

Corporation of the Township of Esquimalt



2010 | Annual Report

Township of
ESQUIMALT

Our Vision:

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

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

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

Our Mission:

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



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Esquimalt Fast Facts

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



For the First Nations people who have resided here for centuries, Esquimalt means “place of shoaling waters.” The community is defined by the water and shores that surround it.

Geographically, the Township is comprised of a peninsula bounded on the south by the Juan de Fuca Strait, on the west by Esquimalt Harbour, and on the north by a long finger-like inlet of tidal water called the Gorge. Moving inland, the landscape is characterized by rocky outcrops and hills in the west and central areas, and relatively level lands to the south and north. The ocean shoreline is characterized by rocky headlands, coves and bays, and several beaches with public access.

Historically, it was the quality of Esquimalt’s natural harbour which led to the community being selected as the site for the headquarters of the Royal Navy’s Pacific Squadron in 1865. Today, this same site serves as home to the Canadian Forces Base Esquimalt. The naval base is now the largest employer in Esquimalt, and the original town site has disappeared inside the boundaries of the Base.

Today, the compact community is the embodiment of the “live, work, play” west coast lifestyle.

Mayor's Message



On behalf of Esquimalt Council, I am proud to share highlights of the Township's accomplishments in 2010. The year was a busy one in which progress was made on a number of fronts in support of our strategic plan.

The year began with the excitement of the 2010 Olympic Games. Esquimalt participated by opening our Sports Center to the Chinese curling teams and we hosted a joint meeting of Esquimalt and Victoria Chambers of Commerce - members are still talking about their curling lesson!

Our Fire Department underwent significant restructuring in 2010 as a result of the Hughes Audit. We believe this was a successful process and we now have a much improved work environment at the department under the leadership of new Chief, David Ward.

The Victoria Police Audit results in March started a much-needed process of working toward a contract relationship for police service provision in the community. As a result of this audit, the Esquimalt Policing and Law Enforcement Advisory Panel was established in June of 2010 to recommend a policing and law enforcement model to serve the municipality.

The Esquimalt Village Plan made significant strides in the year. Based on community input, Council approved a preferred option for the plan, which establishes criteria for mixed use development of the area, located east of Park Place behind Municipal Hall. This is a bold and innovative plan and there will be more public hearings on the project in 2011.

Another major step forward for the community was the grand opening of the Admirals/Colville intersection. With the completion of this project, pedestrians, rail commuters, cyclists and drivers can move safely and efficiently through – and to – our community. A train station information kiosk/rest area is located at the intersection. While providing a useful spot for pedestrians and cyclist to stop, it is also a symbol of our support for increased use of the rail corridor and for green transportation in the community.

Our parks and greenways are such an asset to our community. In 2010, a community garden was established at Anderson Park for those residents who do not have room at their homes to enjoy gardening. The improvements at the Japanese Garden in Esquimalt Gorge Park, one of the oldest Japanese Gardens in North America, also continued.

Throughout the year, we continued to host forums for residents to provide input on a variety of issues vital to our community, including policing, sewage treatment, and taxation/municipal services. On the sewage treatment issue, we also developed a website on regional sewage treatment to provide residents with an information source on regional sewage treatment and options. During the year we also invited the community to provide ideas for our 2012 Centennial Celebrations.

As you can see, this was a productive year in so many ways. I'd like to thank my Council colleagues, Township staff, our municipal committees and residents of Esquimalt for their dedication and imagination in working towards our common goal of community improvement.

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

Barb Desjardins
Mayor of the Township of Esquimalt

Mayor and Council



Barb Desjardins - Mayor

Appointments

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

Internal Appointments

Centennial Celebrations Select Committee



Meagan Brame - Councillor

Appointments

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

Internal Appointments

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



Randall Garrison - Councillor

Appointments

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

Internal Appointments

Advisory Planning Commission
Environmental Advisory Committee



Alison Gaul - Councillor

Appointments

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

Internal Appointments

Local Grant Committee
Parks and Recreation Advisory Committee



Esquimalt Mayor and Council 2008 - 2011

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



Lynda Hundleby - Councillor

Appointments

Capital Regional Water Supply Commission
Provincial Capital Commission

Internal Appointments

Environmental Advisory Committee
Esquimalt Together Against Graffiti
Heritage Advisory Committee



Don Linge - Councillor

Appointments

Capital Region Housing Corporation Board
Capital Region Housing Trust Fund Commission

Internal Appointments

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



Bruce McIldoon - Councillor

Appointments

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

Internal Appointments

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

Message from the Chief Administrative Officer



2010 was an extremely busy year for the Township of Esquimalt resulting in many significant accomplishments. While 2009 was a time for important assessments of our service delivery models, 2010 was results- and action-oriented, moving forward with and completing initiatives.

The senior management team focussed on accomplishing the objectives set out by Council in the strategic plan. With an emphasis on sustainability, the strategic plan had many ambitious goals. I am pleased to say that there was significant progress in achieving these goals and objectives in this fiscal year.

Some of our accomplishments for the year include:

- Adoption of the Pedestrian Charter as an amendment to our Official Community Plan;
- Adoption of a secondary suite bylaw, completion of Phase 1 of the pedestrian network master plan;
- Approval of the preferred development option for the Esquimalt Village Plan;
- Development of a green building checklist, development of statements of significance and heritage awards to assist in identifying and conserving heritage resources,
- Changes to the OCP allowing increased height and density; and,
- Establishment of the Esquimalt Policing and Law Enforcement Advisory Board to review delivery of policing services.

These accomplishments establish new standards and guidelines for municipal operations.

Perhaps more tangible projects included improvements to Archie Browning Sports Centre, extensive work on sidewalks and additional crosswalks, improved communications including development of a community calendar, enhancements to our website and an increase in community meetings. Additionally, the Emergency Plan was updated, a Community Risk Assessment was completed, an ESS team was established and emergency program training was provided to staff, Council and volunteers in order to ensure readiness in the event of an emergency. Energy studies on all municipal facilities were completed and the Township participated in numerous activities and opportunities to promote sustainable practices including the establishment of the community garden. Continued efforts to improve sewer infrastructure were undertaken to identify and correct cross connections within the system. Phase 1 of the Craigflower Road improvement project was completed in addition to the Admirals/Colville project.

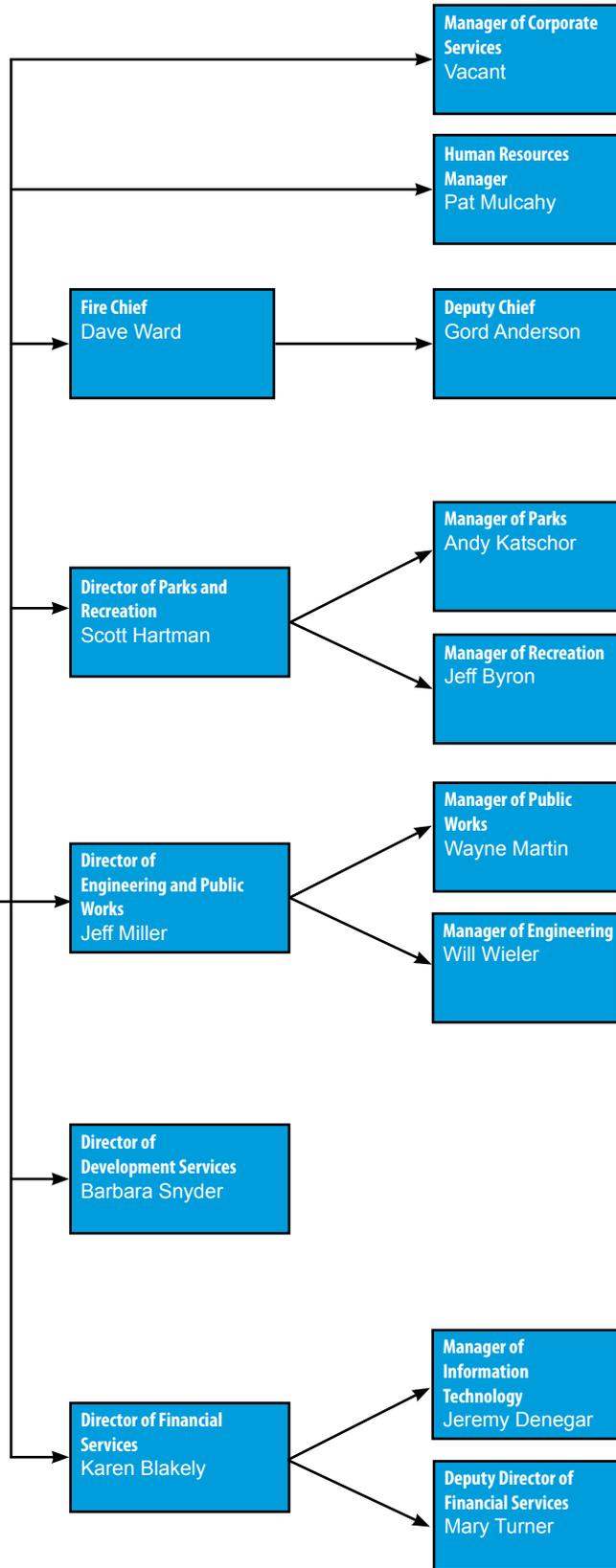
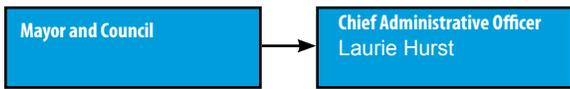
All Township staff can take pride in the achievements of 2010. I invite everyone to review this annual report, which highlights these achievements as we move forward with Council's goal of community sustainability.

A handwritten signature in black ink that reads "LHurst". The signature is fluid and cursive.

Laurie Hurst
Chief Administrative Officer



Organizational Chart



Environmental Sustainability

The Township of Esquimalt takes its commitment to the environment very seriously and has been busy with a handful of sustainability initiatives this year. Staff, Council and the Environmental Advisory Committee work together to minimize the Township's impact on the environment, and provide community leadership on environmental initiatives.

As a signatory to the BC Climate Action Charter, the Township of Esquimalt is committed to:

- Becoming corporate carbon neutral in its operations by 2012;
- Measuring and reporting on the community's GHG emissions profile;
- Creating a complete, compact, and energy-efficient community; and
- Reporting annually on the progress towards becoming carbon-neutral by 2012.

The Township of Esquimalt's Carbon Tax Grant for 2010 was \$15,407. The grant is deposited to the Sustainability Reserve Fund and is only used for funding future sustainability initiatives. In 2010, monies from this fund paid for the installation of a Solar Hot Water System at Municipal Hall.

2010 Accomplishments

Community Workshops. In an effort to promote sustainable practices to Esquimalt residents, a number of free workshops were held in 2010, including composting workshops, a bike maintenance workshop and a Home Energy Savings Workshop.

Compost Bin Sale. During Earth Week in April 2010, the Township, in partnership with the Greater Victoria Compost Education Centre, hosted a compost bin sale drive. Some 100 residents took advantage of the program and purchased a backyard composter.

Community Gardens. Anderson Park, located on Colville Road across from Esquimalt High School, was chosen as the site for the Esquimalt Community Garden. The community garden uses 10 per cent of the park's total land area (approximately 300 square meters) as garden plots for those in the community who do not have access to a yard to create a garden.



Community garden at Anderson Park

Community Energy & Emissions Plan. Esquimalt was selected to be the first of five communities to pilot the BC Hydro Community Energy and Emissions Planning QuickStart Program. A one-day intensive planning session involving members of staff, Council and the environmental advisory committee was held in October 2010. The plan will be drafted in 2011 with input from the public.

Greenhouse Gas Reduction Targets. Esquimalt's Official Community Plan was amended to introduce community greenhouse gas emission reduction targets. The Township is committed to reducing community greenhouse gas emissions by at least 38% by 2020 and 83% by 2050 (compared to 2007 levels).

Energy Audit of Municipal Facilities. As a BC Hydro Power Smart Partner, the energy audit recommended measures in all buildings that, when implemented, could reduce:

- electrical consumption by 308,000 kWh/year;
- natural gas use by 8,500 GJ/year; and
- greenhouse gas emission levels by 441 tCO₂e/year.

Major building retrofits at the Archie Browning Sports Centre and Esquimalt Recreation Centre began in 2010, with further building retrofits planned in the near future.

Solar Hot Water. In June, the Municipal Hall was retrofitted with a domestic solar hot water system. The Township was also designated as a BC Solar Community for its efforts in promoting clean energy and reducing the community's greenhouse gas emissions.



Social Development

Arts and Culture

In its second year, the Arts Culture and Special Events Committee organized numerous activities appealing to all members of our community.

In October, the Committee hosted the second annual "Harvest of the Arts" showcasing many of Esquimalt's talented artists and performers. Painters, jewellers, potters, photographers, costume designers, musicians and Highland dancers participated in this all day event.

In addition, a Seniors' Tea was hosted in April, 2010 with students from Esquimalt High School and L'Ecole Brodeur serving refreshments while seniors enjoyed the musical entertainment. Esquimalt is known as being "foot friendly," so walking tours have recently become popular with residents and visitors. A series of Sunday morning walks was held during the summer months, beginning with a Jane's Walk in West Bay followed by tours of The Gorge, Lampson St. / Highrock Park, and Old Esquimalt Village.



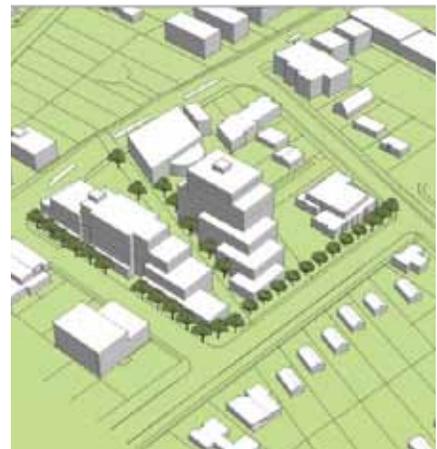
Affordable Housing

One of Esquimalt's major initiatives to address affordable housing was the legalization of secondary suites in late 2009. Throughout the past year, staff continued to work with home owners to encourage the registration of new, existing, and renovated suites to ensure that rental units are safe and meet the requirements of the BC Building Code. In addition to providing needed rental accommodation, secondary suites make home ownership more affordable for home buyers. They may also allow seniors to remain in their homes for longer periods with the assurance that they are not alone in the building, and that their income is supplemented with rental revenue.



Esquimalt Village Project

Planning for the village core has been underway since early 2007 and has involved many open houses and discussions at Council meetings. In October 2010, Council endorsed a preferred option for the development of Phase 1 of the Esquimalt Village Plan which includes the lands occupied by the old municipal hall, old public works yard and town square. Bylaws to amend the Official Community Plan and Zoning Bylaw to allow the project to proceed will be considered by Council in 2011.





Honouring our past: Municipal Hall staff members circa 1962.



Township Departments

Corporate Services

Financial Services

Engineering and Public Works

Development Services

Parks and Recreation

Emergency Services



Corporate Services

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

Administration

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

During 2010, the division coordinated a total of 163 meetings at Esquimalt Municipal Hall, including 46 Council and Committee of the Whole meetings, 40 In-Camera meetings, and 37 Committee meetings. The division also coordinated the Health and Safety Committee and the Labour Management Liaison Committee.

Additional 2010 Highlights:

- Prepared 76 staff reports to Council;
- Drafted and received Council adoption on two new policies; and,
- Processed 13 Freedom of Information requests.

Archives

In addition to housing municipal records of all kinds, the Esquimalt Archives is a safe, permanent home for the records of businesses and organizations, and for family papers and photographs. The Archives also plays a role in promoting public awareness regarding the rich heritage of Esquimalt. This is done through such things as manuscripts, journals, graphic images, clippings, census information, maps, self-guided walking tours and library holdings.

In June 2010, Greg Evans was appointed as the Municipal Archivist. For the first six months of 2010, the archives were very capably managed by volunteer and well-known local historian Sherri Robinson, who handled a multitude of requests for information of all kinds. She continues to volunteer three days per week. From January through December 2010, there were 310 enquiries for information via site visits, telephone, emails or by letter, with several requests coming from overseas. Volunteers logged some 1,290 hours over the course of

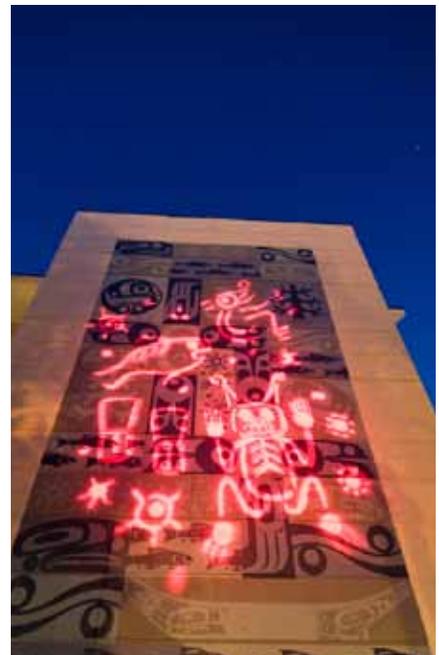
the year. Thanks go to Sherri and Darwin Robinson, Loc Hung, Katie Kaye and Kay Stidston for their contribution of time and expertise over the course of 2010.

Communications

The goal of the Communications Division is to ensure that high quality and consistent communication messages are delivered to the Township's many stakeholders. Communications efforts in 2010 included ongoing improvements to the Township's websites, an active community newsletter publishing program, and media relations activities (news releases, media advisories and event hosting.)

Sustainability

The Township of Esquimalt is committed to sustainability and protecting the environment and is taking steps to become a leader and innovator in sustainable community development. Township sustainability efforts are administered within the Corporate Services Division by a Sustainability Coordinator, who promotes initiatives, resources and rebates to support sustainability practices within the Township. Staff, Council and the Environmental Advisory Committee are working together to minimize the Township's impact on the environment, and provide community leadership on environmental initiatives. (for more information on Township sustainability, see page 8.)



Financial Services

Financial Services is responsible for the overall management of the Township's financial affairs, providing budget control, financial reporting and for the provision of networked information systems.



The Financial Services Department maintains the accounting and budget system providing information to ensure fiscal responsibility and relevant financial information for residents, Council and staff. Ongoing activities include payment processing, preparation and collection of property taxes, business and dog licenses, permits, and day-to-day accounting and payroll for the municipality. Financial Services is also responsible for cash management, insurance and risk management.

Staff members provide assistance to residents with property taxes, Home Owner Grants, fees and licences.

The Information Technology section within the department is responsible for computer hardware, business software applications, corporate database systems, telecommunications and systems security. IT staff members ensure all Township departments make the most effective use of current and new technologies. The goal of the section is to ensure Township information systems run smoothly.



Engineering and Public Works

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

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

Capital projects undertaken by the Engineering Department during 2010 focussed on safety and accessibility improvements in the Township and included Phase 2 of the Craigflower Road Improvement Project. The project will improve traffic flow, aesthetics, and safety, and increase the capacity of the road for pedestrians and cyclists. The upgrade includes a rain garden for natural treatment of storm water from the roadway. Other capital projects undertaken in the year included:

- Upgrading the Arm Street Seawall to extend the life of the structure. As part of this project, the Engineering department worked with the Department of Fisheries and Oceans to relocate a population of Olympic Oysters from the construction area.
- Construction of new sidewalk on the south side of Munro Avenue near Fleming Beach, improving pedestrian safety and sidewalk continuity.



Drilling anchors into the Arm Street Seawall



Road improvement project on Esquimalt Road

During 2010, Public Works operations included maintenance and improvements to the municipal sewage system, roadways and sidewalks as well as handling refuse collection, fleet services and building maintenance. Specific improvements in 2010 included:

- The replacement of a traffic controller at Fern Hill which will help ensure efficient movement of traffic along Esquimalt Road.
- Separation of 21 combination manholes for sanitary and stormwater collection systems.
- Embarking on a dye-testing program to determine the number of sanitary/storm cross connections in the Township.

Development Services

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

Development Services encompasses several distinct areas of activity including planning, building inspection and bylaw enforcement.

Planning involves preparing long-range plans for the Township, providing advice and recommendations to Council and Committees on land use issues, promoting the community to potential developers, processing applications for rezoning, development permits, variances and subdivisions, and researching issues and drafting policies and regulations to address them.

This department is also responsible for providing information to home owners, purchasers, realtors and the development community regarding the history of properties, their servicing requirements and development potential. In 2010, Planning focussed on the Esquimalt Village Plan, secondary suite regulations, a Green Building Checklist, and a review of the Zoning Bylaw.

Building Inspection is responsible for reviewing building permit applications and completing inspections of construction work to ensure that new buildings and renovations comply with the BC Building and Plumbing Codes. The Township's Building Inspectors spend many hours assisting residents by explaining the requirements of the Building and Plumbing Codes even before application is made for permits. The department is also responsible for inspections related to business licenses to ensure that commercial premises are safe and comply with code requirements.



Some of the major construction projects completed in 2010 included a new mixed-use, commercial and residential building at 1008 Tillicum Road, a 41-unit condominium building at 1405 Esquimalt Road, and a new modular office structure near the Admirals / Colville intersection. In addition, a 13-unit townhouse project is under construction on Craigflower Road.

Enforcement of the Township's many bylaws and regulations is one of the major functions of Development Services. Activities undertaken during 2010 included enforcement of the Township's Noise Bylaw, issuing parking tickets pursuant to our Streets and Traffic Bylaw, and ensuring compliance with our Maintenance of Property Bylaw, and our Zoning and Parking Bylaws.

2010	2009	% Change in 2010
185 Building Permits issued	121 Building Permits issued	+ 53%
141 Plumbing Permits issued	85 Plumbing Permits issued	+ 66%
103 Business Licenses issued	90 Business Licenses issued	+ 14%
237 Parking Tickets issued	213 Parking Tickets issued	+ 11%
20 Development Applications considered	11 Development Applications considered	+ 181%
78 new Residential Units approved	19 new Residential Units approved	+ 410%

Parks and Recreation

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

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 services in three main areas:

- Parks and sports fields;
- Recreation, leisure, and fitness programs for youth and adult groups; and,
- Facility rentals.

Our programs and services generate revenue directly through user fees, but additional economic activity is generated from the department staging and promoting sporting and special events in the community, such as the Victoria Curling Classic and the LifeMark Esquimalt 5k Fun Run and Walk.

Parks

Parks staff 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. Throughout 2010 parks staff — working alongside volunteers, community organizations, First Nations, and youth groups — also provided support for a variety of Township events.

2010 Parks Project Highlights

- Completion of landscaping projects at the Colville Train Kiosk and at the Public Safety Building.
- Creation of a community garden at Anderson Park.
- Completion of Phase 3 of the Japanese Garden upgrade in Esquimalt Gorge Park. This phase of the project included extension of the ornamental stream and the addition of two new bridges. A traditional Japanese entrance gate was added as well as a new sitting area to contemplate the tranquility of the garden.
- With a \$31,000 BC Hydro Regreening Grant, the Parks Department purchased trees for Township



New interpretive signage at Esquimalt Gorge Park

parks and boulevards. During 2010, some 200 trees were planted throughout the community.

- Bullen Park improvements included the construction and replacement of sidewalks, and the removal of an unused cinder block building and a discontinued batting cage.

Recreation

Recreation staff was busy throughout 2010 planning and implementing recreation and fitness programs for residents of all ages. On average, 651 people participated daily in drop-in programs at both the Esquimalt Recreation Centre and the Archie Browning Sports Centre. Some 5,510 memberships were sold, 827 Leisure Involvement for Everyone Passes were issued and 9,664 registrants enjoyed 1,736 programs.

Parks and Recreation

Archie Browning Sports Centre Upgrade

With funding from Infrastructure Canada, Archie Browning Sports Centre received several upgrades in 2010, including the replacement of two barrel roofs, and energy-saving improvements to the facility's refrigeration systems. Accessibility was improved with the addition of a ramp into the curling facility, automatic doors into all parts of the Sports Centre, and the addition of an accessible change room in the arena. Visitors to the centre will also notice new lighting in the skating rink, new low-flow toilets and automatic water-saving faucets. Safety upgrades include an upgraded fire detection system with improved alarms and sensors and new light standards in the parking area behind the curling rink. The total cost of the project was \$1,992,000 and was funded evenly between the municipality and the federal and provincial governments.



New barrel roofs on Archie Browning Sports Centre, as seen from Bullen Park.

Department Achievements

- The Township hosted a lighting celebration for the 2010 Paralympic Torch Relay on March 6th. The Torch was lit in a First Nations ceremony on Bullen Field before being relayed throughout the region.
- The Victoria Curling Classic was held at the Archie Browning Sports Centre March 25th-28th, with over 1000 event passes being sold to spectators who enjoyed four days of elite international curling.
- First "Walkers Only" 5K event held in September of 2010.

- New Horizons for Seniors Grant received in November 2010 to design and install an outdoor fitness circuit for use by our senior population.
- The Regional Annual Pass, a successful pilot project, was established as a permanent offering. A corporate component of the pass was implemented giving purchasers access to 13 recreation centres in the Greater Victoria Area.

Esquimalt Community Events

The Recreation Department provides support to several community events. In 2010, these events included:

- Lions Easter Egg Hunt at Esquimalt Gorge Park – Sunday, April 4th
- Rivers and Oceans' Day – Sunday, June 6th
- Buccaneer Days – June 11th to 13th
- VicPD Youth Bonfire at Macaulay Point – July 10th
- Esquimalt Lantern Festival – September 25th
- Esquimalt Children's Story Festival – October 2nd
- Lion's Halloween Bonfire – October 31st
- Esquimalt Celebration of Lights – December 7th

Community Development

Esquimalt Together Against Graffiti (ETAG)

ETAG is a volunteer-driven initiative to eradicate graffiti in Esquimalt. Program volunteers and municipal staff work to remove graffiti on municipal property, businesses, and other structures. Aside from the hard work removing graffiti, other successful initiatives during the year included installing utility box wraps and upgrading bus shelters.

Esquimalt Youth Strategy

Esquimalt Youth Services is in the process of writing a new Youth Strategy for the Township. Timeline for completion and distribution of the new strategy will be June 2011.



Emergency Services

Overview

There are 24 members in the Suppression Division supported by one Fire Chief and a half-time Administrative Assistant. The department provides a variety of services to the residents of the Township including Medical First Responder, Fire Investigation, Fire Prevention, confined space rescue, public education, hazardous materials response and fire suppression. In 2010, Esquimalt Fire Rescue responded to 1,104 incidents.

Training

Members train on a daily basis to NFPA Standards and are educated in Justice Institute Fire Officer Programs as they advance through their career. Training is recorded quarterly to ensure members are current in all their disciplines. Members also receive operational level hazardous materials training, and several members participate as Hazmat Technicians with the CRD Hazmat Response Team.

Key Accomplishments

A significant restructuring was completed in the second half of 2010. This included the promotion of three exempt Assistant Chiefs and the transitioning of the Deputy Fire Chief to an operational position. On the heels of this restructuring, succession planning commenced for senior leadership positions within the department. The department undertook a rigorous recruitment competition and established a hiring pool to meet departmental needs for the next three years. An administrative position was also established which has an additional role of Emergency Program Manager.

Other accomplishments:

- Planning commenced for the Fire Hall bay extension and seismic upgrade to accommodate apparatus storage.
- The department took delivery of a new aerial fire apparatus and completed an intensive driver training program.
- The Learn Not to Burn fire safety program was delivered to children from kindergarten to grade four.



Esquimalt's new ladder truck at the 2010 Fire Hall Open House

Emergency Program

The Fire Department is responsible for the Esquimalt Emergency Program and the Fire Chief acts as the Emergency Program Coordinator.

Township Training

Ten staff attended varying levels of EOC training courses offered throughout the region. In addition to this, fire department officers and new directors completed Emergency Operations Centre Level One training, and Council was trained on their role in the event of a Declaration of State of Local Emergency.

Emergency Social Services (ESS)

December marked the one year anniversary of the ESS team. In their first year volunteers have taken on specific tasks to share the load with Emergency Social Services Director Keith Davies. The team was called into action on December 24th with an apartment fire which tested the capacity and training of the team in very challenging circumstances.

Neighbourhood Emergency Preparedness Program (NEPP)

The NEPP includes free individual preparedness presentations to community residents.

Emergency Radio Communications (COMMS)

The Emergency Communications group provides backup communication capabilities to the municipality in the event regular communication methods—telephone, cell and fax systems—become unavailable. The team drills weekly to ensure response abilities.

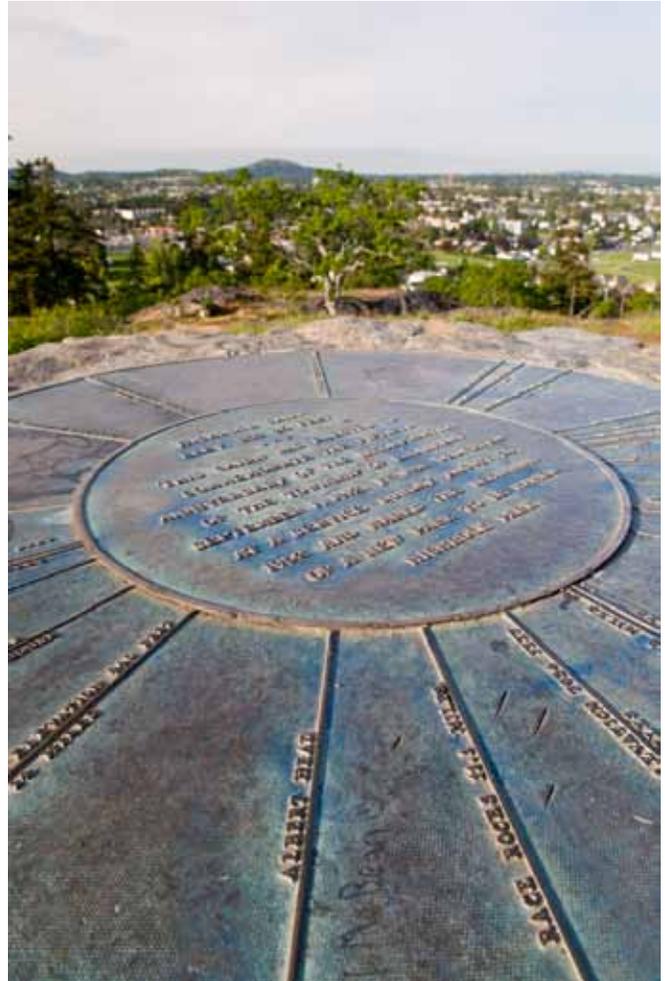
Financial Section

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

The Township's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

Mayor and Council meet with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

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



Laurie Hurst, CGA
Chief Administrative Officer



Karen Blakely, CGA
Chief Financial Officer and Director of Financial Services

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



KPMG LLP
Chartered Accountants
St. Andrew's Square II
800 - 730 View Street
Victoria BC V8W 3Y7

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Internet www.kpmg.ca

Independent Auditors' Report

To the Mayor and Councillors of the Corporation of the Township of Esquimalt

We have audited the accompanying financial statements of the Corporation of the Township of Esquimalt which comprise the statement of financial position as at December 31, 2010, the statements of operations, change in net debt and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Corporation of the Township of Esquimalt as at December 31, 2010, and its results of operations and its changes in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

June 20, 2011

Victoria, Canada

The Corporation of the Township of Esquimalt

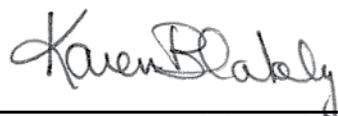
Statement of Financial Position

December 31, 2010, with comparative figures for 2009

	2010	2009
Financial assets:		
Cash and cash equivalents (note 2)	\$ 13,164,166	\$ 14,978,901
Property taxes receivable	609,829	422,845
Accounts receivable	859,146	763,855
Government grant receivable	1,663,707	968,022
Property acquired for taxes	181,200	181,200
MFA debt reserve cash	181,907	176,184
	<u>16,659,955</u>	<u>17,491,007</u>
Financial liabilities:		
Accounts payable and accrued liabilities	7,122,288	7,122,416
Deferred revenue and deposits (note 3)	1,916,288	1,242,232
Long-term debt (note 4)	10,727,717	11,306,227
Obligations under capital leases (note 5)	145,170	97,230
Employee benefit and retirement obligations (note 6)	1,061,866	995,692
	<u>20,973,329</u>	<u>20,763,797</u>
Net debt	(4,313,374)	(3,272,790)
Non-financial assets:		
Tangible capital assets (note 7)	76,251,556	70,745,096
Inventory of supplies	92,523	78,787
Prepaid expenses and deposits	666,426	754,174
	<u>77,010,505</u>	<u>71,578,057</u>
Accumulated surplus (note 8)	<u>\$ 72,697,131</u>	<u>\$ 68,305,267</u>

Commitments and contingent liabilities (note 11)

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



CFO and Director of Financial Services

The Corporation of the Township of Esquimalt

Statement of Operations

Year ended December 31, 2010, with comparative figures for 2009

	Budget (Unaudited - note 12)	2010	2009
Revenues:			
Taxes for municipal purposes (note 9)	\$ 13,246,983	\$ 13,245,998	\$ 12,699,908
Payment in place of taxes (note 10)	8,419,787	8,303,212	8,750,626
Sale of services	3,332,135	3,099,673	3,176,131
Other revenue from own sources	1,354,602	1,596,316	2,552,903
Conditional transfers from other governments	6,554,832	4,852,141	4,005,706
Unconditional transfers from other governments	611,062	211,887	982,441
Total revenue	33,519,401	31,309,227	32,167,715
Expenses:			
General government	3,242,317	3,197,530	3,199,126
Protective services	9,931,070	10,389,997	10,135,644
Transportation	2,456,775	3,185,809	3,408,682
Environmental health	1,195,061	1,458,837	1,787,649
Environmental development	590,929	444,685	320,545
Recreation, parks and culture	8,194,748	8,240,505	8,272,185
Total expenses	25,610,900	26,917,363	27,123,831
Annual surplus	7,908,501	4,391,864	5,043,884
Accumulated surplus, beginning of year	68,305,267	68,305,267	63,261,383
Accumulated surplus, end of year	\$ 76,213,768	\$ 72,697,131	\$ 68,305,267

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

The Corporation of the Township of Esquimalt

Statement of Change in Net Debt

Year ended December 31, 2010, with comparative information for 2009

	Budget (Unaudited - note 12)	2010	2009
Annual surplus	\$ 7,908,501	\$ 4,391,864	\$ 5,043,884
Acquisition of tangible capital assets	(11,403,699)	(8,093,964)	(6,852,879)
Acquisition of capital lease		(104,420)	-
Amortization of tangible capital assets	-	2,400,967	2,226,384
Proceeds on sale of tangible capital assets		5,626	35,344
Loss on disposal of tangible capital assets		285,331	-
	(11,403,699)	(5,506,460)	(4,591,151)
Consumption (acquisition) of inventory and supplies		(13,736)	6,899
Consumption (acquisition) of prepaid expenses		87,748	(125,925)
		74,012	(119,026)
Change in net debt	(3,495,198)	(1,040,584)	333,707
Net debt, beginning of year	(3,272,790)	(3,272,790)	(3,606,497)
Net debt, end of year	\$ (6,767,988)	\$ (4,313,374)	\$ (3,272,790)

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

The Corporation of the Township of Esquimalt

Statement of Cash Flows

Year ended December 31, 2010, with comparative figures for 2009

	2010	2009
Cash provided by (used in):		
Operating activities		
Annual surplus	\$ 4,391,864	\$ 5,043,884
Items not involving cash:		
Amortization of tangible capital assets	2,400,967	2,226,384
Change in employee benefits and other liabilities	66,174	70,661
Actuarial adjustment on debt	(130,682)	(105,041)
Loss on disposal of tangible capital assets	285,331	-
Change in non-cash operating assets and liabilities:		
Property taxes receivable	(186,984)	43,343
Tax sale receivable	-	529,549
Accounts receivable	(95,291)	145,799
Government grant receivable	(695,685)	(968,022)
MFA debt reserve fund cash	(5,723)	(4,881)
Accounts payables and accrued liabilities	(128)	(33,294)
Deferred revenue and deposits	674,056	(207,319)
Inventory of supplies	(13,736)	6,899
Prepaid expense and deposits	87,748	(125,925)
	<u>6,777,911</u>	<u>6,622,037</u>
Capital activities:		
Acquisition of tangible capital assets	(8,093,964)	(6,852,879)
Proceeds on disposal of tangible capital assets	5,626	35,344
	<u>(8,088,338)</u>	<u>(6,817,535)</u>
Financing activities:		
Capital lease principal repaid	(56,480)	(56,764)
Long-term debt principal repaid	(447,828)	(447,828)
	<u>(504,308)</u>	<u>(504,592)</u>
Decrease in cash and cash equivalents	(1,814,735)	(700,090)
Cash and cash equivalents, beginning of year	14,978,901	15,678,991
Cash and cash equivalents, end of year	<u>\$ 13,164,166</u>	<u>\$ 14,978,901</u>
Supplemental cash flow information:		
Cash paid for interest	\$ 680,135	\$ 680,875
Cash received from interest	\$ 227,457	\$ 99,481
Assets acquired under capital lease	\$ 104,420	\$ -

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

The Corporation of the Township of Esquimalt

Notes to Financial Statements

Year ended December 31, 2010

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 Canadian Institute of Chartered Accountants. 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.

(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.

Casino revenues are required to be spent on eligible expenditures as defined in the agreement with the provincial government. The gross revenue received is deferred and recorded as revenue when the related expenditures are incurred.

(c) Government transfers:

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

(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 expenses are incurred, services performed, or the tangible capital assets are acquired.

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

1. Significant accounting policies (continued):

(e) 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.

(f) 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.

(g) 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.

(h) Non-financial assets:

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

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

1. Significant accounting policies (continued):

(h) Non-financial assets (continued):

(i) Tangible capital assets

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

Asset	Useful life in years
Land improvements	15 - 50
Building and building improvements	10 - 40
Vehicles, machinery and equipment	3 - 30
Water and wastewater infrastructure	25 - 60
Roads infrastructure	20 - 80

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

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions including a tangible capital asset in lieu of a developer cost charge, is considered to be equal to its fair value at the date of receipt and also are recorded as revenue.

(iii) Works of art and cultural and historic assets

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

(iv) Interest capitalization

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

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

1. Significant accounting policies (continued):

(h) Non-financial assets (continued):

(v) Leased tangible capital assets

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

(vi) Inventories of supplies

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

(i) Use of estimates:

The preparation of financial statements in conformity with Canadian 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. Significant estimates include assumptions used in estimating historical cost and useful lives of tangible capital assets and estimating provisions for accrued liabilities including employee future benefits. Actual results could differ from those estimates.

2. Cash and cash equivalents:

	2010	2009
Cash and bank deposits	\$ 818,266	\$ 759,664
Municipal Finance Authority Money Market Funds	12,345,900	14,219,237
	\$ 13,164,166	\$ 14,978,901

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

3. Deferred revenue and deposits:

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

	2010	2009
Gas Tax Agreement Funds	\$ 535,363	\$ 51,545
Gaming revenue	263,297	150,897
Trust and deposit liabilities	160,073	285,551
Unearned recreation fees	353,511	307,074
Property tax instalments	470,731	376,309
Miscellaneous	133,313	70,856
	<u>\$ 1,916,288</u>	<u>\$ 1,242,232</u>

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

Schedule of Receipts and Disbursements of Gas Tax Agreement Funds:

	2010	2009
Opening balance	\$ 51,545	\$ 241,216
Add:		
Amounts received during the year	502,629	509,666
Interest earned	1,297	6,590
	<u>555,471</u>	<u>757,472</u>
Less eligible expenditures	(20,108)	(705,927)
Closing balance	<u>\$ 535,363</u>	<u>\$ 51,545</u>

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

4. Long-term debt:

Bylaw	Purpose	Matures	Rate	Original Amount	Sinking Fund	Net Balance	
						2010	2009
<u>General Capital</u>							
2492	Recreation Centre	3/10/2023	4.775%	\$ 2,800,000	\$ 697,865	\$ 2,102,135	\$ 2,216,997
2492	Recreation Centre	3/12/2022	5.370%	4,000,000	1,159,590	2,840,410	3,011,280
				6,800,000	1,857,455	4,942,545	5,228,277
<u>Sewer Capital</u>							
2281	Sanitary Sewers	5/11/2012	5.850%	425,000	351,542	73,458	109,101
2565	Sanitary Sewers	3/12/2022	4.820%	2,353,000	247,473	2,105,527	2,191,274
2565	Sanitary Sewers	3/12/2022	4.430%	1,129,000	162,288	966,712	1,009,701
2565	Sanitary Sewers	2/12/2025	4.170%	2,012,000	369,130	1,642,870	1,722,597
2565	Sanitary Sewers	2/12/2024	4.975%	1,256,000	259,395	996,605	1,045,277
				7,175,000	1,389,828	5,785,172	6,077,950
				\$ 13,975,000	\$ 3,247,283	\$ 10,727,717	\$ 11,306,227

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

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

Total interest on long-term debt for the year was \$678,801, including accrued interest of \$94,670 (2009 - \$678,801, including accrued interest of \$94,670).

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

4. Long-term debt (continued):

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

Principal payments on long-term debt for the next five years are as follows:

2011	\$	447,828
2012		447,828
2013		428,132
2014		428,132
2015		428,132

5. Obligations under capital lease:

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

2011	\$	59,886
2012		48,722
2013		35,385
2014		4,744
2015		655
Total minimum payments		149,392
Less amounts representing interest (at prime plus 1%)		-4,222
Present value of net minimum capital lease payments	\$	145,170

Total interest on leases for the year was \$1,413 (2009 - \$1,905).

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

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. The accrued benefit obligations and the net periodic benefit cost were estimated by an actuarial valuation completed effective for December 31, 2010.

Information about liabilities for employee benefit plans is as follows:

	2010	2009
Accrued benefit obligation, beginning of year	\$ 995,692	\$ 925,031
Service cost	74,100	69,800
Interest cost	44,300	42,700
Benefits payments	(22,600)	(30,900)
Past agreement refund accrual	(29,626)	(10,939)
Accrued benefit liability, end of year	\$ 1,061,866	\$ 995,692

The actuarially accrued benefit obligation set out in the actuarial valuation is \$835,600 (2009 - \$840,200), resulting in a variance of \$226,266 between the obligation and the accrued benefit liability of \$1,061,866 (2009 - \$995,692). The variance is composed of the following two amounts: an actuarial net gain of \$219,500 (2009 - \$128,400) and the special agreement refund accrual of \$6,766 (2009 - \$27,092). This actuarial gain is being amortized over a period equal to the employees' average remaining service lifetime of 12 years.

The accrued benefit obligations and the net periodic benefit cost were estimated by actuarial valuation as of December 31, 2010. The significant assumptions adopted in measuring the Township's accrued benefit obligations are as follows:

	2010	2009
Discount rates	4.50%	4.75%
Expected inflation rate	2.50%	2.50%
Expected wage and salary increase, based on age and gender	2.58% - 4.63%	2.63% - 4.63%

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

6. Employee benefit and retirement obligations (continued):

Municipal Pension Plan

The Township and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trusted pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 163,000 active members and approximately 60,000 retired members. Active members include approximately 35,000 contributors from local government.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of Plan funding. The most recent valuation as at December 31, 2009 indicated an unfunded liability of \$1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012, with results available in 2013. The actuary does not attribute portions of the unfunded liability to individual employers. The Township paid \$828,618 (2009 - \$763,094) for employer contributions while employees contributed \$659,196 (2009 - \$600,087) to the plan in fiscal 2010.

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, 2007. At December 31, 2010, the total plan provision for approved and unreported claims was \$11,368,636 with a net surplus of \$963,472. The Township paid \$30,482 (2009 - \$28,892) for employer contributions in fiscal 2010.

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

7. Tangible capital assets:

Cost	Balance December 31, 2009	Additions	Disposals	Balance December 31, 2010
Land and land improvements	\$ 36,515,536	\$ 1,377,904	\$ -	\$ 37,893,440
Building and building improvements	17,021,246	1,843,159	(103,150)	18,761,255
Vehicles, machinery and equipment	6,657,028	1,468,936	(247,533)	7,878,431
Water and wastewater infrastructure	16,757,498	3,422,167	-	20,179,665
Roads infrastructure	27,051,624	5,760,520	(791,507)	32,020,637
Work in progress	8,954,154	3,133,414	(8,807,716)	3,279,852
Total	\$ 112,957,086	\$ 17,006,100	\$ (9,949,906)	\$ 120,013,280

Accumulated amortization	Balance December 31, 2009	Disposals	Amortization expense	Balance December 31, 2010
Land and land improvements	\$ 9,071,448		\$ 132,381	\$ 9,203,829
Building and building improvements	6,305,784	(103,149)	564,348	6,766,983
Vehicles, machinery and equipment	3,579,214	(194,504)	423,140	3,807,850
Water and wastewater infrastructure	9,373,100		308,944	9,682,044
Roads infrastructure	13,882,444	(553,580)	972,154	14,301,018
Total	\$ 42,211,990	\$ (851,233)	\$ 2,400,967	\$ 43,761,724

Net book value	Balance December 31, 2009	Balance December 31, 2010
Land and land improvements	\$ 27,444,088	\$ 28,689,611
Building and building improvements	10,715,462	11,994,272
Vehicles, machinery and equipment	3,077,814	4,070,581
Water and wastewater infrastructure	7,384,398	10,497,621
Roads infrastructure	13,169,180	17,719,619
Work in progress	8,954,154	3,279,852
Total	\$ 70,745,096	\$ 76,251,556

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

7. Tangible capital assets (continued):

(a) Assets under construction

Assets under construction having a value of \$3,279,852 (2009 - \$8,954,154) have not been amortized. Amortization of these assets will commence when the asset is put into service.

(b) Contributed tangible capital assets

Contributed tangible capital assets are recognized at fair market value at the date of contribution. There were no contributed tangible capital assets during the year (2009 - \$nil).

(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 (2009 - \$nil).

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

8. Accumulated Surplus:

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

	2010	2009
Surplus:		
Equity in tangible capital assets	\$ 65,378,669	\$ 59,341,639
Unappropriated operating funds	2,896,319	2,705,750
Total surplus	68,274,988	62,047,389
Appropriated operating funds:		
Celebrations Rainy Day	8,000	8,000
Future expenditure	416,133	809,666
Property acquired for taxes	181,200	181,200
Uncollected taxes	100,000	100,000
Working capital	400,000	400,000
Total appropriated operating funds	1,105,333	1,498,866
Reserve funds set aside for specific purposes by Council:		
Capital Projects	1,347,922	1,650,403
Local Improvement	121,915	121,201
Machinery and Equipment	1,596,758	2,396,180
Municipal Archives Trust	5,306	5,278
Parkland Acquisition	246	423,384
Tax Sale Lands	143,561	142,719
Sustainability	64,082	19,847
Eva Chafe	37,020	-
	3,316,810	4,759,012
	\$ 72,697,131	\$ 68,305,267

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

9. Taxes:

	2010	2009
Taxes for municipal purposes:		
Property tax	\$ 13,022,074	\$ 12,477,943
1% Utility tax	223,924	221,965
	<u>\$ 13,245,998</u>	<u>\$ 12,699,908</u>

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

	2010	2009
Taxes, requisitions and levies collected on behalf of the following agencies are not included in these statements:		
Province of British Columbia - school purposes	\$ 5,606,271	\$ 5,259,034
Capital Regional District - requisition	1,463,012	1,375,546
Capital Regional District - 9-1-1 call answer levy	72,575	70,939
Capital Regional Hospital District - requisition	820,388	600,507
British Columbia Assessment Authority	194,711	174,330
British Columbia Transit - Victoria Regional Transit Commission	570,602	488,969
Municipal Finance Authority	557	515
	<u>\$ 8,728,116</u>	<u>\$ 7,969,840</u>

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

10. Payments in lieu of taxes:

	2010	2009
Payments in place of taxes received for municipal purposes:		
Federal government	\$ 8,172,969	\$ 8,604,159
British Columbia Hydro & Power Authority	114,290	131,017
Liquor Distribution Branch	13,606	13,226
Provincial Rental Housing Corporation	2,347	2,224
	<u>\$ 8,303,212</u>	<u>\$ 8,750,626</u>
Payments in place of taxes collected on behalf of the following agencies are not included in these statements:		
Province of British Columbia - school purposes	\$ 2,949,433	\$ 2,926,160
Capital Regional District	910,580	939,773
Capital Regional Hospital District	405,904	313,997
British Columbia Assessment Authority	130,818	128,788
British Columbia Transit - Victoria Regional Transit Commission	403,974	369,732
Municipal Finance Authority	280	273
	<u>\$ 4,800,989</u>	<u>\$ 4,678,723</u>

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

11 Commitments and contingent liabilities:

(a) Contractual commitments:

At December 31, 2010, the following major contracts were in progress:

	Total amount of contract	Paid on contract to December 31, 2010
Instituform Technologies Ltd.	\$ 1,739,424	\$ 1,739,738
Aggressive Excavating (Craigflower Phase 1)	2,478,335	2,556,365
Aggressive Excavating (Craigflower Phase 2)	3,307,672	2,835,013
Focus Corporation	382,458	255,145
Northridge Equipment	1,714,242	1,665,848
Stantec Engineering	374,300	362,395
1st Team Consulting	431,732	529,750
	<u>\$ 10,428,163</u>	<u>\$ 9,944,254</u>

(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 are included in the Township's financial assets as restricted cash and are held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposits are refunded to the Township. At December 31, 2010 there were contingent demand notes of \$426,971 (2009 - \$426,971), which are not recorded in the financial statements of the Township.

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

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

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

12. Budget data:

The unaudited budget data presented in these financial statements is based upon the 2010 operating and capital budgets approved by Council on May 10, 2010. Amortization was not contemplated on the development of the budget and, as such, has not been included. The table below reconciles the approved budget to the budget figures reported in these financial statements.

	Budget amount
Revenues:	
Operating budget	\$ 38,676,483
Less:	
Transfer from other funds	(4,357,146)
Proceeds on debt issue	(799,936)
Total revenue	33,519,401
Expenses:	
Operating budget	38,676,483
Less:	
Capital expenditures	(11,403,699)
Transfer to other funds	(1,193,580)
Debt principal payments	(468,304)
Total expenses	25,610,900
Annual surplus	\$ 7,908,501

13. Segmented Information:

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

(i) General Government

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

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

13. Segmented Information (continued):

(ii) Protective Services:

Protective services is comprised of four different functions, including the Township's emergency program services, fire, police and regulatory and development services. The emergency program services prepares the Township to be more prepared and able to respond to, recover from, and be aware of the devastating effects of a disaster or major catastrophic event that will impact the community. The fire department is responsible for providing critical, life-saving services in preventing or minimizing the loss of life and property from fire and natural or man-made emergencies.

The police services provided by the City of Victoria ensures the safety of the lives and property of the Township as well as Victoria citizens through the enforcement of municipal bylaws, criminal laws and the laws of British Columbia, the maintenance of law and order; and the prevention of crime. The mandate of the regulatory and development services is to promote, facilitate and enforce general compliance with the provisions of bylaws that pertain to the health, safety and welfare of the community and to provide a full range of planning services related to zoning, development permits, variance permits, and current regulatory issues.

(iii) Transportation Services:

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

(iv) Environmental Health Services:

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

(v) Environmental Development:

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

The Corporation of the Township of Esquimalt

Notes to Financial Statements (continued)

Year ended December 31, 2010

13. Segmented Information (continued):

(vi) Recreation, Parks and Culture:

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

Certain allocation methodologies have been employed in the preparation of the segmented financial information. Taxation and payments-in-lieu of taxes are apportioned based on budgeted taxation revenue as presented in the 2010-2014 financial plan.

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

The Corporation of the Township of Esquimalt

Notes to Financial Statements

Year ended December 31, 2010

13. Segmented Information (continued):

2010		Environmental						
		General Government	Protective Services	Transportation Services	Environmental Health Services	Development Services	Recreation and Cultural Services	2010
Revenue:								
	Taxation	\$ 21,549,210	-	-	-	-	-	\$ 21,549,210
	Goods and services	1,585,648	53,836	331,572	133,353	11,445	2,580,135	4,695,989
	Government transfers	257,502	68,432	4,733,746	-	-	4,348	5,064,028
	Total revenue	23,392,360	122,268	5,065,318	133,353	11,445	2,584,483	31,309,227
Expenses:								
	Salary and wages	1,580,214	3,443,102	1,360,141	324,451	316,260	4,783,287	11,807,455
	Materials, supplies and services	1,361,851	6,842,110	649,212	476,178	128,425	2,571,030	12,028,806
	Interest and other	1,334	-	-	330,301	-	348,500	680,135
	Amortization	254,131	104,785	1,176,456	327,907	-	537,688	2,400,967
	Total expenses	3,197,530	10,389,997	3,185,809	1,458,837	444,685	8,240,505	26,917,363
	Annual surplus (deficit)	\$ 20,194,830	\$ (10,267,729)	\$ 1,879,509	\$ (1,325,484)	\$ (433,240)	\$ (5,656,022)	\$ 4,391,864

The Corporation of the Township of Esquimalt

Notes to Financial Statements

Year ended December 31, 2010

13. Segmented Information (continued):

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

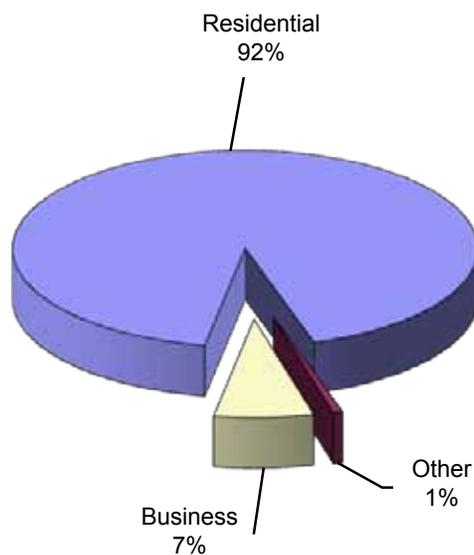
Statistical Information

As per BC Assessment Roll Tax Base Report

Taxable Assessments of Land and Improvements 2006 - 2010

Property Class	2010	2009	2008	2007	2006
Residential	\$2,238,867,104	\$2,105,421,703	\$2,064,352,103	\$1,834,292,603	\$1,577,143,802
Utilities	998,000	856,300	854,200	854,330	786,385
Major Industry	8,874,800	7,701,300	3,734,000	3,419,400	3,018,400
Light Industry	16,123,100	9,741,700	11,609,700	10,326,100	9,159,200
Business	167,111,803	149,792,253	148,822,252	127,048,953	104,135,979
Recreation Non-Profit	10,983,900	10,227,800	10,227,800	9,896,400	9,776,800
	\$2,442,958,707	\$2,283,741,056	\$2,239,600,055	\$1,985,837,786	\$1,704,020,566

2010 Assessment by Type



Source: BC Assessment

Statistical Information

Property Tax Rates 2006 - 2010

	2010	2009	2008	2007	2006
Municipal (\$ per 1000 assessment)					
Residential	4.610	4.701	4.435	4.664	4.928
Utilities	21.030	28.395	26.864	33.746	38.087
Major Industry	29.433	30.441	28.794	29.812	31.387
Light Industry	15.571	17.101	16.179	17.243	18.067
Business & Other	12.645	14.041	13.155	14.420	16.221
Recreation/Non-profit	4.944	5.092	4.818	4.801	4.516
Total (\$ per 1000 assessment)					
Residential	7.474	7.494	7.145	7.562	8.295
Utilities	40.226	48.193	46.234	54.438	59.987
Major Industry	41.951	42.943	43.485	47.816	50.012
Light Industry	26.214	27.826	26.542	28.889	31.449
Business & Other	22.676	24.202	22.958	25.536	29.153
Recreation/Non-profit	9.541	9.822	9.410	9.679	9.728
Municipal Tax Billings by Property Class					
Residential	\$10,321,334	\$9,897,314	\$9,156,392	\$8,555,746	\$7,771,991
Utilities	20,988	24,315	22,947	28,830	29,951
Major Industry	261,214	234,436	107,537	101,939	94,739
Light Industry	251,055	166,595	187,834	178,056	165,480
Business & Other	2,113,181	2,103,202	1,957,746	1,832,088	1,689,144
Recreation/Non-profit	54,303	52,082	49,273	47,508	44,152
	\$13,022,074	\$12,477,943	\$11,481,730	\$10,744,167	\$9,795,457

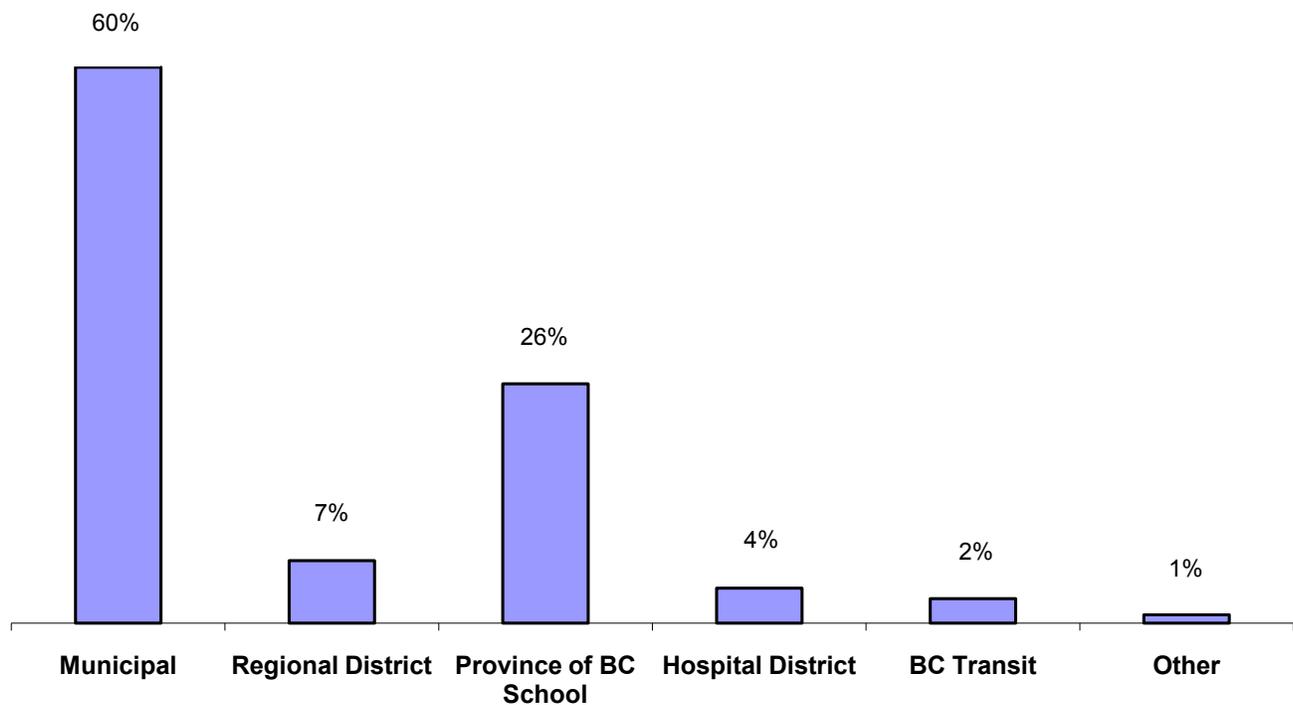
Source: Corporation of the Township of Esquimalt Finance Department

Statistical Information

Property Tax Levied and Collected 2006 - 2010

	2010	2009	2008	2007	2006
Municipal	\$13,022,074	\$12,477,943	\$11,481,730	\$10,744,168	\$9,793,022
Regional District	1,463,012	1,375,546	1,395,100	1,278,158	1,225,662
Province of BC School	5,606,271	5,259,034	5,117,105	5,033,265	5,060,626
Hospital District	820,388	600,507	506,998	455,758	426,914
BC Transit	570,602	488,969	418,590	365,091	312,415
Other	194,711	174,330	164,787	161,383	165,226
	557	515	442	576	496
	\$21,677,615	\$20,376,844	\$19,084,752	\$18,038,399	\$16,984,361
Total Current Taxes Levied	21,677,615	20,376,844	19,084,752	18,038,399	16,984,361
Current Taxes Collected	21,250,401	20,051,239	18,690,508	17,748,942	16,904,272
Percentage	98.03%	98.40%	97.93%	98.40%	99.53%

2010 Taxes by Jurisdiction



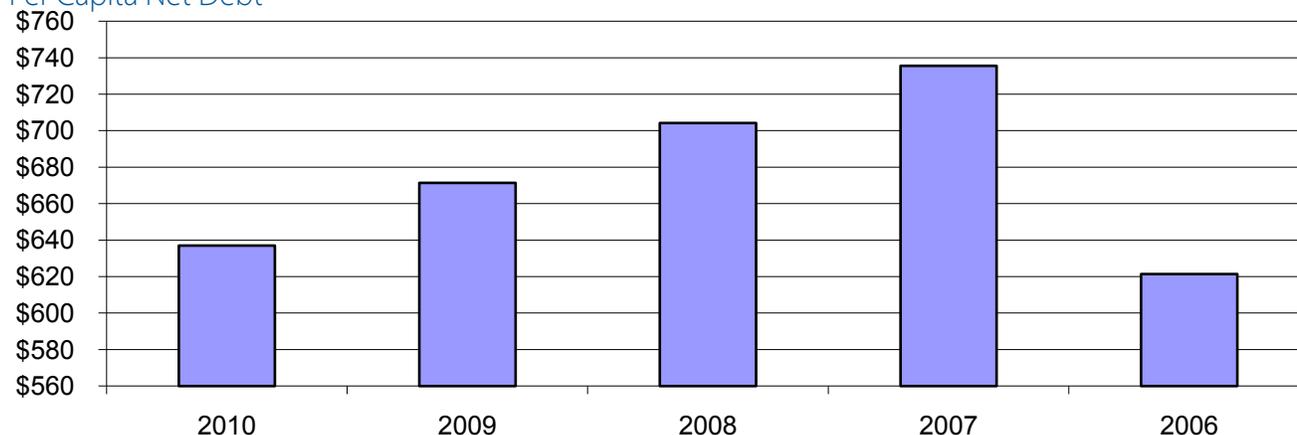
Source: Corporation of the Township of Esquimalt Finance Department

Statistical Information

Debenture Debt 2006 - 2010

	2010	2009	2008	2007	2006
Gross Outstanding Debt	\$13,975,000	\$13,975,000	\$13,975,000	\$13,975,000	\$11,622,000
Less: Sinking Fund Payments	3,247,283	2,668,774	2,115,904	1,587,901	1,158,772
Net Debt	\$10,727,717	\$11,306,226	\$11,859,096	\$12,387,099	\$10,463,228
General	\$4,942,545	\$5,228,277	\$5,500,403	\$5,759,590	\$6,006,397
Sewer	5,785,172	6,077,950	6,358,693	6,627,509	4,456,831
	\$10,727,717	\$11,306,227	\$11,859,096	\$12,387,099	\$10,463,228
Debt Servicing Costs					
Property Tax Supported	\$909,522	\$910,298	\$933,004	\$1,134,381	\$987,672
Casino	275,000	275,000	275,000	275,000	275,000
Municipal Finance Authority Bonds	-	-	-	-	-
Total Debt Servicing Costs	\$1,184,522	\$1,185,298	\$1,208,004	\$1,409,381	\$1,262,672
Population	16,840	16,840	16,840	16,840	16,840
Net Debt per Capita	\$637	\$671	\$704	\$736	\$621
Debt Servicing per Capita	\$70	\$70	\$72	\$84	\$75
Debt Service as % of Expenditures	4.40%	4.37%	4.87%	5.74%	5.68%
# of Households	8,317	8,311	8,319	8,309	8,010
Gross Debt Servicing Limit	\$6,581,601	\$6,906,607	\$6,497,388	\$6,165,792	\$5,704,056
Debt Capacity Available	\$5,397,079	\$5,723,214	\$5,164,514	\$4,694,649	\$4,273,824

Per Capita Net Debt



Source: Corporation of the Township of Esquimalt Finance Department and Statistics Canada

Statistical Information

Revenue and Expenses 2006 - 2010

Revenue	2010	2009	2008	2007	2006
Property taxes	\$13,245,998	\$12,699,908	\$11,694,124	\$10,946,113	\$9,996,768
Payments in place of taxes	8,303,212	8,750,626	8,212,472	7,833,351	7,439,567
Sale of services	3,099,673	3,176,131	3,305,289	2,698,144	2,633,630
Other revenue from own sources	1,596,316	2,552,903	2,226,492	2,724,024	2,316,049
Unconditional transfers from other governments	211,887	982,441	557,042	521,854	471,899
Conditional transfers from other governments	4,852,141	4,005,706	190,374	179,663	157,615
	\$31,309,227	\$32,167,715	\$26,185,793	\$24,903,149	\$23,015,528

Expenses by Function

General government	\$3,197,530	\$3,199,126	\$2,884,072	\$2,969,415	\$2,845,034
Protective services	10,389,997	10,135,644	8,934,262	8,645,498	7,521,431
Transportation	3,185,809	3,408,682	3,654,685	3,182,426	2,239,805
Environmental health (garbage collection; sanitary sewers)	1,458,837	1,787,649	1,388,424	1,820,808	1,994,488
Environmental development (land use planning)	444,685	320,545	388,080	386,778	299,131
Recreation, parks and culture	8,240,505	8,272,185	7,560,557	6,778,365	6,692,411
Other	-	-	-	772,143	633,777
	\$26,917,363	\$27,123,831	\$24,810,080	\$24,555,433	\$22,226,077

Expenses by object

Personnel costs	\$11,807,455	\$11,670,309	\$10,905,613	\$10,347,621	\$9,850,430
Materials, supplies and services	12,028,806	12,546,263	10,956,470	10,310,401	9,526,494
Interest and other	680,135	680,875	696,461	638,876	581,230
Capital	-	-	-	3,258,535	2,267,923
Amortization	2,400,967	2,226,384	2,251,536	-	-
	\$26,917,363	\$27,123,831	\$24,810,080	\$24,555,433	\$22,226,077

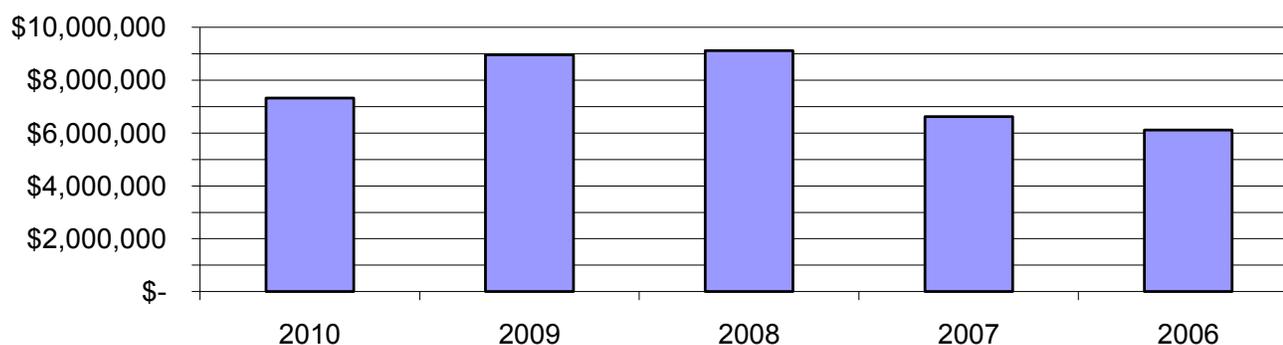
Source: Corporation of the Township of Esquimalt Finance Department

Statistical Information

Reserve Funds and Appropriated and Unappropriated Operating Funds 2006 - 2010

Description	2010	2009	2008	2007	2006
Reserve Funds					
Capital Projects	\$1,347,922	\$1,650,403	\$1,908,225	\$1,710,849	\$1,322,720
Local Improvements	121,915	121,201	175,228	168,962	174,915
Machinery and Equipment Depreciation	1,596,758	2,396,180	2,563,235	2,405,510	2,871,131
Municipal Archives Trust	5,306	5,278	5,225	5,055	4,616
Parkland Acquisition	246	423,384	418,794	403,813	349,754
Tax Sale Lands	143,561	142,719	141,171	136,120	88,656
Sustainability	64,082	19,847	-	-	-
Eva Chafe	37,020	-	-	-	-
	3,316,810	4,759,012	5,211,878	4,830,309	4,811,792
Appropriated Operating Funds					
Celebration Rainy Day	8,000	8,000	8,000	8,000	8,000
Future expenditure	416,133	809,666	969,504	563,659	285,668
Property acquired for taxes	181,200	181,200	181,200	181,200	181,200
Uncollected taxes	100,000	100,000	100,000	100,000	100,000
Working Capital	400,000	400,000	400,000	400,000	400,000
	1,105,333	1,498,866	1,658,704	1,252,859	974,868
Unappropriated Operating Funds	2,896,319	2,705,750	2,249,946	535,682	331,200
Total	\$7,318,462	\$8,963,628	\$9,120,528	\$6,618,850	\$6,117,860

Total Reserve Funds, Appropriated and Unappropriated Operating Funds



Source: Corporation of the Township of Esquimalt Finance Department

Statistical Information

2010 Grants

Organization	Exemption From Property Taxes	Grants	Total
2483 PPCLI Army Cadet Corps - Parents Sponsoring Committee		750	750
Big Brothers Big Sisters of Victoria		7,500	7,500
Bike to Work Society		1,500	1,500
Boys and Girls Club Services of Greater Victoria	2,433	7,000	9,433
Canadian Motorcycle Cruisers		2,400	2,400
Capital Mental Health Association	5,331		5,331
City of Victoria - Portion of Barnard Park off Sea Terrace	1,439		1,439
City of Victoria - Canada Day Celebrations		2,000	2,000
City of Victoria - Our Place Society		4,386	4,386
Community Social Planning Council of Greater Victoria		3,221	3,221
Creative Peace Mural Society		750	750
Crisis Intervention and Public Information Society of Greater Victoria (NEED)		4,026	4,026
Esquimalt Anglers' Association	156		156
Esquimalt High School		800	800
Esquimalt High School - Athletic Team Funding		3,000	3,000
Esquimalt High School - Terry Fox Scholarship		500	500
Esquimalt High School - Township of Esquimalt Scholarship		500	500
Esquimalt High School - Tree Committee		2,000	2,000
Esquimalt Lantern Festival Society		4,000	4,000
Esquimalt Neighbourhood House Society	5,792	17,000	22,792
Friends of Living & Learning Through Loss		2,000	2,000
Greater Victoria Development Agency		1,000	1,000
Greater Victoria Film Commission		1,000	1,000
Greater Victoria Volunteer Society (Victoria Volunteer Bureau)		2,416	2,416
Habitat Acquisition Trust	5,270		5,270
Island Corridor Foundation	2,587		2,587
L'Ecole Victor Brodeur - Athletic Team Funding		2,500	2,500
Macaulay Elementary School Parents' Advisory Council - Crossing Guard		14,000	14,000
Maritime Museum of British Columbia Society		1,000	1,000
Michael Dunahee Keep the Hope Alive Drive		1,472	1,472

(continued next page)

Statistical Information

2010 Grants (continued)

Organization	Exemption From Property Taxes	Grants	Total
Ocean's Day Festival Society		2,500	2,500
Prostitutes Empowerment Education & Resource Society	5,579	2,000	7,579
Racquet Club of Victoria Figure Skating		2,000	2,000
Rock Solid Foundation	940		940
Rockheights Middle School		2,000	2,000
Royal Canadian Legion Esquimalt Dockyard Branch 172	10,115		10,115
Shoreline Community Middle School		2,500	2,500
Society of St. Vincent de Paul Vancouver Island	8,924	4,500	13,424
St. John Ambulance Association		878	878
The Victoria First Church of the Nazarene	10,192		10,192
The Ismail Jamatkhana and Centre (0768944 BC Ltd)	7,538		7,538
Tourism Victoria		1,957	1,957
Victoria Operatic Society	6,765		6,765
Victoria Restorative Justice		9,000	9,000
Victoria/Esquimalt Jr. B. Lacrosse		500	500
World Fisheries Trust		1,000	1,000
	<hr/>	<hr/>	<hr/>
	73,061	115,556	188,617

Township Strategic Plan, Goals and Values

Community Goals

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

Social Improvement

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

Sustainable Economic Growth

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



Township Strategic Plan, Goals and Values

Environmental Responsibility

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

Transportation

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

Therefore:

- Council supports and encourages improved transit service including rail on the Esquimalt & Nanaimo (E&N) corridor.
- Council supports a number of other initiatives which will lead to improvements in various transportation modes including walking, cycling, busing, rail on the E&N and ferry service.
- Council believes that commuter rail transit could provide an outstanding opportunity for Esquimalt.



Measuring our Performance

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

Township Organizational Values

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

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

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

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

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

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

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

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

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

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





Township of
ESQUIMALT

A decorative blue wave graphic that starts under the 'E' and ends under the 'T' of 'ESQUIMALT', curving upwards at both ends.