

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

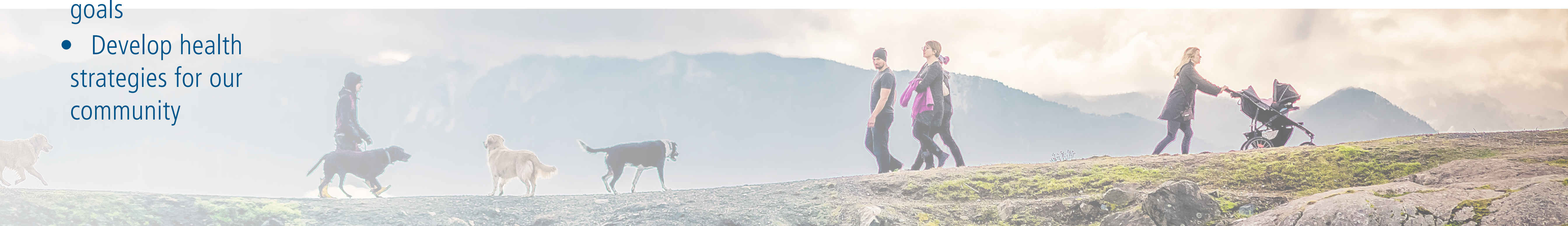
- Support community growth, housing and development consistent with our Official Community Plan (OCP)
- Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development
- Support the arts, culture and heritage community
- Enhance opportunities for 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





Strategic Priorities 2019-2023

May 2019



Table of contents

Strategic planning: Mayor and Council.....	2
Our vision	3
Our mission	3
Our core values	3
Strategic priorities	4
Our goals and operational strategies	5
Healthy, livable and diverse community.....	6
Build and enhance partnerships	9
Resilient and diverse economic environment.....	10
Local services and infrastructure	11
Excellence in public service.....	13

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

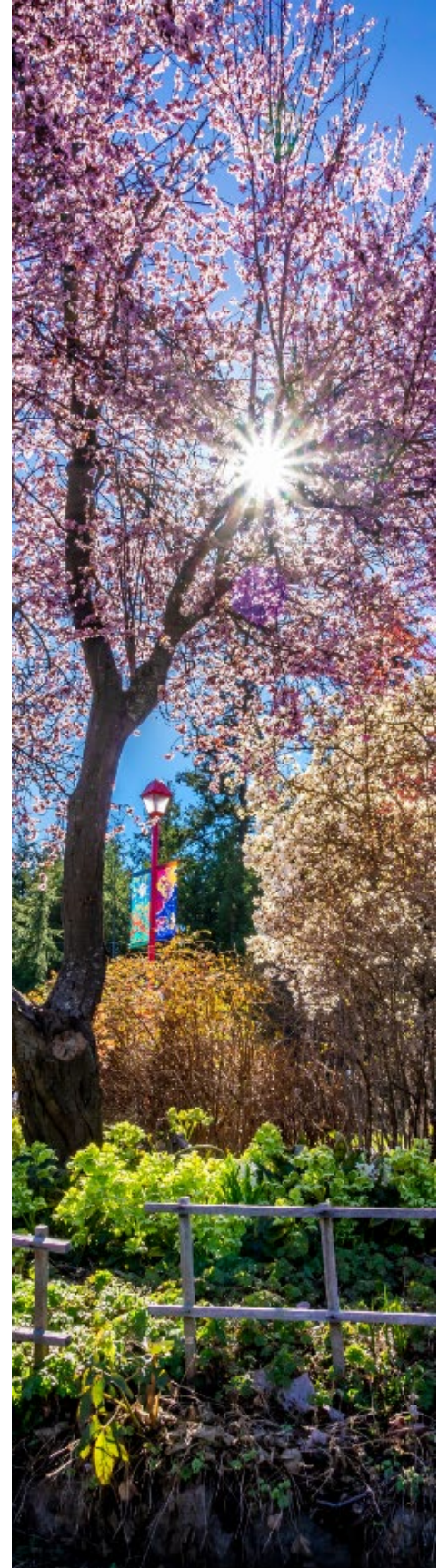
We value people and treat everyone with dignity and fairness.

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 including review and update of parking bylaw
- Facilitate policy discussion for private use of public lands
- Complete housing inventory
- Complete staff report on implications and costs to develop neighbourhood 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

- Research and consider best practices for multi-modal traffic initiatives and strategies
- Engage with stakeholders, user and advisory groups to ensure input is considered as development occurs

Support the arts, culture and heritage community

- Develop a Public Art Master Plan
- Provide training for Advisory Planning Commission members on heritage values
- Complete two additional statements of significance in accordance with the Heritage Policy
- Utilize Township communication tools to promote and support community events

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 (emergency services and public safety facilities, waterfront park improvements and recreation/public space improvements)

Advance the work of reconciliation with Indigenous People

- Support working group as required as recommendations made to Council

Control deer in partnership with other governments

- Continue with public education program
- Continue with annual deer counts in conjunction with Department of National Defence
- Seek Provincial approval of deer management and reduction strategy, with Urban Wildlife Stewardship Society assistance
- Contact Department of National Defence regarding realignment with Township strategy
- 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
- Evaluate all equipment purchases consistent with Township sustainable purchasing policies
- 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 and community organizations to support research related to health and wellness
- Work with developers to incorporate health and wellness facilities in new developments
- Develop design guidelines for improving the design of “missing middle” housing (PlanH)
- Continue to develop opportunities that promote healthy and active living



Healthy, livable and diverse community objective: “Continue to develop opportunities that promote healthy and active living.”

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 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)
- Continue with consultation for implementation of Checkout Bag Regulation Bylaw

RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

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

- Obtain Certificate of Compliance
- Monitor construction of new library space
- Finalize storm and sanitary servicing
- Explore opportunities for Public Safety Building project in conjunction with McLoughlin amenity funds

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

- Review short and long term options for increased focus on economic development including update of Economic Development Strategy, resourcing options, development of marketing strategy and amendment of visioning statement
- Consider option to work with South Island Prosperity Project on an Economic Development Assessment Framework and business investment toolkit
- Work with the Esquimalt Chamber of Commerce to increase engagement with local business
- Facilitate budget discussion to assess readiness for additional business investment and growth
- Utilize relationship with Urban Design Institute and South Island Prosperity Project 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

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

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
- Clarify and establish Esquimalt position on the Framework Agreement with Victoria & Esquimalt Police Board

Support ongoing improvements to transportation corridors

- Evaluate transportation corridors for opportunities and options for enhancement
- Develop an Active Transportation Plan for completion by the end of 2020

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

- Research opportunities for public alert system
- Review existing plans and update for business continuity and update as necessary



Local services and infrastructure objective: “Develop an Active Transportation Plan for completion by the end of 2020.”

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

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
- Promote leadership development within the organization

Engage, respect and respond to the needs of our community

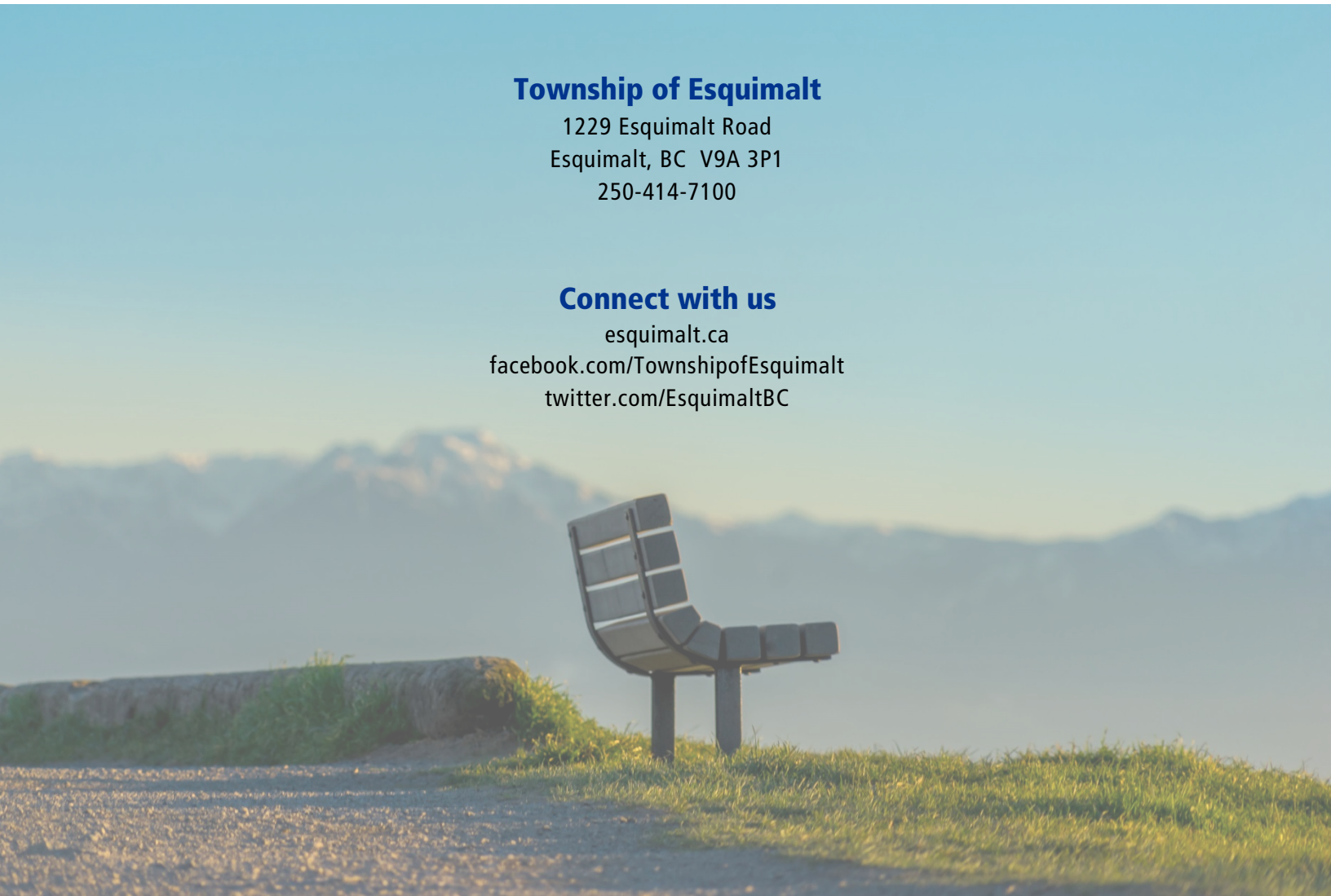
- Consider improvement to user services on website to make more accessible
- Explore feasibility of enhanced online services
- Coordinate information and opportunities to improve awareness of financial processes

Township of Esquimalt

1229 Esquimalt Road
Esquimalt, BC V9A 3P1
250-414-7100

Connect with us

esquimalt.ca
facebook.com/TownshipofEsquimalt
twitter.com/EsquimaltBC



Operational Strategies 2019 - 2023

HEALTHY, LIVABLE AND DIVERSE COMMUNITY (2019 Third Period)

Operational strategies	Responsibility	Progress
Support community growth, housing and development consistent with our Official Community Plan (OCP)		
Develop parking strategy including review and update of parking bylaw	Engineering & Public Works	Scope of work to be determined in first period of 2020
Facilitate policy discussion for private use of public lands	Community Safety	Discussion conducted in previous period. Concluded.
Complete housing inventory	Development Services	Completed and presented to Council
Complete staff report on implications and costs to develop neighbourhood design guidelines for the entire community	Development Services	Will need to be carried forward to 2020.
Complete staff report on the feasibility and benefits of a policy on detached accessory dwelling units, carriage houses and below market housing	Development Services	Work has commenced and will be presented to the March, 2020 COTW.
Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development		
Research and consider best practices for multi-modal traffic initiatives and strategies	Engineering & Public Works	As streets come up for renewal or upgrade the current guides and best practices are reviewed. During this year, the work has been focused on Lampson Street, Lyall Street and Esquimalt Road segments.
Engage with stakeholders, user and advisory groups to ensure input is considered as development occurs	Engineering & Public Works Development Services	Engagement occurs as projects are being undertaken – there were no applicable projects this period.

Operational Strategies 2019 - 2023

Operational strategies	Responsibility	Progress
Support the arts, culture and heritage community		
Develop a Public Art Master Plan	Parks & Recreation	RFP has been developed and will be issued in January.
Provide training for Advisory Planning Commission members on heritage values	Development Services	Will be completed in the first period of 2020.
Complete two additional statements of significance in accordance with the Heritage Policy	Development Services	No progress in this period. Will be completed in 2020.
Utilize Township communication tools to promote and support community events	Corporate Services	<ul style="list-style-type: none"> • Celebrated Orange Shirt Day and created short video highlighting local students • Gained media attention for “Fire Chief for a Day” initiative • Promoted township events on a variety of channels, including social media, website, digital displays and subscriber-based direct emails • Promoted township events in community newsletter • Promoted township events in paid Times Colonist feature highlighting Esquimalt events
Enhance opportunities for Parks & Recreation		
Continue with opportunity to replenish Parkland Acquisition Fund	Development Services CAO	Agreements being finalized; fund should be replenished first period 2020.
Develop long-range design plans for major parkland areas	Parks & Recreation	Gorge Park feedback from September Open Houses will be used in collaboration with the Park design work being undertaken with MAF projects.
Engage with stakeholders and residents on parks and recreation services	Parks & Recreation	Resident and stakeholder round one engagement for Hither Green Park was issued in December.

Operational Strategies 2019 - 2023

Operational strategies	Responsibility	Progress
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	Waterfront Park Projects have been identified and procurement processes for Gorge Park design and project development were awarded. An RFQ for the Public Safety Building was issued in December.
Advance the work of reconciliation with Indigenous People		
Support working group as required as recommendations made to Council	Dependent on recommendations approved	No recommendations have yet been made to Council.
Control deer in partnership with other governments		
Continue with public education program	Community Safety	Public education program continues through UWSS.
Continue with annual deer counts in conjunction with Department of National Defence	Community Safety	Deer count completed in period. Awaiting results.
Seek Provincial approval of deer management and reduction strategy, with Urban Wildlife Stewardship Society assistance	Community Safety	Report to Council delivered in this period. UWSS is unable to conduct a parallel study in Esquimalt as they do not have the resources. Should Council wish to pursue an immunocontraception study, it would have to be facilitated by a contractor. Council has requested more information on the Oak Bay study and provincial time lines. A presentation to Council has been scheduled for February 2020.
Contact Department of National Defence regarding realignment with Township strategy	Community Safety	Report to Council delivered in this period. DND is electing to wait until the results of the Oak Bay study to determine if is willing to explore immunocontraception.
Advocate with the Capital Regional District for a region wide strategy	Mayor and Council	Verbal update to be provided by Council at committee meeting.

Operational Strategies 2019 - 2023

Operational strategies	Responsibility	Progress
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	Report received from consultant for asset management of various systems within Municipal Hall. This will lead to a budget requests in 2020.
Evaluate equipment purchases consistent with sustainable purchasing policies	Development Services	This is an ongoing activity. No equipment purchases were evaluated in this period.
Create a Climate Adaptation Plan	Development Services	Work is 70 to 80% complete. Will be completed in 2020.
Create a Climate Action Plan	Development Services	RFP was released in this period. It closes on January 17, 2020.
Participate in the Residential Retrofit Acceleration Project to advance energy efficiency in the built environment	Development Services	This project is 50% complete.
Develop health strategies for our community		
Work with developers and community organizations to support research related to health and wellness	Development Services	The Designing for Density study was completed and presented to Council in this period.
Work with developers to incorporate health and wellness facilities in new developments	Development Services	The rezoning at 899 Esquimalt Road includes provisions for a Health Facility. Council gave the rezoning third reading in this period. The rezoning bylaw is expected to be returned to Council for adoption in the first period of 2020.
Develop design guidelines for improving the design of 'missing middle' housing (PlanH)	Development Services	Work has commenced to develop guidelines as part of a "recalibration" of the Official Community Plan.
Continue to develop opportunities that promote healthy and active living	Development Services Parks and Recreation	The Sports Centre is being used for a new WCB workplace rehabilitation program offered through Lifemark.

Operational Strategies 2019 - 2023

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	Development Services CAO	C2C forums will be scheduled in first period of 2020.
Consult and engage with First Nations on update of Economic Development Strategy	Development Services	This will be done in conjunction with the C2C forums.
Consult and engage with First Nations on any Official Community Plan amendments	Development Services	This is done with every amendment to the Official Community Plan.
Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community		
Collaborate with CFB Esquimalt, school districts and other municipalities on efficiencies and partnerships in Parks and Recreation Services	Parks & Recreation	A new regional recreation collaboration with VIHA has been developed. A strategic planning session is scheduled for January. Esquimalt Recreation staff is working with local high schools to create opportunities for employment and community volunteering.
Promote emergency preparedness through shared initiatives and training	Community Safety	Staff continues to participate in the Local Government Emergency Program Advisory Commission, Regional Emergency Planning Advisory Commission, Regional Emergency Management Partnership, Regional Emergency Social Services (ESS) Directors Group, and hosts ESS and EMBC courses. Continue to work on regional evacuation plan and partnership with Victoria for evacuation route planning, training, and exercises.
Utilize Community Safety Working Group on issues impacting the community	Community Safety	The group continues to meet however changeover of personnel has resulted in inconsistent attendance. A renewed commitment to attend meetings in 2020 has been received from all stakeholders.
Continue to advocate for improvements to sustainable regional transportation initiatives	Mayor and Council	Verbal update to be provided by Council at committee meeting.

Operational Strategies 2019 - 2023

Operational strategies	Responsibility	Progress
Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community (Cont'd)		
Advocate with other governments for increased childcare opportunities	Mayor and Council	Verbal update to be provided by Council at committee meeting.
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	This project is approximately 70 – 80% complete. The next meeting will be in the first period of 2020.
Create policies and guidelines to improve social health in multi-family housing (Plan H project)	Development Services	Staff has started a recalibration review of the Official Community Plan that will include the creation of policies and guidelines to improve social health in multi-family housing.
Continue consultation for implementation of Checkout Bag Regulation Bylaw	Development Services	This project is on hold pending the results of the Provincial Government review.

Operational Strategies 2019 - 2023

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	Engineering & Public Works	Submission package for on and off site Certificates submitted for review and acceptance. Initial correspondence is positive for offsite Certificate. Working with consultant to obtain positive response for on-site Certificate.
Monitor construction of new library space	Development Services	Construction of the external framework commenced in this period. Occupancy is still expected for the August 2020.
Finalize storm and sanitary servicing	Engineering & Public Works	Working with Aragon and their contractor to undertake this work in 2020.
Explore opportunities for Public Safety Building project in conjunction with McLoughlin amenity funds	Fire	Staff moved forward in selecting and engaging a consultant to assist us in the development of the RFP process for the new Public Safety Building. In addition, a phase 1 environmental assessment has been completed for the new PSB site.
Support revitalization and beautification initiatives along Esquimalt Road		
Explore further opportunities under the Revitalization Tax Incentive Program	Financial Services	Researching initiatives in our municipalities with intent of preparing COTW report in first period of 2020
Enhance intersection safety and explore parking options	Engineering & Public Works	Proposed cross section has been presented to Council at Committee of the Whole. Budget request to be made in 2020 for segment between Canteen Road and Admirals Road.
Operational strategies	Responsibility	Progress

Operational Strategies 2019 - 2023

Operational strategies	Responsibility	Progress
Boost investment in the local economy and promote the growth and diversity of businesses		
Review short and long term options for increased focus on economic development including update of Economic Development Strategy, resourcing options, development of marketing strategy and amendment of visioning statement	CAO	Much of this work is included in the scope of the project with SIPP below. Other objectives will be discussed by Council at strategic planning session in first period 2020.
Consider option to work with South Island Prosperity Project on an Economic Development Assessment Framework and business investment toolkit	CAO	Project with South Island Prosperity Project commenced and project consultant selected. Work plan currently being developed and input opportunities being scheduled.
Work with the Esquimalt Chamber of Commerce to increase engagement with local business	Corporate Services Development Services	Attend the Chamber “Linger at Lunch” events 1/month to learn about local events, meet new businesses. Work directly with Chamber to include mention of Township Revitalization Tax Exemptions. Work directly with Chamber to include public engagement opportunities in the Chamber newsletter (increase business awareness of township feedback opportunities).
Facilitate budget discussion to assess readiness for additional business investment and growth	CAO	This has been rolled in to project with South Island Prosperity Project and results are expected in second or third quarter of 2020.
Utilize relationship with Urban Design Institute and South Island Prosperity Project as additional input and resource for economic development	CAO	Esquimalt staff met with UDI October 7, 2019 and UDI will be invited to participate in the South Island Prosperity Project focus group workshop in first period 2020.

Operational Strategies 2019 - 2023

Operational strategies	Responsibility	Progress
Boost investment in the local economy and promote the growth and diversity of businesses		
Provide options to complete a development capacity assessment	Development Services	This has been carried forward to the second period of 2020.

Operational Strategies 2019 - 2023

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	Carrying out cameraing of collection mains (sanitary/storm) to determine condition and cross connections. Started to utilize information collected to determine work plans.
Continued implementation of sidewalk master plan	Engineering & Public Works	New sidewalk program has been completed to approximately 90% with sidewalk being installed. Replacement sidewalk program to be carried forward to 2020.
Continued implementation of roadway master plan	Engineering & Public Works	No major projects approved in budget. Carried out major maintenance/minor capital works at various locations over the three periods.
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Work has been completed along Colville Road.
Explore local initiatives for other waste streams	Engineering & Public Works	Awaiting update from CRD on potential yard/garden/kitchen scraps stream combination. IRM request for proposal issued and closed in period. Work to be carried out in 2020.
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 correlate location information from various sources to centralized databases.
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	Received report on Asset management state from consultant and evaluating proposed recommendations. Road/sidewalk assessment project was completed and information under interpretation to develop work plans for 2020.

Operational Strategies 2019 - 2023

Operational strategies	Responsibility	Progress
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	Engineering & Public Works	Will be meeting with PWGCS in the first period to discuss potential activities and coordination. Training of ½ of Public Works staff completed in conjunction with District of Saanich.
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	Staff met with VicPD and City of Victoria in September, October and November to discuss Framework Agreement and performance metrics.
Operational strategies		
Review all alternatives for provision of police services to the community	CAO	Alternatives are being considered in conjunction with Framework Agreement.
Clarify and establish Esquimalt position on the Framework Agreement with Victoria & Esquimalt Police Board	CAO	This strategy has been completed.
Support ongoing improvements to transportation corridors		
Evaluate transportation corridors for opportunities and options for enhancement	Engineering & Public Works	By utilizing corridor management data developing projects for 2020.
Develop an Active Transportation Plan for completion by the end of 2020	Engineering & Public Works	Budget request to be made in 2020 budget. Scope of work to be determined in the first/second periods of 2020.
Plan for continuity of core local services and infrastructure in the event of an emergency		
Research opportunities for public alert system	Community Safety	Esquimalt Alert was launched in 2020.
Review existing plans and update for business continuity and update as necessary	Community Safety	All business continuity plans have been updated.

Operational Strategies 2019 - 2023

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	Job descriptions updated to include core values. Recruitment processes include assessment of these values.
Ensure regular performance evaluations are completed throughout the organization and are reflective of the core values	Corporate Services	CUPE Performance Evaluation Template updated and part of the evaluation process includes assessment on the core values. Most departments have completed evaluations, with the last being completed by the end of January.
Ensure capacity is adequate to support the goals in the Strategic Plan		
Assess capacity in the organization and develop succession plans	Corporate Services Directors	Succession planning completed to replace the Director of Corporate Services, and the Manager of Financial Services.
Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals	CAO	This strategy will be updated in the first period of 2020 subsequent to Council strategic planning session.
Promote leadership development within the organization	CAO Corporate Services	Leadership development program being developed - one program for supervisory staff and one for excluded management.

Operational Strategies 2019 - 2023

Operational strategies	Responsibility	Progress
Engage, respect and respond to the needs of our community		
Consider improvement to user services on website to make more accessible	Corporate Services	<p>Business licence information updated on website to include Inter-community Licence and renewal process. Launched social media platform Instagram to reach a broader demographic.</p> <p>Revamped the public hearing notification process to ensure a consistent approach to online promotion using both the website and social media.</p> <p>Enhanced information on the website regarding Council meetings.</p> <p>Updated links within the website to improve visibility of the Council meeting information.</p> <p>Launched an emergency notification app that also allows for garbage reminders and traffic alerts.</p>
Explore feasibility of enhanced online services	Financial Services Corporate Services	Implemented online tax certificate process; acquired payroll module for increased functionality; completed feasibility review of other online functions with no further action taken.
Coordinate information and opportunities to improve awareness of financial processes	Financial Services	Advertised and presented a property tax and financial plan information session this was open to the public, businesses and staff.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-012

PERIOD REPORT

DATE: December 24, 2019

Report No. ADM-20-001

TO: Mayor and Council

FROM: Laurie Hurst, Chief Administrative Officer

SUBJECT: CAO - 2019 Third Period Report

The following is a report on the activities pertaining to the CAO's office from September 1, 2019 to December 31, 2019.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Legislative

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

2. Operations

- Collaborated with South Island Prosperity Project on next phase of Esquimalt Economic Development Assessment and Business Investment Roadmap including input and review of request for proposals and selection of successful consultant
- Worked with consultant, Aragon, architects and legal counsel to finalize library tenant improvement contract; review of costs and cost sharing agreements; process for art walk and subsequent updates to existing agreements
- As member of Regional Emergency Management Partnership (REMP) Steering Committee participated in joint session with Integrated Partnership for Regional Emergency Management in the Metro Vancouver region (IPREM) to inform and discuss the submission that will be made to provide comment and feedback to the updating of the Emergency Program Act
- Established the Public Safety Building Working Group to facilitate the process for allocation of the McLoughlin Amenity Funds and monies allocated for this project
- Continued discussions with VicPD, City of Victoria and Victoria and Esquimalt Police Board on improvements to processes, clarity of intent and performance metrics in regard to the Framework Agreement
- Ongoing meetings and discussions with wastewater treatment project lead Dave Clancy to review outstanding agreement requirements
- Involved with various labour management issues including recruitment processes for

financial manager and assistant fire chief positions

- Met with senior staff to provide input and/or direction on various issues including transition in Corporate Services for retirement of Director; various operational and capital budget development and amenity fund processes

3. Other

- **Regular meeting attendance and participation:**
 - 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 Esquimalt Emergency Stakeholders Forum
 - REMP Policy Group meeting to endorse Regional Concept of Operations
 - Greater Victoria Labour Relations Association strategic planning and succession planning sessions
 - Annual meeting of the Esquimalt/Urban Development Institute Liaison group
 - Meeting with FCM delegation of CAOs from Jordan to discuss professional development and training programs
 - Long Term Service Employee Recognition Presentation
 - Received Professional Service Award in Leadership from the Local Government Management Association of BC
 - Retirement event(s) for Anja Nurvo after 8 years as the Township's corporate officer
 - Annual kickoff event for United Way as Leadership Chair for the Esquimalt campaign
- **Training/Workshops/Seminars**
 - Pacific Business Law Institute - Local Government Law Seminar
 - How to Build Better Teams Through our Day-to-Day Actions: Tips and Tools for a Productive Workplace - Marli Rusen

II. COMMITTEES

- CAO participates on the following committees:
 - Internal

- McLoughlin Amenity Funds Working Group
- Public Safety Building Working Group

- External
 - Regional Emergency Management Partnership Steering Committee
 - GVLRA Administrative Working Group
 - Police Framework Agreement Administrative Committee



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-013

PERIOD REPORT

DATE: December 27, 2019

Report No. ADM-20-002

TO: Laurie Hurst, Chief Administrative Officer

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

SUBJECT: Corporate Services Department - 2019 Third Period Report

The following is a report on the activities pertaining to the Corporate Services and HR from September 01, 2019 to December 31, 2019.

- **DIVISION ACHIEVEMENTS AND ACTIVITIES**

1. **Corporate Services**

- 21 meetings including preparation of:
 - 10 Public Hearing Notices and associated newspaper advertisements
 - 30 Meeting Notices and associated newspaper advertisements
- 161 agenda late items
- 19 Action Reports and completion of all follow up correspondence and distribution to third parties
- Corporate Officer and Deputy Corporate Officer commissioned 27 documents for residents of Esquimalt (77 Total for year).
 - Staff prepared 2 Proclamations and posted to the Municipal website.
 - Staff processed 489 mail items for retention and distribution.
 - Staff prepared 33 Township business letters on behalf of Mayor and Council.
 - Corporate Officer amended text on Council meeting agendas to provide clarity on public input opportunities.
- Corporate Officer and Deputy Corporate Officer completed 27 electronic registrations at Land Title Office (41 total for year).
- Corporate Officer responded to 5 requests for access to records under the Freedom of Information and Protection of Privacy Act (18 total for year) and a further 14 requests for access to public records.
- Staff provided clerical support for Business Licencing: processing and monitoring applications, answering questions and inquiries from the public and preparing 757 renewal notices for 2020.

- Office Administrator and Administrative Clerk attended two web conference sessions for the Greater Victoria Ride-Hailing working group and web-based training for the Provincial Mobile Business Registry facilitated by the Ministry of Jobs, Trade and Technology.
- Staff completed The Office of the Ombudsperson Fairness 101: An Introduction to Administrative Fairness online course.
- Executive Assistant coordinated 13 Senior Management meetings, 1 Police Board meeting, 2 Mayors' Open Door meetings and the CFB Esquimalt Base Commander & staff and Municipal Senior Management Luncheon.
- Executive Assistant assisted Communications Specialist with promotion of community events including Council's participation in the Island Farms Santa's Light Parade in Victoria and Celebration of Lights Parade in Esquimalt.
- Executive Assistant coordinated registration and made arrangements for travel and accommodation for 2019/ 2020 conferences for Council, and coordinated compilation and drop off of 3 new resident packages.
- Staff coordinated the New Year's Leveé event held at the Recreation Centre.
- Corporate Officer prepared the 2020 Council and Committee of the Whole meeting schedule, and Corporate Services staff updated the Council outlook Calendar, Municipal website, and Municipal Notice Board and Granicus/Legistar software with all 2020 scheduled meetings.
- Corporate Officer participated in two LGMA webinar sessions: Conflict Resolution and Public Hearings 101 and a LGMA virtual Bylaw Drafting Course.

2. Committees

- 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 4 sets of Agendas and Minutes of the Advisory Planning Commission [APC], APC Design Review Committee [DRC], Parks and Recreation Committee and EAC to the website and responded to inquiries relating to Committees.
- Corporate Officer and Deputy Corporate Officer attended three Committee meetings for an annual "check-in" with members.
- New Youth Representative appointed by Council to the EAC and another re-appointed to the Parks and Recreation Advisory Committee.

3. Records Management

- **Paper Records:**
 - 1431 new paper records were created and entered in the TAB Fusion software, Including 507 annual records generated for 2020 filing
 - 8 new boxes sent to Access Records off-site records storage facility and entered in the TAB Fusion software
 - 164 boxes were retrieved and reviewed from off-site storage facility (Access Records), with 36 boxes returned to off-site storage, and the remainder destroyed or relocated to Archives
- **Records Storage:** The Corporate Officer and the Archivist/Records Coordinator have also initiated new staff procedures so that all future deposits in Access Records are processed through Corporate Services.

- **Electronic Records:** Corporate Services has taken the lead on restructuring the Township's electronic records by creating new shared drives, incorporating LGMA's system. 1267 files have been moved or deleted as part of this restructuring project.
- **Training:** The Archivist/Records Coordinator continued training other departments on the TAB Fusion software and assisting each department's office administrator with the initial classification of records. The Township uses a modified version of the LGMA Classification and Retention Manual that incorporates all legal and regulatory recordkeeping requirements for local government operations.

4. Archives

- 622 Volunteer Hours.
- 44 Research Requests completed.
- 3 Terms of Use Agreements signed for use of archival photos in publications.
- 25 brochures distributed.
- 3 donations of archival material.
- 3 photos taken of buildings with approved demolition permits.
- Awarded \$1000 from the Terry Reksten Memorial Fund for the purchase of archival supplies for storing and preserving the Archive's collection of property assessment rolls.
- New Council Policy No. HER-07, approved by Council to provide a framework for the Archives and replace previous Council Policy No. HER-01.
- Organized a tour of our facilities for View Royal Archives volunteers and staff.
- Other notable activities:
 - Received a memorable donation of material around Remembrance Day. The donation included a painting of WW2 veteran and Esquimalt resident, "Jack" Lionel Cockrell, and a portrait of the five McVie brothers, who all served in WW1
 - Archival images continue to be regularly featured on the Township of Esquimalt's social media on #TBT (Throwback Thursday)
 - Archivist continues to update internal processes to improve retrieval of archival material

5. Communications

- Drafted Social Media Policy for circulation to Senior Management for review.
- Drafted Communications Policy for circulation to Senior Management for review.
- Authored, designed and published the fall edition of "Current" newsletter.
- Continued with program of news releases and media advisories, posting 19 news items to the website and issuing five releases using the regional news media contact list. Earned media coverage due to releases: Fire Chief for a Day; Esquimalt Alert launch; Esquimalt-Gorge Park public engagement.
- Launched Esquimalt Alert notification system on September 27, in conjunction with Emergency Coordinator. This includes creating a comprehensive communications campaign:
 - Created Esquimalt Alert logo and designed complimentary promotional collateral including posters, business cards, postcards
 - Ran social media promotional ads
 - Designed print media ads
 - Issued media release announcing the launch
 - Gained earned print and radio exposure

- There are currently 1,051 subscribers
- Planned and executed communications activities such as creating digital and print collateral (posters, postcards, business cards); 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:
 - McLoughlin Amenity Funds public engagement campaign
 - Hither Green public engagement campaign
 - Fire department open house
 - “Fire Chief for a Day” event
 - United Way internal fundraising campaign
 - Designing Density open house
 - Budget information session
 - Youth Parliament opportunity
 - New Year’s Day levée promotion
 - ShakeZone public event
 - Staff food drive
- Supported other seasonal/minor campaigns as needed (e.g., CRD wastewater treatment project, fall storm preparation, etc.).
- Supported Celebration of Lights and Ribfest organizers with communications assistance and event promotion.
- Submitted article, images and content for December’s “Experience Esquimalt”.
- Wrote or edited 7 articles or speeches on behalf of the Mayor and assisted with minor media messages.
- Revamped the public hearing notification process along with CS admin staff to ensure a consistent approach to online promotion using both the website and social media.

Analytics (last period in brackets)

- **Legistar:**
 - 1,595 (785) total page views (all pages in the Granicus system)
 - 953 (442) total visits (total number of times visitors came to the site)
 - 806 (383) total unique visitors - individual views of the site
 - 38% (52%) desktop, 63% (48%) mobile
- **Website:**

Top three pages:

 1. Parks and Recreation
 2. Parks and Recreation drop-in schedules
 3. Home page

Total page views: 246,322 (244,992 last period)
- **Twitter:**
 - Average 1,409 post views per day (impressions) (1,718 last period)
 - Total 303 posts; 2.5 avg posts/day (423 last period)
 - New followers: 116 (75 last period); total followers: 3,332
- **Facebook:**

- 1,444 followers September 1 to 1,552 on December 31 (+108); (+135 last period)
- 1,397 page likes September 1 to 1,492 on December 31 (+95); (+132 likes last period)
- 195 new timeline posts (240 last period)
- **Instagram - launched November 15, 2019:**
 - 201 followers
 - 26 posts
- **LinkedIn:**
 - 54 followers
 - 70 page views
- **Communications - related online newsletters:**
 - Events list: 271 contacts
 - News list: 248 contacts
 - The “Current” newsletter list: 193
- **Website Updates:**
 - Enhanced information on the website regarding Council Meetings to include:
 - Information regarding Council Meetings, COW Meetings and Public Hearing processes
 - How to access agendas, minutes and reports
 - How to provide public input at a Council Meeting
 - Council Meeting schedules
 - Section on Frequently Asked Questions
 - Updated links within the website to improve visibility of the Council Meeting information
 - Added a direct link from the home page to the Council meeting page

6. Human Resources

- **Employee Family Assistance Program [EFAP]:** The Township ended the use of counselling services with WestCoast Clinical as of December 31, 2019, and assumed the services of Walmsley effective January 1, 2020 as the new provider. Employees were notified via memo, email with notices displayed on staff bulletin boards and the internal intranet.
- **Flu Clinic:** 53 staff participated on November 7 (45 regular staff and 8 auxiliary).
- **Performance Evaluation Forms for CUPE Staff:** The Township’s evaluation template was reviewed, updated and distributed to managers.
- **Long Term Service Employee Recognition Presentation:** There were 13 employees acknowledged on December 9th in Council Chambers for either 10 or 15 years of service with the Township. A further 16 staff were recognized with perfect attendance for the 2018 calendar year.
- **Recruitment (Regular Positions):** There were 7 regular positions posted and filled, and 2 in progress as of the end of December. Those completed were:
 - Administrative Assistant - Fire
 - Assistant Fire Chief
 - Manager of Financial Services
 - Custodial Maintenance Worker (part time)

- Accounting Coordinator
- Information Technology Support Technician (internal)
- Senior Accountant (internal)

And those in progress included:

- Combined Esquimalt & Oak Bay Fire Department Firefighter competition
- Planning Technician

➤ **Labour Relations:**

- CUPE: No new grievances were filed. Of the five that were outstanding, all have been resolved.
- IAFF: No new grievances were filed and there were none outstanding.

➤ **Staff Training:** Marli Rusen, a specialist in workplace communication and team dynamics, provided a 6 hour team-building workshop, offered over two days (December 17 and December 19): “How to Build Better Teams Through our Day-to-Day Actions: Tips and Tools for a Productive Workplace”.

On Tuesday, December 17th there were 25 participants, and on Thursday, December 19 there were 28 participants. There were participants from Fire, Development Services, Corporate Services, Finance, Engineering and Public Works, and Parks and Recreation.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-003

PERIOD REPORT

DATE: January 8th, 2020

Report No. CSS-20-001

TO: Laurie Hurst, Chief Administrative Officer

FROM: Blair McDonald, Director of Community Safety Services

SUBJECT: Community Safety Services - 2019 Third Period Report

The following is a report on the activities pertaining to the Community Safety Services department from September 1st, 2019 to December 31, 2019.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Emergency Management

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

The NEPP and staff facilitated 3 scheduled monthly presentations to a total of 42 residents during the period. Staff provided emergency preparedness presentations to 2 strata's with a total of 42 residents attending.

The NEPP and staff attended the Esquimalt Fire Department Open House and provided emergency information to the public.

Staff partnered with CFB Esquimalt to host the Quake Cottage earthquake simulator on September 24 in the Canex parking lot. A total of 185 people experienced the simulated earthquake, along with 120 Rocheheights Middle School students that were also provided with an overview of tsunami risk in our area.

Staff attended an emergency preparedness night at the Military Family Resource Centre on November 6 and provided information to new residents of Esquimalt.

- **Emergency Support Services (ESS)**

One new ESS volunteer was recruited during the period, and volunteers attended various courses including Introduction to Reception Centres, Registration and Referrals, Managing Disaster Walk-In Volunteers, and Group Lodging which was hosted by the Township.

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

Helston has taken on the role of Deputy Emergency Support Services Director [ESSD] and has developed a new volunteer onboarding package and a 2020 training and exercise plan which has been adopted by the team. The ESSD attended a Langford ESS meeting to provide an overview of the April 7 Craighflower Fire event as well as share lessons learned and best practices.

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

Staff met with staff from Victoria, Oak Bay, and Saanich municipalities to discuss sub-regional ESS coordination and shared training with a pilot plan to commence in 2020.

- **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.

The team replaced the roof antenna in the emergency program vehicle so it can be used as a mobile radio station if necessary. The team also repaired the dipole antenna at the Archie Browning Centre roof. The team exercised from the secondary EOC at the public works yard to ensure all equipment is operational.

The team participated in the PREOC exercise on Wednesday, October 16 using a new Initial Incident for via packet radio and responding to typical 911 emergency type call from other amateur radio operators in the community. The exercise was very useful with many lessons learned by the participants.

- **Administration**

The Great British Columbia ShakeOut took place October 17th, which saw communications and evacuation exercises throughout Township departments and facilities. A lunch and learn on Emergency Preparedness was offered to staff, and three prizes were awarded to staff that participated in emergency preparedness events through the week. ShakeOut BC reached over 1 million people in the Province.

The Emergency Planning Committee met twice this period, with one meeting being a functional exercise setting up the secondary EOC at the public works yard. The Committee assisted in completing the updates of the Township of Esquimalt Business Continuity Plan.

The Regional Emergency Planning Advisory Commission held one forum during this period with a focus on education continuity following a disaster. Staff attended along with various school stakeholder representatives.

The Local Government Emergency Program Advisory Commission (LG EPAC) met twice this period. The regional portion of the UBCM Community Emergency Preparedness Fund - Evacuation Planning grant has been awarded to ISL Engineering and work has commenced with a completion time expected during the second period.

Esquimalt and the City of Victoria have partnered for the UBCM EOC exercises and Training grant, and the contract for this work, as well as for both our local evacuation plans, has been awarded to Smart Risk Consulting. It was determined that since we share a common police force we should ensure our plans and training align, and joint exercises will take place in March and April. The results of the Esquimalt/ Victoria plans will filter into the Regional Framework. Work has commenced with staff attending and coordinating several planning meetings with the City of Victoria and the Victoria Police Department. Work will be completed in the second period.

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. Local governments have been provided an overview of both the framework and proposed changes, and have an opportunity for feedback until January 31. The LGEPAC will be submitting one report on behalf of the Region to the Province, and a report will be submitted on behalf of the Township and will incorporate feedback from all impacted departments.

The LGEPAC continues to discuss the outcomes of both the Esquimalt and Saanich fires and the implications for residents after the 72 hours of assistance provided by ESS. Changes to the Emergency Program Act may provide clarity on some of the issues.

Staff continues to participate on the LGEPAC public education working group which partnered with the Black Press to produce a "Be Ready" resource guide that was distributed around the Region. The group is also updating the PrepareYourself website, and is planning for a spring 2020 media workshop.

The Township launched Esquimalt Alert on September 28, and Voyent Alert staff were on hand at the Esquimalt Fire Open House to help residents sign up for the service. Esquimalt Alert allows residents to receive both emergency alerts and information on community topics like events and road closures. As of the end of the period, 973 residents have subscribed to the service.

Staff was invited to attend various events including an exercise as an observer at Seaspan Victoria Shipyards in November, the Juan de Fuca Integrated response Plan Working Group meeting, Vancouver Island Emergency Preparedness Conference Committee meetings, Sendai Framework presentation, Emergency Program Act Modernization presentation. Township Climate Action Adaptation workshop, and the Emergency Preparedness and Business Continuity Conference in Vancouver, which are valuable learning experiences and help build relationships.

Staff continued as a member of the Disaster Risk Reductions Strategies working group, which is part of the Regional Emergency Management Partnership (REMP), which resulted in a workshop in November. This workshop is a follow up to last year's Hazard Risk and Vulnerabilities Assessment which will help to guide planning priorities and strategies in the Region. The REMP facilitated a workshop with regional CAOs for a better understanding of a Regional Concept of Operations. Staff also participated in the Measuring Regional Public Preparedness working group of the REMP, which surveyed households in the Capital Region on various preparedness questions. Information will be used to inform the Public Information Working Group work plan for 2020.

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 is underway and will be modelling a total of nine different scenarios using four different tsunami-generation sources. The project is on track for completion during the first period of 2020, and information will be incorporated into the Township's emergency plans.

2. Bylaw Enforcement

- **Bylaw Offence Notice [BON] Disputes:**

42 BONs were forwarded to the Screening Officer level in this period. Of those, 30 were cancelled by the Screening Officer and 12 were upheld with fines being levied to the offender. No matters were advanced for adjudication during this period.

- **Unsightly Properties**

- Unsightly properties continue to be an area of enhanced enforcement. In this period, 14 complaints of unsightly properties were reported to Bylaw Enforcement. Of those, 11 were dealt with using the authorities within the Maintenance of Property and Nuisance Regulation Bylaw. 3 files remain active.
- One chronic property remaining, which should be resolved in the next period.

- **Special Enforcement Activities**

- Civil Injunction process related to use of property - 800 block Esquimalt Road

- **Attachments**

- Bylaw Contraventions and Complaints, Municipal Tickets and Bylaw Notices, Animal Management Report [Attachment # 1]

3. Building Inspections/Permits

2019 showed consistent demand for building permits compared with 2018. Overall in 2019, the Building Department issued permits for a total value of construction of nearly \$49 million (nearly \$57 million in 2018) with total permit fees of approximately \$462,000 (verses approximately \$532,000 in 2018). These values represent a moderate decrease from 2018 totals.

- **Attachments**

- Building Permits Chart [Attachment # 2]

4. Policing

- 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 7 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.
- 274 2020 Business Licence renewals were received in this period.
- The Township currently has 750 active business licences (739 in 2018) which are posted on the website and updated every three months
- In this period, 38 new applications were received
- In this period, 25 accounts were closed

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

Bylaw Enforcement
2019 - 3rd Period

	2018 3 rd Period	2019 3 rd Period	2018 Year to Date	2019 Year to Date
Total Bylaw Contraventions and Complaints	136	141	501	495
➤ Streets and Traffic	65	77	206	233
➤ General Bylaw Inquiries	25	27	66	90
➤ Maintenance/Nuisance Property/Noise Bylaw	25	21	110	92
➤ Zoning Bylaw	7	3	24	16
➤ Business License	7	5	47	29
➤ Building	2	3	12	16
➤ Animal Control	2	2	7	4
➤ Park Maintenance & Tree Protection	2	3	20	11
➤ Assist Third Party	1	0	8	3
➤ Secondary Suites	0	0	1	1
Concluded Investigations	116	121	470	475
Active Investigations	19	20	31	20
BON's Issued	361	164	517	465
➤ Total Maximum Fine Value	9722.50	4850	26262.50	17,945
➤ Total Paid	1575.00	1555	6625.00	6848
➤ Total Outstanding	8147.50	3295	19,637.50	11,119
➤ Positive Resolution	29%	31%	40%	49.7%
➤ Outstanding Tickets	70%	69%	60%	50.3%
➤ Tickets Cancelled	20	10	43	27
➤ Warning Tickets (not included in "issued" total above)	152	69	305	346

BON and MTI Adjudication				
Disputed Matters to Screening Officer	9	14	35	42
Disputed tickets - cancelled	3	13	19	30
Disputed tickets – confirmed by Screening Officer	6	1	16	12
Number sent to Adjudication	0	0	0	0

Animal Control	2018 3rd Period	2019 3rd Period	2018 Year to Date	2019 Year to Date
➤ Dog Tags Sold	76	20	1493	1454
Incidents Investigated by Victoria Animal Control	85	321	500	640
➤ Dogs at Large	35	13	65	61
➤ No Leash	133	46	224	162
➤ No License	65	28	140	89
➤ Barking/Noisy Dogs	11	7	26	15
➤ Dog Attacks (on animals)	9	5	19	14
➤ Dog Attacks (on humans)	7	2	12	5
➤ Cats at Large	8	9	20	25

Actions taken by VACS	2018 3rd Period	2019 3rd Period	2018 Year to Date	2019 Year to Date
➤ Verbal Warnings	158	30	263	106
➤ Written Notices	132	95	218	319
➤ BON's Issued	17	11	34	40
➤ Animals Impounded	24	17	69	99

Permit Type Issued	2018 – 3rd period		2019 – 3rd period		2019 Year to date Total	
	No.	Value (\$)	No.	Value (\$)	No.	Value (\$)
Commercial	3	521,000.00	7	5,565,390.00	9	5,591,390.00
Industrial	-		1	10,000.00	4	1,662,000.00
Institutional	2	9,900,000.00	1	24,000.00	3	15,874,000.00
Duplex - Demolition	-	-	-			
Duplex Alteration/Additions	-	-	-	-	1	8,000.00
Duplex New	1	630,000.00	-	-	2	1,069,000.00
Single Family New	-	-	3	625,000.00	4	1,000,000.00
Single Family Alterations	4	390,000.00	13	205,190.00	39	1,550,190.00
Single Family Additions	3	46,000.00	2	130,000.00	7	347,000.00
Single Family Demolition	3	27,000.00	2	2,000.00	17	21,000.00
Multiple Family New	3	8,524,400.00	6	10,552,000.00	9	19,902,000.00
Multiple Family Alterations	7	256,000.00	6	821,900.00	16	1,659,195.54
Multi Family Additions	1	1,200,000.00	-	-		
Multi Family Demolition	1	1,000.00	2	2,000.00	4	4,000.00
Sign Permit	2	6,815.00	2	23,500.00	3	25,500.00
Miscellaneous Permits Chimney/Insert	4	9,733.00	-	-	1	5823.00
Total	34	21,511,948.00	45	17,960,980.00	119	48,719,098.54
Building Permit Fees		199,465.75		172,862.60		462,626.65
*Plumbing Permits	37		37		94	

*[note- number of plumbing permits issued only]

Commercial Building Permits Breakdown (value of construction)

BP014102 – 1-744 Fairview Road – Interior renovation - \$100,000.00

BP014079 – 622 Admirals Road – Foundation only - \$5,000,000.00

BP014098 – 880 A Esquimalt Road – Interior and exterior renovation Tim Hortons restaurant - \$400,000.00

Misc. Building Permits Breakdown (value of construction)

BP014120 – 1084 Gosper Crescent - New secondary suite - \$80,000.00

BP014077 – 471 Kinver Street – New Single Family Dwelling - \$300,000.00

BP014078 – 469 Kinver Street – New Single Family Dwelling - \$300,000.00

BP014094 – 843 Craigflower Road – Exterior Remediation (Fire) - \$500,000.00

BP014068 – 885 Dunsmuir Road – Balcony repairs - \$200,000.00

BP014062 – 840 Naden Street – Foundation only - \$800,000.00

BP014055 – 955 Colville Road – New 10 Unit Townhouse (Units 1, 2 & 3) - \$825,600.00

BP014056 – 955 Colville Road – New 10 Unit Townhouse (Units 4, 5, & 6) - \$825,600.00

BP014057 – 955 Colville Road – New 10 Unit Townhouse (Units 7 & 8) - \$825,600.00

BP014058 – 955 Colville Road – New 10 Unit Townhouse (Unit 9 & 10) - \$825,600.00

BP014099 – 840 Naden Street – New 28 unit purpose built rental residential building - \$700,000.00

Infrastructure Deposit of \$2500.00 taken on 19 of the 45 permits issued



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-028

PERIOD REPORT

DATE: January 2, 2020

Report No. DEV-20-001

TO: Laurie Hurst, Chief Administrative Officer

FROM: Bill Brown, Director of Development Services

SUBJECT: Development Services Department - 2019 Third Period Report

The following is a report on the activities pertaining to the Development Services Department from September 1, 2019 to December 31, 2019.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Rezoning Applications/ Official Community Plan Amendments

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

- New - 842 Carrie Street: to amend the Zoning from RS-1 to a CD Zone to accommodate a 2 lot subdivision.
- New - 481 Joffre Street: to amend the Zoning for a CD Zone to accommodate a garden suite.
- New - 876/880 Dunsmuir Road: to amend the Zoning to a CD Zone to accommodate a 6 unit townhouse development.
- 1048 & 1050 Tillicum Road: to amend zoning from an RD-1 to a CD Zone to accommodate a duplex and triplex (5 unit townhouse) as reviewed by the Design Review Committee [DRC] on July 10, 2019.
- 874 Fleming Street (Greater Victoria Housing Society): to amend zoning to a CD Zone to accommodate a 6-storey, 137 unit, purpose built rental and the existing 77 unit building to be demolished. Reviewed by the Advisory Planning Commission [APC] on August 20, 2019. Reviewed by the DRC on September 11, 2019.
- 829 Admirals Road: to amend the zoning to accommodate a Cannabis Retail Store in Unit B; public hearing was held on September 30, 2019 and the bylaw was defeated.
- 1314 Esquimalt Road: to amend zoning to accommodate a Cannabis Retail Store in Unit A; Public Hearing was held on October 7, 2019. The bylaw received third reading and adoption on October 28, 2019.
- 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, with a Public Hearing on December 2, 2019.

- 615 Bryden Court: proposal to accommodate a two lot infill subdivision for two infill dwelling units; reviewed by the APC on April 16, 2019 and given 1st and 2nd readings by Council on September 9, 2019. The Public Hearing was held on October 7, 2019. The bylaw received 3rd reading and adoption on October 7, 2019.
- 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.
- 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 .
- 522 Admirals Road: an application to amend the Zoning Bylaw to accommodate a Cannabis Retail Store. A Public Hearing was held on October 7, 2019. The bylaw was given third reading on October 28, 2019. The bylaw was adopted on December 2, 2019.
- 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.
- 636/638/640/642 Drake Avenue: a proposal for 8 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 bylaw received 1st and 2nd readings on April 1, 2019. Public Hearing was held on December 2, 2019.
- 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.

2. Development Permit (DP) Applications

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

- New - 519 Sturdee Street: DP application to replace stucco on exterior walls with vinyl cladding. Approved by the Director of Development Services on October 17, 2019.
- New - 519 Sturdee Street: DP amendment application to extend the installation of vinyl cladding to the lowest floor of the building. Approved by the Director of Development Services on December 16, 2019.
- New - 445 Foster Street: DP application for an interior renovation Development Permit Area [DPA] No. 2.
- New - 469 Sturdee Street: DP application for a new duplex.
- New - 429 Lampson Street: DP application for a marketing sign.
- New - 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.
- 1198 Munro Street: DP application for a new single family dwelling.
- 638 Constance Avenue - DP application for a 71 unit purpose rental building. Approved by Council on October 7, 2019.
- 455 Sturdee Street: DP application for DPA 2 Hazardous Conditions to create a 3 lot strata subdivision. Reviewed by the APC on August 20, 2019. Approved by Council on September 30, 2019.
- 885 Dunsmuir Road: DP application for balcony repairs. Approved by the Director of Development Services on September 11, 2019.
- 880 A Esquimalt Road: DP application for exterior façade changes to the Tim Hortons. Reviewed by the DRC on September 11, 2019. Approved by Council on September 30, 2019.
- 622 Admirals Road: DP amendment application for minor changes to windows and patio doors. Approved by the Director of Development Services on September 11, 2019.
- 1052 Tillicum Road: DP amendment application for changes to retaining walls. Approved by the Director of Development Services on December 16, 2019.
- 1110 Craigflower Road: DP Amendment application for changes to landscaping and driveway design. Approved by the Director of Development Services on October 3, 2019.
- 468 Head Street: DP amendment application for changes to exterior stair design and landscaping.
- 10-300 Plaskett Place: DP application received for a patio deck extension.

3. Development Variance Permit (DVP) Applications

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

- New - 429 Lampson Street: Variance to vary the permissible dimension of marketing

signage.

- New - 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
- 614 Grenville Avenue: Variance for parking to allow 14 spaces instead of the required 24 parking spaces to increase seating
- New - 1010 Wychbury Avenue: Variance for relaxation of the Parking Bylaw to accommodate a Child Care Studio. Reviewed by the APC on August 20, 2019. Approved by Council on October 28, 2019.
- New - 455 Sturdee Street: Variance for height, siting requirements (front setback) and Siting Requirements (rear Setback).

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 Design Review Committee on December 11, 2019.

6. Subdivision Applications

In addition to continuing to process existing Subdivision Applications, six new Subdivision Applications were received during the third period.

- New 1158 Craigflower Road - Subdivision Application to create 2 lots
- New 1109 Lyall Street - Subdivision Application to create 2 additional lots
- New 901 Selkirk Avenue - Subdivision Application to create 2 additional lots
- New 916 / 920 Old Esquimalt Road - Subdivision Application to create 3 additional lots for a total of 5 lots.
- New 615 Bryden Court - Subdivision Application to create 2 lots
- New 1235 Esquimalt Road - Subdivision Application to subdivide 4 buildings into 3 parcels
- New 1198 Munro Street - Subdivision Application to create 2 lots
- New 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.
- 455 Sturdee Street - Three-lot subdivision. Approved by the Subdivision Approving Officer on December 23, 2019.

7. Temporary Use Permit [TUP] Applications

In addition to continued processing of existing TUP applications, two new TUP applications were received during the third period:

- New - 856 / 858 Esquimalt Road: TUP for parking of commercial motor vehicles and trucks on site.
- New - 460 / 464 Head Street: TUP for a construction lay down area for Westbay Quay Phase 1 Development.
- New - 624 Admirals Road: for a temporary lay down site for the “Legion” project. Approved by Council November 25, 2019.

8. Legal Document

Processed multiple Housing Agreements and Section 219 Covenants.

9. Other Planning Projects

Design for Social Connectedness Project:

- Completed analysis of survey results.
- Presented at ‘Creating Healthy and Safe Communities’ workshop in September.
- Developed recommendations.
- Designed and delivered open house.
- Presented final report to Council.

Cannabis Referrals:

- Responded to two provincial referrals for Cannabis licences.

Esquimalt Housing Inventory:

- Completed and presented to COTW on October 22, 2019.

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 numerous developers to promote development in Esquimalt.

12. Sustainability

- Made enquiries with the Province regarding ministerial approval for Checkout Bag Regulation Bylaw.
- Attended Climate Action Inter-municipal Working Group meeting at the CRD.
- Participated in monthly updates for Residential Retrofit Acceleration Project (RRAP)

- Attended meeting at CRD for RRAP pilot project.
- Reviewed RRAP draft report for Esquimalt.
- Presented Climate Action Progress Report and Terms of Reference for Climate Action Planning Project to Council.
- Submitted information to Partners for Climate Protection for Milestone 2 for Corporate Operations.
- Delivered third workshop in Esquimalt for Adapting Together project October 8.
- Attended meeting with all municipal participants in Adapting Together project and ICLEI representatives.
- Attended Liveable Cities Forum for climate adaptation.
- Investigated funding opportunities for energy audits of corporate buildings.
- Issued request for proposals for Climate Mitigation Plan for Esquimalt as well as Climate Emergency Response Plan. Closing date is January 17, 2020.
- Met with Esquimalt Community Organizers and other community members regarding climate planning.
- Attended CRD session on communicating climate change.

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 37 Business Licence Applications for Zoning Compliance.
- Prepared 35 Building Permit History & Zoning Letters.
- Attended the Blanket Exercise at the Songhees Wellness Centre.
- Attended a meeting of the regional planning directors.
- Attended two Urban Development Institute luncheons.
- Attended the CRD's Healthy and Safe Environment Workshop.
- Attended a Regional Housing Action Committee meeting.
- Attended a Law Seminar on Labour Relations.
- Director attended the Base/Township Luncheon.

15. Training

Staff attended the following training sessions:

- How to Build Better Teams Through our Day-to-Day Actions.
- How to set up the secondary EOC.

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 third period and reviewed 4 applications.

Design Review Committee:

The Design Review Committee met 3 times in the third period and reviewed 4 applications.

Environmental Advisory Committee:

The Environmental Advisory Committee met twice in the third period.

Board of Variance:

No new Board of Variance applications were received.

Number of New Potential Dwelling Units Based on Current Applications as of January 8, 2020

Project Address	Application Type	Number of Rental Units	Number of Owned Units	Institutional Units	Total	Housing Category
622 Admirals Road - Esquimalt legion	Development Permit	95	38	48	181	Apartment Seniors
681 & 685 Admirals Road	Rezoning	48			48	Apartment
838- 842 Admirals Road	Development Permit	28			28	Apartment
937 Colville Road	Rezoning		6		6	Townhouse
939 Colville Road & 825 Lampson Road	Development Permit		10		10	Townhouse
616-620 Constance Avenue & 619-623 Nelson Street & 1326 Miles Street	Rezoning		109		109	Apartment
638 & 640 Constance Avenue & 637 Nelson Street	Development Permit	77			77	Apartment
669 Constance Avenue	Development Permit		83		83	Apartment
833-835 Dunsmuir Road	Development Permit		34		34	Apartment
1235 Esquimalt Road - Esquimalt Town Square	Development Permit	34	68		102	Apartment
856/858 Esquimalt Road	Rezoning		168		168	Apartment/ Townhouse
899 Esquimalt Road - Pacific House	Rezoning		66		66	Apartment
1379 Esquimalt Road - St. Peter/St. Paul	Section 219 Covenant	24			24	Apartment
1100-1108 Esquimalt Road	Rezoning		102		102	Apartment/ Townhouse
615 Fernhill Road	Development Permit		10		10	Townhouse
509 Gore Street - Triangle Lands	Rezoning		77		77	Apartment
460 to 464 Head Street - West Bay Quay	Rezoning		12		12	Apartment
429 Lampson Street - English Inn	Development Permit		180		180	Apartment/ Townhouse
1052 Tillicum Road	Development Permit		5		5	Townhouse
874 Fleming Street	Rezoning	137 (net = 60)			137 (Net = 60)	
1048 & 1050 Tillicum Road	Rezoning		5		5	Townhouse
Total:		366	973	48	1387	



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-027

PERIOD REPORT

DATE: January 8, 2020

Report No. EPW-20-001

TO: Laurie Hurst, Chief Administrative Officer

FROM: Jeff Miller, Director of Engineering & Public Works

SUBJECT: Engineering & Public Works Departments - 2019 Third Period Report

The following is a report on the activities pertaining to the Engineering & Public Works Departments from September 1, 2019 to December 31, 2019.

1. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Sanitary Sewer

- 7 new service lateral installed this period (14 total for the year).
- 4 service laterals replaced (due to blockages) this period (17 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 carried out routine maintenance activities.
- Annual program for pump maintenance/controls inspections was carried out.
- Program also includes coordinating similar activities for View Royal pump stations.
- Design and installation of lockout mechanisms on the various stations was completed.

3. Storm Drains

- 9 new service laterals installed this period (16 total for the year).
- 0 service laterals replaced (due to blockages) this period (6 total for the year).
- 0 storm main drain replaced due to failure this period (1 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 (2 total for the year).
- 6 catch basins replaced this period (6 total for the year).
- 1 new catch basin installed this period (1 total for the year).
- Program for catch basin cleaning was completed.

- Discussions with DND and the Coast Guard were initiated with respect to spill response, with some minor joint exercises being completed.
- Training in spill response has been completed for half of Public Works staff in conjunction with some staff from the District of Saanich.
- Discussions with Public Works Canada will occur in the first period of 2020.
- Received a negative response from Infrastructure Canada on the grant application for end of pipe treatment structures for Gorge Creek and West Bay collection basins. Second intake to occur in February of 2020.

4. Liquid Waste Management

Waste Water - Inflow and Infiltration

- Obtained legal opinion regarding working on private property.
- 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 to occur later in 2020.
- Received funding from CRD for inflow and infiltration master plan development. Work to take place in 2020.
- Models of the sanitary and storm collection systems were completed. Models are also being calibrated with them being turned over to the Township in mid-year.
- Working with Communications to develop 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.

Integrated Watershed Management

- Staff participated as a member of the committee.
- No activities undertaken.

5. Roads

- Pothole repairs carried out as required.
- The 2019 painting of curbs, crosswalks and stop bars program has been completed (multi-year program). Stop bars being replaced with thermo plastic markings.
- Major repair/minor capital works project saw a number of locations milled and overlaid with new asphalt.
- Carried out surface restoration for third parties.
- Approximately 133.34 tonnes of asphalt placed for the period (total for the year = 503.93).

6. Traffic Management

- Traffic orders and sign installation is ongoing.

7. Sidewalk Maintenance

- Carried out surface restoration for third parties.
- Approximately 48.8 cubic meters of concrete (includes curb and gutter and sidewalk panels) was placed (total for the year = 152.6 cubic meters).
- Approximately 327.1 linear meters was replaced for the period (total for the year = 781.6 linear meters).

8. Sidewalk Ramps

- Replacement of existing ramps was not undertaken due to time and manpower requirements for other projects and third party work.
- New sidewalk ramps were installed concurrent with intersection upgrades at the corner of Head Street and Esquimalt Road
- New ramps are to be installed as part of Constance Avenue upgrades in 2020.

9. Trip Hazards

- As per Council Policy PLAN-17 Sidewalk Maintenance, trip hazard inspection survey has been completed.
- Third year of three year cycle.
- Inspection of trip hazards was undertaken by a third party consultant, and will be verified by staff later in 2020
- Survey determined that there are:
 - 5 - No. 1 trip hazards completed this period (total of 22 completed to date of those identified at the start of the three year program).
 - 0- No. 2 trip hazards completed this period.
 - 0 - No. 3 trip hazards completed this period.

10. Bus Shelters

- Normal maintenance schedule underway.
- Includes refuse collection, graffiti removal and power washing of the shelters and sidewalks adjacent to them.
- Shelters have experienced a rash of theft of solar powered lighting panels, and a number of failures of internal components.

11. Solid Waste Management

Garbage and Kitchen Scraps Collection

- Operations normal.
- Number of additional garbage and organics bins purchased to the end of period =15 (total additional bins purchased since 2014= 303)
- Tonnage of garbage waste stream collected for period = 348.47 (total for the year = 1053.9).
- Tonnage of kitchen scraps collected for period = 200.65 (549.12 total for the year).
- Tonnage for the year = 1620 (1769 total for same period 2018).
- CRD is continuing the program of processing kitchen scraps at out of region locations.
- CRD is determining a processing system for kitchen scraps. 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.
 - Request for Proposal for the operation of transfer station is completed. New hours of operation have been implemented.
 - Usage of transfer station during period: September to December
- * New information not received from Contractor:
- Esquimalt residents = 7,703 (total for the year = 12,806).
 - View Royal residents = 5,092 (total for the year = 7,744).
 - Commercial =36 (total for the year = 69).
 - Tonnage removed from site = 736.28 (total for the year = 1,089.82).
 - Tonnage removed in 2018 second period = 662.35 (total for 2018 = 1,746.62).

Recycling

- Operations normal.
- Staff preparing a new contract for tender in 2020.

12. Fleet

- Operations normal.
- Vehicles purchased:
 - Bylaw truck (in Fleet)
 - 2 - ¾ ton trucks (in Fleet)
 - Tractor (in Fleet)
 - Mower (purchased, awaiting delivery)
 - Parade float (in Fleet)
 - High roof cargo van (in Fleet)
 - Fire rescue unit (purchased, awaiting delivery)
- Vehicles remaining:
 - Brine truck - Tender issued at end of third period. Tender will be awarded in the first period of 2020.
 - Crew cab with dump box - Tender issued at end of third period. Tender will be awarded in the first period of 2020.
 - Single axle truck with sander and plow - Have started work on specifications. Tender will be released in the first period of 2020.

13. Work Orders

- Work orders for call outs and/or repairs at View Royal pump stations for the period = 14 (25 total for the year).
- Work orders issued for asphalt/sidewalk repairs following work by other utilities for the period = 37 (88 total for the year)
- Work orders issued for sanitary and storm services to accommodate new development in the period = 10 (27 total for the year).

- Note: this period number includes capping (3), catch basin installation (1) and 1 manhole installation.

14.00. Projects/ Programs

14.01. Aerial Photograph

- Working with CRD to obtain an aerial photo of the Township.

14.02. 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 2020.
- Potential cross-section options for Lampson Street were presented to Council. Changes will be made to the options based on feedback from Committee of the Whole.
- Consultant undertaking high level review for potential location of a controlled intersection along Tillicum Road between Craigflower Road and Tillicum Bridge.

14.03. 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.
- First project has been completed with the removal and replacement of 19.6 metres of 600 mm diameter storm drain across Paradise Street.
- Next project to occur in early 2020 along Lampson Corridor.

14.04. 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 will be made in 2020 for their removal and replacement.

14.05. Service Line Modification in Public Works Yard

- The storm collection laterals within the Public Works Yard need to be modified.
- 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 first period 2020.

14.06. 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.

14.07. 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 switching gear ordered in 2019. Awaiting delivery.
- Installation of generator and switching gear to occur in first period of 2020.

14.08. Parking Study

- In the first period of 2020, a scope of work will be developed for a parking study.
- A consultant will be retained to assist in the study.

14.09. Integrated Resource Management Study

- The request for proposal has been released and closed December 20, 2019.
- Review of received proposals and award of contract to occur in early 2020.

14.10. Municipal Hall HVAC Control System Replacement

- Public Works has retained a consultant to determine where the issues are with the control system.
- A portion of the recommended work in replacement of controllers and software has occurred.
- Remaining controller replacement to occur in 2020 with HVAC System Replacement.
- 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.

14.11. 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 to be released in first/second period of 2020 pending budget approval.

14.12. Street Light Replacement Program

- Lights replaced along Colville Road.
- Annual program for replacement has been completed.
- Engineering has developed new light standards based on type of road and location.

14.13. Sidewalk Capital Program

- This project increases the sidewalk network in length and improves connectivity.
- The purchase of land along Admirals Road between the Constance Avenue cut across and

Bewdley Avenue has been completed.

- The sidewalk construction has been completed. Landscaping and minor work on gate posts to be carried out in early 2020.

14.14. Sidewalk Replacement Program

- This project sees existing sidewalks upgraded to current standards.
- The program will see 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.
- Work is to be completed in 2020.

14.15. 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.
- Tender will be released in 2020 to continue inspections in 2020
- In the second period, a surface evaluation was undertaken for a number of items. All roads are included in the evaluation.
- The information will be used to determine the maintenance and renewal for road surfaces, sidewalks, streetlights, line paintings and signage.
- The information obtained will be used to develop programs for maintenance, replacement or upgrade in 2020.

14.16. Crosswalks Colville Road and Hutchinson Ave

- A pedestrian controlled crosswalk will be added to this intersection.
- Tender for this work was released and awarded in the second period.
- Construction to occur in early 2020.

14.17. Head Street and Esquimalt Road Intersection

- Preliminary design has been completed for the road lanes configuration.
- Scope of work for the upgrading of lights/poles and sidewalk work has been completed.
- A tender for this was released and awarded in the second period.
- Project has reached substantial completion with minor works to occur in early 2020 to complete the project.

14.18. ETAG (Esquimalt Together Against Graffiti)

- Public Works/Parks Departments continue to carry out work on the public realm as required.
- Township and Victoria Police continue to develop framework for restructuring of ETAG.
- Review of potential contracted services to be undertaken in 2020.

14.19. 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 third period.
- Working with consultant and Ministry of Environment to review and award Certificates in early

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.

15.0 Traffic Orders

- Number of Traffic Orders issued this period = 0 (total for the year = 10)

16.0. Development Applications

- Number of development applications for Engineering comments this period = 33 (total for the year = 61). This number includes rezoning and subdivision applications.
- Number of building permit applications for Engineering comments = 10 (total for the year = 84 = 10). This number includes demo permits.

2. COMMITTEES

- Engineering staff are not appointed to sit 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 #:20-021

PERIOD REPORT

DATE: January 6, 2020

Report No. FIN-20-003

TO: Laurie Hurst, Chief Administrative Officer

FROM: Ian Irvine, Director of Financial Services

SUBJECT: Financial Services and IT Departments - 2019 Third Period Report

The following is a report on the activities pertaining to the Financial Services and IT Departments from September 1, 2019 to December 31, 2019.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Budgeting, Financial Accounting and Reporting

- In preparation for the 2020-2024 Financial Plan, initial capital and operating budget information was compiled by each department. Once all submissions are received, they will be consolidated for Council's review during March 2020.
- Interim audit work by the Township's auditors was completed during late November. The year end requirements, reconciliations and analyses are being completed in preparation for the annual financial statement audit scheduled for March 2020.
- Completed a variance analysis of budget versus actual revenues and expenditures in September. No unexplained significant variances or anomalies were noted.
- Provided an information session regarding the financial plan and property taxation which was made available to the public, businesses and staff.
- Completed the transition for an online tax certificate process which requires legal firms and other agencies to acquire certificates through an external website. This results in no loss of revenue to the Township and frees up staff time for other duties.

2. Property Taxes

- Property tax notices were mailed in November to all outstanding accounts and as of December 31, 2019, approximately 95% of the total tax levy was collected. This collection total represented almost 98% of the total property tax folios within the Township.
- The total 2020 amount received from Public Works and Government Services Canada (PWGSC) for Property in Lieu of Taxes (PILT) was \$24,886 more than the budgeted application amount. This was primarily due to the expiration of leases relating to federal land which were previously taxed outside of the PILT.

- All delinquent property taxes were collected in advance of the September deadline and, as a result, no tax sale was required.

3. Risk Management

- There are no significant or unusual liability claims against the Township.

4. Information Technology

- Upgraded the server which will provide increased support to the email system and easier transition to Office 365 during 2020.
- Involved in the privacy assessment, vendor selection and proof of concept related to the acquisition of video surveillance capabilities. Installation and deployment of cameras is scheduled for January 2020.
- Completed the migration to a new backup software program which provides improved integration with our existing environment.
- The department staff closed a total of 547 internal support calls during the period. This represented a 56% increase over the third period of 2018 and was attributed to being fully staffed in the department and the rollout of new applications across the Township.

II. COMMITTEES

- The Local Grant Committee met in September to review 2019 Permissive Tax Exemption applications. Recommendations from the Committee were reviewed and approved by Council and the bylaw was adopted in October.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-025

PERIOD REPORT

DATE: January 06, 2020

Report No. FIRE-20-001

TO: Laurie Hurst, Chief Administrative Officer

FROM: Chris Jancowski, Fire Chief

SUBJECT: Fire Department - 2019 Third Period Report

The following is a report on the activities pertaining to the Fire Department from September 01, 2019 to December 31, 2019.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Operations Division

Call Type and Volume		Routine Activities	
Alarm calls	45	Assist other ag	2
Assist public	31	Bylaw inquirie	9
Burning complaints	7	General inquir	0
Hazardous materials	3	Oil tank inspec	9
Structure fires	13	Placed on star	4
Other fires	1	Plan review	9
Other responses	7	Public ed. / ha	2
Medical aid	227	Fire investigat	0
MVI	13	Business licen	31
Rescue	1	Car seat inspe	1
Electrical emergency	5	Assist public	7
Total Period	353	Total Period	74
Responses YTD	1066	Activities YTD	268

- Noteworthy Emergency Responses

October 09, 2019

Esquimalt Fire Department responded to a mutual aid assistance request from the View Royal Fire Department for a multi-residential structure fire at 1201 Craigflower Road. Chief 11, Battalion 10, Engine 10 and Ladder 10 responded and assisted with exterior fire suppression operations.

December 2019

During the month of December, the Esquimalt Fire Department responded to a higher than normal level of reported structure fires. These fires were caused by cooking activities and electrical power sources. On duty members responded quickly and damage was limited to appliances and contents within the area of origin.

2. Community Services

Prevention Activities

- Smoke Alarm Program

In October, the Department successfully completed our first community based smoke alarm campaign. This campaign was effective in that we made contact with over 300 homes in our community. The following is a brief summary of the program results.

- 1 in 17 homes had alarms that had reached their manufacturer expiration date but were still operational
- Less than 1% of the homes visited had no working smoke alarm
- 1 in 5 homes we provided an additional or replacement smoke alarm
- 1 in 30 homes needed a replacement battery only
- 1 in 7 homes were not protected by carbon monoxide detection
- 50% - no one was home at the time of our visit. An information package was left at their door with the offer for us to come back if the owner was interested in the free smoke alarm test.

In addition to the door to door campaign, members of the Department also attended the Esquimalt Farmers' Market to provide smoke alarm information and to offer residential smoke alarm checks by appointment.

- BC Fire Code Inspections

The following table outlines the Company Level Inspection activities during 2019.

2019 Company Inspections			
Platoon	Total Premises	Inspections Completed	Inspections to be Completed
A	148	148	0
B	121	121	0
C	131	131	0

D	128	128	0
---	-----	-----	---

- Pre-Incident Planning

The Department continued to develop our pre-incident plans for structural buildings and public utility confined spaces.

During the last four months, the Department has completed another 24 pre-incident plans bringing our total number to over 350 plans to date. This represents approximately 68% of the multi-residential, commercial and light industrial buildings. 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.

In addition, "A" Platoon successfully completed the development of confined space rescue plans for all Township sewer and water chambers. These plans will assist in training and in rescue responses when time and safety are key factors.

3. Department Services

In October, Sean Owens of "B" Platoon led a project to update our emergency services mapping. This project included the updating of all new addresses, fire hydrant locations, salt water drafting sites and confined space locations within the Township. New maps were posted to various locations within the fire station and forwarded to our neighbouring fire departments.

This project has been further expanded regionally by sharing the digital mapping information with other local departments. Once these regional maps are created they can be hosted in our mobile data terminals for emergency responses in and outside of the Township. This project is ongoing and has been greatly assisted by Alex Tang from Development Services along with other local GIS and fire department staff.

The Department's Mobile Data Terminal (MDT's) has received an update to their dispatch software. Our Department is now operating the newest FDM mobile software in the province. These MDT's allow our members to have current mapping and hydrant locations with live updates from dispatch. In addition, members can also access pre-incident plans and benchmark timelines while en-route to calls.

In November, the Department conducted Emergency Vehicle Operations (EVO) refresher courses for each crew. These sessions were instructed by a member from the Justice Institute of British Columbia.

Also in November, the Department hosted another British Columbia Automobile Association (BCAA) Car Seat Trainer workshop. This course provides firefighters with the training to instruct members of the community to install car seats safely and in accordance with manufacturer recommendations.

The Department also has completed a reconfiguration of all apparatus rear hose loads. B Platoon members led by Captain Buie did a great job of testing various configurations and

locations for optimum performance.

4. Administrative Services

In October, the Department welcomed Neal Widdifield as our new Assistant Chief of Department Services. Neal comes to our Department with a diverse range of experiences in medical, emergency management, enforcement and fire services.

In November, Council approved the contract award for a new rescue vehicle to Fort Garry Fire Trucks. The expected delivery for the apparatus is December 2020.

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
- Department Safety Committee
- BC Burn Fund



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-024

PERIOD REPORT

DATE: January 6, 2019

Report No. P&R-20-001

TO: Laurie Hurst, Chief Administrative Officer

FROM: Scott Hartman, Director of Parks and Recreation Services

SUBJECT: Parks and Recreation Services Department - 2019 Third Period Report

The following is a report on the activities pertaining to the Parks and Recreation Services Department from September 1, 2019 to December 31, 2019.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Parks Services

- 32 new boulevard trees were planted, 30 boulevard trees were pruned, and 23 old boulevard trees were removed.
- 31 applications for private tree removal/pruning permits were submitted, 32 trees were approved for removal, 16 trees were approved for pruning, and 3 trees were denied for removal.
- A community engagement survey for Hither Green Park had 60 residents participate, providing feedback to guide the playground tendering and design process.
- All the benches and tables in Captain Jacobson Park were refurbished.
- A “Branch Out” event was held on October 26th at Gorge Park. 450 trees were planted at the estuary of Gorge Creek.
- Another “Branch Out” event was held on November 16th at Gorge Park, with a focus on invasive plant removal at Gorge Creek.
- The Victoria Rhododendron Society donated 30 hybrid Rhododendrons, which were planted in the Rhododendron walk at Gorge Park.
- Esquimalt Parks assisted in hosting several community events including: slow pitch tournaments, Esquimalt RibFest and the Esquimalt Farmers Market.

- Park bookings between September - December 2019:
 - Saxe Point Park - 83
 - Esquimalt Gorge Park - 10
 - Bullen Park - 103
 - L'Ecole Brodeur - 63
 - Memorial Park - 3

2. Recreation Services

Marketing & Registration

- 4,285 course registrations were processed during this period, increase from 3,918 last year in the same period.
- Pass sales are continuing to show a trend in preference compared to the purchase of an annual pass. Totals as follows:
 - Annual - 451 (compared to 441 in the same period last year)
 - 198 Adult (compared to 180 in the same period last year)
 - 2 Child (equal to same period last year)
 - 20 Family (compared to 25 in the same period last year)
 - 198 Senior (compared to 202 in the same period last year)
 - 24 Student (compared to 21 in the same period last year)
 - 9 Youth (compared to 11 in the same period last year)
 - 6 Month - 128; increase of 18 from same period last year
 - 3 Month - 339; increase of 12 from same period last year
 - 1 Month - 310; increased from 239 during the same period last year
 - 10 Admission - 717; decrease of 761 during the same period last year
 - 25 Admission - 271; decrease of 2 from same period last year
- For courses running between September to December, 1,894 of 4,285 registrations and drop-in class reservations were completed by clients through our online registration system.
- Esquimalt Parks & Recreation social media platforms continue to have a strong following; 4,302 followers on Twitter (up from 4,295 last period), 5,364 on Facebook (up from 5,010 last period) and 1,505 on Instagram (up from 1,408 last period).

Fitness

- Registration for Fitness Programs for Children, Youth and Adults in the third period was 550 people; not including Drop-In's for registered programs which equalled 260 for a total of 810 registrants. This is consistent with numbers from last year during this period.
- We implemented new reservable Drop-in Fitness Programs where patrons can reserve up to a month in advance for drop-in Yoga and TRX. Total participants from October 2-December 20 was approximately 1100 people.
- The Wellness Centre reception desk remodel started in December. Removing the old desk will

increase much needed space in our very busy Wellness Centre.

Arts, Culture, Social & Special Interest Programs

- 4 new contract instructors began teaching during this time period.
- 5 new volunteers assisted with school-aged art, cooking and sewing classes on a weekly basis.
- 2 new auxiliary staff were hired and trained.
- Overall registration in this area was very strong this season, with 837 total registrations compared to 730 registrations in this time period last year. The age breakdowns were as follows:
 - Adults/Seniors - 505 registrations (2019) compared to 410 (2018).
 - Children/Youth - 215 registrations (2019) compared to 191 (2018).
 - Preschool - 117 registrations (2019) compared to 129 (2018).
- New registered programs September to December 2019 included:
 - School Aged - Paint, Ink & Mixed Media classes
 - Youth - Glee Club super-senior
 - Adults & Seniors - Chigiri-e, Art Sketchbooks, Gouache, Japanese, Advanced ASL
 - Multi-generational - Zero Waste sewing series, Violin
- 22 weekly drop-in social programs for seniors continued during this time period.
- The Ukulele Club performed in the community 5 times during the season.
- The drop-in Knitters & Crafters held their annual Christmas Sale in the Esquimalt Recreation Centre on November 22nd - 23rd.
- The Music Jam drop-in group hosted their 1st annual Christmas Sing-along, December 23 in the Esquimalt Recreation Centre.
- The StitchLab hosted their 1st Marketplace event in November, at the Esquimalt Farmers Market Christmas Sale. This new youth leadership opportunity had 10 youth participants.

Child, Youth & Family Services

- OSC is full with 78 children in after school care which is up 20 children from this time last year due to our new licensed space. Our before school care program is also full with 58 children registered, this is consistent with last years numbers. Waitlists are being maintained for both before and afterschool care.
- Esquimalt Licensed Preschool Program was full, with 16 kids in our Mon/Wed, Tue/Thur and Fantastic Fridays Program, which is consistent with our numbers from last year.
- Our Nature Preschool, Puddle Jumpers, was full with 16 preschoolers in Saxe Point, which is consistent with our numbers from last year.
- Our Youth Services (Teen Centre) program averages 30-35 youth on Thursday nights, 80-100 youth on Friday and 50-60 youth on Saturdays. Youth were involved in basketball, crafts, cooking, playing pool or video games and hanging out with staff and friends.

Arena Programs

- The Lions Skate with Santa was held on Saturday December 14.

- Our Learn to Skate registration was 87 total participants which increased by an additional 8 participants from last season (79) at this time.
- Our noon hour Drop-In Hockey continues to average 10-14 participants.

Community Development and Events

- The Celebration of Lights Committee held their 9th annual Cars, Rods and Rides, a Fundraising Event for Celebration of Lights in the parking lot of the Archie Browning Sports Centre on September 7th. In total, there were approximately 170 entries.
- The first annual Open Garden Day was hosted by the Esquimalt Community Garden Society on September 14th at the Esquimalt Community Garden.
- Parks and Recreation operated a portion of the children's activity area during Rib Fest on Sept 6-8th. At least 500 families visited this area to participate in the craft and bouncy castle area.
- Our second Zero Waste Living workshop was held on September 17th with 15 people attending.
- The 15th Annual Children's Story Festival was held on Saturday September 21st in Partnership with the Greater Victoria Public Library (GVPL). The weather was wonderful, and attendance was excellent with an estimated 200 children and their parents. This year's theme was "reach for the stars" and each storyteller brought the theme into their storytelling.
- The Esquimalt Lions hosted the Halloween Bonfire in the parking lot of Archie Browning Sports Centre. Approximately 900 hot dogs and hot chocolates were given out.
- On October 4th, the Tour de Rock Riders were welcomed into Esquimalt, outside the Archie Browning Sports Centre.
- Our annual Seniors Appreciation Day event was held on October 1st. Approximately 70 people attended.
- The Celebration of Lights parade was held on Sunday, December 8th. After the parade participants enjoyed a visit with Santa, hot chocolate, hot dogs, and live entertainment. There were approximately 35 entries in the parade and approximately 450 people attended the after-parade activities.
- Esquimalt Parks and Recreation hosted the 6th Annual Christmas Tree Village. In total 36 decorated Christmas Trees were located in the Recreation Centre and the Archie Browning Sports Centre.
- This year was the 3rd annual Esquimalt Holiday Light-Up Map. 7 submissions were received and the map had over 250 views within the first 3 days.
- We provided photo opportunities with Santa again this year. Approximately 40 children participated.
- The Holiday Celebration Lunch was held December 5th with 66 people registered.
- Our 2nd annual Jolly Jingle Story Mingle was held on December 13th. 15 children with their families attended and enjoyed hot chocolate while watching the performance.
- We brought back a holiday indoor movie for 2019, and after a tight race through an online poll, "The Polar Express" was chosen to be the movie which was shown on December 7th.

Aquatics

- Swimming lesson participation rose from 749 in 2018 to 871 in 2019.
- For our contracted swim club program we moved from West Shore Aquatics club, which had

24 registrations in 2018 to Pacific Coast Swimming which had 54 registrations in 2019.

- Bottom Dwellers Free Diving continues to rent space from us to run training programs at our pool with 6 courses run this Fall up from 3 in the Fall 2018.
- Water Safety part one and Water Safety part two instructor trainer classes were held in September, from which we hired 4 new staff members.
- A new “Pool Pod” aquatic lift was purchased and installed. This lift allows patrons to access the main pool directly from an aquatic wheelchair or from a standing position.

Facility Bookings and Events

- 759 Contracts were issued for rentals occurring September to December, an increase from last period (635) and consistent with the same period last year (761); with the following breakdown:
 - Rental contracts for parks - 262. This is an increase from 222 last year.
 - Rental contracts for the Archie Browning Sports Centre - 384 (covering 2757 bookings); increased from 359 (covering 2392 bookings) last year.
 - Rental contracts for the Esquimalt Recreation Centre - 290 (covering 1112 bookings) decreased from 297 (covering 1103 bookings) last year.
- The Archie Browning Sports Centre continued to host the Victoria Cougars Hockey games, Victoria minor hockey league and tournament play, curling leagues and bonspiels, roller derby games, and multiple special event rentals including a New Year’s Eve Celebration.
- The Esquimalt Recreation Centre continued to be host to the Raven District Girl Guides, First Arbutus Cubs and Scouts, and Pacific Coast Swimming, while also being the venue for the Esquimalt Farmer’s Market Pop-up Markets and Christmas Market, and several arts & crafts and cultural shows.

Maintenance

Esquimalt Recreation Centre

- Maintenance Shutdown period for the pool area was the first two weeks of September and included the following:
 - Replacement of the second Lifestyle pool high rate sand filter;
 - Painting and maintenance of the change rooms and pool deck areas;
 - Repairs were made to the tiles on the pool deck and re-grouting of the change rooms was completed;
 - Repairs were made to 3 pool pumps;
 - A number of large valves in the filter room were replaced;
 - The steamer for the steam room was re-furbished;
 - The remaining lights on the pool deck were replaced with new LED lights.
- New LED ring lights have been installed in the atrium
- Replacement of the DDC controls for heating of the facility, water and pools, while reducing our energy consumption was completed.
- The facility was decorated for the holiday season, in support of Celebration of Lights.

Archie Browning Sports Centre

- The Curling Ice was installed the week of September 17th.
- Installation of a second library drop box and shelter, at the curling rink entrance, was completed with assistance from the public works department.
- Replacement of the flat roof over the curling lounge was completed at the end of December.
- The facility was decorated for the holiday season in support of Celebration of Lights.
- A brine leak on the hockey rink floor was repaired with assistance from Cimco Refrigeration.

II. COMMITTEES

- The Parks and Recreation Committee met on November 6, 2019..