



Strategic Priorities 2019-2023

Updated March 2020



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Strategic planning: Mayor and Council

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

They also develop and identify key strategic priorities and goals to be undertaken during the term of Council 2019 – 2023.

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



Clockwise from top left: Councillor Meagan Brame, Councillor Jacob Helliwell, Councillor Tim Morrison, Councillor Jane Vermeulen, Councillor Ken Armour, Mayor Barbara Desjardins and Councillor Lynda Hundleby

Our vision

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

Our mission

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

Our core values

Accountability

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

Integrity

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

Respect

We value people and treat everyone with dignity and fairness.

Service excellence

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

Passion

We approach our work with conviction and enthusiasm.



Strategic priorities

Strategic priorities are the issues that create a gap between the ideal and reality. Priorities are long-term and are aligned with the Township's Mission and Vision.



We strengthen the health, livability and diversity of the community



We encourage a resilient and diverse economic environment



We will build and enhance partnerships with community groups and other governments



We efficiently and effectively provide local services and infrastructure



We achieve excellence in public service

Our goals and operational strategies

Goals are big picture, where the Township hopes that our efforts will ultimately bring us.

Operational strategies are actions that work to close the gap between where you are starting from and where you want to be, how you intend to reach the strategic goal.



Healthy, livable and diverse community objective: “Enhance opportunities for parks & recreation.”

HEALTHY, LIVABLE AND DIVERSE COMMUNITY

Support community growth, housing and development consistent with our Official Community Plan (OCP)

- Develop parking strategy
- Update of parking bylaw
- Ensure agreements in place for docks in Gorge Waterway where there is private use of public lands
- Complete staff report on implications and costs to develop neighborhood design guidelines for the entire community
- Complete staff report on the feasibility and benefits of having a policy in regard to detached accessory dwelling units, carriage houses and below market housing

Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development

- Develop strategies from Active Transportation Plan and best practices to enhance road corridors

Support the arts, culture and heritage community

- Develop a Public Art Master Plan
- Provide training for Advisory Planning Commission members on heritage values
- Complete 2 additional statements of significance in accordance with the Heritage Policy
- Utilize Township communication tools to promote and support community events
- Develop and design new archive space in municipal hall
- Develop complete inventory of archival material
- Ensure wastewater treatment plant and Esquimalt Town Square art funds utilized fully

Enhance opportunities for Parks & Recreation

- Continue with opportunity to replenish Parkland Acquisition Fund
- Develop long range design plans for major parkland areas
- Engage with stakeholders and residents on parks and recreation services

Fully utilize the \$17 million McLoughlin amenity funds to maximum potential

- Identify and facilitate the selection of projects to be funded by McLoughlin amenity funds in conjunction with public consultation
- Finalize design and award construction tender for Public Safety Building (PSB) utilizing McLoughlin amenity funds

Advance the work of reconciliation with Indigenous Peoples

- Facilitate discussion at Council to Council forums; focus on economic development in addition to funding of Indigenous art projects in the Township

Control deer in partnership with other governments

- Continue with public education program
- Present annual deer count results to Council
- Seek Provincial approval of deer management and reduction strategy, subsequent to the results of the Oak Bay pilot project
- Advocate with the Capital Regional District for a region wide strategy

Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals

- Evaluate all public buildings for potential energy efficiencies
- Create a Climate Adaptation Plan
- Create a Climate Action Plan
- Participate in the Residential Retrofit Acceleration Project to advance energy efficiency in the built environment

Develop health strategies for our community

- Work with developers to incorporate health and wellness facilities in new developments
- Develop design guidelines for improving the design of 'missing middle' housing (PlanH)
- Create Social Wellness Checklist



Healthy, livable and diverse community objective: “Develop design guidelines for improving the design of ‘missing middle’ housing (PlanH).”

BUILD AND ENHANCE PARTNERSHIPS

Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities

- Organize regular Community to Community forums
- Consult and engage with First Nations on update of Economic Development Strategy
- Consult and engage with First Nations on any Official Community Plan amendments

Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community

- Collaborate with CFB Esquimalt, school districts, Island Health and other municipalities on efficiencies and partnerships in Parks and Recreation Services
- Promote emergency preparedness through shared initiatives and training
- Utilize Community Safety Working Group on issues impacting the community
- Continue to advocate for improvements to sustainable regional transportation initiatives
- Advocate with other governments for increased childcare opportunities

Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities

- Continue with the Adapting Together Project to assess and prioritize climate risks to Esquimalt
- Create policies and guidelines to improve social health in multi-family housing (Plan H project)
- Implement Checkout Bag Regulation Bylaw subject to Provincial direction

RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre

- Obtain Certificate of Compliance for onsite
- Monitor construction of new library space
- Finalize storm and sanitary servicing

Support revitalization and beautification initiatives along Esquimalt Road

- Explore further opportunities under the Revitalization Tax Incentive Program
- Enhance intersection safety and explore parking options

Boost investment in the local economy and promote the growth and diversity of businesses

- Continue work with South Island Prosperity Project (SIPP) on an Economic Development Assessment Framework and Business Investment Toolkit—includes short and long term options for increased focus on economic development including update of Economic Development Strategy, resourcing options and development of a marketing strategy
- Review and potential amendment of visioning statement—subsequent to the completion of SIPP project
- Work with the Chamber of Commerce to increase engagement with local business
- Facilitate budget discussion to implement recommendations from SIPP project
- Utilize relationship with Urban Design Institute and South Vancouver Island Economic Development Association as additional input and resource for economic development
- Provide options to complete a development capacity assessment

LOCAL SERVICES AND INFRASTRUCTURE

Identify infrastructure repair and proactively plan for replacement needs

- Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure
- Continued implementation of sidewalk master plan
- Continued implementation of roadway master plan
- Continued implementation of street lighting improvements and upgrades
- Explore local initiatives for other waste streams—Integrated Resource Management/CRD projects
- Remove and replace underground fuel tank at public works yard

Identify long term financial requirements for local services and infrastructure

- Complete and update infrastructure and asset inventory
- Development of asset management strategy and plans

Promote opportunities to share services where operationally and financially beneficial

- Develop management plan with the Department of National Defence and Public Works Canada for storm drain spill events
- Develop clear guidelines on roles and responsibilities for storm drain spill events

Work to achieve equitable costing and optimization of policing in Esquimalt

- Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement
- Review all alternatives for provision of police services to the community

Support ongoing improvements to transportation corridors

- Evaluate transportation corridors for opportunities and options for enhancement
- Develop an Active Transportation Plan

Plan for continuity of core local services and infrastructure in the event of an emergency

- Look for opportunities to fully utilize and expand subscription base for public alert system
- Develop coordinated evacuation plans for Esquimalt and Victoria utilizing VicPD
- Provide input to modernization of the Emergency Program Act



Local services and infrastructure objective: “Develop an Active Transportation Plan.”

EXCELLENCE IN PUBLIC SERVICE

Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values

- Ensure hiring practices incorporate core values
- Ensure regular performance evaluations are completed throughout the organization and are reflective of the core values
- Update respectful workplace policy

Ensure capacity is adequate to support the goals in the Strategic Plan

- Assess capacity in the organization and develop succession plans
- Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals
- Develop and implement supervisory and management leadership program

Engage, respect and respond to the needs of our community

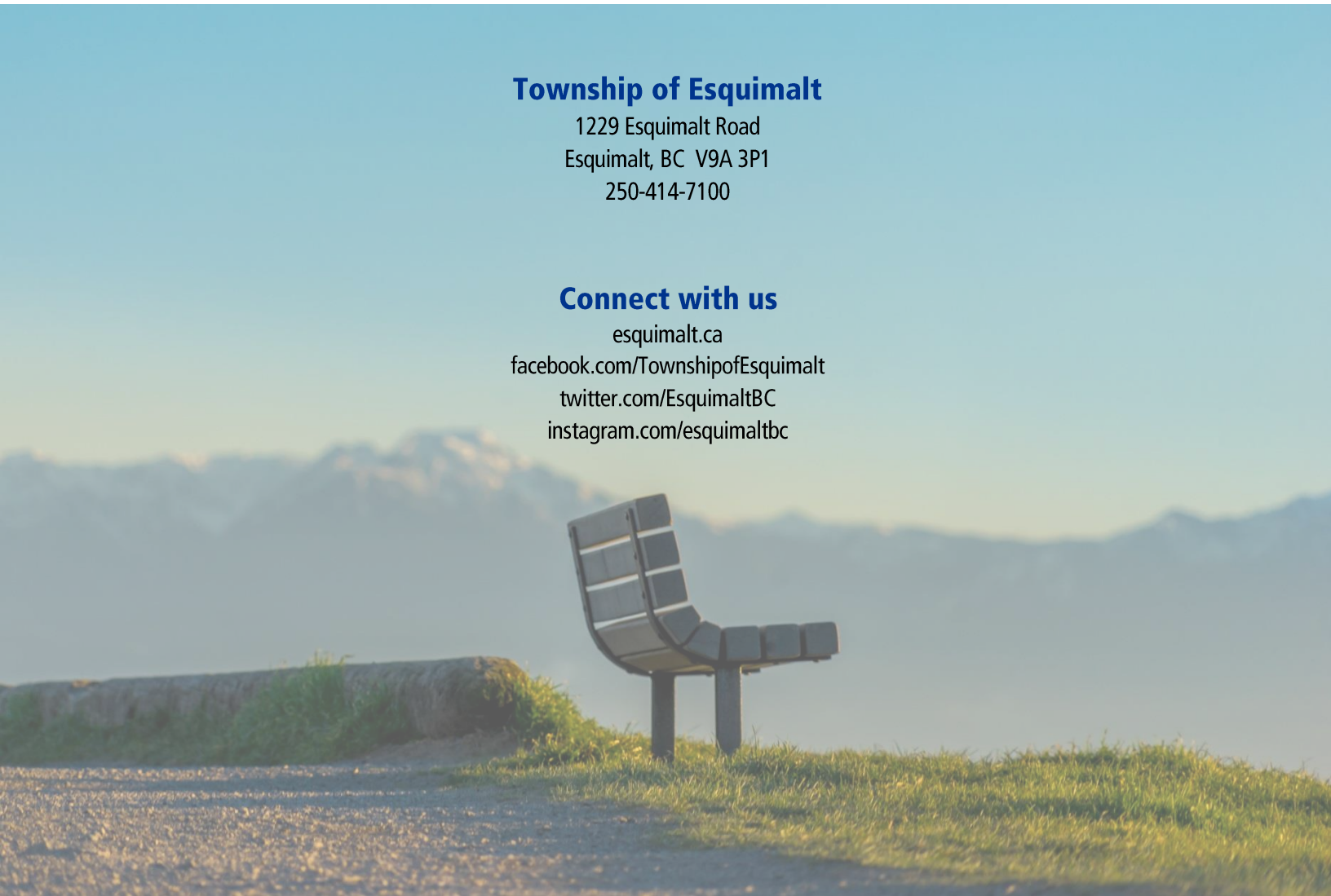
- Consider improvement to user services on website to make more accessible
- Explore feasibility of enhanced online services
- Explore opportunities to improve awareness of financial processes and information
- Improve transparency of Council meetings and information

Township of Esquimalt

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Strategic Priorities & Goals 2019-2023



HEALTHY, LIVABLE AND DIVERSE COMMUNITY



BUILD AND ENHANCE PARTNERSHIPS



LOCAL SERVICES AND INFRASTRUCTURE



EXCELLENCE IN PUBLIC SERVICE



RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

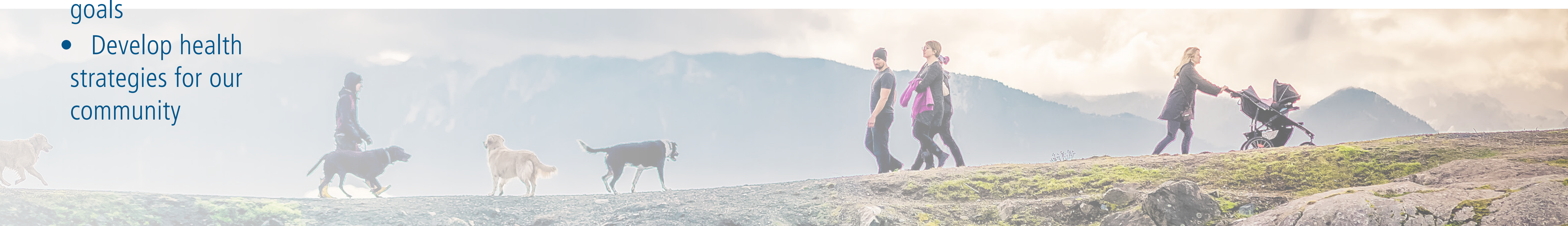
- Support community growth, housing and development consistent with our Official Community Plan (OCP)
- Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development
- Support the arts, culture and heritage community
- Enhance opportunities for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

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

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

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

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



Operational Strategies 2019 – 2023 [1st Period Report -2020]

HEALTHY, LIVABLE AND DIVERSE COMMUNITY

Operational strategies	Responsibility	Progress
Support community growth, housing and development consistent with our Official Community Plan (OCP)		
Develop parking strategy	Engineering & Public Works	Joint venture with Development to develop strategy for on and off street parking. Scope of work to be developed second period with work to occur in third period.
Update parking bylaw	Development Services	Waiting for budget approval
Ensure agreements in place for docks in Gorge Waterway where there is private use of public lands	Community Safety	Agreement has been reached with all dock owners requiring the Licence of Use and Occupation. All but 2 have submitted signed agreements and paid the requisite fee. The remaining two are expected to be received early in the next period.
Complete staff report on implications and costs to develop neighbourhood design guidelines for the entire community	Development Services	Due to existing priorities including completion of the Climate Action Plan, completion of OCP amendments to incorporate the findings of the Designing for Density Study along with a recalibration of the OCP, and development of policy related to Detached Accessory Dwelling Units, this project will need to be delayed until the third period.
Complete staff report on the feasibility and benefits of a policy on detached accessory dwelling units, carriage houses and below market housing	Development Services	The DADU project is underway. A staff report was taken to the March 9 th 2020 Committee of the Whole. Staff are currently beta testing the public survey which will be used to collect information about the public's perceptions of DADU's.
Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development		
Develop strategies from Active Transportation Plan and best practices to enhance road corridors	Engineering & Public Works	Developing scope of work in second period with strategies being completed in third period. Best practices implemented as projects arise.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

Support the arts, culture and heritage community		
Develop a Public Art Master Plan	Parks & Recreation	The RFP is ready to be posted. This project is temporarily on hold due to COVID-19 as most of the work involves public engagement.
Provide training for Advisory Planning Commission members on heritage values	Development Services	Was scheduled for the April meeting, however, with COVID-19 it will be rescheduled.
Complete two additional statements of significance in accordance with the Heritage Policy	Development Services	Two Statements of Significance will be completed this year, one for the Esquimalt Gorge Park and one for Highrock park.
Utilize Township communication tools to promote and support community events	Corporate Services	Published Experience Esquimalt feature in the Times Colonist (Submission dates were March 16 and April 22; publication dates were March 22 and May 3, 2020).
Support the arts, culture and heritage community (cont'd)		
Develop and design new archive space in municipal hall	Corporate Services	Application for grant funding of \$15,000 was submitted under the Canada Cultural Spaces Fund on April 28.
Develop complete inventory of archival material	Corporate Services	Of the approximately 600 boxes that were at Access (off-site storage), all but 150 have been retrieved and reviewed. Some boxes contained archival material, which has been recorded and added to inventory. The inventory of all archival materials will be started in the second period (utilizing new software) with an expected completion date by end of year.
Ensure wastewater treatment plant and Esquimalt Town Square art funds utilized fully	CAO	Both projects are underway but not yet complete; communication continues with both project managers.
Enhance opportunities for Parks & Recreation		
Continue with opportunity to replenish Parkland Acquisition Fund	Development Services CAO	Work on the sale of 880 Fleming Street continues. The Phase 1 Environmental Site Assessment has been completed and reviewed by all parties. The purchase and sales agreement is almost complete. Notice of the pending sale will be published as required by law.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

Enhance opportunities for Parks & Recreation (cont'd)		
Develop long-range design and operational plans for major parkland areas	Parks & Recreation	Design and landscape plans for the Japanese Garden are being finalized.
Engage with stakeholders and residents on parks and recreation services	Parks & Recreation	General customer service surveys completed (311) in March for programs and services feedback.
Fully utilize the \$17 million McLoughlin amenity funds to maximum potential		
Identify and facilitate selection of projects to be funded by McLoughlin amenity funds (MAF) in conjunction with public consultation	Parks & Recreation MAF staff working group	Council has approved the Development Permit and Variance for the Japanese Pavilion at Gorge Park. The final construction and tender documents are being prepared.
Finalize design and award construction tender for Public Safety Building (PSB) utilizing McLoughlin amenity funds	Fire Department PSB working group	Phase two of the environmental assessment of the new public safety building site has been awarded and is currently underway.
Advance the work of reconciliation with Indigenous People		
Facilitate discussion at C2C forums; focus on economic development in addition to funding of Indigenous art projects in the Township	Mayor and Council	Due to COVID-19 these gatherings are not scheduled at this time and will be reviewed as public health orders are updated.
Control deer in partnership with other governments		
Continue with public education program	Community Safety	No messaging has been completed as yet. Expect more in the next period.
Present annual deer count results to Council	Community Safety	Deer Count results were presented
Seek Provincial approval of deer management and reduction strategy, subsequent to the results of the Oak Bay pilot project	Community Safety	Discussions are ongoing with Dr. Fisher at present.
Advocate with the Capital Regional District for a region wide strategy	Mayor and Council	Mayor reported out and actions taken from my deer report March 16, 2020.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals		
Evaluate all public buildings for potential energy efficiencies	Engineering & Public Works Parks and Recreation	Joint venture with P&R to retain a consultant in second/third period to undertake evaluation.
Create a Climate Adaptation Plan	Development Services	Work is underway. There is one more workshop after which time the document will be presented to Council.
Create a Climate Action Plan	Development Services	Work is underway. Staff interviews have been completed. The consultant is working on a revised public consultation strategy that responds appropriately to the COVID-19 pandemic.
Participate in the Residential Retrofit Acceleration Project to advance energy efficiency in the built environment	Development Services	Staff will participated in a conference call this Friday to discuss how to promote this project during COVID
Develop health strategies for our community		
Work with developers to incorporate health and wellness facilities in new developments	Development Services	This is an ongoing process as development applications are received.
Develop design guidelines for improving the design of 'missing middle' housing (PlanH)	Development Services	Staff are currently preparing design guidelines that will be part of an overall package of OCP amendments for Council's consideration.
Create Social Wellness Checklist	Development Services	Staff are in the very early stages of preparing the checklist.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

BUILD AND ENHANCE PARTNERSHIPS

Operational strategies	Responsibility	Progress
Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities		
Organize regular Community to Community forums	Council Corporate Services	Due to COVID-19 these gatherings are not scheduled at this time and will be reviewed as public health orders are updated.
Consult and engage with First Nations on update of Economic Development Strategy	Council Corporate Services	Council will review recommendations coming out of the project report from South Island Prosperity Project and decide how to advance this strategy within parameters of COVID-19 orders in place.
Consult and engage with First Nations on any Official Community Plan amendments	Development Services	This is required by law. It occurs with every OCP amendment.
Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community		
Collaborate with CFB Esquimalt, school districts, VIHA and other municipalities on efficiencies and partnerships in Parks and Recreation Services	Parks & Recreation	Regional collaboration and information sharing around COVID-19 response is occurring weekly.
Promote emergency response and preparedness through shared initiatives and training	Community Safety Fire Department CAO	Work has been completed on local evacuation plan in collaboration with the City of Victoria and Victoria Police Department. Work continues on regional sea level rise and tsunami modelling project with work to be completed in May, and LGEPAC public education working group collaborated to submit content for emergency preparedness week for residents in the Region.
Utilize Community Safety Working Group on issues impacting the community	Community Safety	Due to COVID, working group meetings have been suspended. During the next period, working group meetings will be completed via teleconference.
Continue to advocate for improvements to sustainable regional transportation initiatives	Mayor and Council	Waiting for provincial study but rail assessment study has been released.
Advocate with other governments for increased childcare opportunities	Mayor and Council	No activity during this period.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities		
Continue with the Adapting Together Project to assess and prioritize climate risks to Esquimalt	Development Services	There is one more workshop after which the final report will be written and presented to Council.
Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities (cont'd)		
Create policies and guidelines to improve social health in multi-family housing (Plan H project)	Development Services	Staff are drafting policies and guidelines as part of the OCP recalibration.
Implement Checkout Bag Regulation Bylaw subject to Provincial direction	Development Services	Waiting for the provincial government to release its plastic bag policy.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

Operational strategies	Responsibility	Progress
Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre		
Obtain Certificate of Compliance for onsite	Engineering & Public Works	Application on site Certificate submitted to Ministry for review. Clarifying information as required. Anticipate receiving Certificate either second or third period.
Monitor construction of new library space	CAO Development Services	Township has executed a memorandum of understanding for outstanding items for this project and we are currently finalizing a construction contract for the tenant improvements.
Finalize storm and sanitary servicing	Engineering & Public Works	Working with developer to undertake construction. Anticipate completion late in second period.
Support revitalization and beautification initiatives along Esquimalt Road		
Explore further opportunities under the Revitalization Tax Incentive Program	Financial Services	Report to be completed during the third period 2020
Enhance intersection safety and explore parking options	Engineering & Public Works	Work on Head/Esquimalt intersection completed with bump outs and new stand alone signals. Work on Admirals/Esquimalt signals scheduled for third period. Potential cross section for Esquimalt Road from Admirals to Canteen deferred till 2021
Boost investment in the local economy and promote the growth and diversity of businesses		
Continue work with South Island Prosperity Project (SIPP) on an Economic Development Assessment Framework and Business Investment Toolkit – includes short and long term options for increased focus on economic development including update of Economic Development Strategy, resourcing options and development of a marketing strategy	CAO	This project is well underway with interviews and stakeholder input occurring in the last period. It is expected that the final report will be presented to Council late in the second period. South Island Prosperity will present progress at May 4 Council meeting.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

Boost investment in the local economy and promote the growth and diversity of businesses (cont'd)		
Review and potential amendment of visioning statement – subsequent to the completion of SIPP project	CAO	The project is expected to be presented in the second period.
Work with the Esquimalt Chamber of Commerce to increase engagement with local business	Corporate Services Development Services	Regularly share the Chamber's digital communications through the Township's communications channels to increase profile and awareness.
Facilitate budget discussion to implement recommendations from SIPP project	CAO	This will occur in the third period 2020.
Boost investment in the local economy and promote the growth and diversity of businesses		
Utilize relationship with Urban Design Institute and South Island Prosperity Project as additional input and resource for economic development	CAO	Liaison meeting was held virtually on April 27 and Sought Island Prosperity Project is managing the Economic Development Assessment and Business Readiness Roadmap project.
Provide options to complete a development capacity assessment	Development Services	This will be done in the second period.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

LOCAL SERVICES AND INFRASTRUCTURE

Operational strategies	Responsibility	Progress
Identify infrastructure repair and proactively plan for replacement needs		
Implementation of Inflow and Infiltration Management Plan and evaluation of underground infrastructure	Engineering & Public Works	Working identifying problem locations in Gosper Crescent. Repairs are anticipated to occur in either the second or third periods. Master plan request for proposal to be issued in second period.
Continued implementation of sidewalk master plan	Engineering & Public Works	Scope of works being finalized for new and replacement programs with work being carried out in the second and third periods.
Continued implementation of roadway master plan	Engineering & Public Works	Will continue to camera underground infrastructure through out the year. This information will be merged with surface evaluation to assist in update of road corridor projects.
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Project to commence in second period.
Explore local initiatives for other waste streams – Integrated Resource Management/CRD projects	Engineering & Public Works	Working with consultant to produce an interim report in the second period with completed project at the end of second period. Working with CRD on other waste initiatives as required.
Remove and replace underground fuel tank at public works yard	Engineering & Public Works	Scope of work and tender package to be completed in second period with work to occur in third period.
Identify long term financial requirements for local services and infrastructure		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works Parks & Recreation	Continue to add and modify asset data bases as information and staff time becomes available.
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	In second and third periods will further develop strategy and improve plans.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

Promote opportunities to share services where operationally and financially beneficial		
Develop management plans with the Department of National Defence and Public Works Canada for storm drain spill events	Engineering & Public Works	Working on putting together common responses to storm drain spill events in the second/third period.
Develop clear guidelines on roles and responsibilities for storm drain spill events	Engineering & Public Works	Base guidelines have been developed but need to be upgraded. Work to occur in the second and third periods.
Work to achieve equitable costing and optimization of policing in Esquimalt		
Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement	CAO	Correspondence was sent to the Victoria Esquimalt Police Board regarding interpretation of optional resources and other discussions are ongoing as issues arise.
Review all alternatives for provision of police services to the community	CAO	Currently awaiting response to correspondence sent to the Board and may request meeting of Administrative Committee once received.
Support ongoing improvements to transportation corridors		
Evaluate transportation corridors for opportunities and options for enhancement	Engineering & Public Works	As projects are identified from other evaluations will include the a perspective on how to increase or modify transportation corridor ability to become more multi-modal.
Develop an Active Transportation Plan	Engineering & Public Works	Work to be initiated in the second period.
Plan for continuity of core local services and infrastructure in the event of an emergency		
Look for opportunities to fully utilize and expand subscription base for public alert system	Community Safety	Submitted ad for Emergency Preparedness week promoting Esquimalt Alert, as well as ads in the Lookout, emails with information have been sent to all schools for distribution to parents, and continue to promote on social media.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

Plan for continuity of core local services and infrastructure in the event of an emergency (cont'd)		
Develop coordinated evacuation plans for Esquimalt and Victoria utilizing VicPD	Community Safety	Evacuation planning meetings and one exercise took place. Due to COVID-19, additional exercises and testing were not possible but the final plans have been submitted to Victoria and Esquimalt, with plans to exercise when possible.
Provide input to modernization of the Emergency Program Act	Community Safety CAO	Input was provided by the Township individually and meetings coordinated by the Regional Emergency Management partnership resulted in a collaborative regional submission.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

EXCELLENCE IN PUBLIC SERVICE

Operational strategies	Responsibility	Progress
Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values		
Ensure hiring practices incorporate core values	Corporate Services	No active recruitment during COVID-19. We currently have four vacancies. All job descriptions being reviewed starting mid-April to ensure core values are listed. Completion expected end of May.
Ensure regular performance evaluations are completed throughout the organization and are reflective of the core values	Corporate Services	Performance and Development Plan document for Exempt staff to be reviewed in second period.
Update respectful workplace policy	Corporate Services	To be completed in second period.
Ensure capacity is adequate to support the goals in the Strategic Plan		
Assess capacity in the organization and develop succession plans	Corporate Services Directors	In the second period the Township's policy regarding Training and Development (M-PER-08, <i>Training, Development, Certification and Educational Advancement for Regular Employees</i>), will be reviewed as it has not been updated since 2011. A robust succession plan includes training and development policies that meet the career development expectations of existing employees.
Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals	CAO	This work has been completed.
Development and implementation of supervisory and management leadership program	Corporate Services	To be developed in second period with implementation in the third.

Operational Strategies 2019 – 2023 [1st Period Report -2020]

Engage, respect and respond to the needs of our community		
Consider improvement to user services on website to make more accessible	Corporate Services	<p>Corporate Services staff have made changes such that APC and DRC Committee agendas and minutes are now prepared using Granicus and are viewable on the website in Legistar, along with Council meeting documents.</p> <p>Most PowerPoints are included in meeting agendas for the public to follow at home during the meeting and those that are not are posted to the website the following day.</p> <p>Committee member application forms are now available in a fillable format on the website.</p> <p>Public Hearing Leaflet has been created to help the public understand the PH process and public input opportunities.</p> <p>Added printable garbage map to website</p>
Explore feasibility of enhanced online services	Financial Services	Discussions ongoing with other municipalities and service providers for potential options and cost sharing
Explore opportunities to improve awareness of financial processes and information	Financial Services	Review of online tools to be completed during third period 2020
Improve transparency of Council meetings and information	Corporate Services	Council meeting Resolution Tracker has been created on the website for the public to track Council decisions.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-195

PERIOD REPORT

DATE: April 29, 2020

Report No. ADM-20-010

TO: Mayor and Council

FROM: Laurie Hurst, Chief Administrative Officer

SUBJECT: CAO - 2020 First Period Report

The following is a report on the activities pertaining to the CAO's office from January 1, 2020 to April 30, 2020.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Legislative

- Attended meetings of and reviewed reports, agendas, minutes and action reports of Council, COTW and In Camera meetings.

2. Operations

- Facilitated strategic planning session with Council to update the 2019-2023 Strategic Priorities
- Conducted workshop with senior leadership team to update operational strategies based on direction from Council
- Provided input and guidance during development of financial plan and tax rate discussions based on strategic priorities, operational strategies and organizational capacity
- Continued with working group and consultant to move the public safety building project forward including processes to engage architect for feasibility study and space analysis; participated in kick off design charette
- Worked with consultant, Aragon and legal counsel to ensure progress on Esquimalt Town Square and library project including finalizing memorandum of understanding for all outstanding issues and working to finalize construction contract for the library space tenant improvements
- Provided guidance and input/direction on various issues to senior staff including process for integrated resource management, continuation of wellness program for fire department, climate action plan, potential projects for use of parkland amenity funds,
- As member of the Regional Emergency Management Partnership Steering Committee, provided input for submission to the Emergency Program Act Modernization Discussion Paper

- Continued work with South Island Prosperity Partnership and consultants on the Esquimalt Economic Development Assessment and Business Readiness Roadmap including hosting interviews and stakeholders meetings and providing input through personal interviews with consultants
 - Coordinated information and input for additional correspondence in regard to interpretation of Framework Agreement
 - Completed all Development and Work Plans with senior leadership team to set performance goals for the year based on strategic priorities
 - Emergency Operation Centre (EOC) activated March 12 in order to respond and plan for organizational response to COVID-19. CAO acts as EOC Director during activation. As much as possible the organization has maintained a 'business as usual' approach through implementation of significant alternative work processes and activities, some of which included:
 - Closure of recreation and sports facilities
 - Closure of playground areas
 - Closure of municipal hall to public access
 - Assessment of essential and critical staffing levels; layoff of 186 auxiliary employees in recreation
 - Hold on all seasonal hirings and no hiring for currently vacant positions
 - Development of work from home policy; available to employees as feasible
 - Implementation of shift schedules for essential public works personnel
 - Establishment of secondary temporary facility for public works at sports centre
 - Significant communications and social media materials prepared and distributed; website updated with COVID-19 informational materials
 - Adjustment of meeting procedures to allow all meetings to be conducted electronically including public input and presentations
 - Daily monitoring of public health orders and updates to adjust operations as necessary
 - Discussion with regional CAO's (3x per week) with a goal of taking a consistent regional approach as much as possible
 - Review and approval of all corporate communication materials prior to publishing

3. Other

- Regular meeting attendance and participation (no external meetings since declaration of state of emergency and Local Area Administrators currently twice weekly conference call):
 - CAO/Mayor - weekly
 - Senior Leadership group - weekly
 - Esquimalt Town Square Working Group - weekly
 - Public Safety Building Working Group - weekly
 - Director of Corporate Services and Corporate Officer - biweekly
 - GVLRA Board - monthly
 - Te'mexw Treaty Advisory Committee - monthly
 - Victoria City Manager - bimonthly
 - VicPd Chief Constable - quarterly
 - Local Area Administrators - quarterly
 - CUPE Labour/Management - quarterly

- Emergency Planning Committee - semi annually
- **Special Events**
 - Annual meeting of the Esquimalt/Urban Development Institute Liaison Group held via Zoom
- **Training/Workshops/Seminars**
 - Young Anderson Legal Seminar
 - Evacuation Planning for the EOC Director

II. **COMMITTEES**

- CAO is appointed to and participates on the following committees:
 - Internal
 - McLoughlin Amenity Funds Working Group
 - Public Safety Working Group
 - External
 - Regional Emergency Management Partnership Steering Committee
 - GVLRA Administrative Working Group



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-205

PERIOD REPORT

DATE: May 1, 2020

Report No. ADM-20-011

TO: Laurie Hurst, Chief Administrative Officer

FROM: Vicki Gannon, Director of Corporate Services and Human Resources

SUBJECT: Corporate Services and Human Resources Department - 2020 First Period Report

The following is a report on the activities pertaining to the Corporate Services and Human Resources Department from January 1, 2020 to April 30, 2020.

4. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Corporate Services

- 21 meetings including preparation of:
 - 6 Public Hearing Notices and associated newspaper advertisements.
 - 26 Meeting Notices and associated newspaper advertisements.
 - agendas and minutes for Regular, Special and In Camera meetings of Council and Committee of the Whole, including posting on website Community Notice Board.
 - 161 agenda late items.
 - 10 Action Reports and completion of all follow up correspondence and distribution to third parties.
- Corporate Officer and Deputy Corporate Officer commissioned 14 documents for residents of Esquimalt.
- Deputy Corporate Officer prepared 2 bylaw consolidations: Streets and Traffic Bylaw and Council Procedures Bylaw.
- Staff prepared 7 Proclamations and posted to the Municipal website.
- Staff processed 350 mail items for retention and distribution. Sent out 88 acknowledgement emails.
- Staff prepared 33 Township business letters on behalf of Mayor and Council.
- Corporate Officer and Deputy Corporate Officer completed 12 electronic registrations at Land Title Office (12 total for year).
- Corporate Officer responded to 10 requests for access to records under the Freedom of Information and Protection of Privacy Act (10 total for year) and a further 7 requests for access to public records.

- Corporate Officer & Deputy Corporate Officer prepared 3 Statutory Notices to fulfill the public notice requirements associated with bylaw amendments.
- Corporate Officer & Deputy Corporate Officer processed, reviewed, and filed 2019 Financial Disclosure Statements for Council members and municipal Officers.
- Corporate Officer & Deputy Corporate Officer implemented a tracking system to number Council resolutions.
- Corporate Officer & Deputy Corporate Officer researched and purchased a public input timer for Council and Committee of the Whole meetings.
- Corporate Officer & Deputy Corporate Officer completed the annual Policy review and rescinded 11 redundant polices.
- Corporate Officer & Deputy Corporate Officer implemented various initiatives towards increasing Council transparency including adding PowerPoint Presentations to the public website, adding Council resolutions to the website as a `dashboard`, and drafted a public hearing brochure to inform the public on the public process.
- Corporate Officer prepared the 2020 Council and Committee of the Whole meeting schedule, and Corporate Services staff updated the Council Outlook Calendar, Municipal website, Municipal Notice Board and Granicus/Legistar software with all 2020 scheduled meetings.
- Staff coordinated Council's Strategic Planning session.

2. Committees

- Corporate Officer & Deputy Corporate Officer implemented a tracking database for internal committees to ensure alignment with legislation and policies.
- Corporate Officer & Deputy Corporate Officer initiated the 2020 internal committee recruitment process including updating the application form to a fillable PDF document.
- Office Administrator, as Recording Secretary for the Environmental Advisory Committee (EAC), coordinated 1 EAC meeting, including preparation and posting of notices, Agendas and Minutes.
- Staff posted 6 Agendas of the Advisory Planning Commission (APC), APC Design Review Committee (DRC), Environmental Advisory Committee and Local Grant Committee to the website and responded to inquiries relating to Committees.
- Office Administrator established the Advisory Planning Commission in Granicus to create agendas, minutes, livestream and record video, eliminating paper documents. Partially completed the same set up for the APC Design Review Committee. Also adapted the existing Council Decision staff report template for use by staff to prepare staff reports for both APC & DRC.
- Office Administrator trained Development Services Office Administrator in the use of Granicus for producing agendas and minutes for the APC.

3. Business Licence Administration

- Staff provided clerical support for Business Licencing: processing and monitoring applications, answering questions and inquiries from the public and preparing 757 renewal notices and 39 late payment penalty notices for 2020.
- Office Administrator developed spreadsheets for tracking payments, phone call follow-ups and

unpaid accounts for bylaw enforcement for 2020 business licence renewals.

- Office Administrator processed 238 1st reminder and 123 2nd renewal notice reminders for 2020 business licences.
- Corporate Services administration staff contacted 120 businesses via telephone who did not have an email address to provide a renewal reminder as well as additional attempts to contact all businesses via telephone until payment or notification of closure received.

5. Administrative support for Mayor and Council and CAO

- Coordinated and assisted Mayor and Council at the New Year's Levee.
- Executive Assistant coordinated registration and made arrangements for travel and accommodation for 2020 conferences for Mayor, Council and CAO (5 AVICC - hotel & registration; 1 FCM hotel & registration; 2 LGMA hotel & registration & cancellation process for all due to COVID-19).
- Executive Assistant organized 1 LAA Luncheon organize (venue, menu, invites & agenda prep).
- Executive Assistant coordinated 11 Senior Management meetings; note taking and action items for 18 EOC Management/COVID-19 Meetings; coordinated 9 COVID-19 related meetings re: critical staffing/tax/lay offs; coordinated 1 Mayor's Open Door meetings; coordinated 9 performance review meetings for CAO. Numerous meetings for Mayor were cancelled or rescheduled via teleconference.
- Executive Assistant organized 8 SIPP meetings for CAO, Directors & Mayor/Council re: Economic Development Assessment and Business Investment Roadmap.
- Executive Assistant coordinated the annual Volunteer Recognition Dinner (venue; menu; invitations) & subsequently cancelled due to COVID-19.
- Executive Assistant prepared 49 letters for Mayor & CAO (retirement /invitations/thank you/congratulations/new business) & other Township related business. 1 new resident package was compiled and organized for drop off.
- Executive Assistant researched photos for SIPP Business Investment Roadmap document including contacting CFB & First Nations and provided to Communications Manager.
- Executive Assistant researched and logged local, provincial and enforcement news articles re: COVID-19 & emailed out to EOC 2x/week.
- Executive Assistant sent out 6 Township event information newsletters via Campaigner.
- Executive Assistant provided two weeks vacation coverage for Communications Manager and assisted Communications Manager throughout the period re: updating website and social media/Hootsuite posts.

6. Records Management

- 1329 new paper records were created and entered in the TAB Fusion software.
- 11 new boxes sent to Access Records off-site records storage facility and entered in TAB Fusion software.
- 211 records identified as eligible for destruction and confidentially shredded during the annual destruction process in January.
- Approximately 1200 unclassified paper records destroyed. This does not include records

destroyed in the annual process in January or the Access Records review project.

- Approximately 30,000 electronic files moved or deleted as part of the electronic shared drive restructure project.
- With the Municipal Hall closed to the public since March 20th, the Access Review Project has been prioritized and moved to Council Chambers. With the space available in Council Chambers, a greater quantity of boxes can be retrieved from Access Records for review. Administrative staff from other departments have been assisting the Archivist/Records Coordinator with this review. Out of the 573 boxes that the Township deposited at Access Records between 2003 and 2012, only 172 boxes remain for review.
- In regards to paper filing, all departments have now received initial training in the TABFusion software. The Archivist/Records Coordinator has advised staff to focus on their 2020 paper records first, before processing 2019 or older files in their backlog.
- The shared drive restructure project continues to be the focus for electronic records management. Corporate Services has fully moved to the new structure, and the IT and Engineering departments are beginning to move their files. With the closure of municipal facilities, the Archivist/Records Coordinator created electronic filing training documents and instructions to be distributed to managers looking for additional work for their staff.

6. Archives

- The Archives was only open by appointment for two weeks in mid-January when most of our volunteers were sick or were unable to come in due to the weather. Further, it has been closed, as well as all municipal buildings, since March 17, 2020.
- 357 Volunteer Hours.
- 22 Research Requests completed.
- 5 Terms of Use Agreements signed for use of archival photos in publications.
- 43 brochures distributed.
- 5 photos taken of buildings with approved demolition permits.
- The Archivist/Records Coordinator continues to respond to research requests and other questions by telephone or e-mail. While most queries have been fully answered, some researchers have been advised that their inquiry will need to wait until public access to the Archives' Reading Room and collections resumes.
- A weekly newsletter entitled "Archives from a Distance" was initiated on Wednesday, April 8th by the Archivist/Records Coordinator. The newsletter is emailed to the Archives volunteers and comprises a collection of links to historical or archival websites to explore in lieu of their volunteer shifts. The intention is to keep the volunteers engaged with the Township, while providing a lighthearted diversion from the news and a way to keep connected with each other.
- The Archivist/Records Coordinator continues to collaborate with the Communications Manager on weekly #TBT (Throwback Thursday) posts.
- Other notable activities:
 - replaced the exhibit in the lobby of Municipal Hall. The new theme is Prohibition, as 2020 is the 100th anniversary of the provincial binding referendum on whether prohibition should continue or be replaced by government-controlled liquor sales. BC chose the latter.
 - applied for the Heritage Canada's Canada Cultural Spaces Fund grant. If successful, the money will go towards designing the new archives space.

- archivist continues to update internal processes to improve retrieval of archival material.

7. Communications

The Manager of Communications:

- Met with Destination Victoria representative to discuss the Township's presence on DV collateral and how to work together more strategically.
- Met with City of Victoria Director of Engagement to discuss collaborative communications.
- Met with communications staff from area municipalities to discuss best practices in local government communications.
- Attended lunch and learn regarding creating podcasts.
- Planned and executed communications activities such as sharing information to website, facility displays and social media; creating print and digital ads; writing news releases, hiring photographer, live tweeting from event and coordinating media queries for various Township initiatives and events, including:
 - lifeguard staffing concerns;
 - oil tank removal;
 - energy rebate programs;
 - wastewater and storm system care at the homeowner level; and
 - advisory committee recruitment.
- Submitted article, images and content for March's "Experience Esquimalt"; modified May's edition to contain pandemic-related information and to promote Esquimalt Alert.
- Crisis communications responses to:
 - the snowfall event;
 - flooding event;
 - filming in public spaces;
 - hydrocarbon leak in the Gorge; and
 - COVID-19 pandemic.

Tactics included: social media posts; web updates; Esquimalt Alert posts; information bulletin and public advisory communications; arranging live and radio media interviews; creating video content for Township digital platforms, working with various levels of government on creating accurate and timely public content; creating key message and briefing information for council; creating internal messages for staff and creating signage.

- Earth Day Communications: moved community event to an interactive online event.
 - shifted the food waste panel to from a live to an online format, including recording individual interviews over Zoom with three local guests (Zero Waste Emporium owners; Mustard Seed's Food Rescue Project director and the program manager for the Food Eco District project) and subsequent post-production resulting in a 35-minute informative video.
 - worked with Recreation and Development staff to shift other Earth Day events to online and promote the content using earned media and website.
- Continued the "Throwback Thursday" social media program in conjunction with Archives.
- Drafted Communications Policy and circulated to Senior Management for review.
- Drafted Social Media Policy that was approved and implemented.

Website updates:

File #:20-205

- Enhanced information on the website regarding building information by posting new forms in strategic locations and promoting new service on social media channels.
- Municipal Insurance Association of BC informational brochures added to website help residents navigate potential insurance claims due to flooding, etc.
- In Legistar, PDFs open online rather than needing to download when viewed by the public.
- Working with fire department staff to revamp department website pages.

Analytics (last period in brackets):

Esquimalt Alert registrations

- 1,316 registrants

Legistar

- 1,191(1,595) total page views (all pages in the Granicus system)
- 594 (953) total visits (total number of times visitors came to the site)
- 530 (806) total unique visitors - individual views of the site
- 70% desktop, 30% mobile

Website Hits

- Total page views: 228,559 (246,322 last period)
- Top three pages:
 1. Parks and Recreation
 2. Parks and Recreation drop-in schedules
 3. Home page

Note: The COVID-19 page went live March 16. This page is #6 in terms of total page views for the period. A decline in average website views can be attributed to the closing of the recreation centres and the lack of programming information required by the public.

Twitter

- Average 1,409 post views per day (impressions) (1,718 last period)
- Total 394 posts; (309 last period)
- New followers: 3,498 (3,332 last period)

Facebook

- 1,593 (1,552) followers
- 2,482 engagements (likes, clicks, shares) (2,611)
- 190 new timeline posts (195 last period)

Instagram

- 593 (201) followers
- 76 posts

LinkedIn

- 97 (54) followers
- 209 (70) page views

Communications - related online newsletters

- Events list: 271 contacts
- News list: 248 contacts
- The “Current” newsletter list: 193

8. Human Resources

COVID-19:

- Developed and implemented a Work From Home (WFH) Policy and Agreement to comply with the Provincial Health Officer’s recommendation that, where possible, staff work from home.
- As April 30, 2020, there are 23 staff on a WFH Agreement to ensure social distancing, which includes rotation into the office.
- Sent 15 COVID-19 Updates to all staff.
- Developed and implemented cleaning protocols for the Wurtele Room (the only room in Municipal Hall where staff can meet with residents and other external clients).
- Created daily “Corporate Services Cleaning checklist” to ensure Corporate Services is taking the necessary measures to reduce the risk of disease transmission.
- The Director of Corporate Services and HR liased with HR colleagues within the region to determine processes being implemented in other local governments.
- 2 staff have been approved to work reduced hours during the COVID crisis, and one staff person has extended their maternity leave (Leave without Pay).
- 222 lay off letters and Records of Employment were delivered to auxiliary parks and recreation staff with their April 3 paystubs:
 - 18 auxiliary Facilities staff (15 of these staff were scheduled to work into April, and received 2 weeks of pay in lieu of notice).
 - 204 auxiliary Recreation staff (124 of these staff were scheduled to work into April and received 2 weeks of pay in lieu of notice).

Occupational Health and Safety:

- Administrative Clerk organized registration and hotel for eight Safety Committee members to attend the Western Conference on Safety, which was subsequently cancelled due to COVID-19.
- Administrative Clerk and Director of Corporate Services & Human Resources participated in two Municipal Hall Safety Committee meetings.
- Municipal Hall Occupational Health and Safety Committee conducted the annual Committee self-evaluation in February.

Training and Development:

- Offered first of four Wellness Webinars for all Township employees for supporting their health and well-being during COVID-19, hosted by Sara Wegwitz of Tailor Making Health: "Everyday Mindfulness - Strategies to restore calm, build mental fitness, and enhance resiliency". 30 employees attended the first live session, and it was also subsequently sent out as a recording for staff to watch at an alternate time.
- Executive Assistant attended 1 EOC Information Officer/Evacuation Training seminar.

- Administrator participated in a BizPal 3.0 webinar.
- Administrative Clerk and Office Administrator attended a one day workshop offered by the Office of the Ombudsperson: “Fairness in Practice: Skills Development”.
- Corporate Officer completed class ADMN 445: Urban and Regional Economics with University of Victoria and LGMA FOI Advancements webinar.
- Deputy Corporate Officer completed class PADM 209: Fundamentals of Corporate Administration with Capilano University and participated in two Granicus webinars “Send Agendas” & “Legistar Administration” to enhance understanding of the software.
- Corporate Officer participated in two LGMA webinar sessions: Conflict Resolution and Public Hearings 101 and a LGMA virtual Bylaw Drafting Course.
- Administrative Clerk completed Course HRMN 2821: Human Resources Management with Thompson Rivers University and the Best Practice Standards in Return to Work and Disability Management Webinar through the Conference Board of Canada.

Recruitment:

- There were no regular positions filled this quarter. We currently have four vacancies which will be posted once restrictions due to COVID-19 are lifted:
 - Planning Technician
 - Engineering Technician II
 - Lead Groundskeeper
 - Accounting Coordinator
- One (1) job competition remained in progress: the combined Esquimalt & Oak Bay Fire Department Firefighter 2019 competition. This quarter the competition progressed through several stages (ride-along, interview, and reference checks). An eligibility pool will be established after the completion of reference checks (anticipated by early May).

Labour Relations:

- The Director of Corporate Services and HR attended a Labour Management Meeting at Fire.
- There are currently no grievances outstanding with either CUPE or IAFF.
- One Letter of Discipline was written during the period (CUPE).

General:

- Employee Family Assistance Program (EFAP): Walmsley became the new EFAP provider on January 1, 2020. Their website provides regular staff with resources and information and they send out an electronic newsletter and posters for staff boards on a quarterly basis. As at the end of April, 2020, 5 staff members have utilized the EFAP services.
- Perfect attendance (for the 2019 calendar year) letters were distributed in February.
- Employee long term service “extra vacation day” letters were distributed in February.
- Updated job posting template - the Township organization description header now references Esquimalt being the home of Canada’s Pacific Naval Fleet and a population increase.
- Workers’ Day of Mourning - information about the Day of Mourning was posted on the Bridge and the flag was lowered in recognition of workers killed or injured on the job.
- The Director of Corporate Services and HR participated on a LGMA working committee, together with a group of other HR professionals from across Vancouver Island, to update LGMA’s *Human Resources Toolkit for Local Government Organizations*.

File #:20-205

- The Director of Corporate Services is a Trustee on both the GVLRA/LTD Trust and the Capital Area Benefit Trust, and attended meetings in February for each of the Trusts.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-200

PERIOD REPORT

DATE: May 6, 2020

Report No. CSS-20-009

TO: Laurie Hurst, Chief Administrative Officer

FROM: Blair McDonald, Director, Community Safety Services

SUBJECT: Community Safety Services Department - 2020 First Period Report

The following is a report on the activities pertaining to the Community Safety Services Department from January 1st, 2020 to April 30, 2020.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Emergency Management

- **Neighbourhood Emergency Preparedness Program (NEPP)**

The NEPP and staff facilitated 3 scheduled monthly presentations during this period. Staff also provided an emergency preparedness presentation to the Macaulay Parent Advisory Council. The NEPP continues to provide information to residents and answer questions via email and social media. Due to the pandemic, other NEPP sessions were cancelled during this period.

- **Emergency Support Services (ESS)**

One new ESS volunteer was recruited during the period, and volunteers attended various courses including Introduction to Reception Centres and Registration and Referrals.

The ESS team was called out on April 30 to assist residents of a 14 unit apartment complex that was evacuated due to fire on Esquimalt Road. Staff and 4 ESS volunteers responded within 20 minutes to the site where some residents were waiting on a BC Transit bus. The team was equipped with masks, gloves, and maintained social distancing recommendations while on site. Fortunately, all but three suites were able to return, and two suites had insurance. ESS was provided to an individual with lodging and groceries for 72 hours. EMBC approved an extension request for 4 days to allow time for the restoration company to provide information. The evacuee will be out of his suite for around a month but can stay with a relative in the meantime.

The ESS team met three times during the period, with the Level One team meeting once. The

Deputy Emergency Support Services Director [ESSD] has developed an operational plan for the team that is being reviewed. Due to COVID-19, the Province has changed the way we deliver services to evacuees with an online registration option. The team is moving to virtual meetings and training to become familiar with the new system.

Staff attended two Regional Emergency Social Services Director meetings and the group engaged in a regional evacuation tabletop exercise in February to coincide with evacuation planning underway in the Region.

Staff were successful in obtaining a Union of British Columbia Grant of \$19,990 from the Emergency Support Services Fund to assist teams to purchase equipment to facilitate modernization of ESS. This equipment will be used for our upcoming modernization training and tested in all reception centres when it is possible. This equipment will allow setup of 16 registration and referral stations which will be stored in two different locations close to reception centres. The final report was submitted for the 2019 ESS grant with all funds expended.

- **Emergency Radio Communications**

The team continues to meet each Wednesday participating in the Region's Net to ensure emergency communications are possible with other local government Emergency Operations Centres, as well as Emergency Management BC following a catastrophic emergency. Most stations are closed, so volunteers are participating from their homes when possible. This has been a useful exercise to see whether the team can actually communicate effectively between their homes with handheld or base station radios and whether a VHF or UHF frequency is better for this.

The team has also secured our Network Access Server to make it much more secure to cyber hacking. Handheld radios were reprogrammed to ensure volunteers could work from home as they did not have the EMBC standard frequencies programmed into them.

- **Administration**

The Local Government Emergency Program Advisory Commission (LG EPAC) met once this period. The Regional Evacuation Planning Working Group, who are managing and providing input on the UBCM Community Emergency Preparedness Fund grant, - met three times this period. A mapping tool has been created to that municipalities can use to determine the number of vehicles that can be evacuated in a certain time period, with final project to be delivered in June.

Esquimalt and the City of Victoria have partnered for the UBCM EOC exercises and Training grant, and held four planning sessions with various stakeholders in Victoria and Esquimalt. These were followed by planning and training sessions for communications and Directors in each municipality. Evacuation field tests were conducted by representatives from Esquimalt and Victoria Fire, public works, and parks departments, as well as Victoria PD and DND. They went door to door in a prescribed area with varying building types and provided evacuation information to residents. All of these were timed in an effort to gain a baseline for evacuation timelines in our

plans. This was a fantastic opportunity for various agencies to work together and was valuable training for evacuations. Due to COVID-19 we were unable to complete the last two exercises, but the grant reporting deadline has been extended and there may be an opportunity to complete later in the summer.

The draft updated evacuation plan for the Township has been completed following several planning sessions, and is currently being reviewed. A list of contacts for all building managers and owners in Esquimalt has been compiled to assist in contacting people as quickly as possible for evacuations.

Staff also attended a nuclear response exercise at DND to better understand impacts on local evacuations and sheltering-in-place, as well as a field test exercise in Oak Bay, and a regional evacuation planning meeting for larger businesses and institutions to collaborate on our evacuation efforts.

Staff continues to participate on the LGEPAC public education working group which partnered with the Times Colonist to provide content for emergency preparedness week. The PrepareYourself website has also been updated.

Staff continues to participate in the regional working group for a National Disaster Mitigation Program Grant submission for Capital Region Coastal Flood Inundation Mapping that includes tsunami modelling in conjunction with representatives of the Climate Action program of the Capital Regional District and other local government emergency program managers. The project has modelled nine different scenarios using four different tsunami-generation sources. Draft information has been distributed to staff for review. Once complete, the working group will meet to discuss messaging and release to the public. Further, staff will meet with the emergency planning committee to discuss potential impacts on tsunami planning.

The Emergency Public Notification System (Connect Rocket) has been tested successfully each month, and has been a useful tool during the pandemic. Esquimalt Alert has also been successfully used several times and has seen an increase in user-ship.

EMBC is modernizing BC's Emergency Management Legislation and is doing so using the Sendai Framework. These changes may have significant impacts on local governments, including land use planning, mitigation measures, municipal self-insurance, financial reimbursements, recovery planning and associated costs. The LGEPAC, through the REMP, submitted one report on behalf of the Region to the Province, and a report was submitted on behalf of the Township that incorporated feedback from all impacted departments.

- **COVID-19 Response**

In response to the COVID-19 pandemic, the Esquimalt EOC activated to a Level one since March 12th. The EOC has operated mainly virtually via call and email from employee work stations to comply with social distancing recommendations; the exception of daily briefing meetings with senior staff for information sharing and planning purposes.

Many staff members have had several daily conference calls with local, regional, and provincial

organizations since this time while still managing to make the necessary organizational changes to ensure provision of essential services.

Some of these changes include pandemic messaging for staff, pandemic messaging and a webpage for the public, increasing cleaning and sanitizing in all areas of the Township, signage in parks and playgrounds, cancellation and refunds of recreation programs, IT changes to allow staff to work from home, a work from home policy with departmental staffing plans to ensure physical distancing and staff safety, and rotating shifts for public works to ensure that a complete crew is available at all times. All of these changes, which required a significant amount of effort, took place in a very efficient manner as each department continues to support the COVID-19 response with daily status reports.

2. Bylaw Enforcement

- **Bylaw Offence Notice [BON] Disputes:**
19 BONs were forwarded to the Screening Officer level in this period. Of those, 16 were cancelled by the Screening Officer and 3 were upheld with fines being levied to the offender. No matters were advanced for adjudication during this period although two adjudication requests are pending, to be completed next period.
- **Unsightly Properties:**
Unsightly properties continue to be an area of enhanced enforcement. In this period, 18 complaints of unsightly properties were reported to Bylaw Enforcement. Of those, 14 were dealt with using the authorities within the Maintenance of Property and Nuisance Regulation Bylaw. 4 files remain active.
- **Special Enforcement Activities:**
Civil Injunction process related to use of property - 800 block Esquimalt Road. This action was completed in this period.
- **Attachments:**
Bylaw Contraventions and Complaints, Municipal Tickets and Bylaw Notices, Animal Management Report [Attachment # 1]

3. Building Inspections/Permits

2020 continues to show consistent demand for building permits compared with 2019, although value of construction is much greater this year. In the first period of 2020, the Building Department issued permits for a total value of construction of just over \$54 million (approximately \$3.6 million in the first period of 2019) with total permit fees of approximately \$478 000 (verses approximately \$41 000 in the first period of 2019). These values represent an increase of approximately \$50 million in construction value and approximately \$435 000 in building permit fees over the 2019 first period totals.

- **Attachments:**
Building Permits Chart [Attachment # 2]

4. Policing

- Esquimalt Division Inspector and Township Staff work via the Public Safety Building Working Group to move forward with the design phase of the new Esquimalt Public Safety Building
- Staff continued to liaise with Victoria Police Department regarding local and regional policing and public safety concerns.
- The Director represents the Township at the public portion of Victoria and Esquimalt Police Board meetings.

5. Business Licencing

- 13 communities are now participating in the Intercommunity Business Licence Agreement
- The Township has issued 10 Intercommunity Business Licences.
- 757 Business Licence renewals were mailed in late November to all current businesses. Information about the Intercommunity Business Licence was included in the renewal reminders.
- 2020 business licence renewals:
 - 208 1st Reminder emails sent on January 14th
 - 30 additional 1st reminder emails sent on January 21st
 - 123 2nd reminder emails sent on January 23rd
 - 120 businesses who did not have email addresses on account required telephone call follow-up
 - 39 Late Payment Penalty notices mailed February 5th
 - 28 businesses with unpaid accounts received a personal follow-up from the Bylaw Management Officer on February 14th
 - All 2020 business licence renewals were paid by March 19th for a total of 673 renewals (757 notices mailed out)
 - 84 Businesses advised of closure or were determined closed from November 29, 2019 - March 19, 2020 during the renewal period
 - 407 Businesses renewed / paid for 2020 licences from January 1 - March 19, 2020
 - 274 2020 Business Licence renewals were received in this period.
- The Township currently has 725 active business licences which are posted on the website and updated every three months
- In this period, 42 new applications were received
- In this period, 65 accounts were closed
- Business Licence form was updated to include an additional area for providing enhanced contact information

II. COMMITTEES

- No Community Safety Services Staff currently sit on any Council appointed committees; however, the Director and the Emergency Program Manager represent the Township on the Capital Regional District Local Government Emergency Program Advisory Commission and the Regional Emergency Planning Advisory Commission, as well as on several regional and provincial working groups.
- The Director sits on a Provincial Local Government Bylaw Notice Enforcement Act Working Group
- The Director chairs the Community Safety - Staff Working Group.
- The Director chairs the Esquimalt Emergency Planning Committee.
- The Director chairs the Public Safety Building Working Group.

Bylaw Enforcement
2020 – 1st period

	2019 1 st Period	2020 1 st Period	2020 Year to Date
Total Bylaw Contraventions and Complaints Investigated	176	137	137
➤ Streets and Traffic	85	62	62
➤ General Bylaw Inquiries	25	24	24
➤ Maintenance/Nuisance Property/Noise Bylaw	27	29	29
➤ Zoning Bylaw	7	7	7
➤ Business License	21	8	8
➤ Building	7	1	1
➤ Animal Control	1	1	1
➤ Park Maintenance & Tree Protection	2	5	5
➤ Assist Third Party Agencies	1	0	0
➤ Secondary Suites	0	0	0
Concluded Investigations	155	115	115
Active Investigations	21	22	22
BON's & MTI's Issued	143	242	242
➤ Total Maximum Fine Value	6390	12,420	12,420
➤ Total Paid	2537	2395	2395
➤ Total Outstanding	3975	10,025	10,025
➤ Positive Resolution	55%	26%	26%
➤ Outstanding Tickets	45%	74%	74%
➤ Tickets Cancelled	6	14	14
➤ Warning Tickets (not included in "issued" total above)	89	98	98
BON & MTI Adjudication			
➤ Disputed Matters to Screening Officer	13	19	19
➤ Disputed tickets – cancelled	7	16	16
➤ Disputed tickets – confirmed by Screening Officer	6	3	3
➤ Sent to adjudication	0	0	0

Animal Control	2019 1st Period	2020 1st Period	2020 Year to Date
➤ Dog Tags Sold	1331	1297	1297
Incidents Investigated by Victoria Animal Control	238	175	175
➤ Dogs at Large	24	15	15
➤ No Leash	77	66	66
➤ No License	34	28	28
➤ Barking/Noisy Dogs	2	3	3
➤ Dog Attacks (on animals)	4	3	3
➤ Dog Attacks (on humans)	3	0	0
➤ Cats at Large	5	2	2

Actions taken by VACS	2019 1st Period	2020 1st Period	2020 Year to Date
➤ Verbal Warnings	49	33	33
➤ Written Notices	122	86	86
➤ MTI Written	12	7	7
➤ Animals Impounded	27	17	17

Permit Type Issued	2019 – 1 st period		2020 – 1 st period		2020 Year to date Total	
	No.	Value (\$)	No.	Value (\$)	No.	Value (\$)
Commercial	1	1,000.00	2	27,600,000.00	2	27,600,000.00
Industrial	2	1,632,000.00	3	186,000.00	3	186,000.00
Institutional	-	-	1	200,000.00	1	200,000.00
Duplex - Demolition	-	-	-	-	-	-
Duplex Alteration/Additions	1	8,000.00	-	-	-	-
Duplex New	1	369,000.00	-	-	-	-
Single Family New	1	375,000.00	1	400,000.00	1	400,000.00
Single Family Alterations	10	527,000.00	8	1,298,000.00	8	1,298,000.00
Single Family Additions	1	22,000.00	3	170,000.00	3	170,000.00
Single Family Demolition	3	1,000.00	5	9,000.00	5	9,000.00
Multiple Family New	-	-	2	24,014,982.00	2	24,014,982.00
Multiple Family Alterations	5	662,800.00	5	272,650.00	5	272,650.00
Multi Family Demolition	1	1,000.00	-	-	-	-
Sign Permit	1	2,000.00	-	-	-	-
Miscellaneous Permits Chimney/Insert	1	5,823.00	1	5,000.00	1	5,000.00
Total	28	3,608,623.00	31	54,155,632.00	31	54,155,632.00
Building Permit Fees		41,073.20		477,754.40		477,754.40
*Plumbing Permits	29		33		33	

*[note- number of plumbing permits issued only]

Permits Issued with a value of construction over \$50,000.00

COMMERCIAL

BP014133 – 4-1153 Esquimalt Rd – Extension of Country Grocer – \$600,000.00

BP014081 – 622 Admirals Rd – New 11 storey building (181 units) with underground parking – \$27,000,000.00

INDUSTRIAL

BP014116 – 825 Admirals Rd – Addition to existing Submarine Hangar – \$170,000.00

INSTITUTIONAL

BP014006 – 1010 Wychbury Ave – To construct new childcare studio (one new Portable) – \$200,000.00

RESIDENTIAL – SFD

BP014132 – 1004 Gosper Cres – House addition – \$100,000.00

BP014157 – 922 Parklands Dr – Add mud room and family room to the front of the house – \$55,000.00

BP014131 – 1112 Craigflower Rd – Fire restoration – \$239,000.00

BP014134 – 892 Lampson St – New secondary suite – \$98,000.00

BP014140 – 1168 Bewdley Ave – Legalize existing Secondary Suite - \$50,000.00

BP014135 – 469 Admirals Rd – foundation work / remove and replace deck – \$300,000.00

BP014142 – 445 Foster St – Interior renovation – \$500,000.00

BP014150 – 356 Lampson St – Renovation to kitchen and dining room – \$65,000.00

BP014152 – 981 Wollaston St – New single family dwelling – \$400,000.00

RESIDENTIAL – MFD

BP014113 – 519 Sturdee St – Exterior work – \$227,650.00

BP014036 – 474 Head St – New 2 storey building (8 units) commercial at street level – \$2,291,055.00

BP014037 – 474 Head St – New 65 unit residential building with parkade – \$21,723,927.00

Infrastructure Deposit of \$2500.00 taken on 20 of the 31 permits issued



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-203

PERIOD REPORT

DATE: May 4, 2020

Report No. FIN-20-011

TO: Laurie Hurst, Chief Administrative Officer

FROM: Ian Irvine, Director of Financial Services

SUBJECT: Financial Services and IT Departments - 2020 First Period Report

The following is a report on the activities pertaining to the Financial Services and Information Technology Departments from January 1, 2020 to April 30, 2020.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. **Budgeting, Financial Reporting and Accounting Operations**

- Drafted the 2020-2024 Financial Plan which involved the compilation of departmental submissions, discussions with senior management and formalization of recommendations for Council consideration.
- Made several budget presentations to Council which provided an overview, a summary of challenges, and an updated policies and objectives document. The Financial Plan and a range of tax rate scenarios were presented to Council in anticipation of adoption in early May.
- Prepared year end reconciliations and draft financial statements for the Township's auditors to perform their review, testing and issuance of an audit opinion.
- Communicated daily with other municipalities to share information about bylaws, processes and operational planning during the pandemic. This helped facilitate proposed revisions to the annual financial plan and tax rates and the creation of an alternative tax collection scheme bylaw for Council's review.
- Initialized the Employee Self Service application to facilitate the ability for staff to receive electronic pay stubs and monitor their leave balances. It is anticipated that this will be implemented in the second period of this year.

2. **Risk Management**

- There are no new significant or unusual liability claims with the Municipal Insurance Association.

3. **Information Technology**

- Successfully installed 15 video surveillance cameras and all are operating as expected. Positive feedback has been received by VicPD regarding the quality of the footage.

- Completing the migration of our financial system from an in-house version to a hosted environment. Testing is ongoing and minor deficiencies are being resolved.
- Several network switches have been upgraded and added to support our full migration. This work is expected to be fully completed during the second period of this year.
- Migration to Office 365 has been initiated with a project kick-off meeting completed. A Microsoft partner has been engaged to assist and we expect to complete the migration during the third period of this year.
- Closed a total of 520 internal staff support calls during the period. This represents a 50% increase in calls closed during the same period in 2019 and is attributed to having an additional staff member as well as the improved recording of all internal help calls.

II. COMMITTEES

- The Local Grant Committee met in February to review all 2020 local grant funding applications. The Committee's recommendations were approved by Council in March and the total approved amount was included in the 2020-2024 Financial Plan.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-196

PERIOD REPORT

DATE: May 6, 2020

Report No. EPW-20-013

TO: Laurie Hurst, Chief Administrative Officer

FROM: Jeff Miller, Director of Engineering & Public Works

SUBJECT: Engineering & Public Works Departments - 2020 First Period Report

The following is a report on the activities pertaining to the Engineering & Public Works Departments from January 1, 2020 to April 30, 2020.

1. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Sanitary Sewer

- 1 new service lateral installed this period (1 total for the year).
- 4 service laterals replaced (due to blockages) this period (4 total for the year).
- Test and clear inspections as and when required.
- 0 manholes replaced this period (0 total for the year).
- 0 new manholes installed this period (0 total for the year).

2. Pump Stations

- Crews have been carrying out reduced routine maintenance activities.
- Preparing for annual program for pump maintenance/controls inspections program.
- Program also includes coordinating similar activities for View Royal pump stations.
- Purchase of replacement water level controls to occur in second/third period.
- Purchase of gas detection units to occur in the second/third period.

3. Storm Drains

- 2 new service laterals installed this period (2 total for the year).
- 1 service laterals replaced (due to blockages) this period (1 total for the year).
- 0 storm main drain replaced due to failure this period (0 total for the year).
- Test and clear inspections as and when required.
- 0 manholes replaced this period (0 total for the year).
- 0 new manholes installed this period (0 total for the year).
- 0 catch basins replaced this period (0 total for the year).
- 0 new catch basins installed this period (0 total for the year).

- Program for catch basin cleaning being prepared. Spot cleaning as required.
- Awaiting response from Infrastructure Canada for submitted grant application for end of pipe treatment for Gorge Creek and Westbay outfalls.
- Working on training opportunities with DND, Coast Guard, Public Works Canada and District of Saanich.
- Significant petrochemical oil spill on Gorge Creek started in mid January and concluded in mid April. Township to pursue legal actions to recover costs.
- Significant rainfall event occurred in January which pushed storm collection system to its limit. Due to inflow and infiltration, several pump stations were in overflow conditions but controlled with external pumping.

4. Liquid Waste Management

Waste Water - Inflow and Infiltration

- Continue to build program/ bylaw for inflow and infiltration mitigation based on reports: EPW-18-036, EPW-09-044, EPW-15-019, EPW-17-046, and EPW-17-064.
- Continued inspection of Gosper Crescent storm and sanitary mains; working with residents and CRD Source Control staff to confirm possible cross-connections.
- Separation of combined manhole at Uganda Avenue to occur later in 2020.
- Received funding from the CRD for inflow and infiltration master plan development; finalizing scope of work for release in second period of 2020.
- Continuing to work with Communications staff to develop a communication strategy for proposed work and upcoming bylaw.

Liquid Waste Management Plan

- Participated on the Esquimalt Liaison Committee to review concerns and activities associated with the Waste Water Treatment Plant Project.
- Participated on the Technical Committee to review technical aspects of solids line to Hartland landfill.
- Both projects above have progressed significantly and are to be completed by the end of the second period.

Integrated Watershed Management

- Staff participated as a member of the integrated watershed management working group with no activities undertaken during this period.

5. Roads

- Snow & Ice Control Programs carried out as required (1 major event).
- Pothole repairs being carried out as required.
- Painting of curbs, crosswalks and stop bars have been initiated for the 2020 program with stop bars being replaced with thermoplastic markings, as resources are available.
- Major repair/minor capital works project being prepared with a number of locations milled and overlaid with new asphalt.
- Carried out surface restoration for third parties.
- Approximately 155.36 tonnes of asphalt placed for the period (503.96 tonnes total for the

year).

6. Traffic Management

- Traffic orders and sign installations were implemented as required.

7. Sidewalk Maintenance

- Carried out surface restoration for third parties.
- Approximately 30.2 cubic meters of concrete (includes curb and gutter and sidewalk panels) was placed (30.2 cubic meters total for the year).
- Approximately 76.5 linear meters was replaced for the period (76.5 linear meters total for the year).

8. Sidewalk Ramps

- Location for replacement of existing ramps being planned for the year
- New sidewalk ramps will be installed with capital projects as required.

9. Trip Hazards

- As per Council Policy PLAN-17 Sidewalk Maintenance, trip hazard inspection survey has been completed; first year of three year cycle.
- Inspection of trip hazards was undertaken by a third party consultant, and will be verified by staff later in the second period.
- Survey determined there are:
 - 1 - No. 1 trip hazards completed this period.
 - 0 - No. 2 trip hazards completed this period.
 - 0 - No. 3 trip hazards completed this period.

10. Bus Shelters

- Normal maintenance schedule is underway including;
 - refuse collection, graffiti removal and power washing of the shelters and sidewalks adjacent to them.
 - several shelters to receive new solar powered lighting panels in second and third periods as panels need to be replaced due to theft.

11. Solid Waste Management

Garbage and Kitchen Scraps Collection:

- Operations normal.
- Number of additional garbage and organics bins purchased to the end of period =18 (total additional bins purchased since 2014= 321).
- Tonnage of garbage waste stream collected for period = *248.37 (248.37 total for the year).
- Tonnage of kitchen scraps collected for period = *145.11 (145.11 total for the year).
- Tonnage for the year = 1620.27 (352.71 total for same period 2019). (**Totals do not include April 2020 tipping fees as they have not been received by the report due date*).
- Garbage bins from initial 2014 program rollout are failing.
- Purchase of new containers to occur in second/third period.

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- CRD is continuing the program of processing kitchen scraps at out of region locations.
- CRD is determining a processing system for kitchen scraps. The exact type of process has not been finalized by the CRD yet.
- The possibility of combining yard/garden waste has been discussed. CRD does not know if this combination will move forward and is supposed to have further discussions with municipalities.

Yard and Garden

- Operations normal.
- Brief period of shut down of the site due to COVID-19. Site back up and running with reduced hours of 8 am to 5 pm, Tuesday to Saturday.
- Usage of transfer station during period: January to April, 2020:
 - Esquimalt residents = 4,103 (4,103 total for the year).
 - View Royal residents = 2,402 (2,402 total for the year).
 - Commercial = 8 (8 total for the year).
 - Tonnage removed from site = 455.81 (455.81 total for the year).
 - Tonnage removed in 2019 first period = 353.54 (total for 2019 = 353.54).

Recycling

- Operations normal.
- Staff preparing a new contract for tender in 2021.

12. Fleet

- Operations normal.
- Vehicles replacement/new:
 - Fire rescue unit (purchased, awaiting delivery).
 - Brine truck (purchased, awaiting delivery).
 - Crew cab with dump box (purchased, awaiting delivery).
 - Specifications preparation and tender release in second and third periods:
 - Single axle truck with sander and plow
 - $\frac{3}{4}$ ton truck replacement
 - $\frac{1}{4}$ ton truck replacement
 - Two Brine tanks.

13. Work Orders

- Work orders for call outs and/or repairs at View Royal pump stations for the period = 13 (13 total for the year).
- Work orders issued for asphalt/sidewalk repairs following work by other utilities for the period = 9 (9 total for the year).
- Work orders issued for sanitary and storm services (includes capping services) to accommodate new development in the period = 1(1 total for the year).

14. Training

- Training for Public Work staff to occur in the second and third periods.
 - Confined Space

- Spill Response
- Environmental Operator - Potable
- Fall Protection
- Ground Disturbance

15.00. Projects/ Programs

15.1. Corridor/Traffic Study

- Lyall Street Project scope of work for the replacement of asphalt sidewalk and speed control measures approved by Council.
- Finalizing construction plans and tender documents for release in second period of 2020.

15.2. Traffic Counts

- Working with a consultant to setup traffic count locations and surveys in second or third periods.

15.3. Controlled Intersection on Tillicum Road

- Consultant carried out high level review for potential location of a controlled intersection along Tillicum Road between Craigflower Road and Tillicum Bridge.
- Location identified as *controlled location* is the intersection of Gorge Park and Tillicum Road.

15.4. Multiple Storm Drain/Sanitary Sewer Main Replacements

- Various sections of main line (storm/sanitary) will be removed and replaced based on condition assessment and criticality.
- Additional locations are being identified by condition assessment from CCTV inspections of lines from Road Corridor Program.
- Identifying locations for repairs.
- Next project to occur in early 2020 along Lampson Corridor.

15.5. Review of Public Works Fuel Tanks

- The study will review the integrity of the fuel tanks at Public Works and confirm the condition of the tanks.
- Review of tanks determined that tanks have a single wall and are not in compliance with today's standards. They are approximately 22 years old.
- There have been significant issues with the cardlock system not functioning.
- Budget request has been made in 2020 for their removal and replacement.

15.6. Service Line Modification in Public Works Yard

- Modification is underway on the storm collection laterals within the Public Works Yard
- This project will involve the rerouting of the storm service to the sanitary service in order to better control water quality.
- Design completed and components ordered.
- Approval granted from CRD to discharge into the sewer and amend Township's permit.

- Construction to happen in the second or third period in 2020.

15.7. Inspection of Masonry Structures

- An inventory of the masonry structures has been completed.
- In 2020, a consultant will be retained to assist in the assessment of the structures.

15.8. Replacement of Emergency Generator at Public Works

- This project will upgrade the emergency generator to ensure that the public works operations and secondary emergency operations centre will not be impacted by a lack of power.
- Emergency Operations Centre power requirement needs additional standby power demand to meet operations needs during an event.
- Based on review of the generator, it is undersized and needs to be replaced.
- Generator and transfer switch have been received.
- Installation of generator and transfer switch to occur in second period of 2020.

15.9. Parking Study

- This study will be a joint venture between Engineering and Development to look at various aspects of parking both on street and off
- In the second period of 2020, a scope of work will be developed for a parking study.
- A consultant will be retained to assist in the study.

15.10. Integrated Resource Management Study

- Contract awarded in early 2020.
- Working with consultant to produce an interim report.
- Virtual public engagement to be undertaken in second period.

15.11. Municipal Hall HVAC Control System Replacement

- A scope of work has been determined for the replacement of controllers and software program.
- HVAC control system for Archie Browning Sports Centre, Recreation Centre and Municipal Hall has been standardized. As design takes place for the new Public Safety Building, the same software will be utilized.
- Set up for installations of control system has begun, with completion to occur in second/third period.

15.12. Municipal Hall HVAC System Replacement

- Public Works has retained a consultant to assist with the development of a scope of work and tender package.
- It has determined that all the HVAC units are at the end of their lifespan and need to be replaced.
- Work will occur over a two year period.
- Tender package for Phase 1 to be released in second period of 2020.

15.13. Street Light Replacement Program

- Annual program for replacement will be focused on South Esquimalt - Kinver, Fraser, Juno, Plaskett, etc.
- Engineering has developed new light standards based on type of road and location.

15.14. Sidewalk Capital Program

- This project increases the sidewalk network in length and improves connectivity.
- The 2020 program will see the construction of sidewalk along Constance Avenue from 462 Constance to the pathway connecting to Admirals Road.
- Construction to occur in second and third periods.

15.15. Sidewalk Replacement Program

- This project involves upgrading existing sidewalks to current standards.
- The 2019 program was carried forward into 2020 and will include the replacement of an asphalt walk with the installation of a concrete sidewalk on Comerford Street from Esquimalt Road to the end of the existing walk.
- The 2020 program will be for the replacement of an asphalt walk with the installation of a concrete sidewalk on Constance Street from Lyall Street to 462 Constance Avenue.
- Work is to be completed in 2020.

15.16. Road Corridor Program

This program will include modifications of various road corridors for both above and below surface infrastructure. Pipe infrastructure inspections have been completed for approximately 29.2 km of 67.5 km of the storm collection system and approximately 26.6 km of 58.5 km of the sanitary collection system. A tender will be released in 2020 to continue inspections in 2020. A surface evaluation was undertaken in 2019 for a number of items including all roads. The information will be used to determine the maintenance and renewal for road surfaces, sidewalks, streetlights, line paintings and signage and to develop programs for maintenance, replacement or upgrades in 2020.

15.17. ETAG (Esquimalt Together Against Graffiti)

Public Works/Parks Departments continue to carry out work on the public realm as required. Township staff and Victoria Police continue to develop framework for restructuring of ETAG with a review of potential contracted services to be undertaken in the third period.

15.18. Esquimalt Town Square Project

Brown Field Remediation:

- The Certificate of Record and Detailed Site Investigation have been completed.
- Application for Certificates of Compliance occurred in 2019 period.
- Offsite Certificate awarded in late 2019.
- Working with consultant and Ministry of Environment to review and award Certificates in early to middle 2020.

Storm and Sanitary Relocation:

- New design locations for storm and sanitary service laterals have been completed.
- Temporary storm and sanitary pump stations installed.
- Work has been tendered and working with developer for construction in 2020.

15.19 Active Transportation Study

Request for proposals to be released late in the second period.

15.20 SCADA System Evaluation

Request for proposals to be released late in the second period.

15.21 Fire Control System for Public Works

Started to determine scope of work with request for quotations to be released in second or third period.

15.22 Municipal Hall Roof Replacement

Roof replacement will occur after installation of HVAC units.

15.23 Banner Holder Replacement

Request for quotations for the replacement of banner holders to be released in the third period.

15.24 Replacement of Signal at Admirals/Esquimalt Roads

The westbound leg of the intersection has the signals located on a BC Hydro pole. Due to development, BC Hydro has requested that signals be placed on stand-alone features and staff will determine the scope of work and tender documents in the second period. Construction is anticipated in the third period.

15.25 Westbay Walkway Design

It was identified that the railings of the Westbay Walkway do not meet current standards. The wooden structure is also showing its age and requires increasing maintenance requirements. This project will include reviewing the current structure to determine what work is required and if there should be either an upgrade of the current structure or replacement.

15.26 Pathway Reconstruction between Admirals Road and Constance Street

The pathway between Admirals Road and Constance Avenue requires upgrading. At the Constance Avenue entrance, the pathway is not user friendly as it has a step/ramp combination that is difficult to navigate for individuals with mobility issues or wheeled assistance. The project will involve developing a new entrance and constructing it.

Planning will occur in the third period with construction being initiated late in the third period

15.27 Modification of Uganda Pump Station

The pump station's wet well is not designed to allow safe ingress/egress for staff to carry out maintenance and emergency activities. This project will include redesigning the upper portion of the wet well to rectify this safety concern and design will start in the second period with construction in the third period.

16.0. Traffic Orders

Number of Traffic Orders issued this period = 5 (5 total for the year).

17.0. Development Applications

- Number of development applications for Engineering comments this period = 8 (8 total for the

year). This number includes rezoning and subdivision applications.

- Number of building permit applications for Engineering comments = 23 (23 total for the year. This number includes demo permits.

2. COMMITTEES

Engineering staff are not appointed to participate on any Council committees at this time.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-214

PERIOD REPORT

DATE: May 6, 2020

Report No. DEV-20-023

TO: Laurie Hurst, Chief Administrative Officer

FROM: Bill Brown, Director of Development Services

SUBJECT: Development Services Department - 2020 First Period Report

The following is a report on the activities pertaining to the Development Services Department from January 1, 2020 to April 30, 2020.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Rezoning Applications/ Official Community Plan Amendments

In addition to processing applications submitted previously, the Department received four new rezoning applications in the first period:

- New - 851 Lampson Street: to amend the zoning from RD-3 to a CD Zone to accommodate a 4 unit townhouse. APC considered the application April 21, 2020.
- New - Unit 2 834 / 836 Devonshire Road: Rezoning Text Amendment to change the use from an on-site tasting room to a lounge
- New - 820 Dunsmuir Road: to amend the zoning to a CD Zone to accommodate 9 new townhouse units. Existing dwelling will be relocated to 517 Comerford
- New - 517 Comerford Street: to amend the zoning to a CD Zone to accommodate the relocation of dwelling currently at 820 Dunsmuir Road, create an addition to it to accommodate 19 micro units while retaining the existing single family dwelling onsite.
- 842 Carrie Street: to amend the Zoning from RS-1 to a CD Zone to accommodate a 2 lot subdivision, adding a new house and renovating the existing house - APC considered the application April 21, 2020.
- 481 Joffre Street: to amend the Zoning for a CD Zone to accommodate a detached accessory dwelling unit - APC considered the application April 21, 2020.
- 876/880 Dunsmuir Road: to amend the Zoning to a CD Zone to accommodate a 6 unit, now revised to a 4 unit townhouse development. DRC considered the application February 12, 2020 and APC considered the application February 18, 2020.
- 1048 & 1050 Tillicum Road: to amend zoning from an RD-1 to CD-132 to accommodate a duplex and triplex (5 unit townhouse). Bylaw No. 2994 was read a 1st and 2nd time by Council on

March 16th and April 27th respectively.

- 874 Fleming Street (Greater Victoria Housing Society): to amend zoning from RM-4 to CD-130 to accommodate a 6-storey, 137 unit, purpose built rental and the existing 77 unit building to be demolished. Bylaw No. 2988 was read a 1st and 2nd time by Council on February 24th. A Housing Agreement Bylaw is currently being drafted for presentation to Council prior to staff scheduling a Public Hearing for Bylaw No.2988.
- 681 & 685 Admirals Road: proposal for a 50-unit purpose built rental apartment building as reviewed by the DRC on April 3, 2019; reviewed by the APC on April 16, 2019, and given 1st reading on July 15, 2019. Council requested the applicant provide further public consultation opportunities. Public consultation meeting was held on October 3, 2009. Subsequently, Council gave 2nd reading on November 4, 2019, and 3rd reading on December 2, 2019. The amendment bylaw was adopted on March 16, 2020.
- 610 & 612 Lampson Street and 1100 & 1004 & 1108 Esquimalt Road: proposal to accommodate a six storey building with 98 residential units. Applicant's architect preparing revisions based on discussions with staff. The application was reviewed by the DRC on November 13, 2019 and by the Advisory Planning Commission on December 16, 2019.
- 1072 Colville Road: proposed Duplex reviewed by APC on June 18, 2019. First and second readings were given on November 4, 2109. The Public Hearing was held on December 16, 2019.
- 1076 Colville Road: proposed Duplex reviewed by APC on June 18, 2019. First and second readings were given on November 4, 2109. The Public Hearing was held on December 16, 2019.
- 937 Colville Road: proposed 6 townhouses; reviewed by the DRC on February 13, 2019, APC on May 21, 2019, and the amending bylaw given 1st and 2nd readings on August 19, 2019. Public Hearing was held on December 2, 2019. The bylaw received 3rd reading. Covenant was registered at Land Title office. Council adopted the bylaw February 24, 2020.
- 616-620 Constance Avenue & 619-623 Nelson Street & 1326 Miles Street: a proposal for a 106 unit building with ground floor commercial. Reviewed by the Design Review Committee on January 9, 2019. Reviewed by the Advisory Planning Commission on March 19, 2019. The bylaw received 1st and 2nd readings on August 19, 2019. The Housing Agreement Bylaw received 1st, 2nd, and 3rd readings on December 16, 2019. On May 4, 2020, Council deferred the bylaw until details are further clarified.
- 916/920 Old Esquimalt Road: a proposal for 5 new single family homes to replace existing homes. Reviewed by the APC on July 17, 2018. The bylaw received 1st reading on March 4, 2019 and 2nd reading on June 10, 2019. The Public Hearing was held on July 15, 2019, and the amending bylaw received 3rd reading. Staff have negotiated the Section 219 Covenant and await confirmation from the applicant of registration on the titles of the two parcels.
- 636-640 Drake Avenue: a proposal for 8 new townhouses (revised to 7 new townhouses). Reviewed by the DRC on July 17, 2018. Reviewed by APC on October 16, 2018. Council authorized OCP consultation circulation on December 17, 2018. The bylaws received 1st and 2nd readings on April 1, 2019. Public Hearing was held on December 2, 2019. A second Public Hearing was held on March 16, 2020. Bylaws were granted 3rd reading.
- 899 Esquimalt Road: a proposal to rezone the consolidated parcels bounded by Esquimalt Road, Head Street, and Wollaston Street to accommodate a 12-storey, 72-unit, commercial and residential mixed use building incorporating 2 commercial retail spaces oriented toward Esquimalt Road and 69 residential units. This application will also require approval of an OCP amendment to proceed. Staff completed a comprehensive review and provided feedback to the applicant resulting in amended plans being provided in early January 2018. Considered by DRC on March 14, 2018. The application was considered by the APC on May 15, 2018. The bylaw received 1st and 2nd readings

on May 27, 2019. The Public Hearing was held on July 8, 2019. The applicant held their community engagement meeting on September 21, 2019. The applicant amended the proposed building by reducing the height from 45 to 35 metres in addition to amending the amenities provided. Council rescinded 2nd reading and read it anew on November 4, 2019. The Public Hearing was held on November 25, 2019. Third reading was given on November 25, 2019 and the bylaw was adopted on January 20, 2020.

2. Development Permit (DP) Applications

In addition to the existing development permit applications that staff continued to process, the department received seven new applications in the first period and two applications to amend existing Development Permits:

- New - 937 Colville Road: DP application for six 2 bedroom units
- New - 451 Constance Avenue: DP application is for detached garage
- New - 899 Esquimalt Road: DP application for a 66 unit residential with commercial on the main floor building Council approved the development permit application on March 16, 2020.
- New - 1070 Tillicum Road: DP application for the Gorge Park Waterfront Park improvements, Council approved the application on March 2, 2020.
- New - 449 Lampson Street: DP application to accommodate a garage addition. Council approved the development permit application on March 16, 2020.
- New - 681 / 685 Admirals Road: DP application for a 47 unit apartment building
- New - 923 Craigflower Road: DP application for a new detached 4 vehicle garage.
- 445 Foster Street: DP application for an interior renovation Development Permit Area [DPA] No. 2. Approved by the Director of Development Services on January 17, 2020.
- 469 Sturdee Street: DP application for a new duplex. Reviewed by the Advisory Planning Commission on April 27, 2020.
- 429 Lampson Street: DP application for a marketing sign. Considered by Council February 3, 2020 - applicant instructed to consider a smaller sign for this location and bring it back to Council. Staff waiting for submission of new plans.
- 321 Plaskett Place: DP application for DPA No. 2 for a covered outdoor gazebo consisting of four posts and a roof on an existing patio. Approved by the Director of Development Services on March 5, 2020.
- 1198 Munro Street: DP application for a new single family dwelling.
- 468 Head Street: DP amendment application for changes to exterior stair design and landscaping.

3. Development Variance Permit (DVP) Applications

In addition to continuing to process existing DVP applications, six new DVP applications were received during the first period.

- New - 937 Colville Road: Variance for building height
- New - 449 Lampson Street: Variance for an accessory building that is over 10% of lot coverage. Council approved the development variance permit application on March 16, 2020.
- New - 1070 Tillicum Road: Variance for building height. Approved by Council on March 2,

2020.

- New - 1336 Wood Street: Variance for side yard setback from 3:00m to 1.5m to accommodate a new Single Family Dwelling
- New - 1336 Wood Street: Variance for side yard setback from 3:00 to 1.5m to accommodate a new Single Family Dwelling
- New - 923 Craigflower Road: Variances for building dimensions for a 4 vehicle detached garage.
- 429 Lampson Street: Variance to vary the permissible dimension of marketing signage. Considered by Council February 3, 2020 - applicant instructed to consider a smaller sign for this location and bring it back to Council. Staff waiting for submission of new plans.
- 429 Lampson Street: Variance to vary footprint of the principal building to accommodate addition to terrace on east elevation. Considered by the APC on December 17, 2019. Waiting on applicant to revise plans.

4. Board of Variance Application (BOV)

No new applications were received.

5. Heritage Alteration Permits (HAP)

429 Esquimalt Road (Rosemead House): proposed changes to windows and addition to terrace on east elevation. Reviewed by the Design Review Committee on December 11, 2019. Waiting on applicant to revise plans.

6. Subdivision Applications

In addition to continuing to process existing Subdivision Applications, no new Subdivision Applications were received during the first period.

- 1158 Craigflower Road - Subdivision Application to create 2 lots
- 1109 Lyall Street - Subdivision Application to create 2 additional lots. Approved by Council on March 2, 2020.
- 901 Selkirk Avenue - Subdivision Application to create 2 additional lots
- 916 / 920 Old Esquimalt Road - Subdivision Application to create 3 additional lots for a total of 5 lots.
- 615 Bryden Court - Subdivision Application to create 2 lots
- 1235 Esquimalt Road - Subdivision Application to subdivide 4 buildings into 3 parcels
- 1198 Munro Street - Subdivision Application to create 2 lots
- 808 Viewfield Units A, B & C - Subdivision Application to covert existing warehouse into 3 strata lots.
- 1179 & 1181 Old Esquimalt Road - Subdivision application to convert bare land strata to a fee simple.

7. Temporary Use Permit [TUP] Applications

In addition to continued processing of existing TUP applications, no new TUP applications were

received during the first period:

- 856 / 858 Esquimalt Road: TUP for parking of commercial motor vehicles and trucks on site. Withdrawn, applicant has moved business to an appropriately zoned location.
- 460 / 464 Head Street: TUP for a construction lay down area for Westbay Quay Phase 1 Development.

8. Legal Document

Processed multiple Housing Agreements and Section 219 Covenants.

9. Other Planning Projects

Design for Social Connectedness Project:

- Began incorporating recommendations into guidelines for OCP update

Official Community Plan Recalibration Project

- Began weekly meetings with staff to review each chapter of OCP in order to make recommendations for changes.
- Attended half day Healthy Communities workshop at CRD to help develop measures for social connectedness.

Detached Accessory Dwelling Unit Legalization

- Multiple staff meetings to develop recommendations and criteria for zoning for DADUs.
- Used GIS to develop map of eligible properties using criteria developed above.
- Staff report outlining proposed zoning changes, eligibility and public engagement plan to Council on March 9, 2020.
- Began developing public survey for DADU legalization.

10. Consultation

- Staff participated in a number of pre-application consultations with various developers and architects actively preparing submissions for multiple family residential projects.
- Consulted with developers and commercial realtors to identify possible sites for small lot infill, commercial mixed use, and high density residential development in Esquimalt.
- Fielded a significant volume of realtor, appraiser, developer, and potential home buyer inquiries regarding properties in Esquimalt.

11. Economic Development

- Worked with Lions Gate Consulting to provide background information for their upcoming report to Council.

12. Sustainability

- Received six proposals for Climate Action Planning Project. Developed matrix for evaluation and formed evaluation team to choose ultimately successful proponent.
- Worked with Community Energy Association to start up Climate Action Planning Project.
- Worked with Parks and Recreation staff and Communications Specialist to prepare events for

each day of the week of Earth Day. Ultimately cancelled, and then worked to move the events online.

- Attended full day workshop on 'One Planet Living'.
- Attended Climate Action Inter-municipal Working Group meeting at the CRD.
- Participated in monthly updates for Residential Retrofit Acceleration Project (RRAP)

13. Geographic Information System (GIS)

- Provided digital data to the Integrated Cadastral Information Society.
- Created and updated online maps and specific thematic maps for staff.
- Provided mapping services to other departments as requested.
- Prepared a fire hydrant map for the Fire Department.
- Updated fire hydrant information in collaboration with City of Victoria and DND.
- Building inventory with attributes for use, residential units, year of construction, and storeys as the basis for the Housing Inventory report.

14. Other

- Reviewed numerous Building Permit applications for compliance with development permits and zoning regulations.
- Reviewed 42 Business Licence Applications for Zoning Compliance.
- Responded to 49 inquiries for property information
- Attended three Urban Development Institute luncheons.
- Attended a Regional Housing Advisory Committee meeting.
- Attended a meeting with the consultant preparing the Township's Housing Needs Report (in partnership with the CRD and several municipalities).
- Met with CRD officials to discuss concerns with the CRD's population projections.
- Created two new forms for the website (Building plans request form and a Property Information Letter Form).
- Attended REMP Emergency Program Act Modernization Forum.
- Participated in EOC COVID-19 meetings.
- Supported the Director of Engineering and Public Works with background research related to the Integrated Resource Management study.
- Ensured that the Phase 1 Environmental Site Assessment was completed for 880 Fleming Street.
- Worked with Corporate Services to transition the APC to Granicus and electronic meetings.
- Supported the CAO with numerous documents related to the new library.

15. Training

Staff attended the following training sessions:

- Staff attended the Young Anderson Law Seminar.
- Staff attended the UDI's Economic Analysis Workshop.

16. Statistics

See Attachment No. 1 for status of existing housing applications.

II. COMMITTEES

Advisory Planning Commission:

The Advisory Planning Commission met twice in the first period and reviewed 7 applications.

Design Review Committee:

The Design Review Committee met twice in the first period and reviewed 4 applications.

Environmental Advisory Committee:

The Environmental Advisory Committee was unable to reach quorum twice in this period, therefore no meetings were held.

Board of Variance:

No new Board of Variance applications were received.

Project Address	Application Type	Number of Rental Units	Number of Owned Units	Number of Institutional Units	Total Number of Units	Housing Type
622 Admirals Road - Esquimalt legion	Development Permit	95	38	48	181	Apartment Seniors
681& 685 Admirals Road	Development Permit	48	0	0	48	Apartment
838- 842 Admirals Road	Development Permit	28	0	0	28	Apartment
937 Colville Road	Development Permit	0	6	0	6	Townhouse
955 Colville Road	Development Permit	0	10	0	10	Townhouse
517 Comerford Street	Rezoning	19	0	0	19	Apartment
616-620 Constance Avenue & 619-623 Nelson Street &1326 Miles Street	Rezoning	129	0	0	129	Apartment
638 & 640 Constance Avenue & 637 Nelson Street	Development Permit	77	0	0	77	Apartment
669 Constance Avenue	Development Permit	0	83	0	83	Apartment
636 Drake Ave	Rezoning	0	7	0	7	Townhouse
820 Dunsmuir Road	Rezoning	0	9	0	9	Townhouse
835 Dunsmuir Road	Development Permit	0	32	0	32	Apartment
876 Dunsmuir Road	Rezoning	0	4	0	4	Townhouse
1235 Esquimalt Road - Esquimalt Town Square	Development Permit	34	68	0	102	Apartment
856/858 Esquimalt Road	Rezoning	0	168	0	168	Apartment/ Townhouse
899 Esquimalt Road - Pacific House	Rezoning	0	66	0	66	Apartment
1379 Esquimalt Road - St. Peter/St. Paul	Section 219 Covenant	24	0	0	24	Apartment
1100-1108 Esquimalt Road	Rezoning	0	102	0	102	Apartment/ Townhouse
615 Fernhill Road	Development Permit	0	10	0	10	Townhouse
874 Fleming Street (net 60)	Rezoning	137	0	0	137	Apartment
509 Gore Street - Triangle Lands	Rezoning	0	77	0	77	Apartment

Project Address	Application Type	Number of Rental Units	Number of Owned Units	Number of Institutional Units	Total Number of Units	Housing Type
460 to 464 Head Street - West Bay Quay	Rezoning	0	12	0	12	Apartment
429 Lampson Street - English Inn	Development Permit	0	180	0	180	Apartment/ Townhouse
815 Lampson	Rezoning	0	4	0	4	Townhouse
1052 Tillicum Road	Development Permit	0	5	0	5	Townhouse
1048 & 1050 Tillicum Road	Rezoning	0	5	0	5	Townhouse
Total:		591	886	48	1525	

Table 1 Number of dwelling units proposed as per active rezoning and development permit applications in process on May 1, 2020.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-190

PERIOD REPORT

DATE: May 5, 2020

Report No. P&R-20-003

TO: Laurie Hurst, Chief Administrative Officer

FROM: Scott Hartman, Director of Parks and Recreation Services

SUBJECT: Parks and Recreation Department - 2020 First Period Report

The following is a report on the activities pertaining to the Parks and Recreation Services Department from January 1, 2020 to April 30, 2020.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Parks Services

- There were 30 tree cutting/pruning permit applications submitted. 21 trees were approved for removal, 7 trees were approved for pruning, 1 application did not require a permit because it was undersized and 1 tree removal permit was denied.
- Park Bookings:
 - COVID-19 impacted park bookings with numerous cancellations:
 - Saxe Point Park - 52 (down from 70)
 - Esquimalt Gorge Park - 1 (down from 5)
 - Bullen Park - 34 (down from 88)
 - L'Ecole Brodeur - 17 (down from 43)
 - Colville Sport Courts - 0 (down from 3)
 - Memorial Park - 6 (up from 2), reflective of the Esquimalt Farmers Market moving outdoors to this location
- Pruned 76 municipal trees.
- Removed 11 municipal trees.
- Planted 24 municipal trees.
- Wood chips were installed in garden beds at Captain Jacobson Park.
- Grip treads and warning signage were installed on the boardwalk at the West Bay Walkway.
- Rail fencing and a double gate were installed at the estuary in Gorge Park.
- The pathway at Macaulay Point Park was improved with new $\frac{3}{4}$ road base.

2. Recreation Services

Fitness and Sports

- Personal Training sales were up with 147 packages sold this year compared to 100 in 2019; this includes all Personal Training Packages and programs including the 60 Day Challenge and Group Personal Training.
- Registered Fitness classes were at approximately 552 registrants prior to the COVID shutdown. Registrations were projected to have been higher than 2019 numbers if March/April programs had not been cancelled.
- The Wellness Centre Desk Renovation was completed.

Aquatics

- Registered Private lesson numbers increased to 117 in 2020, up from 103 in 2019.
- Community swimming lesson numbers increased to 652 in 2020, up from 600 in 2019.
- The children/youth swim club program, PCS Lightning Fast, increased to 43 in 2020, up from 40 in 2019.
- In 2020 we started a new Multiple Sclerosis program in partnership with the MS Society, 9 participants joined the program.
- Our 9:00am Shallow Waterfit classes, on Monday, Wednesday and Friday, continue to be our most popular classes with between 50-60 participants per class.

Maintenance

- Replacement of the DDC system in the Recreation Centre was completed in January, allowing for better efficiencies of the building heating systems.
- Repairs were made on all HVAC equipment at the Recreation Centre.
- Repairs were completed to the dehumidifier in the Curling Rink.
- Repairs were made to the condenser at the Sports Centre.
- Calibration and verification of the ammonia alarm system, at the Sports Centre, was completed in February.
- New flooring was installed in the 'Arena Lobby Room' at ABSC.
- Curling ice was removed March 16th.
- Hockey ice was removed March 20th; this was early due to COVID-19.
- Facility maintenance staff were working on the following tasks:
 - Painting in both facilities
 - Complete disinfection of all equipment in facilities
 - Deep cleaning of stairs, floors, handrails and windows
 - Annual maintenance and repairs in the ice plant at the Sports Centre.
 - Repairs to the tots pool skimmer trench
 - Grouting of pool decks
 - Replacement of flooring in multiple areas of the Recreation Centre with epoxy flooring
 - New LED lighting has been ordered and is being installed in both facilities
 - Extension of the screen gate separating the pool/weight room and reception areas from the rest of the facility has been installed
 - New signage is being installed, throughout the recreation centre, in an effort to keep the signage consistent

Marketing & Registration

- Quarterly client satisfaction survey was distributed in March with 311 responses:
 - 97.81% of respondents indicated they “Agree” or “Strongly Agree” with the statement “I am satisfied with the overall quality of the program/activity.”
 - 97.78% of respondents indicated they would recommend the program they participated in to someone else.
 - 100% of respondents indicated their experience with Esquimalt Recreation reception staff was positive (76.14% strongly Agree; 23.86% Agree).
 - 46.58% of respondents reported they found out about the program/activity through the online catalog; 32.57% report they found out about the program/activity from the print catalog; 18.57% reported that they were referred by a family/friend.
- 3,193 course registrations were processed during this period, down from 6,540 registrations processed last year. This is due to the COVID closure.
- 2,451 Membership products were processed. These include: passes and drop in punch cards sold and renewed. This is a decrease of 822 products sold from the same period last year.
 - Looking to “pre-COVID”, 2,050 products were sold Jan 1-Feb 29, 2020. In 2019, 1,846 were sold during the same period.
- 624 products were sold through the Recreation Centre Shop. These include: goggles, swim caps, ear buds, swim diapers, water bottles and umbrellas. This is a decrease of 135 products from the same period last year.
 - Looking to “pre-COVID”, there were 524 products sold Jan 1-Feb 29, 2020. In 2019, 412 products sold during the same period.
- There were 21,523 single admission drop-ins (compared to 30,534 last year) and 56,532 (compared to 74,565 last year) membership passes were scanned - a total of 78,055- during this period (compared to 105,099 last year).
 - Looking to “pre-COVID”, there were 17,705 drop-in admissions Jan 1-Feb 29, 2020. In 2019, 15,948 drop-in admissions during the same period.
 - Looking to “pre-COVID”, there were 42,710 memberships scanned Jan 1-Feb 29, 2020. In 2019, 39,489 memberships scanned during the same period.
- Esquimalt Parks & Recreation social media platforms continue to have a strong following with 4,323 followers on Twitter (up from 4,293 last year), 5,588 on Facebook (up from 4,756 last year) and 1,626 on Instagram (up from 1,323 last year).
- The parks/recreation section of the municipal website continues to be the most predominantly viewed content on the website with six of the top ten pages being parks and recreation related content:
 - 21,130 views of the parks/recreation landing page
 - 14,164 views of the drop-in schedule page
 - 9,621 views of the pool schedule
 - 8,047 of the programs and registration page
 - 5,606 of the drop-in ice programs page
 - 4,930 of the Archie Browning Sports Centre facility page
 - The parks and recreation COVID-19 facility updates page has been viewed 3,767 times.
- In response to COVID-19, Virtual Recreation programming was launched through the municipal website and is also being shared on social media.

- The virtual recreation programs have been presented under themes of: fitness and wellness, early years, environment and arts.
- Since being launched on April 18, the website content has received 474 views.

Preschool, Children and Youth Services

- OSC remains at capacity with 78 participants, with a moderate waitlist.
- Registration for Out of School Care, for the 2020/2021 school year, opened on April 21st. We received 85 applications for 78 spots.
- This Spring Break we offered 2 Playground Camps and 2 OSC Licensed Camps, our program remained open for both weeks of Spring Break to deliver child care services to 59 children.
- Our youth drop-in programs at the teen centre averaged 106 youth per week prior.
- The 'Ravens Club' drop-in program at Rockheights Middle School averaged 8 participants per week over this time period.
- We hosted a Valentines Dance, for 48 Middle School youth, on February 13th in the Teen Centre.

Arts, Culture, Social & Special Interest Programs

- Chigiri-e students and their instructor hosted an art exhibition in the Rec Centre in January and February, comprising of 20 art pieces by 7 artists. The show dates were chosen to coincide with the annual Japanese Cultural Fair.
- Two new drop-in programs for seniors were launched this season; Sculpting with Clay and Canasta. Both programs were led by senior volunteers.
- Free demo classes in music and dance were offered in January as part of the Recreation Centre's 'New Year promotions'. Family dance, preschool creative dance, Hawaiian hula dance, guitar for kids and guitar for adults were all included.
- New creative arts programs scheduled for Jan-April 2020 included:
 - Sewing Bootcamp
 - Quilting with T-shirts
 - Communication in Art
 - Pen, Ink & Watercolour
- Due to COVID, drop-in programs for seniors were cancelled. Group leaders are keeping in touch with members via phone and email, in lieu of face to face interactions.

Community Development and Events

- Our annual Family Day event was held on Monday Feb 17th at the Recreation Centre. Approximately 200 people attended our free indoor activities this year. Family-centered activities included: swimming, skating, Kindergym, an Esquimalt Lion's Club BBQ by donation, face painting, a photo booth, emergency program presentation, and a welcome table. Fruit stations were set up throughout the Recreation Centre for families to grab a free healthy snack while participating. Community Partners included the Esquimalt Lion's Club and Country Grocer. We received a \$1000 BC Family Day Grant from the Province of BC and the Government of Canada, and Country Grocer donated \$500 towards the cost of the event, as well as the fruit.
- The annual Esquimalt Photography Club Spring Photo Show was hosted in the Recreation Centre. The club hosted an open-house in the atrium on March 4th that had 45 people in

attendance. In total, there were 69 photos on display.

- The Community Volunteer Income Tax Program volunteers prepared and filed 67 returns for local community members free of charge in the 6 days that the program was open before the COVID-19 shutdown.
- As part of our Community Workshop Series, we were able to offer the following free workshops to the community with various community partnerships:
 - The Canada Revenue Agency presented a seniors and Income Tax session on January 29th which saw 20 people in attendance, including some of our Community Volunteer Income Tax Program volunteers.
 - March was fraud prevention month, and VicPD's Esquimalt Community Resource Officers provided a presentation on Fraud Prevention on March 9 which had 15 people in attendance.
 - In a new partnership with the Compost Education Centre, we offered a free workshop to our community on Planning Your Year Round Veggie Garden. Registration was full with 22 people.
- Branch Out! - Gorge Park was scheduled to be held March 21 but was cancelled due to COVID-19.
- The Annual Esquimalt Lions' Easter Egg Hunt was scheduled for April 12th and was postponed due to COVID-19. The event was moved to an online virtual model and families were encouraged to paint/colour Easter eggs to decorate their windows and participate in a neighbourhood scavenger hunt to locate the Easter eggs.
- The Gigantic Garage Sale was scheduled to be held in the Sports Centre April 25th. This garage sale was cancelled due to COVID-19.
- National Volunteer Appreciation Week was celebrated by highlighting volunteers from the Conversation Cafe, the Play Beyond Expectations group, and Esquimalt Music Jam Group on social media.
- The Esquimalt Earth Day Celebration was scheduled to be on April 22nd in Highrock Park. The traditional Earth Day celebration was cancelled due to COVID-19. The event was moved to an online virtual model. For the week of "Earth Week" video content and resources were published to our website and social media regarding special topics each day of the week. Topics included: Video welcome from the mayor, Township climate action plan, virtual tour of Highrock Park, children's activities, energy efficiency, and a panel discussion on food waste.

Facility Rentals

- 132 contracts were issued for rentals at the Esquimalt Rec Centre. This is a decrease from 185 during the same period last year.
- 190 contracts were issued for rentals at the Archie Browning Sports Centre. During the same period last year, 252 contracts were issued.
- The Archie Browning Sports Centre hosted 7 Curling Bonspiels during this period.

Arena Programs

- Our Learn to Skate Program ran with 54 participants for our Winter Session January to March 2020 an increase from 50 in 2019.
- Our Drop In Hockey sessions had 12-16 players on average in 2020, an increase from an average of 4-6 players in 2019.

- The Start Curling program ran successfully with 7 new participants learning to curl.

II. COMMITTEES

- The Parks & Recreation Advisory Committee did not meet during this period.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-212

PERIOD REPORT

DATE: May 01, 2020

Report No. FIRE-20-003

TO: Laurie Hurst, Chief Administrative Officer

FROM: Chris Jancowski, Fire Chief

SUBJECT: Fire Department - 2020 First Period Report

The following is a report on the activities pertaining to the Fire Department from January 01, 2020 to April 30, 2020.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Operations Division

Call Type and Volume		Routine Activities	
Alarm call	37	Assist other agencies	3
Assist public	0	Bylaw / Fire Code	5
Burning complaint	7	General inquiries	8
Hazardous material	8	Oil tank inspection	10
Medical aid	120	Placed on stand	1
Misc.	34	Plan review	7
Motor vehicle incident	20	Public ed. / hall	1
Other fire	6	Fire investigation	1
Structure fire	12	Business licenses	48
Technical rescue	1	Car seat inspection	0
		Assist public	4
Total Period	245	Total Period	88
Responses YTD	245	Activities YTD	88

- Noteworthy Emergency Response

April 30, 2020

Esquimalt Fire Department responded to a multi-residential structure fire in the 1300 Block of Esquimalt Road, and was assisted by CFB Esquimalt Fire, Esquimalt Emergency Social Service Volunteers, BCAS and Victoria Police. The fire originated on the third floor of the building and was confined to the unit of origin. The occupant of the unit was taken to hospital to be evaluated for smoke inhalation and was released the next day.

2. Community Services

Prevention Activities

In the first period of 2020, fire prevention activities changed significantly due to the COVID 19 pandemic. In the first few months the department continued to complete company level inspections, although since early March the department has suspended all public education programs and company inspections.

The department is committed to remaining connected with the public even in these times of physical distancing. As part of adjusting our communication methods, staff has taken early steps to update our webpage.

The intended outcome of this project is to provide additional fire and life safety information to the public. The targeted completion of this project is expected in the next period.

- **Business License and Plan Review**
Fire prevention staff has continued to review business licenses during the first period. These business license reviews range from small local businesses to inter-municipal license requests. In addition, fire prevention staff has been very active working with the Township's Development Services Department to review several new development proposals.
- **BC Fire Code Inspections**

The following table outlines the company inspection activities during 2020.

2020 Company Inspections			
Platoon	Total Premises	Inspections Completed	Inspections to be Completed
A	123	35	88
B	137	25	112
C	126	44	82
D	147	35	112

- **Pre-Incident Planning**

The department has continued to develop our pre-incident plans for structural buildings.

During the last four months, the department has completed another 24 pre-incident plans bringing our

total number to over 386 plans to date. This represents approximately 72% of the multi-residential, commercial and light industrial buildings in the Township. These plans are used to quickly access and control building utilities to reduce property loss or to quickly locate and access people in medical distress.

3. Department Services

In early 2020, the department continued with staff development and training. Victoria Police assisted our department in providing direction on how to keep detailed notes during emergency events. The department also started the first phase of our Rescue Task Force (RTF) training with Victoria Police. This training was focused on the objectives of the program, basic equipment and medical care. The goal of the program is to provide immediate care to patients while working as part of a coordinated unified team.

As part of our response to the pandemic, the department has curtailed all joint and external training. Our hope is that under the direction of the Provincial Health Officer we are able to resume limited training during the summer months.

4. Administrative Services

In February, members of the department attended a safety conference held at the Victoria Conference Center. This conference provided an overview of changes and improvements to safety that affects members of the fire service.

The department also continued with the environmental review (phase 2) of the new public safety building site. This process involved the drilling of sample wells on the site and laboratory testing as part of the pre-development phase.

In March, the department significantly changed our operations due to the COVID 19 pandemic as previously noted in this report. Additional controls included restricted access to the building and increased physical distancing. Members have also taken additional steps to clean all personal items and footwear prior to entering living spaces within the building.

Also in March, the department reduced its medical aid calls. This reduced service level (for non-critical calls) provides reduced contact with patients and reduced consumption of valuable PPE. The department has continued to respond to all life-threatening medical calls, such as cardiac arrests.

II. COMMITTEES

Esquimalt Fire Department members are actively involved with numerous local and regional initiatives, including:

- Greater Victoria Fire Chiefs' Association
- British Columbia Fire Chiefs' Association
- CRD Regional Hazardous Materials Response Planning Committee
- Greater Victoria Fire Training Officers' Association
- Fire Training Officers' Association of BC
- Fire Prevention Officers' Association of BC
- Greater Victoria Fire Prevention Officers' Association

File #:20-212

- Department Safety Committee
- BC Burn Fund