



Township of
ESQUIMALT

Annual Report 2008

Township of Esquimalt Annual Report 2008

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Consolidated Financial Statements of the

**CORPORATION OF THE
TOWNSHIP OF ESQUIMALT**

Year ended December 31, 2008

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Council

MUNICIPAL COUNCIL

Mayor

Barbara E. Desjardins

COUNCILLORS

Meagan Brame

Randall Garrison

Alison Gaul

Lynda Hundleby

Donald E. Linge

Bruce McIldoon

ESQUIMALT PARKS AND RECREATION ADVISORY COMMITTEE

Richard J. Fyfe, Chair

Jennifer Parlee, Vice-Chair

Maureen E. Mitchell-Starkey

Councillor Lynda Hundleby

Councillor Donald E. Linge

Geoff Murray

Steve Zeitz

OFFICIALS

Chief Administrative Officer

Director of Financial Services/Collector of Taxes

Director of Engineering Services

Director of Development Services

Director of Parks and Recreation Services

Fire Chief

Corporate Administrator

Auditors KPMG

Solicitors

Bankers

Thomas C. Day

Laurie A. Hurst, CGA

Gilbert Cote, P.Eng.

Barbara Snyder, MCIP

Vacant

Paul E. Nelson, B.A.

Larry Randle

LLP

Lidstone Young Anderson

Staples McDannold Stewart

Bank of Montreal

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Consolidated Financial Statements

Year ended December 31, 2008

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FINANCIAL REPORTING RESPONSIBILITY

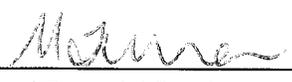
The accompanying consolidated financial statements of the Corporation of the Township of Esquimalt (the "Township") are the responsibility of management. To ensure their integrity, objectivity and reliability, management has selected appropriate accounting policies that are consistent with generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The financial statements necessarily include some amounts that are based on estimates and the judgment of management with appropriate consideration to materiality.

The Township's accounting systems and related internal controls and supporting procedures are designed and maintained to provide reasonable assurance that financial records are complete and accurate and that assets are safeguarded against loss from unauthorized use or disposition. The procedures include training and selection of qualified staff, the establishment of an organizational structure that provides a well-defined division of responsibilities, accountability for performance and communication of standards of business conduct.

The Municipal Council oversees management's responsibilities for the financial reporting and internal control systems. Council meets periodically with management and the independent auditors to satisfy themselves that management's responsibilities are properly discharged and to review and receive the consolidated financial statements.

KPMG LLP, Chartered Accountants, the independent auditors appointed by the Township, have examined these financial statements and issued their report, which follows. The auditors have full and unrestricted access to the Council to discuss their audit and their related findings.


A/ _____
Corporate Administrator


A/ _____
Director of Financial Services



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

Telephone (250) 480-3500
Fax (250) 480-3539
Internet www.kpmg.ca

AUDITORS' REPORT TO THE MAYOR AND COUNCILLORS OF THE CORPORATION OF THE TOWNSHIP OF ESQUIMALT

We have audited the consolidated statement of financial position of the Corporation of the Township of Esquimalt as at December 31, 2008 and the consolidated statements of financial activities and changes in financial position for the year then ended. These financial statements are the responsibility of the Township's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Township as at December 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants

Victoria, Canada

April 10, 2009

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Consolidated Statement of Financial Position

Statement A

December 31, 2008, with comparative figures for 2007

	2008	2007
Financial Assets		
Cash and temporary investments (note 2)	\$ 15,678,991	\$ 17,836,703
Property taxes receivable	995,737	688,237
Receivables and other	976,893	643,879
Property acquired for taxes	181,200	181,200
Total financial assets	17,832,821	19,350,019
Liabilities		
Payables and accrued liabilities	6,567,704	6,924,596
Deferred revenue and deposits (note 3)	1,716,510	1,452,520
Long-term debt (notes 4 and 5)	11,859,096	12,387,099
Lease obligations (note 6)	153,994	227,596
Employee benefit and retirement obligations (note 7)	925,031	848,481
Total liabilities	21,222,335	21,840,292
Net financial liabilities	(3,389,514)	(2,490,273)
Physical Assets		
Materials and supplies (note 8)	58,688	52,824
Capital assets (note 8)	63,880,813	60,071,781
Total liabilities	63,939,501	60,124,605
	\$ 60,549,987	\$ 57,634,332

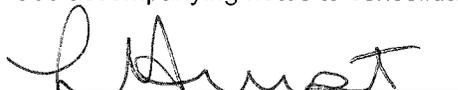
Municipal Position

Capital Fund (Schedule A)	\$ 1,440,026	\$ 3,505,572
Operating Fund (Schedule B) (note 9)	1,971,672	1,788,541
Reserve Fund (Schedule C)	5,211,878	4,830,309
	8,623,576	10,124,422
Equity in physical assets	51,926,411	47,509,910
	\$ 60,549,987	\$ 57,634,332

Contractual commitments (note 14)

Contingent liabilities (note 15)

See accompanying notes to consolidated financial statements.


 Laurie Hurst, CGA
 Director of Financial Services

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Consolidated Statement of Financial Activities

Statement B

Year ended December 31, 2008, with comparative figures for 2007

	Budget 2008	Actual 2008	Actual 2007
Revenue:			
Taxes for municipal purposes (note 10)	\$ 11,688,793	\$ 11,694,124	\$ 10,946,113
Payments in lieu of taxes (note 11)	8,194,330	8,212,472	7,833,351
Sales of services	2,889,647	3,299,423	2,698,144
Other revenue from own sources 1,877,710		2,226,492	2,724,024
Unconditional transfers from other governments	554,865	557,042	521,854
Conditional transfers from other governments	413,500	190,374	179,663
	25,618,845	26,179,927	24,903,149
Expenditure:			
General government	2,843,898	2,324,456	2,969,415
Protective services 9,395,550		8,993,491	8,645,498
Transportation 4,193,	075	4,003,960	3,182,426
Environmental health (garbage collections; sanitary sewers)	4,214,798	3,242,072	1,820,808
Environmental development (land use planning)	663,310	385,102	386,778
Recreation, parks and culture 8,035,229		7,410,865	6,778,365
Other	546,442	719,222	772,143
	29,892,302	27,079,168	24,555,433
Excess (deficiency) of revenue over expenditure (4,273,457)		(899,241)	347,716
Debt issued	-	-	2,353,000
New lease obligations	-	115,912	76,319
Debt principal repaid	(447,840)	(447,828)	(368,811)
Actuarial adjustment on debt -		(80,175)	(60,318)
Lease obligations repaid -		(189,514)	(431,603)
	(447,840)	(601,605)	1,568,587
Change in fund balances	(4,721,297)	(1,500,846)	1,916,303
Consolidated opening balances		10,124,422	8,208,119
Consolidated closing balances		\$ 8,623,576	\$ 10,124,422

See accompanying notes to consolidated financial statements.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Consolidated Statement of Changes in Financial Position

Statement C

Year ended December 31, 2008, with comparative figures for 2007

	2008	2007
Cash and temporary investments provided by (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenditure	\$ (899,241)	\$ 347,716
Actuarial adjustment on debt (80,175)		(60,318)
Decrease (increase) in non-cash financial assets:		
Property taxes receivable	(307,500)	(308,820)
Receivables and other (333,014)		742,973
Increase (decrease) in short-term liabilities:		
Payables and accrued liabilities (356,892)		385,141
Deferred revenue and deposits	263,990	437,588
Employee benefit and retirement obligations	76,550	71,931
Net increase in cash from operations (1,	636,282)	1,616,211
Financing:		
Long-term debt issued	-	2,353,000
Lease obligations incurred	115,912	76,319
Long-term debt principal repaid (447,828)		(368,811)
Lease principal repaid (189,514)		(431,603)
Net increase in cash from financing	(521,430)	1,628,905
Increase in cash and temporary investments (2	,157,712)	3,245,116
Cash and temporary investments, beginning of year 17,836,703		14,591,587
Cash and temporary investments, end of year	\$ 15,678,991	\$ 17,836,703

See accompanying notes to consolidated financial statements.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

The Corporation of the Township of Esquimalt (the "Township") is a municipality under the provisions of the British Columbia *Local Government Act and Community Charter*. These financial statements are prepared by management in accordance with Section 167 of the *Community Charter*.

1. Significant accounting policies:

The reporting entity comprises all organizations that are accountable for the administration of their affairs and resources to the Municipal Council and that are owned or controlled by the Township. These organizations include the Esquimalt Parks and Recreation Commission.

The accounting policies of the Township conform to Canadian generally accepted accounting principles, as prescribed by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants ("CICA"), and include the following:

(a) Basis of presentation:

The Township follows the fund basis of accounting. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. Currently in use are:

Operating Fund - to account for all financial resources except those required to be accounted for in another fund.

Capital Fund - to account for all capital assets of the Township and related long-term liabilities.

Reserve Fund - to account for activities within designated funds established for specific purposes. The funds are governed by bylaws defining their purpose and are funded primarily by contributions from the General Operating Fund plus interest earned on fund balances.

(b) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the period. A significant area requiring the use of estimates is employment benefits. Actual results could differ from these estimates.

(c) Property acquired for taxes:

Properties acquired for taxes that have been deeded to the municipality and that are not being used for municipal purposes are recorded at assessed values for general purposes as determined by the British Columbia Assessment Authority. Properties acquired for taxes that are subject to redemption by the owner are valued at the tax sale value.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

1. Significant accounting policies (continued):

(d) Revenue recognition:

Sources of revenue are recorded on the accrual basis and include revenue in the period in which the transactions or events occurred that gave rise to the revenues and expenditures in the period the goods and services are acquired and a liability is incurred or transfers are due.

Revenue unearned in the current period is recorded as deposits or deferred revenue. Receipts that are restricted by legislation or by agreement with external parties are deferred and reported as deferred revenue. When qualifying expenditures are incurred, deferred revenue is brought into revenue at equal amounts.

Government transfers are recognized 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.

(e) Employee future benefits:

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

Sick leave and other retirement benefits are also available to the Township's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligation under this benefit plan is accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(f) Capital assets:

Capital assets acquired or constructed for general government purposes are recorded at cost as expenditures in the period they are acquired. Donated capital assets are recorded at their estimated fair value at the time they are received. Incomplete projects are classified as work-in-progress until they are completed, at which time the asset is reclassified to the related capital asset account. The Township does not record amortization on capital assets.

The Township is in the process of accumulating information related to its tangible capital assets in order to comply with the new Public Sector Accounting Board Standard 3150. This new standard will be applicable to the Township's 2009 annual financial statements. As at December 31, 2007, the cost and accumulated amortization have not yet been finalized for the individual classes of tangible capital assets and hence details concerning the major categories of tangible capital assets have not been provided.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

1. Significant accounting policies (continued):

(g) Equity in physical assets:

Equity in physical assets represents the historical cost of those capital assets. Equity increases as physical assets are acquired without incurring long-term debt or, where such debt is incurred, by the reduction of that debt. Equity decreases as physical assets are written off on disposal.

(h) Budget:

The budget figures are the amounts set out in the annual Financial Plan adopted by bylaw on or before May 15 each year. Subsequent amendments to the Financial Plan are not reflected in these statements. No amounts are budgeted for the collection of taxes or levies on behalf of other agencies and the subsequent transfer of these funds.

2. Cash and temporary investments:

	2008 2007	
Cash and bank deposits	\$ 366,214	\$ 909,083
Municipal Finance Authority - Money Market Funds, at cost which approximates market value	15,312,777	16,927,620
	<u>\$ 15,678,991</u>	<u>\$ 17,836,703</u>

3. Deferred revenue and deposits:

	2008 2007	
Miscellaneous	\$ 486,678	\$ 639,982
Gas Tax Agreement funds	241,216	82,477
Gaming revenue	424,868	386,346
Property tax installments 563,748		343,715
	<u>\$ 1,716,510</u>	<u>\$ 1,452,520</u>

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

3. Deferred revenue and deposits (continued):

Schedule of receipts and disbursements of Gas Tax Agreement funds

	2008 2007	
Gas Tax Agreement funds		
Opening balance of unspent funds	\$ 82,477	\$ 214,141
Add:		
Amount received during year	258,770	206,508
Interest earned	4,177	9,293
	345,424	429,942
Less amount spent on projects (104,208)		(347,465)
Ending balance of unspent funds	\$ 241,216	\$ 82,477

4. Long-term debt:

Bylaw	Purpose	Matures	Rate	Original amount	Gross balance	Sinking fund	Net balance
						2008	2007
General Capital:							
2525	Recreation Centre	2022	5.370%	\$ 4,000,000	4,000,000	825,986	3,174,014
2564	Recreation Centre	2023	4.775%	2,800,000	2,800,000	473,611	2,326,389
				6,800,000	6,800,000	1,299,597	5,500,403
Sewer Capital:							
2289	Sanitary Sewers	2012	5.850%	425,000	425,000	281,956	143,044
7-04	Sanitary Sewers	2024	4.975%	1,256,000	1,256,000	164,369	1,091,631
7-05	Sanitary Sewers	2025	4.170%	2,012,000	2,012,000	212,742	1,799,258
7-06	Sanitary Sewers	2026	4.430%	1,129,000	1,129,000	77,963	1,051,037
7-07	Sanitary Sewers	2027	4.820%	2,353,000	2,353,000	79,277	2,273,723
				7,175,000	7,175,000	816,307	6,358,693
				\$ 13,975,000	13,975,000	2,115,904	11,859,096
						12,387,099	

In 2003 the Council of the Township approved By law 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. The sewer upgrade program capital expenditures are scheduled to be completed over a five year period and the funding for annual expenditures is drawn from the unissued portion of Bylaw No. 2585. Final drawdown of funding occurred in November 2007.

Total interest on long-term debt for the year was \$678,844 including accrued interest of \$94,670 (2007 - \$670,729 including accrued interest of \$103,638).

Principal payments for the next five years are 2009 - \$520,535, 2010 - \$520,535, 2011 - \$520,535, 2012 - \$520,535, 2013 - \$520,535 with a remaining balance thereafter of \$9,619,580.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

4. Long-term debt (continued):

The loan agreements with the Capital Regional District and the Municipal Finance Authority (the "Authority") provide that if at any time the scheduled payments provided for in the agreement are not sufficient to meet the Authority's obligations in respect to such borrowings, the resulting deficiency becomes a liability of the municipality.

5. Municipal Finance Authority Debt Reserve Fund:

Under borrowing arrangements with the Municipal Finance Authority ("MFA"), the Township is required to lodge security by means of demand notes and interest bearing cash deposits based on the amount of borrowing. As debt principal is retired, demand notes are released and the cash deposits are refunded and recorded as operating income in the period received.

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 held by the MFA to act as security against the possibility of debt repayments default. If the debt is retired without default, the deposits are refunded to the Township. As the security and debt reserve funds are held and maintained separately from the Township's assets and liabilities, they are excluded from the consolidated statement of financial position.

The MFA Debt Reserve Fund held in the Operating Fund is comprised of:

	2008		2007	
Cash \$	171,303	\$	164,400	
Demand notes	426,972		426,972	
	\$ 598,275	\$	591,372	

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

6. Lease obligations:

The Township has, in part, financed the municipal hall and library building and specific administrative, recreational and fire department equipment by entering into capital lease arrangements with the MFA. The Township will acquire ownership of the assets at the end of the lease term. Repayments are due as shown.

	2008 2007	
2008 \$	-	\$ 230,416
2009	61,559	22,899
2010	57,210	18,874
2011	28,091	17,388
2012	22,659	13,560
2013	4,569	-
Total minimum payments	174,088	303,137
Less amounts representing interest (at prime plus 1%)	(20,094)	(75,541)
Present value of net minimum capital lease payments	\$ 153,994	\$ 227,596

Total interest on leases for the year was \$7,720 (2007 - \$21,654).

7. Employee benefit and retirement obligations:

Employees of the Township are entitled to severance pay upon retirement or resignation after a minimum of 10 years service and to jointly funded purchase of pensionable service for their probationary periods of employment. The amounts recorded for these benefits are based upon an actuarial evaluation performed by an independent firm using a projected benefit actuarial valuation method pro-rated on services, and is reviewed on a periodic basis.

The Township provides benefits for sick leave to all of its regular employees. These employees accumulate sick leave on a monthly basis and can only use this paid time off under certain circumstances. The Town funds the employee future benefits from current operating revenue.

The Township commissioned an independent actuarial review concerning its estimated liability for sick leave, severance benefits and purchase of pensionable service as at December 31, 2008. The significant actuarial assumptions adopted in measuring the Township's accrued benefit obligations are as follows:

	2008 2007	
Discount rates	4.75%	4.75%
Expected wage and salary increases, based on age and gender	2.63% - 4.63%	2.63% - 4.63%
Expected inflation rate	2.5%	2.5%

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

7. Employee benefit and retirement obligations (continued):

Information about liabilities for employee benefit plans is as follows:

	2008		2007	
Accrued benefit liability, beginning of year	\$	848,481	\$	769,024
Service cost		72,000		65,800
Interest cost		37,800		40,000
Benefit payments		(29,500)	(42,300)	
Special agreement refund accrual (3,750)				15,957
Accrued benefit liability, end of year	\$	925,031	\$	848,481

The difference between the actuarially determined accrued benefit obligation of \$777,500 and the accrued benefit obligation of \$925,031 is an actuarial gain of \$117,200 and the special agreement refund accrual of \$30,331. The actuarial gain is being amortized over a period equal to the employees' average remaining service lifetime of 11 years.

8. Physical assets:

	2008		2007	
Capital assets:				
Engineering structures \$		19,254,147	\$	18,039,963
Buildings 22,025,385				21,858,496
Machinery and equipment 8,305,331				7,865,769
Land 4,500,706				4,500,705
Sanitary sewer system		3,656,788		3,602,436
Work-in-progress 6,138,456				4,204,412
		63,880,813		60,071,781
Inventories of materials and supplies - at weighted average cost		58,688		52,824
\$		63,939,501	\$	60,124,605

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

9. Operating Fund:

The Operating Fund balance is comprised as follows:

	2008	2007
Appropriated:		
Celebrations Rainy Day	\$ 8,000	\$ 8,000
Future expenditure	969,504	563,659
Property acquired for taxes	181,200	181,200
Uncollected taxes	100,000	100,000
Working capital	400,000	400,000
Unappropriated 312,968		535,682
\$	1,971,672	\$ 1,788,541

10. Taxes:

	2008	2007
Taxes levied for municipal purposes:		
General municipal taxes \$	11,481,730	\$ 10,744,168
1% utility tax	212,394	201,945
\$	11,694,124	\$ 10,946,113

	2008	2007
Taxes, requisitions and levies collected on behalf of the following agencies are not included in these financial statements:		
Province of British Columbia - school purposes	\$ 5,117,105	\$ 5,033,265
Capital Regional District - requisition	1,395,100	1,278,158
Capital Regional District - 9-1-1- call answer levy	75,989	74,016
Capital Regional Hospital District - requisition	506,998	455,758
British Columbia Assessment Authority 164,787		161,383
British Columbia Transit - Victoria Regional Transit Commission	418,590	365,091
Municipal Finance Authority of British Columbia	442	576
\$	7,679,011	\$ 7,368,247

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

11. Payments in lieu of taxes:

	2008	2007
Payments in lieu of taxes received for municipal purposes:		
Federal government	\$ 8,046,210	\$ 7,668,659
British Columbia Hydro & Power Authority	151,619	151,130
Liquor Distribution Branch	12,523	11,388
Provincial Rental Housing Corporation	2,120	2,174
\$	8,212,472	\$ 7,833,351

	2008	2007
Payments in lieu of taxes received on behalf of the following agencies are not included in these statements:		
Province of British Columbia - school purposes	\$ 3,439,218	\$ 3,682,380
Capital Regional District	962,764	894,786
Capital Regional Hospital District	266,709	240,189
British Columbia Assessment Authority 123,181		119,794
British Columbia Transit - Victoria Regional Transit Commission	316,966	298,033
Municipal Finance Authority of British Columbia	135	144
Other Revenue- General	2	-
\$	5,108,975	\$ 5,235,326

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

12. Pension liability:

The municipality and its employees contribute to the Municipal Pension Plan ("Plan"), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 150,000 active members and approximately 54,000 retired members. Active members include approximately 32,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of Plan funding. The most recent valuation as at December 31, 2006 indicated a surplus of \$438 million for basic pension benefits. The next valuation will be as at December 31, 2009 with results available in 2010. The actuary does not attribute portions of the surplus to individual employers. The Township paid \$722,744 (2007 - \$700,229) for employer contributions and Township employees paid \$568,431 (2007 - \$547,559) to the plan during the year.

13. 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 Employees representing a number of CUPE locals. The Trust's sole purpose is to provide a long-term disability income benefit plan. The Township and its employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined at December 31, 2006 to be \$7,187,292 with a net surplus of \$5,035,817. The Township paid \$17,120 (2007 - \$28,884) for employer contributions to the plan during the year.

14. Contractual commitments:

At December 31, 2008, the following major contracts were in progress:

T contract	Total amount of	Paid on contract to December 31, 2008
Institutform Technologies Ltd	\$ 1,739,424	\$ 1,628,190
Stantec Engineering 292,463		141,499
1 st Team Consulting	186,388	77,546
\$	2,218,275	\$ 1,847,235

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

15. Contingent liabilities:

- (a) Capital Regional District debt, under provisions of the *Local Government Act*, is a direct, joint and several liability of the Capital Regional District and each member municipality within the Capital Regional District, including the Township.
- (b) The Township is self-insured for general liability claims through membership in the Municipal Insurance Association of British Columbia, a reciprocal insurance exchange. Under this program, member municipalities are to share jointly for such claims in excess of individual deductibles ranging from \$2,500 to \$250,000 against any member. The Township's deductible is \$10,000.
- (c) The Township is a shareholder and member of the Capital Regional Emergency Service Telecommunications (CREST) Incorporated whose services provide centralized emergency communications and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and the Gulf Islands. Members' obligations to share in funding ongoing operations and any additional costs relating to capital assets are to be contributed pursuant to a members' agreement.

16. Segment 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 fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

Township services are provided by departments and their activities reported within these funds. Certain functions that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

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.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

16. Segment information (continued):

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 Esquimalt 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 provide a full range of planning services related to zoning, development permits, variance permits, and current regulatory issues.

Transportation services

Transportation services is responsible for a wide variety of transportation functions such as parking, engineering operations and streets. As well, providing services around infrastructure, traffic control, transportation planning, review of land development impacts on transportation, traffic management, pedestrian and cycling issues, on-street parking regulations, including street signs and painting as well as traffic signal timing.

Environmental health services

The environmental and public health services is comprised of three sections in the areas of solid waste services, storm drains as well as street cleaning. The solid waste collection and recycling operations section is responsible for the collection of household garbage. Storm drains section provides the design, inspection and technical supervision of civil engineering projects related to the construction and maintenance of the storm drain collection systems to protect public health. The street cleaning section is responsible for the collection and disposal of litter and debris from streets, sidewalks, squares.

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 urban design and other policy initiatives. The division is also responsible for the heritage program, downtown vitality and public use of space.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Notes to Consolidated Financial Statements

Year ended December 31, 2008

16. Segment information (continued):

Recreations, parks and cultural

Recreation services facilitates the provision of recreation and wellness programs and services through the Township's pool, arena, community and seniors' centres. Parks 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; preserves and enhances green spaces on public lands. Cultural co-ordinates and leads efforts to enhance our neighbourhoods, foster arts and culture, and work to create a Township that is vibrant and people centres.

Water and sewer utilities

The sewer utility protects the environment and human health from the impacts of liquid wastes generated as a result of human occupation and development in the Township. The water utility delivers clean, safe and aesthetically pleasing potable water, in accordance with the Provincial Drinking Water Protection Act, to the citizens of the Township of Esquimalt and City of Victoria. The water is for the purpose of domestic consumption and fire fighting.

Certain allocation methodologies have been employed in the preparation of the segmented financial information. The General Fund reports on municipal services that are funded primarily by taxation such as property taxes and other tax revenues. Taxation and payments-in-lieu of taxes are apportioned to the General Fund services based on budgeted taxation revenue as presented in the 2008-2012 consolidated financial plan.

The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in note 2. For additional information see the Consolidated Schedule of Segmented Information (Schedule D).

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Statement of Financial Activities and Fund Balance
Capital Fund

Schedule A

Year ended December 31, 2008, with comparative figures for 2007

	Budget 2008	Actual 2008	Actual 2007
Revenue:			
Other revenue from own sources	\$ -	\$ 317,704	\$ 223,118
Conditional transfers from other governments 229,000		24,338	-
Excess of revenue over expenditure	229,000	342,042	223,118
Expenditure:			
General government services:			
Buildings -		-	3,498
Machinery and equipment 54,750		75,034	169,904
	54,750	75,034	173,402
Protective services:			
Buildings 20,000		33,104	6,823
Machinery and equipment	571,900	129,906	552,431
	591,900	163,010	559,254
Transportation services:			
Engineering structures 1,471,608		996,886	1,114,751
Machinery and equipment	618,500	345,737	250,534
	2,090,108	1,342,623	1,365,285
Environmental health services:			
Engineering structures 3,085,990		2,463,278	1,008,128
Machinery and equipment	-	-	39,469
	3,085,990	2,463,278	1,047,597
Recreational and cultural services:			
Engineering structures	87,800	66,731	22,751
Buildings 163,000		144,924	-
Machinery and equipment 367,120		149,297	90,246
	617,920	360,952	112,997
Total expenditure	6,440,668	4,404,897	3,258,535
Excess of expenditure over revenue	(6,211,668)	(4,062,855)	(3,035,417)
Debt issued	-	-	2,353,000
New lease obligations	-	115,912	76,319
Actuarial adjustment on debt -		(80,175)	(60,318)
Interfund transfers:			
From Operating Fund 1,166,900		1,027,063	712,565
From Reserve Fund	5,044,768	934,509	1,369,164
	6,211,668	1,997,309	4,450,730
Change in fund balance		(2,065,546)	1,415,313
Fund balance, beginning of year		3,505,572	2,090,259
Fund balance, end of year	\$	1,440,026	\$ 3,505,572

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Statement of Financial Activities and Fund Balance
Operating Fund

Schedule B

Year ended December 31, 2008, with comparative figures for 2007

	Budget 2008	Actual 2008	Actual 2007
Revenue:			
Taxes for municipal purposes	\$ 11,688,793	\$ 11,694,124	\$ 10,946,113
Payments in lieu of taxes 8,194,330		8,212,472	7,833,351
Sales of services	2,889,647	3,299,423	2,698,144
Other revenue from own sources 1,877,710		1,729,840	2,265,529
Unconditional transfers from other governments	554,865	557,042	521,854
Conditional transfers from other governments	184,500	166,036	179,663
	<u>25,389,845</u>	<u>25,658,937</u>	<u>24,444,654</u>
Expenditure:			
General government	2,789,148	2,249,422	2,796,013
Protective 8,803,	650	8,830,481	8,086,244
Transportation 2,102,	967	2,661,337	1,817,141
Environmental health (garbage collection; sanitary sewers)	1,128,808	778,794	773,211
Environmental development (land use planning)	663,310	385,102	386,778
Recreation, parks and culture 7,417,309		7,049,913	6,665,368
Other	546,442	719,222	772,143
	<u>23,451,634</u>	<u>22,674,271</u>	<u>21,296,898</u>
Excess of revenue over expenditure 1,938,211		2,984,666	3,147,756
Interfund transfers:			
To Capital Fund	(1,166,900)	(1,027,063)	(712,565)
To Reserve Fund	(1,137,130)	(1,137,130)	(1,152,304)
Debt principal repayments	(447,840)	447,828	(368,811)
Lease obligations repaid -		(189,514)	(431,603)
	<u>(2,751,870)</u>	<u>(2,801,535)</u>	<u>(2,665,283)</u>
Change in fund balance	(813,659)	183,131	482,473
Fund balance, beginning of year		1,788,541	1,306,068
Fund balance, end of year		\$ 1,971,672	\$ 1,788,541

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Statement of Financial Activities and Fund Balance
Reserve Fund

Schedule C

Year ended December 31, 2008, with comparative figures for 2007

	Actual 2008	Actual 2007
Revenue:		
Return on investments	\$ 178,948	\$ 197,638
Contributions and donations	-	37,739
	178,948	235,377
Interfund transfers:		
Transfers from Operating Fund	1,137,130	1,152,304
Transfers to Capital Fund	(934,509)	(1,369,164)
	202,621	(216,860)
Change in fund balance	381,569	18,517
Fund balance, beginning of year	4,830,309	4,811,792
Fund balance, end of year	\$ 5,211,878	\$ 4,830,309
Reserve Fund closing balances:		
Capital Projects	\$ 1,908,225	\$ 1,710,849
Local Improvement	175,228	168,962
Machinery and Equipment Depreciation	2,563,235	2,405,510
Municipal Archives	5,225	5,055
Park Land Acquisition	418,794	403,813
Tax Sale Lands	141,171	136,120
Fund balance, end of year	\$ 5,211,878	\$ 4,830,309

THE CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Consolidated Schedule of Segmented Information

Schedule D

Year ended December 31, 2008

	General Government Ser	Protective		Transportation		Environmental Health		Environmental Development		Recreation and Cultural		2007 Total
		vices Ser	vices Ser	vices Ser	vices Ser	vices Ser	vices Ser	vices Ser	vices Ser	Total		
Revenues:												
Taxation	\$ 19,906,596	-----										18,779,464
Goods and services	1,137,516		38,005	1,043,871		294,291		177,025	2,835,207	5,525,915	5,422,168	
Government transfers	38,828	193,077	420,595			60,152		-		34,764	747,416	701,517
Other		-----						---				
	21,082,940	231,082		1,464,466	354,443	177,025				2,869,971	26,179,927	24,903,149
Expenditures:												
Personnel costs	1,371,285	3,036,856	1,441,832			326,713		256,638	4,472,287	10,905,611		10,347,621
Supplies and services	1,107,773	5,793,631	1,012,623			452,078		128,464	2,577,630	11,072,199		10,310,401
Capital	366,117	--				330,344	--			696,461		638,876
Interest and other	75,034		163,010	1,342,623	2,463,278					360,952	4,404,897	3,258,535
	2,920,209	8,993,497	3,797,078	3,572,413				385,102	7,410,869	27,079,168		24,555,433
Excess (deficiency) of revenues over expenditures	\$ 18,162,731		(8,762,415)	(2,332,612)	(3,217,970)			(208,077)	(4,540,898)	(899,241)		347,716

Corporation of the Township of Esquimalt
Value of Property Tax Exemptions
Based on 2008 Taxable Assessments and Tax Rates

	<u>Assessed Value</u> \$	<u>Municipal Rate</u> \$/1,000	<u>Other Rates</u> \$/1,000	<u>Municipal Taxes</u> \$	<u>Other Taxes</u> \$	<u>Total Taxes</u> \$
Boys and Girls Club Services of Greater Victoria 410 Macaulay Street Roll No. 01-307-3628.025 Class 1 Residential	469,000	4.435482	2.709547	2,080	1,271	3,351
City of Victoria Portion of Barnard Park off Sea Terrace Roll No. 01-307-0001.006 Class 8 Recreation/Non-Profit	267,000	4.435482	4.592432	1,184	1,226	2,410
Esquimalt Anglers' Association Occupier - 1101 Munro Street (Fleming Beach Park) Roll No. 01-307-0001.037 Class 6 Business	8,300	13.154931	9.802715	109	81	191
Esquimalt Neighbourhood House Society 511 Constance Avenue Roll No. 01-307-3928.000 Class 1 Residential Class 6 Business	293,000 283,000	4.435482 13.154931	2.709547 9.802715	1,300 3,723	794 2,774	2,093 6,497
Island Corridor Foundation Roll Nos. 01-307-0003.060, 01-307-0003.061 & 01-307-0003.062 Class 6 - Business Class 2 Utilities	30,900 93,600	13.154931 26.864253	9.802715 19.369806	406 2,514	303 1,813	709 4,328
Rock Solid Foundation Occupier - 1235 Esquimalt Road (old Public Works Yard) Roll No. 01-307-0001.045 Class 6 Business	73,100	13.154931	9.802715	962	717	1,678
Prostitutes Empowerment Education & Resource Society Unit 1 - 744 Fairview Road Roll No. 01-307-0009.113 & 01-307-0009.118 Class 6 Business	375,400	13.154931	9.802715	4,938	3,680	8,618
Habitat Acquisition Trust Strata Lot 2, Section 10, Strata Plan SP788 Roll No. 01-307-3940.001 Class 8 Recreation/Non-Profit	1,452,000	4.817599	4.592432	6,995	6,668	13,663
The Victoria First Church of the Nazarene Unit 2 - 831 Devonshire Road Roll No. 01-307-0008.725 Class 6 Business	712,000	13.154931	9.802715	9,366	6,980	16,346
Victoria Operatic Society Unit 10 - 744 Fairview Road Roll No. 01-307-0009.116 Class 6 Business	450,000	13.154931	9.802715	5,920	4,411	10,331
Royal Canadian Legion Esquimalt Dockyard Branch 172 622 Admirals Road Roll No. 01-307-1550.000 Taxable portion of total tax Class 6 Business - General & School/Hospital Tax Base	251,000	13.154931	9.802715	3,302	2,460	5,762
Exempt portion of total tax Class 6 Business - General & School/Hospital Tax Base Class 8 Recreation/Non-Profit - General Tax Base	261,000 1,347,000	13.154931 4.817599	9.802715 4.592432	3,433 6,489	2,559 6,186	5,992 12,675
				9,923	8,745	18,667

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

SCHEDULE OF DEBTS

YEAR ENDED DECEMBER 31, 2008

(Unaudited)

A SCHEDULE OF DEBTS has not been prepared as all the requisite information will appear in Note 3 to the Consolidated Financial Statements.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
YEAR ENDED DECEMBER 31, 2008
(Unaudited)

FINANCIAL GUARANTEE AND INDEMNITY AGREEMENTS in force which required government approval prior to being given under the Financial Administration Act Guarantees and Indemnities Regulation:

NIL

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

SCHEDULE OF REMUNERATION AND EXPENSES

YEAR ENDED DECEMBER 31, 2008

(Unaudited)

NAME		REMUNERATION	EXPENSES
Elected Officials			
Boulton, Basil	Councillor	\$ 414.00	\$
Clement, Christopher	Mayor	23,920.00	
Desjardins, Barbara	Councillor	10,764.00	1,530.45
Freedman, Y. Hyman	Councillor	10,764.00	4,387.84
Hundleby, Lynda	Councillor	10,764.00	
Linge, Donald E.	Councillor	10,764.00	
Sterk, Jane	Councillor	10,764.00	1,321.47
		<u>78,154.00</u>	<u>7,239.76</u>
Elected Officials (7)			
Employees			
ALEXANDER HALLIDAY		75,403.78	
PETER VANBUSKIRK		75,408.44	3,187.96
IAN FRASER		76,159.91	
ANGELO ROSALES		76,297.75	1,791.35
JASPREET MALHOLTRA		77,570.85	
MARY TURNER		79,214.98	3,669.52
TROY SALADANA		80,365.95	1,300.95
BRADLEY SMITH		81,099.30	134.05
PATRICK MULCAHY		81,262.04	3,410.02
ROBERT HAVERUK		82,273.34	4,069.25
JEFF BYRON		83,171.79	82.50
ANDREW KATSCHOR		83,897.66	358.60
JEREMY DENEGAR		86,206.06	210.30
THOMAS CAMPBELL		86,809.95	2,104.80
GIBBON SMALL		87,869.81	1,857.59
GEORGE MCGREGOR		89,537.95	2,867.96
VINCE GREENSILL		91,644.39	1,838.13
GORDON ANDERSON		93,854.94	431.00
THOMAS DAY		96,808.65	1,691.55
HAROLD BOOTH		99,253.75	
TODD MIZUIK		100,568.48	810.20
JOHN JAMES		100,990.02	
BARBARA SNYDER		102,383.29	631.85
CAMERON MACINTYRE		103,262.55	
RANDAL EVANS		105,603.27	7,355.31
CHRISTINE MORISSETTE		105,749.22	324.25
PAUL NELSON		111,207.71	1,788.25
GILBERT COTE		112,862.39	329.34
LAURIE HURST		120,791.77	659.61
		<u>2,647,529.99</u>	<u>40,904.34</u>
Aggregate Over \$75,000 (29)			
		<u>6,524,385.92</u>	<u>30,926.84</u>
Aggregate Under \$75,000 (365)			
Employees Total (394)			
		<u>9,171,915.91</u>	<u>71,831.18</u>
Grand Total (401)			
		<u>\$ 9,250,069.91</u>	<u>\$ 79,070.94</u>

The Schedule of Remuneration and Expenses has been prepared on a cash basis. The Consolidated Financial Statements have been prepared on an accrual basis. No reconciliation of this Schedule with the Consolidated Financial Statements has been prepared.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

SCHEDULE OF REMUNERATION AND EXPENSES

YEAR ENDED DECEMBER 31, 2008

(Unaudited)

Severance agreements made by the Corporation in respect of its chief executive and senior administrative officers excluded from coverage as employees under collective agreements of the Corporation:

Number

Nil

Range of equivalent months' gross salaries represented by these agreements

Nil

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

SCHEDULE OF PAYMENTS MADE FOR THE PROVISION OF GOODS OR SERVICES

YEAR ENDED DECEMBER 31, 2008

(Unaudited)

<u>SUPPLIER NAME</u>	<u>AMOUNT PAID</u>
1ST TEAM CONSULTING LTD	\$ 97,643.75
ACKLANDS-GRAINGER INC	84,449.43
ACME SUPPLIES LTD	65,420.18
AL SUTHERLAND ICE CONSULTING	35,241.12
AON REED STENHOUSE INC	84,265.00
BANK OF MONTREAL	196,401.12
BC ASSESSMENT	284,410.52
BC HYDRO	426,418.83
BC TRANSIT	716,602.47
BLACK PRESS GROUP LTD	34,342.82
BRENT JANSEN PLUMBING & HEATING	45,127.67
BREWIS ELECTRIC COMPANY LTD.	108,911.86
BRUNNELL CONSTRUCTION LTD	181,387.00
BUTLER BROTHERS SUPPLIES LTD	93,650.47
CANADA SAVINGS BONDS	52,602.00
CANADIAN LOCKER COMPANY LIMITED	27,664.05
CANADIAN UNION OF PUBLIC EMPLOYEES	97,146.62
CANEM SYSTEMS LTD	27,285.92
CANTEEN COMPOSTING	111,823.93
CAPITAL REGIONAL HOSPITAL DISTRICT	746,869.89
CHEVRON CANADA LIMITED	119,830.96
CRD ACCOUNTS RECEIVABLE	3,597,998.62
CRD BYLAW ENFORCE & ANIMAL CONTROL	67,500.00
DELL CANADA INC	60,688.57
DUNCAN ELECTRIC MOTOR LTD	40,837.84
ECONOLITE CANADA INC	28,918.27
EMERY ELECTRIC LTD	165,669.76
ESQUIMALT FIRE FIGHTERS ASSOCIATION	52,688.36
FANTASTIC CLEANING	66,191.52
FOCUS CORPORATION	105,344.11
GENERAL PAINT	28,748.16
GRAPHICALLY SPEAKING SERVICES INC.	36,812.60
GREATER VICTORIA PUBLIC LIBRARY	712,198.98
GREENFIELD DESIGN LANDSCAPING	25,000.00
GVLRA - LTD TRUST	28,478.79
HOTSON BAKKER BONIFACE HADEN	38,611.19
INLAND KENWORTH/PARKER PACIFIC	130,915.12
INPROTECT SYSTEMS INC	70,152.07
INSIGHT SOFTWARE CANADA INC.	36,733.86
INSITUFORM TECHNOLOGIES LIMITED	1,666,859.51
INSURANCE CORPORATION OF BC	34,540.00
ISLAND ASPHALT COMPANY	351,391.82
ISLAND TEMPERATURE CONTROLS LTD	33,607.01
KPMG LLP	35,054.90
LEHIGH NORTHWEST MATERIALS LTD	86,131.34
LOMBARD PRE-CAST INC	40,102.95
MAINROAD SOUTH ISL. CONT. LTD.	27,334.70
MANULIFE FINANCIAL GROUP BENEFITS	40,199.15
MCRAE'S ENVIRONMENTAL SERVICES LTD	155,991.13
MEDICAL SERVICES PLAN OF BC	105,726.00
	<u>\$ 11,507,921.94</u>

<u>SUPPLIER NAME</u>	<u>AMOUNT PAID</u>
<i>Subtotal - brought forward</i>	\$ 11,507,921.94
MFA LEASING CORP.	172,405.29
MONK OFFICE SUPPLY LTD	33,913.37
MUNICIPAL INSURANCE ASSN. OF B.C.	191,563.28
NORTH DOUGLAS DISTRIBUTORS LTD	66,023.33
P.R. BRIDGE SYSTEMS LTD.	44,125.66
PENSION CORP-MUNICIPAL PENSION PLAN	1,287,751.47
PUBLIC BODY LEASING CORPORATION	37,570.67
RAYLEC POWER LTD	51,700.44
RECEIVER GENERAL	48,382.79
RECEIVER GENERAL FOR CANADA	2,402,888.99
S&M TRAFFIC CONTROL	60,691.55
SAANICH,THE CORP. OF THE DIST. OF	81,615.36
SCHO'S LINE PAINTING LTD	39,876.07
SLEGG CONSTRUCTION MATERIALS LTD/	31,165.32
STANTEC CONSULTING LTD.	125,716.96
SUKH & SONS TRUCKING LTD	29,140.24
SURFWOOD SUPPLY	56,327.27
TELUS MOBILITY (55313911)FIRE CARD & PW FIRST AID PAGER	34,215.91
TEMPEST DEVELOPMENT GROUP	42,104.95
TERASEN GAS	218,709.73
TIMES COLONIST GROUP INC,VICTORIA	33,937.23
VALLEY SPORTS LTD	26,322.33
VAN ISLE WATER SERVICES LTD	31,602.23
VICTORIA,THE CORP. OF THE CITY OF	6,009,102.41
WOLSELEY CANADA INC	43,995.36
WORKERS' COMPENSATION BOARD OF B.C.	124,639.39
YORK EXCAVATING LTD	358,907.89
Aggregate over \$25,000 (77)	23,192,317.43
Aggregate under \$25,000 (1029)	2,325,271.47
Total (1106)	\$ 25,517,588.90

The Schedule of Payments Made for the Provision of Goods or Services has been prepared on a cash basis and, due to limitations imposed by the Municipality's accounts payable system, includes certain disbursements that are not purchases of goods or services. The Consolidated Financial Statements have been prepared on an accrual basis. No reconciliation of this Schedule with the Consolidated Financial Statements has been prepared.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

SCHEDULE OF GRANTS AND CONTRIBUTIONS

YEAR ENDED DECEMBER 31, 2008

(Unaudited)

<u>RECIPIENT'S NAME</u>	<u>AMOUNT PAID</u>
2483 PPCLI Army Cadet Corps - Parents Sponsoring Committee	\$ 750.00
Alexander Cote - Forum for Young Canadians	820.00
BC SPCA Wild ARC - Rehabilitation Centre	500.00
Bike to Work Society	1,500.00
Big Brothers Big Sisters of Victoria	7,503.00
Boys' & Girls' Club Services	
Esquimalt Youth Leadership Program	6,500.00
Summer Camperships/Memberships participation fees subsidy	1,000.00
City of Victoria - Canada Day Fireworks	1,500.00
Creative Peace Mural Society	500.00
Esquimalt Celebration of Light Committee	10,000.00
Esquimalt Curling Club	4,000.00
Esquimalt High School	2,300.00
Esquimalt High School - Terry Fox Scholarship	500.00
Esquimalt High School - Township of Esquimalt Scholarship	500.00
Esquimalt Neighbourhood House Society	12,000.00
Esquimalt Photography Club	1,500.00
Gorge Waterway Initiative-educational outreach tools	1,000.00
Greater Victoria Film Commission	500.00
L'Ecole Victor Brodeur	1,000.00
Macaulay Elementary School Parents' Advisory Council - Crossing Guard	12,000.00
Maritime Museum of British Columbia Society	1,000.00
Michael Dunahee Keep the Hope Alive Drive	1,500.00
Naval Memorial Window Committee	1,000.00
Pitch-In British Columbia	425.00
Racquet Club of Victoria Figure Skating	2,000.00
Shoreline Community Middle School	2,000.00
Silver Threads Service	2,500.00
Tourism Victoria	1,957.00
Victoria Restorative Justice	8,500.00
Victoria Tall Ships Society	2,000.00
	<hr/>
	\$ <u>88,755.00</u>

Township of Esquimalt

2008 DEPARTMENTAL SERVICE AND OPERATION YEAR END REPORT

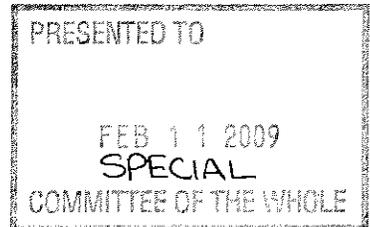


CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1
Telephone (250) 414-7100 Fax (250) 414-7111

STAFF REPORT

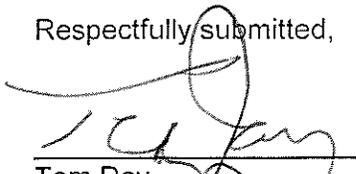
DATE: January 29, 2009 **Report No.** ADM-09-013
TO: Mayor and Council
FROM: Tom Day, Chief Administrative Officer
SUBJECT: CAO's Office – 2008 Highlights



The following is a summary of activities of the Chief Administrative Officer's office in 2008:

- Organization and facilitation of Strategic Plan
- Filling the void of long term vacancies in 3 manager positions and eventually filling those same positions
- Resolution of a significant number of complex human resource issues
- Continuation of Esquimalt Village Project
- Providing strategic direction for the financial plan and tax rate development
- Assisting in focussing political and technical lobby regarding sewage treatment
- Conclude Library Operating Agreement
- Assist in re-emphasizing corporate safety program
- Assist in review of personnel structures in all departments to ensure effective service delivery
- Review effectiveness of corporate sustainability and climate action initiatives
- Review amenity funding processes
- Participate in Recreation Centre financial planning issues
- Organize regional and Esquimalt specific orientation sessions for newly elected Council

Respectfully submitted,


Tom Day
Chief Administrative Officer
Township of Esquimalt
2008 Annual Report



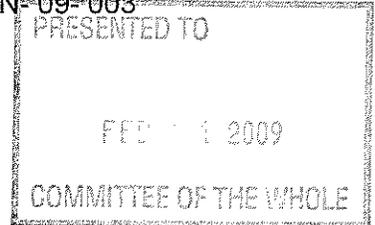
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STAFF REPORT

DATE: January 28 2009
TO: Committee of the Whole
FROM: Laurie Hurst, Director of Financial Services
SUBJECT: 2008 Annual Report

REPORT NO. FIN-09-003



The following is a summary of the major achievements and activities of the Financial and Information Technology Services Departments for 2008:

FINANCE

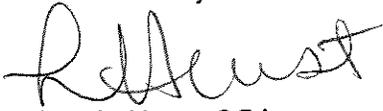
- Implementation of purchasing cards to replace credit card system
- Reconciliation and analysis work for yearend on schedule to meet statutory deadlines
- Assisted in development of improved inventory control procedures for Recreation.
- Improved processing of accounts payable to meet supplier payment terms on more regular basis.
- Consistently met deadlines for monthly and quarterly invoicing
- Controls and procedures implemented to ensure work orders are reviewed, closed and invoiced regularly.
- Assisted in revising timesheets for Public Works employees to ensure labour costs are charged correctly to job and equipment costs.
- Successfully recruited candidates for 3 positions in the Department.
- Implementation of electronic home owner grant system
- Successful promotion of tax deferral and PAWS (tax instalment) programs for increased registration
- Substantial progress on TCA asset inventory
- Renewal of all property and liability insurance contracts
- Preparation, distribution and consolidation of financial plan

INFORMATION TECHNOLOGY

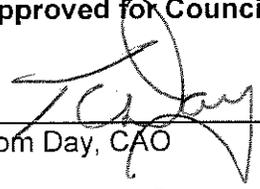
- Implemented Tempest online Home Owner Grant system (eHOG)
- Implemented new secure data transfer method for Canada Savings Bonds
- Migrated the SharePoint databases to the new database servers
- Implemented two new database servers to run the latest version of Microsoft SQL server
- Created an network systems management website to streamline network operations for I.T. staff
- Finished the GIS evaluation process
- Research and evaluation of corporate phone system upgrades completed
- Ongoing website development and support in cooperation with the Manager of Communications and Sustainability
- Information systems strategic plan completed by MBA student
- Installed a new virtualized MapGuide server to upgrade to the latest version of Autodesk MapGuide
- Installed a new virtualized Tempest server to replace the old physical one as part of the high-availability/virtualization strategy

- Implemented a new network-wide public access network that allows for direct Internet access from any building for contractors, trainers, etc.
- Installed a commercial-grade air conditioning system in the data room at the Public Works Yard to alleviate the overheating issue we've been having there
- Upgraded Class recreation software to version 6.04 Service Pack 4
- Upgraded the data protection system

Submitted by:


Laurie Hurst, CGA
Director of Financial Services

Approved for Council's consideration:



Tom Day, CAO

Dated: Feb 04/09

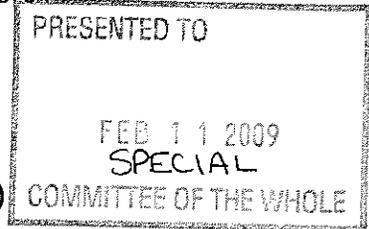


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STAFF REPORT

DATE: February 3, 2009 **REPORT NO.** ADM-09-011
TO: Tom Day, Chief Administrative Officer
FROM: Larry Randle, Manager of Corporate Services
SUBJECT: Corporate Services - 2008 Year End Highlights (Annual Report)



The following Year End Highlights provide a summary of the major accomplishments and activities of the Corporate Services Department in 2008.

1. ADMINISTRATION:

The Administration division manages the administrative details for the Township and provides operational support to Council, Committees, other municipal departments and service to the public.

Division Successes in 2008:

- Acquired a new multifunction copier for the Municipal Hall.
- Filled the Corporate Officer position effective October 1, 2008.
- Coordinated in-house training and arrangements for special sessions including such events as the Victoria Police Crime Free Multi-Housing Training session, Mayor's Select Meeting, CREST, Labour/Management Meetings, Director's Meetings, Health and Safety Meetings, Council orientation sessions with Eli Mina and George Cuff, Employee Flu Shot Clinic, DND/Township meeting, New Years Leveé, UBCM and the orientation tour of Esquimalt.
- Assisted with the arrangements for special events including the Cultural Advisory Committee's Heritage Week reception, Cultural Advisory Committee's Spring Awakening event, Economic Development Advisory Committee's Business Mixer event, Committee planning sessions, and the Council Volunteer Recognition Dinner. Registration, flights, accommodation for Council's attendance at various conferences (AVICC, FCM, LGMA, CAPB).
- Provided assistance in the development of numerous bylaws, agreements and legal notices, registration of legal documents at Land Titles and registration of Development Permits and Development Variance Permits.

- Moved older records which were previously stored at the old Municipal Hall to the off-site storage facility in Central Saanich for long-term retention.
- Training on the new records management software for some staff occurred in 2008 and continues with more coming in 2009. The new Smeadsoft software has significantly improved our ability to control our records and will allow individual departments to create records using the master records data base (records classifications/retentions), track the records through their life-cycle, generate activity reports and print labels. An add-on component to this software will allow for future management of electronic documents.
- Worked with the Chief Election Officer, School District, and Premier Election Systems (voting machines) regarding the planning, preparation and management of the November 15, 2008 local election.

2. ARCHIVES:

Volunteers

- Worked with volunteers who continue to provide necessary assistance with indexing, entry of finding aids/indexes, maintaining the Obituary files and cataloguing.

Collection/Cataloguing

- The Archivist continues to catalogue data into the system and update the accuracy of information where necessary.

Research, Exhibits and Displays:

- Archives have been able to provide a selection of photos to Municipal projects such as the Esquimalt Village Project consultant, and the Heritage Week display by the Cultural Advisory Committee.
- Participated in Buccaneer Days with the setup of a folding display on Esquimalt's history. The display is retained after each event for use in the future.

Other

- The use of our Archival records is increasing. Enquiries concerning aspects of local history continue to be received. The Archives is becoming better known as an information source, not only for Esquimalt but the region as well.

3. COMMUNICATIONS:

Staff

- The new position of Manager of Communications and Sustainability was created and filled as of December 1st.

Corporate communication

- Facilitated corporate logo design meetings with designers, Graphically Speaking, and a staff/Council committee.
- Planned phased implementation of the logo on the new website, signs, banners, and communication materials as part of branding and positive marketing initiatives.
- Introduced the new corporate logo.
- Tracked media coverage in local print and broadcast media as part of ongoing corporate issues management.

Media releases

- Wrote news releases for various departments and distributed them to local and regional media to bring attention to:
 - Parks and Recreation Services events
 - The untimely deaths of a Councillor and former Councillor.
 - Events to be included in local media community calendars.
 - Council approval of 2008 property tax rates
 - Completion of construction and re-opening of Esquimalt Road
 - Launch of new corporate logo
 - Launch of new website
 - Election results and Inaugural Council Meeting
 - Municipal holiday season special events
 - New Pool Slides at the Recreation Centre

Newsletters

- Completed writing, editing, layout, and distribution for the February, June and October editions of the community newsletter (Esquimalt Current) and April, September and December editions of the employee newsletter (Connections).

Website

- Launched new website on October 1, 2008 which included the writing and editing of approximately 250 pages of website content.
- Continuously updated website content and page layouts.
- The Manager of Communications and Sustainability worked with the Manager of Information Technology to gain working knowledge of the website and its maintenance.
- Collaborated with the Manager of Information Technology to develop online forms and email response forms.
- Researched and compiled updated bylaws, applications, and policies.

- Migrated content from Word documents into website templates.
- Formatted web pages and inserted graphics, photos, and links.

Other

- Created and ordered new business cards featuring the new corporate logo for staff on an as needed basis.
- Selected a photographer and provided him with direction for his pictures, which will showcase Esquimalt as part of the Picture BC project (sponsored by the Union of BC Municipalities and Knowledge Network)

4. HUMAN RESOURCES:

The Human Resources division manages the following five key areas of responsibility and provides advice to the staff:

- Job Evaluation
- Safety and Occupational Health
- Recruitment and Retention
- Collective Bargaining
- Grievances and Labour Relations

Division Successes in 2008:

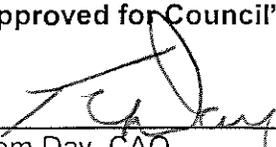
- The new Human Resources Manager commenced work on February 4, 2008.
- Re-organized the Public Works department: three [3] Union Supervisors were replaced with one [1] excluded Public Works Superintendent, who is directly responsible for Chargehands and their operational functions.
- The new Public Works Superintendent began on October 1, 2008.
- Implemented the new Collective Agreement with CUPE Local 333 familiarization of rates and agreement language.
- Initiated review and amendment of HR policies including Code of Conduct; Leave of Absence; Carryover of Vacation; Employment of Family Members.
- Entered a contract with a Safety Consultant to help bring the Township of Esquimalt up to compliance with WorkSafeBC standards.
- Safety Consultant working with the Township of Esquimalt to establish compliance with WorkSafeBC standards.
- Leave utilization report software being prepared by Consultant for January 2009 permitting commencement of Attendance Management Program.

- Building Maintenance Worker upgrades in qualifications and compensation agreed with Union resulting in higher employee satisfaction at ABSC [including full integration of Pool/Arena maintenance] as well as considerably greater interest from external applicants.
- Several labour relations issues satisfactorily resolved or re-oriented.

Respectfully submitted,



Larry Randle,
Manager of Corporate Services

<p>Approved for Council's consideration:</p>  <hr/> <p>Tom Day, CAO</p> <p>Dated: <u>Feb 3/09</u></p>
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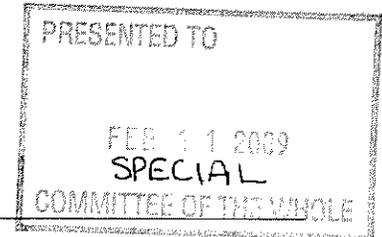
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STAFF REPORT

DATE: January 29, 2009
TO: Tom Day, Chief Administrative Officer
FROM: Jeff Byron, Manager of Recreation Services
SUBJECT: Recreation Services - 2008 Year End Report

REPORT NO. P&R-09-008



The following is a report on the activities of the Recreation Department during 2008.

Council Goals and Objectives

The Recreation Department has made significant progress in initiatives identified by Council for 2007 – 2008. The following is a list and status of the most significant Recreation objectives:

1. **Review and Update Parks and Recreation Strategic Plan**
A midterm review was performed by the Parks and Recreation Commission in the spring of 2008 to identify initiatives that were completed, ongoing, or needed to be modified.
2. **Adopt and Implement Recommendations from the Senior's Strategy**
A full time Adult Programmer was hired in March 2008 to take over provision of Silver Threads Programs. The Recreation Program model was modified to include opportunities for all adult ages from 19 and up. Additional programming also was added in the aquatic and fitness area geared towards seniors. Examples include Range of Motion WaterFit classes, Community Walking Group, 50+ specific circuit classes and orientations. Partnerships were also built with senior service agencies such as the Arthritis Society to host free health workshops. Efforts in Adult Programming have been very successful with revenue expectations being met for 2008.
3. **Continue "Active Community" Strategy**
IN 2008 the following Active Community initiatives were launched through staff involvement on an Intermunicipal Committee.
 - Development of an Active Transportation Plan
 - Launch of the Act Now BC Prescription for Health
 - Ongoing implementation of Thrifty Food's Nutrition for you Workshops
 - New route on Highway to Health online activity tracking program

- Over 200 Active Esquimalt Packs sold over the holidays (pedometers with drop in admissions)
- Received grant to install additional bike racks throughout community to encourage cycling (2 bike racks were installed)
- Launch of Active Parent Pass

4. Continue ETAG (Esquimalt Together Against Graffiti) Program

Members of the Esquimalt Together Against Graffiti Committee shared the success of Esquimalt's program at the TAG (Together Against Graffiti) Symposium in North Vancouver in October. ETAG, together with the Victoria Police Department, West Division, will be hosting the 2009 TAGS conference on October 21st & 22nd.

Parks and Recreation Strategic Plan Achievements

Initiatives completed from the Strategic Plan for 2008 are as follows;

1. Strengthen the Role Of Volunteers in the System

A volunteer package was developed by staff and endorsed by both the union and Parks & Recreation Commission. The Coordination of Volunteers is being administered by the Community Recreation Coordinator with no extra funding being needed. Evaluation of this process will be done in 2009 to determine if this is sufficient, or if resources need to be added to the budget.

2. Annual Fees and Charges Review

The Commission's Fees and Charges Committee completed its annual Fees and Charges review with the bylaw being adopted in June of 2008. Major changes were the increase of Curling rates by 10%, and the age of Senior discount changed from 55 to 60 to match neighbouring municipalities.

Departmental Achievements:

Additional achievements include:

- Successful implementation of the annual Mayor's Golf Tournament fundraiser at Gorge Golf Course in April 2008. The event raised \$9200 towards purchase of curling brooms, refurbishing of curling rocks and installation of the pool slides bought by previous tournament funds.
- Over 650 summer playground and speciality camp participants
- Esquimalt Eats for Health Program
 - Two grants, totalling \$47 500 were received through UCBM to commence the project
 - Community Gardens Policy was passed by Council
 - New equipment including a juicer and steamer were purchased through grants for food service area to enable preparation of healthier products.-
 - Two Esquimalt Eats For Health Events were held

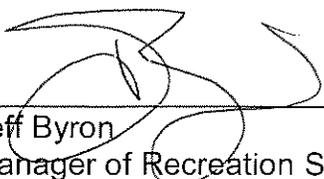
- Upgrade of the Archie Browning Sports Centre snow pit, hot water system, and repairs to flat roofs were completed as per the recommendations of the Sports Centre Audit. Approximately \$140,000 of funds drawn from a Capital Reserve was used to complete the work.
- Over all pass sales for drop-in programs increased from 3675 passes sold in 2007, to 4545 passes sold in 2008. This includes all passes from a "10 visit" to Annual use pass.
- Corporate Wellness initiative for staff saw an increase from 158 staff using the Recreation and Sport Centres in 2007, to 170 in 2008.
- Food and Beverage primary objective has been to reduce operational costs of food services, improve the organization and tracking of inventory, and promote healthy food choices.
- A more diverse marketing strategy was implemented for Esquimalt Parks & Recreation to increase the scope and awareness of our organizational messages. This was done with an emphasis on attracting new business for the Archie Browning Sports Centre; this has resulted in:
 - a) Past groups returning to hold their events at the facility i.e. Cat Fanciers and Scale Modellers Show.
 - b) New events and groups booked in 2008 include Victoria's first Motorcycle Show, a charitable Roller Derby event., Turcotte Hockey Camp and Saanich Minor Hockey Camp.
 - c) Increase in attendance for public skating sessions and lessons.

Department Personnel

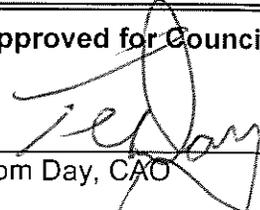
Change was a constant in 2008

- Melissa McHugh was hired as the Adult Programmer.
- Dan Henderson took on a Management role of Temporary Superintendent.
- Todd Bothroyd was hired as the Food Services Supervisor coming from a business background at Butchart Gardens.
- Lynda Mylie retired and was replaced by Francis Mathieson as Facility Booking Clerk.

Respectfully Submitted,



Jeff Byron
Manager of Recreation Services

Approved for Council's consideration:  _____ Tom Day, CAO Dated: <u>Feb 3/09</u>



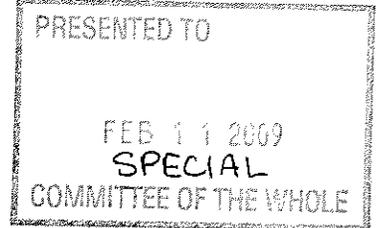
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STAFF REPORT

DATE: January 13, 2009
TO: Tom Day, Chief Administrative Officer
FROM: Andy Katschor
SUBJECT: Parks 2008 in Review

REPORT NO. P&R-09-002



The following is a report on the activities of the Parks Department for the year 2008.

- New Tree Protection Bylaw 2664, January 2008
- New Pesticide Reduction Bylaw 2686, June 2008
- Information package "Esquimalt Loves Its Trees - Protecting Esquimalt's Urban Forest and Love the Trees on Your Construction Site" created and made available to residents and developers
- New park map printed and available to residents and visitors.
- Parks Department policy adopted to use environmentally friendly methods of control before adoption of new Pesticide Reduction Bylaw 2686.
- Pesticide reduction workshops held at the Municipal Hall on Organic Gardening and Organic Turf care for residents.
- World Rugby event held at Bullen Park. Information signs posted around field to promote, to thousand of spectators, that the field has been pesticide free for over 6 years.
- Staff begin to maintain the new landscaped "traffic calming" islands at the 800 block of Esquimalt Road.
- New landscaping on the utilities island at end of Grafton Street.
- Re-landscaping on the utility island at the end of Decosta Place.
- Decommissioning of the long planter in Esquimalt Gorge Park.
- Decaying wood partition and benches removed at entrance to Westbay Walkway opening up the area, making it visually appealing and increasing safety. Landscaping is trimmed and revamped.
- Dugouts at Bullen and Lampson Little League Park are replaced with chain link; opening them up, discouraging graffiti and inappropriate behaviour.
- Wooden wall removed from bleachers at Lampson Little League to discourage graffiti and inappropriate behaviour.
- New lights are installed at the old concession in Esquimalt Gorge Park and Lampson Little League once again to discourage graffiti and inappropriate behaviour.

- Michael Greenfield, Landscape Designer, has begun reconstruction of the Japanese Garden at Esquimalt Gorge Park.
- The old concession at Esquimalt Gorge Park is converted into an environmental interpretive centre and officially opens on World Oceans and Rivers Day in June.
- Memorial Park Cenotaph landscaping revamped to improve sight line during ceremonies.
- Esquimalt Gorge Park Creek ongoing invasive plant species removal and replant native plant species continues.
- Successful in obtaining \$8,000 BC Hydro Regreening grant. Funds used to purchase trees.
- Arboriculture crew removed 19 dead or diseased boulevard trees and replanted 30.
- Arboriculture crew have a new stump grinder. The new addition makes stump removal faster and safer.
- Two new donation benches installed one in Esquimalt Gorge Park and one at Buxton Green. Three all accessible picnic tables donated. Two installed at Buxton Green and one at Esquimalt Gorge Park
- Christine Moog, Aquatic / Fitness Coordinator, was successful in obtaining a \$5,000 "Active Communities" grant. Parks uses the money to purchase 24 bike racks which were installed at Town Square, Memorial Park, Esquimalt Gorge Park, Buxton Green, Saxe Point Park, Bullen Field and Recreation Centre.
- Engineering assessments completed on erosion at Dellwood and Arm Street Promenade.
- A Plant Ecologist was hired to prepare a Macaulay Point Natural Areas Management Plan. The final draft is currently being reviewed by the Department of National Defence.

Staff Updates

- Andy Katschor, Acting Director of Parks and Recreation
- Shaen MacRae, Parks Supervisor
- Tony Bendall, Gardener 3, Turf crew leader
- Mike Moyls, Gardener 2, Turf
- Murdoch Brens, Gardener 1, Turf (transferred from Public Works)
- New Seasonal Parks Maintenance worker.

Respectfully Submitted,



Andy Katschor
Acting Director of Parks and Recreation Services

Approved for Council's consideration:



Tom Day, Chief Administrative Officer

Dated: Feb 2 / 09



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STAFF REPORT

DATE: February 5, 2009
TO: Tom Day, Chief Administrative Officer
FROM: Barbara Snyder, Director of Development Services
SUBJECT: **DEVELOPMENT SERVICES – 2008 YEAR END REPORT**

REPORT NO. DEV-08-007

PRESENTED TO

FEB 11 2009
SPECIAL
COMMITTEE OF THE WHOLE

The following is a report on the activities of the Development Services Department [Planning, Building Inspection and Bylaw Enforcement] from January 1st, 2008 to the end of December 2008.

22 actions were identified as priorities for Development Services in the 2008/2009 Strategic Plan. Nine of those items have been completed; four are underway; two have been transferred to the newly created Manager of Communications and Sustainability; and the remaining seven items will be dealt with beginning in early 2009.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

Development Services [Planning]

APPLICATIONS

Rezoning Applications

- Six applications involving a change of zoning were received in 2008. Two were approved; two are in progress; one is on hold and one was withdrawn.

Development Permit Applications

- A total of 22 Development Permit applications were considered throughout the past year. 16 were approved; 2 were withdrawn; and 4 are still in progress.

Development Variance Applications

- Only 5 Development Variance applications were dealt with during 2008. 3 were approved; 1 was denied and 1 is still in progress.

PROJECTS

- One of the actions identified in the Strategic Plan was to ensure **consistent expectations** for the development community and benefits to the citizens of Esquimalt. To assist with this, Development Services prepared several information pamphlets to be provided to property owners and prospective developers detailing our application procedures and what is required at each step in the application process. The Development Procedure Bylaw was also amended to provide a wider range of notification to residents when changes are proposed.

- **New regulations for Duplexes** - With the assistance of CitySpaces Consulting Ltd., regulations to control the form and character of new duplexes or duplex conversions were introduced to the community and the OCP and Zoning Bylaw amended to reflect their recommendations. These changes will limit the size, height and massing of duplexes to ensure that they are in keeping with the character of existing single family neighbourhoods.
- In keeping with the goal to have more secure and sustainable food sources closer to home, revisions to the Zoning and Animal bylaws to allow the **keeping of hens** were approved in July.
- Amendments to the OCP and Zoning Bylaw to allow for **Temporary Commercial and Industrial Uses** were also approved. The temporary permits may be used for a variety of purposes including creating temporary parking lots during the construction of large projects.
- The **Development Procedure and Fee Bylaws** were both updated to cover new items such as Temporary Industrial Permits and requests for Road Closures.
- **Esquimalt Village Plan [EVP]** - Throughout the Spring of 2008, staff and consultants continued to work on the EVP. Five potential development options were identified and presented to the Public. It was decided that further work on this project should not be carried out until after the November election and a political decision regarding the use of municipally-owned lands. Staff and consultants will resume work on the EVP in the spring of 2009.
- Staff began a review of **Secondary Suites** with the goal of creating a Policy to recognize suites and create regulations concerning their location, size, licensing, health/safety and other issues. This project got underway with a Focus Group meeting in March 2008 and a Public Information session in June. The work was not completed due to staffing issues but will resume in early 2009.
- Development Services staff participated in regional sustainability initiatives including the CRD Pesticide Use Reduction Education [PURE] program. A **Pesticide Bylaw** for Esquimalt, reflecting those principles, was adopted in July 2008.

COUNTER, TELEPHONE AND EMAIL ENQUIRIES

Throughout 2008, Development Services responded to enquiries by telephone, mail and in person regarding the permitted uses of properties, the potential for redevelopment of sites, the ages of buildings, and parcel sizes. For every development proposal that comes before Council there are many hours of consultation between staff and developers and there are many enquiries that do not become applications but account for large amounts of staff time.

STAFF CHANGES

Development Services experienced numerous staff changes in 2008 hiring a new Senior Planner, new Planning Technician, and new part-time Building Inspector. The Planning Technician position was filled in May but vacated again in September. The position has been re-posted and a replacement will be hired in January 2009.

A new staff position was approved in the 2008 Budget and a part-time Building Inspector/Bylaw Enforcement Officer was hired in November. This will allow us to investigate more bylaw infractions and follow through on enforcement.

Building Inspection

There were 147 Building Permits, with a total value of \$9,170,084, issued in 2008. For the same period in 2007, 140 permits were issued with a total construction value of \$19,072,267. The total amount of Building Permit fees collected for 2008 was only \$116,211 compared with \$206,177 for 2007.

During the past year, the following major projects were completed:

- 1315 Esquimalt Road - addition and renovations to create a 75-unit condominium building [The Ovation]
- 1105 Esquimalt Road - new six-unit townhouse project
- 625 Drake Street - 5-lot strata project consisting of five new single family residences
- 847 Dunsmuir Road - occupancy permits issued for the west tower of Swallows Landing
- 910 Devonshire - new warehouse building

Other projects which have changed the appearance of the community are:

- 1003 Craigflower Road - improvements to Gorge Vale Clubhouse
- 852 Esquimalt Road - improvements to the Esquimalt Inn
- 1153 Esquimalt Road - improvements to the Plaza [Royal Bank]

Board of Variance

Only one Board of Variance meeting was held in 2008. The application was to consider a 0.6 metre relaxation of a side yard setback.

Bylaw Enforcement

Throughout the year staff provided enforcement action on unsightly premises, unlicensed vehicles, illegal suites and noise complaints. A number of situations required the services of the Integrated Enforcement Team to bring properties into compliance with municipal bylaws. One such property was 1238 Lockley where 12 unrelated persons had been sharing a small single family residence.

Four parcels at the intersection of Carlton Terrace and Esquimalt Road, which had been the source of continuous complaints, were demolished. Similarly, the vacant, derelict residence at 617 Admirals Road was issued a demolition permit in late December.

II. PARTICIPATION IN COMMITTEES

Advisory Planning Commission [APC]

Development Services staff continued to present development permit and rezoning applications as well as other land use issues to the APC and to provide technical advice and support to the Commission.

Economic Development Committee [EDC]

Departmental staff worked with the Economic Development Committee [EDC] for the first half of 2008. The Committee's hosted its second business community outreach event at the Fleet Club on March 12th which attracted 120 participants.

The Economic Development Committee and its Tourism sub-committee, with the assistance of Chemistry Consulting and Tartan Public Relations, completed a Tourism Action Plan for Esquimalt and a series of Community Profile sheets that can be used to promote Esquimalt to prospective businesses and residents.

Funding for the preparation of the Tourism Action Plan, which identifies opportunities for Esquimalt to develop its Tourism sector, was provided by the UBCM Community Tourism Program - Phase 1. The municipality has also received Phase 2 funding which will be used in 2009 to hire a Tourism Officer on a contract basis to implement the actions identified in the Phase 1 Plan.

Cultural Advisory Committee [CAC]

Departmental staff also worked with the Cultural Advisory Committee [CAC], to consider opportunities for promoting arts, culture and heritage in Esquimalt. Although the CAC and staff were not able to develop policies during 2008, two successful community events drawing attention to heritage and culture were held during the spring of 2008. The Committee hosted a reception at the Tudor House on February 18th to celebrate Heritage Week. During the month of February the CAC also placed historical photos of Esquimalt old commercial streetscapes in businesses along Esquimalt Road. On April 27th, CAC held its second "Spring Awakening" at the Municipal Hall featuring an art show and demonstrations by local artists.

In December, staff and the Cultural Advisory Committee [CAC] were successful in getting a grant from the BC Heritage Branch to cover the cost of hiring a consultant to assist in preparing a Heritage Context Plan which will be the first step in creating new heritage policies including a Heritage Register. The Plan will be prepared in Spring 2008.

CRD - Development and Planning Advisory Committee [DPAC]

Staff participate in bi-monthly meetings with the CRD Planning Division to discuss topics such as transportation, regional growth, demographics and other issues of regional significance. These sessions help staff to monitor the effectiveness of the Regional Growth Strategy, stay apprised of proposed amendments, and participate in the 5 year review. Information from these sessions will also assist Esquimalt in identifying TDM [transportation demand management] strategies that would be appropriate for the community.



Barbara Snyder, Director
Development Services

Approved for Council's consideration:


Tom Day, Chief Administrative Officer

Dated: Feb 5/09



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1
Telephone (250) 414-7100 Fax (250) 414-7111

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STAFF REPORT

DATE: January 29, 2009 **REPORT NO.** EPW 09-009
TO: Tom Day, CAO
FROM: Gilbert Coté, Director Engineering and Public Works
SUBJECT: 2008 Annual Report

The following is a report on the activities of the Department of Engineering and Public Works during 2008

CAPITAL PROJECTS

1. 800 Block Esquimalt Road – Dominion Rd to Head Street (0.6 km)

Most of the road construction was carried out in 2007 but the contractor completed the landscaping and the street lights in April 2008. The installation of the final lift of asphalt was carried out in May 2008. A \$122,000 grant from ICBC was received for this project and local developers contributed \$31,000. The total project cost was \$1,163,000. In addition to this amount, Terasen paid \$50,000 towards asphalt resurfacing.

2. Sewer Rehabilitation Program

The approved budget for the sewer upgrade program is \$6,750,000. The amount spent since the program inception in 2005 to the end of 2008 is \$5,996,000. Highlights of the project during 2008 include:

- a) Sewer Relining – The sewer relining program was completed in 2008. A total of 17.3 km of pipes were relined over a three-year period. The sewer network has 53.2 km of mainline pipes. The relined pipes consisted mainly of vitrified clay pipes that were cracked or poorly damaged and where structural failure was imminent or likely to occur.
- b) Separation of Combination Manholes – There was 157 combination manholes where one structure serves both the sanitary sewer and storm drain with the two pipes separated by a short wall. Forty combination manholes were separated in 2007 and another twenty-nine manholes were separate in 2008.
- c) Pumping Station Upgrades – Two pumping stations were upgraded in 2008. The work at the Grafton pump station included a new power supply and control panel and pipe repairs. The Constance Street pump station was converted from a simplex to a duplex station in order to provide full redundancy.

3. Craigflower Road Phase 1 – Dominion Rd to Garthland Rd (1.7 km)

The two-third grant under the Municipal Rural Infrastructure Program was approved in the spring of 2008. A consultant was retained to carry out the detailed design and to supervise the construction of this \$3 million project. The design is 90% completed.

4. Craigflower Road Phase 2 – Garthland Rd to Admirals Rd (1 km)

A 100% grant under the General Strategic Priorities Fund (Gas Tax) was approved late in 2008. A request for proposal is under way to select an engineering consultant for this project.

As an interim measure, a pedestrian crosswalk was constructed at the intersection of Craigflower and Rankin Roads. This crosswalk will be incorporated into the Phase 2 project and the equipment may be relocated in order to accommodate a proposed traffic signal at the intersection of Coopers Road.

5. Admirals/Colville Intersection

DND signed a Letter of Intent to provide a 60% contribution toward this \$4 million project under Vote 10 funding program. This program assists municipalities with infrastructure adjacent to military installations. A formal agreement is under preparation. Design has reached the 50% stage. This project is technically challenging because of the poor geometry and the large number of stakeholders. The project includes a traffic light and full train gates and signals.

6. Bus Stop Improvements

Two new bus shelters were installed at bus stops that don't have shelters. The installation of two other new shelters has been delayed until 2009 because of technical difficulties and/or property acquisition issues.

7. Other Capital Projects

- A new traffic controller for the traffic light located at the intersection of Lampson Street, Head Street and Old Esquimalt Road was installed.
- A new traffic controller for the traffic light at the Admirals/Woodway intersection was also installed
- A diesel generator to provide auxiliary power to the Municipal Hall in case of power outage was commissioned in September 2008. This is part of the Emergency Operating Centre program.

OTHER ENGINEERING ACTIVITIES

8. Participation in the following CRD projects/committees

- E&N Trail

- Sewage treatment plant
- Reduction of inflow and infiltration in sanitary sewers
- Solid waste

9. Bylaws and Traffic

- Bylaw to authorize Neighborhood Zero Emission Vehicles
- Issued 30 Traffic Orders including residential permit parking on Craigflower Road
- Amendment to the Street and Traffic Regulation Bylaw
- Pesticide Reduction Bylaw
- Safety improvements to the Lyaill/Macaulay intersection
- Three speed humps on the 800 Block of Wollaston Street

10. Tangible Capital Assets

Complete inventory of (1) sanitary sewer system, (2) storm drain system, (3) roads and sidewalks, (4) parks and (5) office furniture and (6) equipment

11. Development Review

Engineering review of development proposals and building permit applications is carried out on an on-going basis. The engineering review includes servicing requirements, road and sidewalks, on-site grading and drainage. In 2008, engineering reviews were carried out for 147 building permit applications and 27 applications for development permits, rezoning and subdivisions.

PUBLIC WORKS

12. Work for Others

- Maintenance of sewer pumping stations in the Town of View Royal (sale of services) valued at \$123,000
- Sanitary sewer and storm drain connections for new developments - \$75,000
- Sidewalks, curbs and road upgrades for new developments as well as road and sidewalk repairs for other utilities such as Terasen and City of Victoria - \$475,000

13. Public Works General

- Responded to 70 after hour call out for services
- Development of a training and certification data base in order to keep track of previous training and identify need for new training and re-certification.
- On-going staff training including: traffic control, crane operator, safe lifting, crane hand signals, first aid ,confined space rescue, fork lift, pipe laying.
- Continued organization of Public Works Yard including more efficient aggregate storage and street sign storage.
- Developed and implemented a program to better monitor work orders with respect to actual costing.
- On-going safety inspections of facilities and crew talks specializing in the prevention of workplace injuries.

14. Public Works Operations

- Storm Drain System
 - Cleaning and Inspection of all catch basins
 - Replacement of 40 catch basins
 - Replacement of 17 storm sewer laterals due to failure
 - Outfall inspection and maintenance (cleared debris)

- Sanitary sewers
 - Replaced or repaired 39 sanitary sewer laterals due to failure
 - Repaired force main in 4 locations
 - Cleaned, inspected and repaired 17 manholes requiring immediate maintenance.

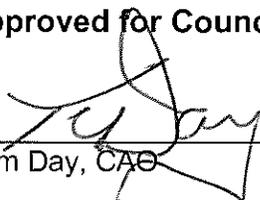
- Roads and sidewalks
 - Crack sealed 1/10 of municipal road lanes (approximately 10 kilometers)
 - Asphalt milled and paved 1600 square meters of pavement, and pot hole patched 800 metric ton of asphalt
 - Lane marking
 - Replaced over 700 signs (Stop, Yield and Chevrons) with new larger anti-graffity style
 - Developed a new snow and ice service plan
 - Responded to snow storms and slippery road conditions

Submitted by,



Gilbert Coté, P.Eng.
Director of Engineering & Public Works

Approved for Council's consideration:



Tom Day, CAO

Dated: Feb 3/09

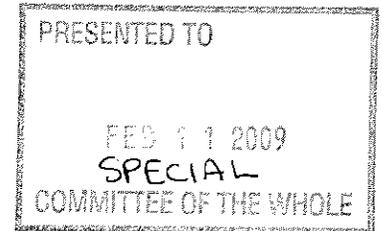


CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1
Telephone (250) 414-7100 Fax (250) 414-7111

STAFF REPORT

DATE: January 27, 2009 **REPORT NO.** FIRE 09-003
TO: Tom Day, Chief Administrative Officer
FROM: Paul Nelson, Fire Chief
SUBJECT: Esquimalt Fire Rescue Annual Report 2008



The following report provides an overview of the activities of Esquimalt Fire Rescue during the year of 2008.

In 2008 Esquimalt Fire Rescue has continued to strive to provide an excellent community service to the public and the corporation. The department was been active in providing ongoing training to municipal staff for the Emergency Program and has taken a proactive approach to upgrading the equipment within the program on an ongoing basis.

Total Calls for 2008 was 1059 as compared to 1036 for 2007 and 1217 for 2006. The calls for service in relation to fire and rescue calls remained relatively consistent throughout the last three years, whereas the decrease in calls resulted partly from a change in the dispatching of medical calls.

TRAINING:

In addition to responding to calls for service, throughout the year the department conducts skills maintenance training on a daily basis in order to remain proficient in all aspects of their duties. In addition members also attended formal training courses to acquire additional knowledge and skill sets.

2008 Summary:

Regular training	3,045 hrs
Courses	402 hrs
Live Fire training	45 hrs
Relief Fire Fighters	<u>106 hrs</u>
	3,598 hrs overall

The course training included areas such as Officer Development, Rope Rescue and Hazardous Material Technician. Several members also took Officer Development Distance Education courses which are not reflected in the above hours, as they mostly require guided self study which are evaluated by submission of written assignments or projects.

FIRE PREVENTION / PUBLIC EDUCATION:

The use of in-service fire crews to conduct (514) regular fire inspections throughout the municipality has enabled the department to meet its obligations, however providing effective follow up and re-inspections for compliance purposes have posed a challenge for the crews which work on a rotating shift schedule. Currently there are two officers trained in Plan Examination to deal with development plans within the municipality from a fire code and operational perspective.

APPARATUS / EQUIPMENT / BUILDING:

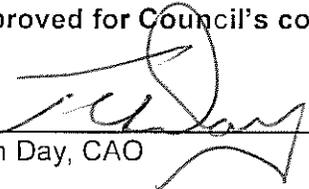
The year saw the completion of interior renovations to the fire office area, resulting in an improved layout to better serve the public needs, as well as providing a more suitable working space for the fire fighters and management staff. The department also undertook the replacement of aging small tools used to maintain departmental equipment on a daily basis. A Request for Proposal for an aerial apparatus to replace the aging Snorkel was compiled and issued with the contract being signed in December, anticipating delivery in December 2009.

SIGNIFICANT CALLS CATEGORIES:

Fire Alarms	148
Structure Fires (all types)	32
Other Fires	64
Medical Aid	550
Motor Vehicle Accidents	48
Fire Fatalities	2



[Paul Nelson]

Approved for Council's consideration:

Tom Day, CAO
Dated: <u>Feb 2 / 09</u>

**Victoria Police Department
Report to Esquimalt Council
Submitted by Inspector Les Sylven**

Agenda
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Esquimalt Reported Crime and Statistical Information (unofficial stats – may vary during scoring/validation)

Period 3 - September 1st – December 31st, 2008

Crime	2005	2006	2007	2008	Difference 2007/2008	Percentage +/-
Break and Enter	71	54	67	40	-27	-40
Theft from Auto	106	122	66	63	-3	-5
Theft of Auto	26	26	16	10	-6	-38
Theft of Bicycle	16	13	8	14	+6	+75
Theft Other	164	101	100	40	-60	-60
Mischief	138	147	122	70	-52	-43
Robbery	4	2	6	6	0	0
Assaults	54	60	52	42	-10	-19
Sexual Assaults	9	2	3	0	-3	-100
Motor Vehicle Crashes	69	37	40	31	-9	-23
Total	657	564	480	316	164	-34

2008 Esquimalt Crime Totals

Crime	2005	2006	2007	2008	Difference 2007/2008	Percentage +/-
Break and Enter	174	207	179	106	-73	-41
Theft from Auto	262	350	192	162	-30	-16
Theft of Auto	54	60	45	34	-11	-24
Theft of Bicycle	50	62	37	45	8	22
Theft Other	379	321	235	143	-92	-39
Mischief	394	418	409	288	-121	-30
Robbery	13	14	20	15	-5	-25
Assaults	188	189	167	161	-6	-4
Sexual Assaults	11	9	13	11	-2	-15
Motor Vehicle Crashes	167	100	86	91	5	6
Total	1692	1730	1383	1056	-327	-24

The overall reported crime rate in Esquimalt continued to decline this year. This trend is consistent with reported crime rates throughout the CRD, the Province of British Columbia and across Canada.

Esquimalt Total Calls for Police Service

2005	2006	2007	2008	Difference 2007/2008	Percentage +/-
6864	6535	6010	4970	1040	-17

Esquimalt Top 5 Calls for Police Service

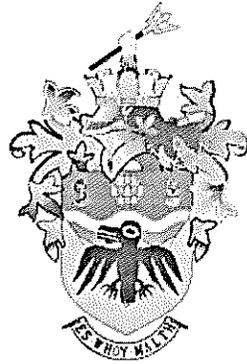
Assist General Public	Mischief to Property	Suspicious Person / Vehicle	By-Law Offences	Liquor Offences	Theft from Vehicle
524	288	260	185	183	162

2008 Divisional Initiatives

<p>2008 West Division Summer Action Plan</p>	<ul style="list-style-type: none"> In addition to the daily and nightly patrols conducted year round by officers from the Uniform Services and Focused Enforcement Divisions, West Division officers were again re-assigned to a summer deployment model from June 27th to August 30th. During this time, approximately 1,200 hours were specifically dedicated to patrolling the parks and green spaces of Esquimalt, Vic West and Burnside Gorge. These included foot, bicycle, and vehicle patrols with a special focus on weekend evenings and liquor interdiction. Overall, there were decreases in police calls concerning youths and assaults during this time, however, crimes such as unwanted persons and noise disturbances returned to 2004 and 2005 levels.
<p>Drug Trafficking</p>	<ul style="list-style-type: none"> In 2008, the West Division regularly acted on information from the community concerning illicit drug trafficking in Esquimalt. On four occasions in 2008, police conducted focused drug enforcement projects on known traffickers. These projects resulted in search warrants, arrests, and the temporary disruption of drug trafficking.
<p>Graffiti Cessation</p>	<ul style="list-style-type: none"> It is often said that Esquimalt appears to have less graffiti than some other urban municipalities in the CRD. This is a direct outcome of a successful partnership of concerned community members, municipal workers and police that operate from the West Division. ETAG (Esquimalt Together Against Graffiti) members work to ensure graffiti on Esquimalt municipal property is removed within 48 hours. Members also support local businesses and residences in their efforts to remove vandalism from their property as soon as possible. The end result is a cleaner and safer looking community. In 2008, the West Division Community Resource Officer took a leadership role in coordinating graffiti investigations for the entire VicPD. This officer also began working closely with graffiti investigators from other police agencies in the CRD and is beginning to see successes in the identification of individuals responsible for damages across municipal boundaries.

<p>Alcohol Related Enforcement</p>	<ul style="list-style-type: none"> • In addition to regular covert and overt liquor inspections of licensed premises in Esquimalt, West Division officers created and implemented an enforcement and education project focusing on “bootlegging” to minors. • Our Community Resource Officer met with representatives from Esquimalt liquor stores and discussed concerns with adults purchasing liquor for minors waiting in the area. These meetings resulted in the creation of new signage for the liquor outlets warning about supplying liquor to minors, and renewed cooperation with merchants to address the issue.
<p>Policing in Esquimalt Advisory Group</p>	<ul style="list-style-type: none"> • The main purpose of this group is to provide the Victoria Police Department with an opportunity to consult several dedicated community members on topics related to policing in Esquimalt. • Areas of discussion in 2008 included: the overall structure of policing in Esquimalt and Victoria; the challenges and opportunities with policing our youth and seniors; crime prevention programs and the quality of service provided by the Victoria Police Department. • The group is led by Insp. Les Sylven and Police Board Member Kathy Mick and is composed of several representatives from Esquimalt Parks and Recreation and four members of the public who responded to a call for participants.
<p>Crime Free Multi-Housing and Block Watch</p>	<ul style="list-style-type: none"> • Although operated from VicPD headquarters by Crime Prevention Services, both Crime Free Multi-Housing (CFMH) and Block Watch continue to be effective community policing initiatives for Esquimalt. • In 2008, a total of the 38 previous high call volume buildings were part of the Crime Free Multi-Housing program in Esquimalt and Victoria. Typically, these buildings saw a reduction in calls for police assistance in their first year of up to 30%.

**Inspector Les Sylven
OIC West Division
Victoria Police Department**



Corporation of the Township of Esquimalt

2008/2009 Strategic Plan

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

Adopted by Esquimalt Council, March 3, 2008



MESSAGE FROM MAYOR AND COUNCIL

The Mayor and Council of the Corporation of the Township of Esquimalt have been listening to residents as they have developed and articulated a vision for their community. In 2004, a broad group of citizens created a community vision statement, which was re-visited during the Official Community Planning Process from 2005 to 2006. In 2005, residents gave substance to their vision by electing seven people to Council, who support the principles of sustainability: a major underpinning of the community vision.

Council is presenting this strategic plan as a way of prioritizing action and focussing financial, staff, and volunteer resources to achieve their community's vision. This strategic plan identifies the following key community goals and actions required to achieve these goals:

- 1. Ensure the Corporation of the Township of Esquimalt remains economically viable and financially sustainable.**
- 2. Ensure Esquimalt accommodates growth in a manner that is sustainable, while maintaining its small town ambience.**
- 3. Protect and improve the health of our natural environment.**
- 4. Provide, encourage, and leverage development of facilities, amenities, and programming to enhance the health and quality of life for all residents.**
- 5. Ensure Esquimalt is recognized as an integral component of the Capital Region and the community actively participates in the region's future.**
- 6. Ensure Esquimalt is a safe community in which to live, work and play.**
- 7. Ensure Esquimalt's local government is open, consultative and communicative.**

Council intends to review and update this strategic plan over the next year and to work with municipal staff to develop performance measures to ensure successful implementation.

Council welcomes feedback from community members about this strategic plan to ensure that it is a relevant, topical document.

Respectfully,

Mayor and Council
Corporation of the Township of Esquimalt



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The Township of Esquimalt's community vision, mission statement, organizational values, and commitment to sustainability principles provide the context for this strategic plan. These tools will guide Council and staff within the Township of Esquimalt in their daily work and in the achievement of strategic goals and objectives. They will also be used to gauge the success of initiatives outlined in this strategic plan.

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.

MISSION STATEMENT

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



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 team, 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.



SUSTAINABILITY PRINCIPLES

According to the 1987 World Commission on the Environment, development is sustainable, “when it meets the needs of the present without compromising the ability of future generations to meet their own needs.”

The Council of the Township of Esquimalt supports the principles of economic, environmental, and social sustainability and understands that we, as a municipality, must be proactive to ensure that future generations have the same opportunities and quality of life that we enjoy today.

Council will work with community members to learn more about their respective roles in promoting community sustainability. Council will then adopt policies and initiatives to protect and improve the natural environment, while preserving economic opportunities and attaining social objectives.



COMMUNITY GOALS

Economic Viability

GOAL

Ensure the Corporation of the Township of Esquimalt remains economically viable and financially sustainable.

OBJECTIVES

The municipality aims to:

- 1) allocate adequate funding for core infrastructure
- 2) provide appropriate service levels
- 3) encourage economic development to expand the tax base
- 4) explore alternative revenue sources

ACTIONS

Objective	Action	Responsibility	Timeframe	Progress to Date
2	➤ Undertake community satisfaction survey	Corporate Services	2008→ongoing	
1	➤ Adopt life-cycle funding and benefit/cost analysis practices for infrastructure	Director of Engineering and Public Works	2008	Pavement management study 80% completed Life-cycle cost analysis to be added to the tangible capital asset system for end of 2008
1	➤ Assess capacity of infrastructure to accommodate growth and develop expansion plans where required	Director of Engineering and Public Works	2007/2008	Hydraulic modeling of sanitary sewer system 95% complete
4	➤ Review user pay opportunities such as development cost charges and other density bonus opportunities	Director of Development Services	2007/2008	Currently examining application fees



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
2, 3	➤ Ensure consistent expectations for the development community and benefits to the citizens of Esquimalt	Director of Development Services	2007 → ongoing	Ongoing
2, 3	➤ Complete marketing and information packages for prospective businesses and residents	Director of Development Services	2007/2008	Ongoing
3	➤ Develop economic development initiatives priority list	Director of Development Services	2007/2008	Economic Development Plan in process
3	➤ Review economic development incentives in Community Charter	Director of Financial Services	2008	Workshop to be scheduled with Council spring 2008
4	➤ Pursue senior government assistance and partnership opportunities for major infrastructure initiatives	Director of Engineering and Public Works	2007 → ongoing	Application for grants on a project-by-project basis
2	➤ Develop a Human Resource Strategy to retain and attract a skilled workforce	HR Manager	2007/2008	
4	➤ Examine the benefits and costs to performing work outside municipal boundaries	Director of Engineering and Public Works	2008	To be carried out in the first half of 2008.
1, 2, 4	➤ Proactively protect Class 4 taxation and Federal Payment in lieu of tax revenues	Director of Financial Services	2007 → ongoing	MFA seminar on Class 4 Taxation attended March 2007
1, 2	➤ Implement required asset depreciation system	Director of Financial Services	2007/2008/2009	Initial planning started May 2007
3	➤ Promote expanded retail and commercial sector	Director of Development Services	2008 → ongoing	Tourism Strategy and annual business mixers
3, 4	➤ Develop policy for amenity contributions	Director of Development Services	2008 → ongoing	Information session held February 2008



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
2, 3, 4	➤ Proceed with Esquimalt Village Project	Director of Development Services Planning Coordinator	2007/2008	Consultants presented results of 1 st set of public input, options and concept plans to be presented to Council in February
2	➤ Implement paper-less service choices for clients	Corporate	2007/2008	
2	➤ Review inter-departmental staff resource efficiencies to ensure equitable billing	Corporate	2008 → ongoing	



Managed Growth

GOAL

Ensure Esquimalt accommodates growth in a manner that is sustainable, while maintaining its small town ambience.

OBJECTIVES

The municipality aims to:

- 1) provide a clear community land use vision
- 2) promote neighborhood harmony
- 3) promote sustainable land use practices

ACTIONS

Objective	Action	Responsibility	Timeframe	Progress to Date
1	➤ Amend Zoning Bylaw to reflect OCP	Director of Development Services	2008	
2, 3	➤ Review Secondary Suite Policy and enforcement practices	Director of Development Services	2007/2008	To start fall 2007
1	➤ Review infill housing and duplex guidelines	Director of Development Services	2007/2008	Review underway with consultant
1, 2, 3	➤ Review parking requirements and amend bylaw as required	Director of Development Services	2008	
1, 3	➤ Develop affordable housing policy for multi-family developments	Director of Development Services	2009	



Environmental Protection

GOAL

Protect and improve the health of our natural environment.

OBJECTIVES

The municipality aims to:

- 1) be a regional leader in environmental stewardship
- 2) promote transportation alternatives
- 3) participate in reducing global warming
- 4) participate in reducing resource depletion

ACTIONS

Objective	Action	Responsibility	Timeframe	Progress to Date
2	➤ Support development of the E & N Trail, including safe crossing at Admirals Road	Director of Engineering and Public Works	2007/2008/2009	On-going discussions with CRD and DND
2	➤ Include bike lane as part of Craigflower Road project	Director of Engineering and Public Works	2007/2008/2009	Included in Craigflower Road Corridor upgrading Project 50% completed
1	➤ Complete sewer system upgrade	Director of Engineering and Public Works	2007/2008	Included in Sustainability Strategic Planning Document-funding sources will be reviewed in 2008
1, 3	➤ Research community energy strategies	Director of Development Services Planning Technician	2008	



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
1	➤ Develop municipal pesticide use regulations	Director of Parks and Recreation	2007	Development of pesticide program in progress with partner municipalities and CRD Environment
1, 3	➤ Maintain quantity of Municipal trees throughout Esquimalt	Director of Parks and Recreation	2007 → ongoing	Funding for new trees in 2007 budget. Dedicated work unit focused 50% on 3,000 municipal trees
1, 3	➤ Incorporate ecological standards and storm water re-use requirements in EVP	Director of Development Services Planning Coordinator	2007/2008	Included in Esquimalt Village Project Process
2	➤ Investigate and adopt Transportation Demand Management Strategies	Director of Development Services	2008	Included in Sustainability Strategic Planning Document Development Services to coordinate
1, 4	➤ Develop community environmental and ecosystem protection priority list	Director of Engineering and Public Works	2007/2008	
1	➤ Develop organizational environmental policies and procedures	Chief Administrative Officer Director of Parks and Recreation Planning Technician	2007/2008	Will form part of strategic planning in Fall 2007
3, 4	➤ Explore/consider GHG audit	Director of Development Services	2008/2009	
1, 3	➤ Implement efficient data collection/storage/archival and disposal systems for all departments	Municipal Clerk	2007/2008	Departments have contributed 2007 budget funds for acquisition



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
1, 2, 3	➤ Develop and implement a sustainable procurement policy for Township, including travel	Planning Technician Deputy Director of Financial Services	2008	
1, 3, 4	➤ Develop and implement municipal wide zero-waste meetings and facilities policy	Planning Technician Engineering Services	2008	
1, 4	➤ Update Sewer and Storm Drain Connection bylaw to reflect best management practices in on-site storm water management for private property	Engineering Services Planning Technician	2008	
1, 3, 4	➤ Comprehensive recycling/compost/waste management for all municipal buildings	Corporate	2008	
1	➤ Formalize and prioritize natural areas management plans for municipal properties along Gorge waterway and existing parks. This includes invasive species removal, restoration, communication strategy to residents and managing species at risk.	Director of Parks and Recreation	2008-2012	
1, 3, 4	➤ Implement building efficiencies to reduce GHG emissions	Director of Engineering and Public Works	2008	
1, 3, 4	➤ Implement fleet efficiencies to reduce GHG emissions	Public Works Supervisor	2008	
1, 2, 3, 4	➤ Implement road infrastructure efficiencies to reduce pollution and GHG emission	Director of Engineering and Public Works	2007 → ongoing	
1,3	➤ Consideration to adopting an anti-idling bylaw	Director of Engineering and Public Works	2009	
1	➤ Shoreline erosion control in Esquimalt parks	Director of Engineering and Public Works	2008/2009	2008 budget request- prep work 2008, repairs 2009



Enhanced Quality of Life

GOAL

Provide, encourage and leverage development of facilities, amenities, and programming to enhance the health and quality of life for all residents.

OBJECTIVES

The municipality aims to:

- 1) participate in and initiate viably affordable housing strategies
- 2) provide facilities and programming to promote healthy, active living for all ages and abilities
- 3) provide diverse, quality green space and parks
- 4) enhance community appearance
- 5) encourage development proposals that include opportunities to live, work and play within walking distance
- 6) promote cultural and heritage opportunities in Esquimalt

ACTIONS

Objective	Action	Responsibility	Timeframe	Progress to Date
4, 5	➤ Proceed with Esquimalt Village project	Director of Development Services Planning Coordinator	2007/2008	Consultants selected and public consultation started June 2006
3	➤ Review management practices at Saxe Point Park	Director of Parks and Recreation	2007	Park management plan not funded for 2007. Work rescheduled to 2008.
2, 3, 4	➤ Continue with Gorge Park Improvement Plan	Director of Parks and Recreation	2007/2008/2009	Japanese Garden concept design approved in February 2007. Matching funding in place



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
3	<ul style="list-style-type: none"> ➤ Construct Phase 2 of Macaulay-West Bay Walkway 	Director of Engineering and Public Works Director of Parks and Recreation	2008/2009	subject to BC Spirit Square funding. Active zone planning scheduled for Fall 2007. Gorge Creek management ongoing with new partnership with Camosun College for monitoring water quality. Option for development of nature house being explored.
4, 5	<ul style="list-style-type: none"> ➤ Construct 800 Block Esquimalt Road Improvement Project 	Director of Engineering and Public Works	2007/2008	Project on hold because of species at risk act (SERA)-correspondence sent to PCC for grant extension; correspondence sent to request condensed timeline for habitat assessment August 2007 Construction scheduled for Aug-Nov 2007 with asphalt overlay in 2008
3	<ul style="list-style-type: none"> ➤ Provide community garden opportunity 	Director of Parks and Recreation	2008	Parks Manager met with garden proponents, project is at proposal stage.



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
3, 4, 5	➤ Create partnerships to develop parks and greenways	Director of Parks and Recreation	2007 → ongoing	New Little League Park opened April 2007 (50-50 partnership with Association), \$10,000 in municipal trees planted through BC Hydro partnership, new West Bay Walkway bridge opened in May 2007 with lead partners City of Victoria, new Playground Committee established in the Spring 2007. partnership re: Ken Hill Park scheduled for Spring 2008 for phase one park work (naming approved February 2007)
2	➤ Create partnerships with schools to maximize benefit of public facilities	Director of Parks and Recreation	2007 → ongoing	New L'ecole Brodeur sportsfield to open September 2007
2	➤ Review diversity of recreational program offerings	Director of Parks and Recreation	2007 → ongoing	Scheduled for Fall 2007
2, 3	➤ Review and update Parks and Recreation Strategic Plan	Director of Parks and Recreation	2008	2008 initiative
2	➤ Adopt and implement recommendations from the Seniors' Strategy	Director of Parks and Recreation	2007/2008	Interim arrangement in place June 1, 2007 for continued operation of Silver



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
2	➤ Continue "Active Community" Strategy	Director of Parks and Recreation	2007 → ongoing	Threads program for 10 months, Joint project committee being established to develop service strategy for 2008 Highway to Health program launched in April 2007, Nutrition strategy in place – implementation 2 nd half of 2007.
4, 5	➤ Continue ETAG (Esquimalt Together Against Graffiti) program	Director of Parks and Recreation	2007 → ongoing	First 2007 Event held June 1 st at Trackside site with participation from Esquimalt High School Leadership class.
1	➤ Leverage affordable housing units	Director of Development Services	2009	
6	➤ Develop and strengthen policies to preserve heritage	Director of Development Services	2008/2009	
6	➤ Develop policies to promote and support culture	Director of Development Services	2008/2009	
6	➤ Develop facility plan for municipal archives	Chief Administrative Officer Corporate Administrator	2008	
2	➤ Review strategies to foster life/work balance for all employees through programs that offer choices and opportunities for personal growth and development	HR Manager	2007 → ongoing	
1	➤ Develop affordable housing policy for multi-family developments	Director of Development Services	2009	



Regional Participation

GOAL

Ensure Esquimalt is recognized as an integral component of the Capital Region and the community actively participates in the region's future.

OBJECTIVES

The municipality aims to:

- 1) be a leader in regional issues
- 2) be a proactive participant in all levels of regional government

ACTIONS

Objective	Action	Responsibility	Timeframe	Progress to Date
1, 2	Actively participate in sewage treatment discussions and procurement processes	Mayor and Council Director of Engineering and Public Works	2007/2008	Director of Engineering and Public Works sits on Technical Advisory Committee, Mayor Clement is chair
2	Seek funding from other levels of government for transportation projects involving significant inter-municipal regional travel (e.g. Craigflower Road and Admirals/Colville intersection)	Director of Engineering and Public Works	2007→ongoing	Applications for grant on a project by project basis
2	Pursue regional user-pay alternatives for capital improvements to transportation systems and other	Director of Engineering and Public Works	2007→ongoing	



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
	regional services			
1, 2	➤ Initiate regional sustainability discussion opportunities	Director of Development Services Planning Technician	2007/2008	Included as part of Community Assessment in Fall 2007 and early 2008
2	➤ Work with Songhees and Esquimalt First Nations to improve understanding of each neighbouring community's needs	Mayor and Council Senior Staff	2007 → ongoing	Regional Sewage Treatment Forum and Accessibility Forum held Discussions with Songhees initiated regarding upgrading of Craigflower Road corridor
2	➤ Pursue regional transportation authority for Capital Region	Mayor and Council	2007 → ongoing	
2	➤ Continue positive, constructive dialogue with DND	Mayor and Council	2007 → ongoing	
1, 2	➤ Participate in regional solid waste diversion program	Mayor and Council Director of Engineering and Public Works	2007 → ongoing	
2	➤ Monitor and develop a position on the Regional Growth Strategy	Director of Development Services	2007 → ongoing	
2	➤ Work with DND on species at risk management at Macaulay Point Park	Director of Parks and Recreation	2008	



Community Safety

GOAL

Ensure Esquimalt is a safe community in which to live, work and play.

OBJECTIVES

The municipality aims to:

- 1) deliver protective services at an acceptable standard and in an economically efficient manner
- 2) implement traffic regulations to provide for safe movement of vehicles, bicycles and pedestrians
- 3) ensure pedestrian routes are connected and accessible

ACTIONS

Objective	Action	Responsibility	Timeframe	Progress to Date
1	➤ Review the cost effectiveness of the current structure for fire protection	Chief Administrative Officer	2007/2008	Preliminary review April/May 2007 further review in 2008
1	➤ Review the scope of roles of the Fire Department	Chief Administrative Officer	2007/2008	Preliminary review April/May 2007 further review in 2008
1	➤ Advocate effective community policing	Mayor and Council Chief Administrative Officer	2007 → ongoing	Mayor raises issue of community policing standards regularly at Police Board. There have been 2 meetings with the Esquimalt business community in regard to community policing
1	➤ Improve delivery of bylaw enforcement services	Director of Development Services	2007 → ongoing	Ongoing



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
2	➤ Review traffic regulations	Director of Engineering and Public Works	2008	To be carried out in 2008
3	➤ Review trip hazards and safety inspection frequency of existing sidewalks	Director of Engineering and Public Works	2007 → ongoing	Trip hazard survey to be carried out on 1/3 of sidewalks every year (Policy Plan-17)
3	➤ Identify walking routes with inadequate or no sidewalks and work to remedy gaps	Director of Engineering and Public Works	2008 → ongoing	Identify opportunities on an on-going basis to obtain contribution from developers for sidewalks
2, 3	➤ Identify mobility impediments and trip hazards to the disabled, and those with carriages, etc.	Director of Engineering and Public Works Director of Parks and Recreation Services	2007/2008	Identify priorities for installation of handicapped ramps at intersections. Measure Up Program
2, 3	➤ Work with other agencies to improve the intersection at Admirals/Colville and E & N Rail	Director of Engineering and Public Works	2007/2008	Preliminary geometric design complete. Cost estimate to be completed
1	➤ Continue proactive emergency preparedness program	Chief Administrative Officer	2007 → ongoing	Further EOC training held June 2007 Neighbourhood Group expanding Further EOC training to be held Fall 2007
2, 3	➤ Incorporate walking charter principles	Director of Development Services	2007 → ongoing	



Government Communications

GOAL

Ensure Esquimalt's local government is open, consultative and communicative.

OBJECTIVES

The municipality aims to:

- 1) be open in conducting its business
- 2) seek community input into local government issues
- 3) inform the community about local government activities

ACTIONS

Objective	Action	Responsibility	Timeframe	Progress to Date
1, 3	➤ Develop and implement corporate communication plan	Communications Manager	2007/2008	In progress; Ongoing assessment and improvement of corporate communication practices; Communication plans developed for highly sensitive or significant municipal projects
1, 2, 3	➤ Hold informal neighbourhood meetings with Council once each term	Municipal Clerk	2007→ongoing	In Progress
3	➤ Continue tri-annual community newsletter	Communications Manager	2007→ongoing	February and June 2007 newsletters published; October in progress.



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
2	<p>➤ Develop active processes to garner community participation and opinion</p>	<p>Communications Manager</p>	<p>2007 → ongoing</p>	<p>Online surveys developed for Esquimalt Village Project and Greenhouse Gas Reduction Challenge; Feedback forms for Esquimalt Village Project available on the website, at open houses, and in municipal facilities; Active communication with residents using a variety of channels; Involved in ongoing, responsive issues management.</p>
2	<p>➤ Continue practice of open houses to seek public input</p>	<p>Chief Administrative Officer</p>	<p>2007 → ongoing</p>	<p>Open houses scheduled for Esquimalt Village Project in June 2007; Next Esquimalt Village Project open house scheduled for February 2008; Public consultation opportunities to be provided for projects (including duplex zoning bylaw review, noise bylaw, tree protection bylaw)</p>



COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
1, 2, 3	➤ Improve website and design municipal logo	Communications Manager	2007/2008	Website consultants hired for municipal website redesign project; Start-up meeting scheduled for September 2007; Website reorganization, redesign, rewriting, and revision expected to be completed in early January 2008 with the implementation of a new content management system.
1, 3	➤ Investigate communication tools to assist people with disabilities	Communications Manager	2008	
3	➤ Municipal staff training program on objectives of sustainability for the Township (i.e. eLearning course; in-house training on energy saving tips)	HR Manager	2008	
3	➤ Human Resource strategies for recruitment and new employee orientation on sustainability objectives	HR Manager	2008	
3	➤ Directors to link long range sustainability goals to work plans and foster collaborative innovation for and with staff	Corporate	2007 → ongoing	



The initial strategic plan as developed for 2006 has been updated and revised in this current 2008/2009 document to provide a more comprehensive strategic plan that reflects changing community needs and priorities. This latest update also reflects an increased focus on sustainability actions.

Senior municipal staff and Council will identify progress measures and report on successes with respect to this plan's objectives.

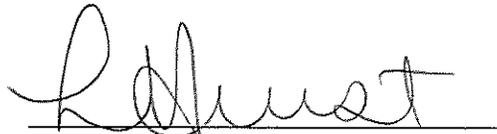
Departmental work plans and regular progress reports provided by senior municipal staff to Council will ensure organizational focus on accomplishing this plan's goals and attaining Esquimalt's community vision.

Township of Esquimalt Annual Report

2008 Declaration of Disqualification

There were no disqualifications under Section 111 of the *Community Charter* in 2008.

June 5, 2009

A handwritten signature in black ink, appearing to read "L. Hurst", written over a horizontal line.

Laurie Hurst
Acting Chief Administrative Officer



Corporation of the Township of Esquimalt

2009 - 2011 Strategic Plan

Adopted by Council - April 20, 2009

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



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MESSAGE FROM MAYOR AND COUNCIL

Community input received during Esquimalt's local government election process in November of 2008 emphasized the social aspect of our community in the context of economic strength and environmental responsibility: the three principles of sustainability.

Immediately following the election, Council worked to identify its priorities for the community for 2009 and beyond. Council emphasized the social and cultural issues facing the community: for example, retaining an ice skating facility and curling opportunities for Esquimalt residents; and addressing social issues burgeoning from changing societal expectation, future density increases and transforming demographics.



Council recognized that the cost of strengthening "community" requires economic growth. Growth will both help finance local government services and generate the economics necessary to enable a broader range of goods and services to be provided by the private sector.

Council also recognized that the community will undergo dramatic changes and the economy will not continue to flourish if we do not protect our environment. Council will therefore support climate action initiatives while at the same time take steps within our municipality to improve the environment.

While Council's initiatives are listed under individual principles of sustainability, many initiatives overlap and work towards achieving more than a single sustainability objective. Indeed, transportation initiatives are an excellent example of a single action impacting all three objectives. Transportation initiatives are therefore listed separately.

Council intends to review the actions within its strategic plan on a regular basis. The review will involve assessing progress, affirming or amending priorities and updating the plan as necessary.

Respectfully,

Mayor and Council
Corporation of the Township of Esquimalt



The Township of Esquimalt's community vision, mission statement, organizational values, and commitment to sustainability principles provide the context for this strategic plan. These tools will guide Council and staff within the Township of Esquimalt in their daily work and in the achievement of strategic goals and objectives. They will also be used to gauge the success of initiatives outlined in this strategic plan.

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.

MISSION STATEMENT

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





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.



SUSTAINABILITY PRINCIPLES

The Council of the Township of Esquimalt supports the principles of human sustainability which includes the integration of economic, environmental, and social sustainability.

The most widespread definition of sustainability was established by the 1987 World Commission on the Environment, which is, “[to meet] the needs of the present without compromising the ability of future generations to meet their own needs.”

Council understands that we must not just strive for maintaining quality of life, but look towards improving it, so that future generations can prosper. To do this, Council will build the concept of sustainability into its operations and decision making processes by considering the longer term implications of its decisions on the environment and the community.

Council recognizes the future financial implications of climate change. The 2006 Stern Review on the economics of climate change found that it costs less to act now on mitigating climate change than later.

Council has demonstrated its commitment to climate change mitigation by signing on to the Province’s and Union of BC Municipalities’ British Columbia Climate Action Charter. The municipality will fulfill its commitments under the Charter by: achieving carbon neutrality in the municipality’s operations by 2012; decreasing the community’s greenhouse gas emissions; and creating a complete, compact and more energy efficient community.

This Council’s commitment to sustainability is reflected in the development of its strategic plan. The Township of Esquimalt’s strategic plan is divided into the three components of economic, environmental, and social sustainability.

Council is excited for the municipality to spearhead sustainability initiatives in its daily operations and to be a sustainability leader in both the local and global community.





COMMUNITY GOALS

Township of Esquimalt
 Council of the Township of Esquimalt undertook a strategic objective and priority setting process in January/February of 2009. Council's goal is to lead Esquimalt towards being a sustainable community. As such, Council's 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.

	Person Responsible	Timeframe	Progress to date
Eliminate option of no arena in the Esquimalt Village Plan	Council/Consultant	Immediate	
Provide more detailed economic advice on retention of Archie Browning Sports Centre arena	Consultant/CAO	2009	
Support continued curling opportunity for Esquimalt's residents	Council	2009 →	

There are a number of existing community issues that will intensify with continued densification and these need to be addressed.

Action	Person Responsible	Timeframe	Progress to date
Resolve secondary suite issue including assigning fair costs	Director of Development Services/Director of Financial Services	2009	
Develop a comprehensive parking strategy to examine: <ul style="list-style-type: none"> - Secondary suites - Residential only permitting system - Trailers/boats - Public use versus private expectation - Adequacy of zoning bylaw parking space requirements - Applicability of meters - Adequacy of seniors/disabled parking - Paid permits 	Director of Development Services/Director of Engineering and Public Works	2010	



COMMUNITY GOALS

Social Improvement - Continued

Part of the uniqueness of Esquimalt in the Capital Region is its diversity of population. Council wants to facilitate opportunities for diversity.

Action	Person Responsible	Timeframe	Progress to date
To examine opportunities to support "age in place" housing	Council/Director of Development Services	2010 →	
To encourage a variety of housing opportunities from rental, to affordable ownership, to luxury ownership	Council	2009 →	
To examine means of leveraging affordable housing both for rental and ownership	Director of Development Services	2010 →	



Esquimalt's heritage is an important component of our community and Council wants to identify and protect Esquimalt's significant heritage resources.

Action	Person Responsible	Timeframe	Progress to date
To develop management programs to identify, conserve and interpret heritage resources	Director of Development Services	2009 →	
Implement heritage conservation programs	Director of Development Services	2010/2011 →	



COMMUNITY GOALS

Social Improvement - Continued

Council believes community health and safety is a top priority and believes that its improvement comes through a variety of means.

Action	Person Responsible	Timeframe	Progress to date
Improve the Emergency Planning Program by renewing training efforts for: <ul style="list-style-type: none"> - Council - Staff - Neighbourhood program 	Fire Chief	2009 →	
Develop an extreme weather protocol	Fire Chief	2009	
Improve Police Services by encouraging a provincial audit, lobbying for a more significant role on the Police Board for Esquimalt; and improving communication between Esquimalt Police Board appointee and Council	Mayor	2009	
Ensure policing services are affordable for Esquimalt.	Council	2009 →	
Improve understanding of Victoria Police Department's Esquimalt Citizen's Advisory Committee	CAO/ Police Inspector-West Division	2009	
Support community based programs such as: <ul style="list-style-type: none"> - Active Living - ETAG - Blockwatch - CPTED (Crime Prevention Through Environmental Design) 	Council	2009	
Encourage community events and celebrations	Council	2009	
Obtain better understanding of the relationship between the municipality and its school districts and the opportunities for maximizing use of public facilities	Recreation Manager	2009	
Encourage the establishment of more health facilities and health professionals in Esquimalt	Mayor	2009	
Work towards ensuring the community's pedestrian network is safe for all users including those with disabilities	Director of Engineering and Public Works	2009	
Consider "accessibility" as an amenity for density bonusing	Director of Development Services	2009/2010	



COMMUNITY GOALS

Social Improvement - Continued

The Council believes that a multi-pronged approach to communication will maximize awareness of community issues.

Action	Person Responsible	Timeframe	Progress to date
Be more open to additional public input at Council and COTW meetings	Mayor/Council/Manager of Corporate Services	2009 →	
Continue Communications Manager Position	Council	2009 →	
Continue to improve website	Manager of Communications and Sustainability	2009 →	
Continue hosting/participating in community face to face events	Council/Manager of Corporate Services	2009 →	
Review means of community consultation (e.g., Facebook, blogs, school visits, event TV's @ school, grocery store, ABSC)	Manager of Communications and Sustainability	2009 →	
Update community contacts in the Active Living Guide	Recreation Manager	2009 →	
Continue program of news releases and Community Newsletter	Manager of Communications and Sustainability	2009 →	
Use auto-email data bases to keep user groups informed (e.g., ABSC)	Recreation Manager/Manager of Communications and Sustainability	2009 →	
Electronically circulate all committee minutes to all committee members	Manager of Corporate Services	2009 →	
Consider acquisition of electronic signboard for ABSC	Recreation Manager/Council	2009	

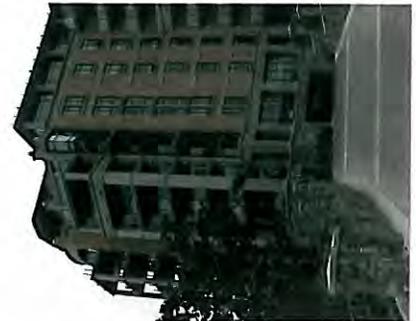


COMMUNITY GOALS

Sustainable Economic Growth

Council believes it needs to re-invigorate, give firm direction to and expedite the Village Core project.

Action	Person Responsible	Timeframe	Progress to date
Ensure plan provides for phasing. Proceed quickly with an early phase (e.g., old hall/works yard site)	Director of Development Services/Consultant/Council	2009 2010/2011	
Review the possibility within the Village Core Plan for a future cultural attraction and hotel site	Consultant/Council	2009	
Consider high density/multi-use opportunities including multi-family residential/commercial in conjunction with public recreational	Consultant	2009	
Consider underground parking with room for significant community events (e.g., Buccaneer Days)	Consultant	2009	
Arrive at final decision on location of protective services building prior to any further expenditures	Consultant/Council	2009	
Council to meet with consultants early for review of progress to date and clarification of future direction and timeline	CAO/Consultants	2009	
Discuss how to improve community interest, knowledge and participation perhaps with additional technical advice	Consultants/Council/ CAO	2009	





COMMUNITY GOALS

Sustainable Economic Growth - Continued

Council believes that additional population through densification of the broader Village Core area will generate new commercial, retail and business opportunities.

Action	Person Responsible	Timeframe	Progress to date
Host a community information session to discuss impacts, benefits and costs of densification	Director of Development Services	2009	
Review OCP if greater densification receives positive feedback	Council/Director of Development Services	2009	

There are specific opportunities Council would like to explore that may impact Esquimalt's Village Core.

Action	Person Responsible	Timeframe	Progress to date
Explore the opportunities for requiring, providing, or encouraging the broad use of: <ul style="list-style-type: none"> • "wireless" technology; • green development (including on-site sewage treatment or integrated resource management); and • alternate energy technologies in the Village Core. 	IT Manager, Director of Development Services, Director of Engineering and Public Works, Manager of Communications and Sustainability	2010	

Council believes additional opportunities exist for economic growth from tourism. Council intends to:

Action	Person Responsible	Timeframe	Progress to date
Inventory and understand opportunities presented by the routes tourists arrive in Esquimalt	Director of Development Services	2009	
Inventory and advertise tourist opportunities	Director of Development Services	2009	
Develop new tourist opportunities such as: <ul style="list-style-type: none"> - artisan tour - heritage home tour - garden tour 	Director of Development Services	2009	
Examine new opportunities that may exist given our proximity to the ocean, in particular at Fleming Beach, Westbay Walkway and the Gorge.	Director of Development Services	2009/2010	



COMMUNITY GOALS

Sustainable Economic Growth - Continued

Council would like to partner with other associations and businesses to:

Action	Person Responsible	Timeframe	Progress to date
Encourage a shop local campaign	Chamber of Commerce Liaisons	2009	
Develop a community promotion campaign	Manager of Communications and Sustainability	2010	
Participate in promotion of community events	Manager of Communications and Sustainability	2009	
Raise profile of community events through Council attendance	Council	2009 →	

Council needs to understand its taxing policies' impact on business and development.

Action	Person Responsible	Timeframe	Progress to date
Develop comprehensive tax comparison data	Director of Financial Services	2009	
Review opportunities for tax incentives for business growth	Director of Financial Services	2009	

Council needs to examine its regulations to encourage appropriate development.

Action	Person Responsible	Timeframe	Progress to date
Encourage Bed & Breakfast opportunities	Director of Development Services	2010	
Promote opportunities at Westbay for retail, restaurant, tourist and evening activity uses as identified in the Official Community Plan	Council	2009 →	
Facilitate Industrial Park growth/densification	Director of Development Services	2010	



COMMUNITY GOALS

Sustainable Economic Growth - Continued

Township of Esquimalt
2008 Annual Report

Council is concerned the property tax is the only substantive form of revenue for the municipal corporation. Council wants to review diversified opportunities for revenue generation.

Action	Person Responsible	Timeframe	Progress to date
Consider legalizing secondary suites and charging appropriate license and user fees (e.g., business license, and inspection, sewer, garbage, and parking fees)	Director of Development Services/Director of Financial Services	2009	
Review opportunities for generating additional operating revenues from parks and other properties (Kayak launch, etc.)	Parks Manager	2010	
Investigate practicality and economics of acquiring ownership of Esquimalt's water system	Director of Engineering and Public Works/CAO	2010/2011	
Investigate opportunities for establishing own energy utility	Director of Engineering and Public Works /Manager of Communications and Sustainability	2010	
Review opportunity for a "coffee cart"/tourist information service at the terminus of Westbay Walkway	Director of Development Services/Parks Manager	2009/2010	
Review opportunity for commercial activity in Saxe Point	Parks Manager	2011	
Review expanding Mayor's role to include promotion and Economic Development	Mayor/CAO	2009	



Environmental Responsibility

Council supports the philosophy behind the Climate Action Charter aimed at reducing greenhouse gas emissions and producing carbon offsets.

Action	Person Responsible	Timeframe	Progress to date
Prepare report summarizing Council's non-binding commitment under the BC Climate Action Charter	Manager of Communications and Sustainability	2009	
Prepare a strategy for complying with commitments under the BC Climate Action Charter	Manager of Communications and Sustainability/CAO	2009	
Utilize knowledge of DND professionals to assist in identifying initiatives	Manager of Communications and Sustainability	2009	
Review opportunities for Integrated Resource Management in Esquimalt	Director of Engineering and Public Works	2009/2010	
Review opportunities for alternate energy sources for municipal facilities (research The Land Conservancy's experience)	Director of Engineering and Public Works/ Recreation Manager	2009/2010	
Review opportunities for urban forest expansion as a carbon offset with a community planting/maintenance partnership component	Parks Manager	2009/2010	





COMMUNITY GOALS

Environmental Responsibility - Continued

Council believes that resolving the sewage treatment issue is a priority for the region.

Action	Person Responsible	Timeframe	Progress to date
Develop a cohesive policy statement outlining Council's perspective on sewage treatment including: <ul style="list-style-type: none"> - Minimal trucks - No loss of green space - Not at Macaulay Point - Improved source control - Integrated resource management - Affordable solution - Community Mitigation 	Mayor	2009	
Utilize STAG's energies and resources to inform Council and the community	Mayor	2009	
Present update on outcome of 5 year capital plan to improve the sewage collection system and develop strategy to tackle the connections component of the system	Director of Engineering and Public Works/Council	2009	



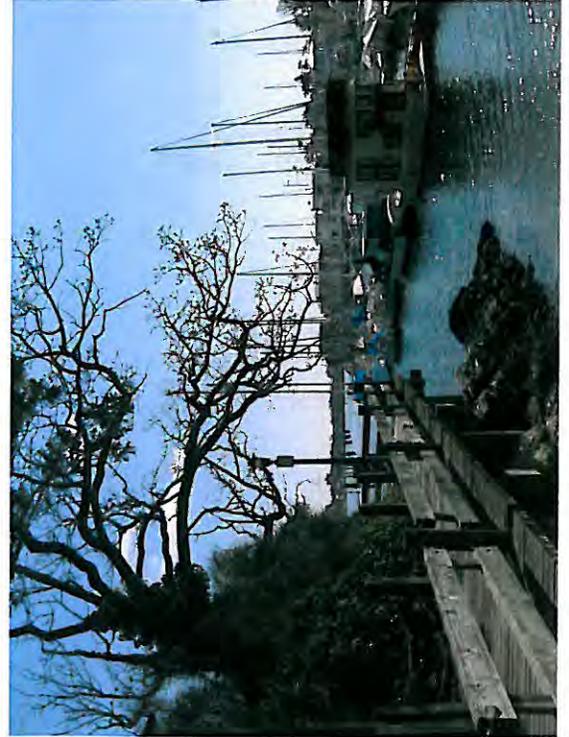


COMMUNITY GOALS

Environmental Responsibility - Continued

Council believes there are numerous other means of encouraging environmental stewardship.

Action	Person Responsible	Timeframe	Progress to date
Require a "green features" report from the developer for every development application and require adherence to the same	Director of Development Services	2009	
Advertise "greening grants" available from the province for private property owners and have the Environment Advisory Committee research availability and assist in promotion	Manager of Communications and Sustainability	2009/2010	
Prepare a report reviewing jurisdiction, environmental standards and compliance of Esquimalt's marinas	Director of Engineering and Public Works/Manager of Corporate Services	2010	
Have the corporation and Council lead sustainability practices by example at every feasible opportunity	Manager of Communications and Sustainability	2009	
Review opportunity to make composters available to the general public at cost.	Manager of Communications and Sustainability	2010	
Prepare a report outlining long-term, hard costs of climate change to the municipality	Manager of Communications and Sustainability	2010	
Encourage the establishment of community gardens	Parks Manager	2009	





COMMUNITY GOALS

Social Improvement, Sustainable Economic Growth and Environmental Responsibility

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.

Council supports and encourages improved bus service.

Action	Person Responsible	Timeframe	Progress to date
Encourage extended service hours to downtown	Council	2009	
Encourage improved connections to the North and the West Shore	Council	2009	
Support the proposed Bay Street service connecting to DND base along Esquimalt Road	Council	2009	
Encourage greater frequency and extended hours of the Munro Street bus	Council	2009	
Partner with DND and Dockyard to encourage Transit to better service these major regional employers	Council	2009	
Pursue Esquimalt representation on the Victoria Regional Transit Commission even if it means re-constituting the Board (partner with West Shore communities)	Mayor	2009	





COMMUNITY GOALS

Social Improvement, Sustainable Economic Growth and Environmental Responsibility - Continued

Council supports a number of other initiatives which will lead to improvements in various transportation modes including walking, cycling, bussing and ferry service.

Action	Person Responsible	Timeframe	Progress to date
Encourage the CRD's "railtrail" project and strive to ensure it has adequate lighting	Council	2009	
Adopt the Pedestrian Charter as an amendment to Esquimalt's OCP	Director of Development Services	2009	
Complete Phase 1 and 2 of the Craigflower Road Upgrade	Director of Engineering and Public Works	2009/2010	
Complete the Admirals/Colville Intersection Upgrade	Director of Engineering and Public Works	2009/2010	
Encourage the Victoria Harbour Ferries to offer a commuter package to Esquimalt residents	Mayor	2009	
Review and ensure the accessibility of the Esquimalt Industrial Area for truck traffic	Director of Engineering and Public Works	2011	
Plan for the future upgrade of Lyall Street considering pedestrians, cyclists, trucking and parking	Director of Engineering and Public Works	2011	
Review potential for upgrading the blocks of Esquimalt Road between the two improved areas	Director of Engineering and Public Works	2011	
Encourage the City of Victoria to improve Esquimalt Road east of Dominion Street	Mayor/Director of Engineering and Public Works	2009	
Develop an infrastructure maintenance plan	Director of Engineering and Public Works	2010	

Council believes that commuter rail transit could provide an outstanding opportunity for Esquimalt.

Action	Person Responsible	Timeframe	Progress to date
Seek an accurate capital and operating cost model for such a service along with details regarding expected sources of revenue and form of governance	Councillor Garrison/Mayor	2009 →	
Review opportunities for a second stop in Esquimalt in addition to the Dockyards' stop	Councillor Garrison/Mayor	2009 →	
Ensure we have examined and amended our land use planning tools before commencement of any rail service	Director of Development Services	2010	



By outlining its priorities Council focuses its two most significant resources, human and fiscal, to achieve Council's goal of community sustainability through specific actions and objectives. Council's budget, staff's departmental work plans and regular progress reports provided by senior municipal staff to Council will ensure organizational focus on accomplishing this plan's goals and attaining Esquimalt's community vision.

