction.	Q3 2024
Community to Community Engagement (Songhees and Esquimalt First Nations)	HR and Community Relations		Working with respective Councils on engagement options and timelines	Ongoing
Develop opportunities for service agreements with Songhees and Esquimalt Nations	HR and Community Relations		Departments working in applicable areas (e.g., archaeological requirements)	Ongoing

Proposed/Not yet funded On track Issues or concerns Project at risk Complete

POTENTIAL FUTURE PROJECTS

These projects are forthcoming actions to help advance the existing council priorities.

They will be implemented as Projects near completion and as staff capacity allows. They are intended to initiate within the 2023-2026 time period.

Project	Department	Council Priority
Esquimalt Together Against Graffiti	Engineering and Public Works	Engaged & Healthy Community
Update to Sidewalk Master Plan	Engineering and Public Works	Engaged & Healthy Community
Front Yard Deer Fencing Policy Development	Development Services	Engaged & Healthy Community
Saunders Street Municipal Park	Development Services	Engaged & Healthy Community
BC Transit Passes to Esquimalt Youth	Financial Services and IT	Engaged & Healthy Community
Municipal Lands Future Disposition	Development Services	Good Governance & Organizational Excellence
Inflow and Infiltration Bylaw	Engineering and Public Works	Good Governance & Organizational Excellence
Phase out Fuel Powered Landscape Equipment	Parks and Recreation	Climate Resilience & Environmental Stewardship
DADU Housing Simplify Program	Development Services	Housing
Development Handbook	Development Services	Housing
Major Zoning Bylaw Update	Development Services	Housing
Community Amenity Contributions Assessment	Development Services	Housing
Townhouse Zoning Incentive Program	Development Services	Housing
Omnibus Zoning Bylaw Amendments	Development Services	Housing
OCP Recalibration	Development Services	Housing
Zoning/OCP Reduce Hurdles for Commercial Space Development	Development Services	Housing
Policy Direction – COTW Discussion – Floor Area Ratio Deviations from OCP	Development Services	Housing
Development Cost Charges Bylaw	Development Services	Housing

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RELATED DOCUMENTS

- > Official Community Plan
- > 2023 Financial Plan Bylaw
- > 2022 Annual Report
- > Period reports
- > Active Transportation Network Plan
- > Climate Action Plan
- > Art in Public Spaces Plan

Find these and other corporate documents on [Esquimalt.ca](https://www.esquimalt.ca) or visit Esquimalt Municipal Hall at 1229 Esquimalt Rd.



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STAY IN TOUCH

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IN PERSON

**Esquimalt Municipal Hall
1229 Esquimalt Rd.
Esquimalt, B.C V9A 3P1**

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Township of ESQUIMALT

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1229 Esquimalt Road
Esquimalt, B.C.
V9A 3P1

esquimalt.ca

Welcome to Saxe Point Park

Township of
ESQUIMALT

TRAIL ETIQUETTE

- NO BIKES ALLOWED
- NO MOTORIZED VEHICLES ALLOWED (EXCEPT SERVICE VEHICLES)
- SHOW COURTESY TO OTHER TRAIL USERS AT ALL TIME
- USE THE RIGHT SIDE OF THE TRAIL
- ALWAYS PASS ON THE LEFT SIDE OF THE TRAIL
- LISTEN FOR AUDIBLE SIGNALS AND ALLOW FASTER TRAIL USERS TO PASS SAFELY
- BE ESPECIALLY ALERT WHEN RUNNING
- STAY ON THE TRAIL IN THE FORESTED AREAS TO REDUCE DAMAGE AND IMPACTS TO OUR NATURAL AREAS
- ADHERE TO ALL POSTED SIGNS WITHIN THE PARK INCLUDING DOG OWNER RESPONSIBILITY

We acknowledge with respect the Lekwungen-speaking peoples on whose traditional territory the Township stands and the Songhees and Esquimalt peoples whose historical relationships with the land continue to this day.

