



# **Strategic Priorities 2019-2023**

Updated February 2021



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## Strategic planning: Mayor and Council

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

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

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



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



## Our vision

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

## Our mission

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

## Our core values

### Accountability

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

### Integrity

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

### Respect

We value people and treat everyone with dignity and fairness.

### Service excellence

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

### Passion

We approach our work with conviction and enthusiasm.



# Strategic priorities

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



**We strengthen the health, livability and diversity of the community**



**We encourage a resilient and diverse economic environment**



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



**We efficiently and effectively provide local services and infrastructure**



**We achieve excellence in public service**

# Our goals and operational strategies

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

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



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

## HEALTHY, LIVABLE AND DIVERSE COMMUNITY

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

- Draft parking strategy and update parking bylaw
- Prepare zoning bylaw amendments for detached accessory dwelling units
- Prepare minor housekeeping amendments to official community plan
- Complete staff report on implications and costs to develop neighborhood design guidelines for the entire community
- Complete staff report on the feasibility and benefits of having a policy in regard to detached accessory dwelling units, carriage houses and below market housing

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

- Develop strategies from Active Transportation Plan and best practices to enhance road corridors
- Improvements to Lyall Street from Head to Lampson utilizing funding from wastewater treatment facility agreements (added)

### Support the arts, culture and heritage community

- Finalize and present Public Art Master Plan for Council consideration
- Provide training for Advisory Planning Commission members on heritage values
- Develop complete inventory of archival material
- Ensure wastewater treatment plant and Esquimalt Town Square art funds utilized fully
- Update local grant policy and online application

### Enhance opportunities for Parks & Recreation

- Finalize sale of 880 Fleming Street and replenish Parkland Acquisition Fund
- Complete Saxe Point Park natural area management plan



- Complete Esquimalt Gorge Park restoration and education plan
- Develop operational plans for new Gorge Park Pavilion in conjunction with public consultation

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

- Finish construction of Gorge Park Pavilion
- Finalize design and award construction tender for Public Safety Building (PSB) utilizing McLoughlin amenity funds
- Undertake necessary processes to secure funding and approvals to ensure funding of PSB

### **Advance the work of reconciliation with Indigenous Peoples**

- Focus on economic development in addition to funding of Indigenous art projects in the Township

### **Control deer in partnership with other governments**

- Continue with public education program including results of study
- Conduct immunocontraception study

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

- Consolidate energy efficiency reports for public buildings and identify gaps
- Finalize a Climate Adaptation Plan
- Finalize a Climate Action Plan
- Present staff report to Council on options to implement the step code
- Present staff report to Council for an EV ready bylaw for new development
- Review all emergency policies and programs to ensure that they recognize and reflect climate change
- Review tree protection bylaw to ensure best practices
- Conduct public education on oil tanks and report results to Council





## Develop health strategies for our community

- Develop design guidelines for improving the design of ‘missing middle’ housing (PlanH)
- Create Social Wellness Checklist



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

## **BUILD AND ENHANCE PARTNERSHIPS**

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

- Organize regular Community to Community forums
- Consult and engage with First Nations on update of Economic Development Strategy
- Develop territorial acknowledgements
- Continue to support First Nations events utilizing Township communication tools

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

- Continue to advocate for improvements to sustainable regional transportation initiatives
- Work with VicPD on new Esquimalt Together Against Graffiti (ETAG) program

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

- Implement Checkout Bag Regulation Bylaw subject to Provincial direction

## **RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT**

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

- Monitor construction of new library space

### **Support revitalization and beautification initiatives along Esquimalt Road**

- Explore further opportunities under the Revitalization Tax Incentive Program

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

- Work with the Esquimalt and Victoria Chamber of Commerce as well as Destination Victoria to increase engagement with local businesses and awareness of Esquimalt amenities
- Facilitate budget discussions to implement economic development function as per recommendations from SIPP project
- Utilize relationship with Urban Development Institute and South Vancouver Island Economic Development Association as additional input and resource for economic development

## **LOCAL SERVICES AND INFRASTRUCTURE**

### **Identify infrastructure repair and proactively plan for replacement needs**

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



### **Identify long term financial requirements for local services and infrastructure**

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

### **Promote opportunities to share services where operationally and financially beneficial**

- Develop clear guidelines on roles and responsibilities for storm drain spill events
- Explore regional emergency support services

### **Work to achieve equitable costing and optimization of policing in Esquimalt**

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

## Support ongoing improvements to transportation corridors

- Evaluate transportation corridors for opportunities and options for enhancement
- Develop an Active Transportation Plan
- Participation on CRD Regional Transportation working group

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

- Look for opportunities to fully utilize and expand subscription base for public alert system
- Develop coordinated evacuation plans for Esquimalt and Victoria utilizing VicPD
- Monitor and review changes to the Emergency Program Act when released to determine impacts to the Township



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

## **EXCELLENCE IN PUBLIC SERVICE**

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

- Develop and implement diversity and inclusivity education sessions for all staff
- Develop and implement two-tiered education program: supervisory training and leadership development program
- Implement recommendations from the fire department environmental scan

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

- Assess capacity in the organization and continue to ensure that effective succession planning has been developed
- Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals

### **Engage, respect and respond to the needs of our community**

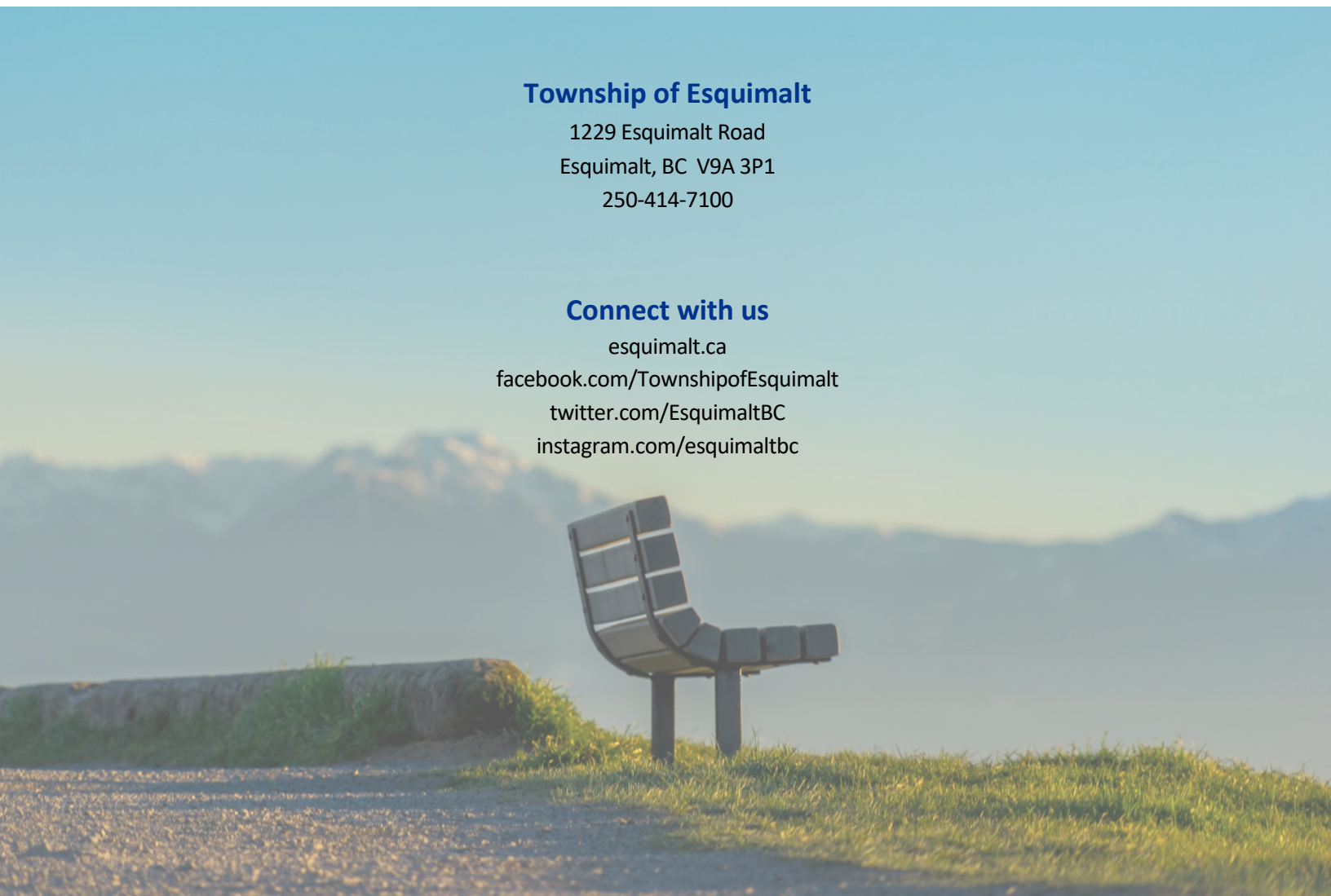
- Consider further improvement to Township website by evaluating best practices in accessibility standards and general usability
- Implement increased online functionality
- Explore opportunities for public engagement regarding annual budget process
- Improve efficiency of Council and Committee meetings by updating the Council procedure bylaw
- Improve electronic records inventory

## **Township of Esquimalt**

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

### **Connect with us**

[esquimalt.ca](http://esquimalt.ca)  
[facebook.com/TownshipofEsquimalt](https://facebook.com/TownshipofEsquimalt)  
[twitter.com/EsquimaltBC](https://twitter.com/EsquimaltBC)  
[instagram.com/esquimaltbc](https://instagram.com/esquimaltbc)





# Operational Strategies 2019 – 2023 – Third Period Report - 2021

## HEALTHY, LIVABLE AND DIVERSE COMMUNITY

Operational strategies	Responsibility	Progress
<b>Support community growth, housing and development consistent with our Official Community Plan (OCP)</b>		
Draft parking strategy and update parking bylaw	Engineering & Public Works Development Services	RFP to be published January 17, 2022.
Prepare zoning bylaw amendments for detached accessory dwelling units	Development Services	Completed.
Prepare minor housekeeping amendments to official community plan	Development Services	Proposed amendments to be presented to Council in the second period of 2022.
Complete staff report on implications and costs to develop neighbourhood design guidelines for the entire community	Development Services	Due to workload, this will be carried forward to 2022.
Complete staff report on the feasibility and benefits of a policy on detached accessory dwelling units, carriage houses and below market housing	Development Services	The detached accessory dwelling unit Zoning Bylaw amendments have been completed.  Director met with Council during Strategic Planning to clarify Council's position on affordable housing.
<b>Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development</b>		
Develop strategies from Active Transportation Plan and best practices to enhance road corridors	Engineering & Public Works	Base line conditions completed along with two rounds of engagement. Final report being finalized and presented in first period of 2022.
Improvements to Lyall Street from Head to Lampson utilizing funding from wastewater treatment facility agreements	Engineering & Public Works	Tender to be released in first period of 2022 in conjunction with other surface works projects. Construction throughout 2022.

# Operational Strategies 2019 – 2023 – Third Period Report - 2021

Operational strategies	Responsibility	Progress
<b>Support the arts, culture and heritage community</b>		
Finalize and present Public Art Master Plan for Council consideration	Parks & Recreation	Draft Public Art Plan was presented to Parks and Recreation Advisory Committee and endorsed November 18 2021. COW will review the Draft Plan in January 2022.
Provide training for Advisory Planning Commission members on heritage values	Development Services	This is scheduled for the first period of 2022.
Work with consultant to design new archive space in municipal hall	Corporate Services	Complete.
Develop complete inventory of archival material	Corporate Services	Accession inventory is completed with 1185 entries. Location management inventory with 820 containers. The item-level description inventory (approximately 20,000 items) is still to be completed. Related processes such as deaccessioning, reboxing material and processing the backlog are also outstanding. All archival material will be inventoried and tracked before the move to the Municipal Hall.
Ensure wastewater treatment plant and Esquimalt Town Square art funds utilized fully	CAO	Funds have been allocated for the Gorge Park Pavilion, Public Safety building and public art. Completion of some of the road restoration/improvement funding allocation has not yet been finalized. A detailed matrix of ongoing status is communicated with CRD staff on an ongoing basis until all items are finalized.
Update local grant policy and online application	Financial Services	A revised Local Grant Policy was approved, and a fillable, online form was made available for all applicants. A scoring matrix, based on the application questions, is being drafted to assist the Committee members with their funding recommendations.

# Operational Strategies 2019 – 2023 – Third Period Report - 2021

Operational strategies	Responsibility	Progress
<b>Enhance opportunities for Parks &amp; Recreation</b>		
Finalize sale of 880 Fleming Street and replenish Parkland Acquisition Fund	Development Services CAO	<p>The OCP amendment bylaw and rezoning bylaw have received first reading. In order for the sale to be finalized, the bylaws need to be adopted.</p> <p>The applicant is reviewing his proposal in order to better respond to the neighbours concerns.</p>
Complete Saxe Point Park natural area management plan	Parks & Recreation	Overarching goals and strategies were approved by Council to protect and restore the biodiversity of ecologically sensitive areas and strengthen and build awareness on the importance of conservation for Saxe Point Park.
Complete Esquimalt Gorge Park restoration and education plan	Parks & Recreation	The Township of Esquimalt in partnership with World Fisheries Trust and the Gorge Waterway Action Society will be receiving a grant from the Pacific Salmon Foundation and the Stewardship Centre of BC to develop a demonstration green shore at Esquimalt Gorge Park estuary. One of the key objectives of the project is to create visibility of nature-based shoreline solutions through Green Shores demonstration projects with a focus on improving salmon habitat and to demonstrate a nature-based approach in a community setting that can also be used as a hands-on platform for volunteer and shoreline practitioner training.
Develop operational plans for new Gorge Park Pavilion in conjunction with public consultation	Parks & Recreation	Staff presented the 2022 draft budget, fees and operating schedule to council in December 2021. The plan was approved, and the Pavilion operation will start in the spring of 2022.

# Operational Strategies 2019 – 2023 – Third Period Report - 2021

Operational strategies	Responsibility	Progress
<b>Fully utilize the \$17 million McLoughlin amenity funds to maximum potential</b>		
Finish construction of Gorge Park Pavilion	Parks & Recreation	Construction of the Esquimalt Gorge Park pavilion continues to progress with a soft opening planned for early in the new year. The roof is now in place with 126 solar panels positioned to receive the rays of the sun. Triple glazed windows, HVAC, wall framing, drywall, plumbing, lighting and electrical are all being installed concurrently. The parking lot is taking shape with curbs, rain gardens and drainage and grading. The sanitary sewer and lift station is nearing completion as is the water services for the building and fire protection. BC Hydro and Telus are finalizing their installations to power up the building and provide telecommunication services. The Takata garden and cherry forest has been planted and is adorned with 5 basalt stone benches, and 3 lanterns. The legacy gifting for this project has reached \$70,000 to date. A ceremonial tree planting with Mayor Desjardins and the Takata family took place on October 15 at 10 am to recognize the significant donation of \$25,000 from the Takata family.
Finalize design and award construction tender for Public Safety Building (PSB) utilizing McLoughlin amenity funds	Community Safety PSB working group	75% construction drawings and wayfinding proposal were presented to Council in the period. Construction work is presently on going on the Temporary Fire facility.
Undertake necessary processes to secure funding and approvals to ensure funding of PSB	Community Safety PSB working group Corporate Services	Funding has been secured and has been received by the Township. Completed.



# Operational Strategies 2019 – 2023 – Third Period Report - 2021

Operational strategies	Responsibility	Progress
<b>Advance the work of reconciliation with Indigenous People</b>		
Focus on economic development in addition to funding of Indigenous art projects in the Township	CAO Parks & Recreation	CAO is engaging with Esquimalt Nation and has established monthly meetings to build relationships and develop consultation protocols. Currently working on draft engagement protocols and potential for service agreements. Next meeting scheduled for Jan 21, 2022.
<b>Control deer in partnership with other governments</b>		
Continue with public education program including results of study	Community Safety	Working with UWSS, public education is ongoing.
Conduct immunocontraception study	Community Safety	The Deer Study is underway. Detailed progress is in the CSS Period Report.
<b>Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals</b>		
Consolidate energy efficiency reports for public buildings and identify gaps	Engineering & Public Works Parks and Recreation	Joint project with Parks and Engineering to retain a consultant to carry out review of past projects and potential further work. Work has not been initiated yet due to staffing changes. Project to be initiated in 2022.
Finalize a Climate Adaptation Plan	Development Services	This plan is being reviewed by the Directors after which time it will be taken to a Committee of the Whole meeting for discussion with Council.
Finalize a Climate Action Plan	Development Services	This plan is being reviewed by the Directors after which time it will be taken to a Committee of the Whole meeting for discussion with Council.
Present staff report to Council on options to implement the step code	Development Services Community Safety	The STEP Code will be implemented in accordance with the provincial timeline. However, through the rezoning process, many developers are committing to the STEP Code. This is being secured through the use of Section 219 Covenants.

# Operational Strategies 2019 – 2023 – Third Period Report - 2021

Operational strategies	Responsibility	Progress
<b>Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals (cont'd)</b>		
Present staff report to Council for an EV ready bylaw for new development	Development Services	Completed.
Review all emergency policies and programs to ensure that they recognize and reflect climate change	Community Safety	This project is ongoing, and research is currently being conducted with the Province and surrounding local government.
Review tree protection bylaw to ensure best practices	Parks & Recreation	The Parks and Recreation Advisory Committee reviewed a number of new and updated definitions for the tree protection bylaw to help provide more clarity. The COTW will review these proposed changes in March 2022.
Conduct public education on oil tanks and report results to Council	Development Services	A letter was sent to all property owners who have or may have had oil tanks on their property. The letter provided information about programs to remove the tanks.
<b>Develop health strategies for our community</b>		
Develop design guidelines for improving the design of 'missing middle' housing (PlanH)	Development Services	This will be done as part of the OCP recalibration amendments in the second period of 2022.
Create Social Wellness Checklist	Development Services Fire Department	This will be done as part of OCP recalibration amendments in the second period of 2022.

# Operational Strategies 2019 – 2023 – Third Period Report - 2021

## BUILD AND ENHANCE PARTNERSHIPS

Operational strategies	Responsibility	Progress
<b>Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities</b>		
Organize regular Community to Community forums	Council Corporate Services	These events continue to be on hold until COVID-19 restrictions are lifted and allowed.
Consult and engage with First Nations on update of Economic Development Strategy	Council Corporate Services	Update of this strategy is on hold until the Economic Development Officer position with the Township has been recruited.
Develop territorial acknowledgements	Corporate Services	Completed.
Continue to support First Nations events utilizing Township communication tools	Corporate Services	Continue to repost information regarding First Nation-specific businesses, Nation employment opportunities and grants on corporate social media accounts, although there have been few events during this period due to COVID. Shared events and activities related to National Day of Truth and Reconciliation.
<b>Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community</b>		
Continue to advocate for improvements to sustainable regional transportation initiatives	Mayor and Council	Verbal update to be provided by Mayor and Council during meeting.
Work with VicPD on new Esquimalt Together Against Graffiti (ETAG) program	Engineering & Public Works	Tracking graffiti with new software. VicPD, Parks and Rec, Engineering and Public Work, Community Safety Services working to develop new framework for ETAG.
<b>Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities</b>		
Implement Checkout Bag Regulation Bylaw subject to Provincial direction	Development Services	Completed in the second period.

# Operational Strategies 2019 – 2023 – Third Period Report - 2021

## RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

Operational strategies	Responsibility	Progress
<b>Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre</b>		
Monitor construction of new library space	CAO Development Services	This is actively ongoing with 87% of costs having been expended via approved progress payments. Current library will close January 15, 2022 for full move in to new space.
<b>Support revitalization and beautification initiatives along Esquimalt Road</b>		
Explore further opportunities under the Revitalization Tax Incentive Program	Financial Services	Two separate reports were presented to COTW; Input with sought from the Chamber and UDI but none was received; Report to come in first period of 2022 to rescind existing bylaw and establish a sidewalk beautification program.
<b>Boost investment in the local economy and promote the growth and diversity of businesses</b>		
Work with the Esquimalt and Victoria Chamber of Commerce as well as Destination Victoria to increase engagement with local businesses and awareness of Esquimalt amenities	Corporate Services Development Services	Limited events with the Chambers of Commerce (Victoria and Esquimalt) due to the ongoing pandemic; sharing of information including news and events across social media channels.
Facilitate budget discussion to implement economic development function as per recommendations from SIPP project	CAO	This function was approved in the 2021 budget and recruitment will begin once a date has confirmed for completion of office space in the municipal hall subsequent to the library occupying their new space.
Utilize relationship with Urban Development Institute and South Island Prosperity Project as additional input and resource for economic development	CAO Development Services	Staff have regular meetings with UDI; next meeting is January 14, 2022.



# Operational Strategies 2019 – 2023 – Third Period Report - 2021

## LOCAL SERVICES AND INFRASTRUCTURE

Operational strategies	Responsibility	Progress
<b>Identify infrastructure repair and proactively plan for replacement needs</b>		
Implementation of Inflow and Infiltration Management Plan and evaluation of underground infrastructure	Engineering & Public Works	The Inflow and Infiltration Master Plan was completed. Funding model for implementation of Master Plan approved and capital funding in 2022 will be requested. Last phase of underground pipe inspections program continues
Continued implementation of sidewalk master plan	Engineering & Public Works	Detailed design and tender package being completed with tender to be released in first period of 2022 with the project being completed by the end of second period of 2022. Started to develop a template for asset management for this infrastructure system.
Continued implementation of roadway master plan	Engineering & Public Works	Major maintenance/minor capital projects were carried out at: <ul style="list-style-type: none"> <li>• Intersections of Munro/Lampson and Rockheights/Highrock</li> <li>• Road surfaces in the vicinity of 826 Esquimalt and 710 Lampson</li> </ul>
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Lighting standards have arrived for installation on island along Esquimalt Road. Work to be started 2022 in conjunction with Parks.
Explore local initiatives for other waste streams – Integrated Resource Management/CRD projects	Engineering & Public Works	Integrated resource management project continued. Interim report to be early in first period of 2022.
Remove and replace underground fuel tank at public works yard	Engineering & Public Works	No work has been completed yet on this project. Will be working with consultant to determine horizontal and vertical delineation of potential contamination as well how to keep PW yard functional during construction.

# Operational Strategies 2019 – 2023 – Third Period Report - 2021

<b>Identify long term financial requirements for local services and infrastructure</b>		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works Parks & Recreation	Continue to update/add asset information to various components of the underground systems. Asset management training completed.
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	Working group to be formed in first period of 2022 to determine framework for asset management. Developing prototype plan starting with sidewalk network.
<b>Operational strategies</b>	<b>Responsibility</b>	<b>Progress</b>
<b>Promote opportunities to share services where operationally and financially beneficial</b>		
Develop clear guidelines on roles and responsibilities for storm drain spill events	Engineering & Public Works	Initial discussion has been held with DND Engineering. Further discussion to be held in first period of 2022 to define roles and responsibilities.
Explore regional emergency support services	Community Safety	Training takes place with other local governments (View Royal and Colwood) including mobilizing members of outside ESS teams when Esquimalt's level 1 team is activated. The long-term goal is to have a regional level one team however at present, we are working with those surrounding municipalities that have expressed interest.
<b>Work to achieve equitable costing and optimization of policing in Esquimalt</b>		
Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement	CAO	CAO has worked with the Administrative Committee on resolving deployment and other financial issues to ensure that delivery of police services is in compliance with the Framework Agreement. Recommendations from the Committee currently being considered by City of Victoria.
Review all alternatives for provision of police services to the community	CAO	This review will occur prior to the renewal deadline for the Framework Agreement which is during the third period 2022. RFP for public engagement has closed and staff report recommending award of the contract will be on the January 24, 2022 council agenda.

# Operational Strategies 2019 – 2023 – Third Period Report - 2021

<b>Support ongoing improvements to transportation corridors</b>		
Evaluate transportation corridors for opportunities and options for enhancement	Engineering & Public Works	Information from the active transportation plan will be used to assist in the design of projects to encourage multi-modal movements. Design of Lampson Street awaiting information from active transportation plan with potential for focus to be on Tillicum Road.
Develop an Active Transportation Plan	Engineering & Public Works	Project completed second round of engagement on Plan. Consultant finalizing report based on feedback. Expected completion date late in the first period of 2022.
Participation on CRD Regional Transportation working group	Engineering & Public Works	The Township continues to have a representative on this working group. No activities in the third period.
<b>Operational strategies</b>	<b>Responsibility</b>	<b>Progress</b>
<b>Plan for continuity of core local services and infrastructure in the event of an emergency</b>		
Look for opportunities to fully utilize and expand subscription base for public alert system	Community Safety	Currently the alert system is promoted via social media, however due to COVID, no face-to-face promotion has occurred. Recent events have resulted in an uptick of subscribers
Develop coordinated evacuation plans for Esquimalt and Victoria utilizing VicPD	Community Safety	This initiative is complete. The plans have been developed and tested and the plan is updated periodically as required.
Monitor and review changes to the Emergency Program Act when released to determine impacts to the Township	Community Safety CAO	The release of this act has been put on hold by the Province.

# Operational Strategies 2019 – 2023 – Third Period Report - 2021

## EXCELLENCE IN PUBLIC SERVICE

Operational strategies	Responsibility	Progress
<b>Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township’s core values</b>		
Develop and implement diversity and inclusivity education sessions for all staff	Corporate Services	Complete - Two training sessions were conducted in May, 2021 with Moussa Magassa, a UVIC Human Rights Educator, and an educator specializing in equity, diversity, and inclusion. In addition, the Township hired Adrienne Smith, a non-binary transgender lawyer who specializes in human rights to lead and facilitate four training sessions for all staff on the challenges facing transgender and gender non confirming people. These sessions were held in June, and all training sessions were held via zoom.
Develop and implement two-tiered education program: supervisory training and leadership development program	Corporate Services	Supervisory training developed and implemented in October and November for all supervisory staff. The training was provided in two separate modules; each module offered over four dates and was delivered via Zoom, for a total of 8 training sessions. Module 1 – Supervisor Essentials - was held on Oct 15, Oct 18, Oct 21, and Oct 28 and 42 staff attended. Module 2 – Communication Skills for Supervisors – was held on Nov. 18, Nov 25, and Dec. 8 (x2) and 36 staff attended.
Implement recommendations from the fire department environmental scan	Corporate Services CAO	CAO and Director of Corporate Services and HR are part of a working group that are in the process of developing a strategic plan for Esquimalt Fire. Anticipated completion is scheduled for Period 1 of 2022. Review with facilitator of Environmental Scan set for Period 1, 2022

# Operational Strategies 2019 – 2023 – Third Period Report - 2021

<b>Ensure capacity is adequate to support the goals in the Strategic Plan</b>		
Assess capacity in the organization and continue to ensure that effective succession planning has been developed	Corporate Services Directors	Supervisory and management staff are given opportunities to act in senior level jobs during vacations and when attrition occurs. In addition, the supervisory training that took place in the Fall of 2021 will further support succession planning, as will the Advanced Supervisory training scheduled for Period 2, 2022.
Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals	CAO	This work for 2021 was completed in the first period. The work for 2022 will be undertaken on January 14 with the senior leadership team subsequent to Council strategic planning which occurred in December.
<b>Operational strategies</b>	<b>Responsibility</b>	<b>Progress</b>
<b>Engage, respect and respond to the needs of our community</b>		
Consider further improvement to Township website by evaluating best practices in accessibility standards and general usability	Corporate Services	Created dedicated page for community survey regarding Esquimalt Fire Department's Strategic Planning Process.
Implement increased online functionality	Financial Services	Testing and configuration of online functionality has been completed for dog and business licences. The ability to apply and pay will commence in early 2022. Configuration of online functionality for property tax notices and payments will commence in the first period of 2022 for implementation prior to the 2022 tax notices being generated.
Explore opportunities for public engagement regarding annual budget process	Financial Services	This remains outstanding and will be implemented in advance of the 2023 budget process. Will continue to explore corporate wide options that will include the relevant type of engagement tools specific to the budgeting process. Funds have been carried forward in the budget so there is no tax implications of this deferral.



# Operational Strategies 2019 – 2023 – Third Period Report - 2021

Improve efficiency of Council and Committee meetings by updating the Council procedure bylaw	Corporate Services	Amendments adopted in October 2021 to reflect new requirements for electronic meetings. Fulsome review of the bylaw initiated, and updates are anticipated to come forward later in Period 1 of 2022.
Improve electronic records inventory	Corporate Services	Complete.



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

File #:22-036

### PERIOD REPORT

**DATE:** January 13, 2022

Report No. ADM-22-003

**TO:** Mayor and Council

**FROM:** Laurie Hurst, Chief Administrative Officer

**SUBJECT:** CAO - 2021 Third Period Report

The following is a report on the activities pertaining to the CAO's office from September 1, 2021 to December 31, 2021.

#### **I. DIVISION ACHIEVEMENTS AND ACTIVITIES**

##### **1. Legislative**

- Reviewed reports, agendas, minutes and action reports of Council, Committee of the Whole (COTW) and In Camera meetings. Attended Council, In Camera and Special COTW meetings.

##### **2. Operations**

- Continued participation on the staff working group for the new public safety building including review of design and plans for temporary police and fire department facilities.
- Monitored library tenant improvements including review and processing of progress payments, site visits with contractor and GVPL staff and finalizing legal agreements; progress payments processed to December 31 accounted for 87% completion of the new space.
- Emergency operations centre continued activation with weekly meetings and check in to ensure compliance with public health orders and guidelines; participated in regional and provincial conference calls and electronic meeting updates on COVID related response.
- Continued to implement recommendations from the fire department environmental scan; work is ongoing with the facilitator to develop a strategic plan for the department.
- Work with the Administrative Committee under the policing framework agreement continued and recommendations are currently being considered by the City of Victoria.
- Developed and issued request for proposals on Community Policing Engagement Strategy.
- Development of draft engagement protocols with Esquimalt Nation continues via monthly meetings and discussions; currently also looking at potential for any service agreement opportunities.

- Review and approval of various corporate communications including operational changes due to COVID protocols.
- Organized and facilitated annual strategic planning session for Council to update strategic priorities and objectives for 2022.
- Participated as panel member in recruitment of the Executive Assistant to CAO/Mayor and Planning Manager positions in addition to facilitating the recruitment for Fire Chief.
- Attended tree planting ceremony and tour of Gorge Pavilion and memorial banner installation ceremony.
- Provided input and guidance to senior leadership team on various issues including 880 Fleming Street, various personnel issues, and budget preparation.

### 3. Other

- Regular meeting attendance and participation
  - CAO/Mayor - weekly
  - Senior Leadership Group - weekly
  - EOC - weekly
  - GVLRA Board - monthly
  - Te'mexw Treaty Advisory Committee - monthly
  - Esquimalt First Nation Band Administrator - monthly
  - Victoria City Manager - bimonthly
  - VicPD Chief Constable - quarterly
  - Labour Management - CUPE/IAFF - quarterly
  - Emergency Planning Committee - semi-annually
- Training/Workshops/Seminars
  - MIABC - Proof of Vaccinations and Implication for Local Government
  - Young Anderson Annual Local Government Law Seminar

## II. COMMITTEES

- CAO participates on the following committees (CAO does not sit on any Council appointed committees)
  - Internal
    - Public Safety Building Working Group
    - Fire Department Strategic Planning Working Group
    - Community Policing Public Engagement Working Group
  - External
    - Greater Victoria Labour Relations Association Administrative Committee
    - Policing Framework Agreement Administrative Committee



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

File #:22-044

### PERIOD REPORT

**DATE:** January 14, 2022

Report No. ADM-22-001

**TO:** Laurie Hurst, Chief Administrative Officer

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

**SUBJECT:** Corporate Services and HR - 2021 Third Period Report

The following is a report on the activities pertaining to the Corporate Services and HR departments from September 1, 2021 to December 31, 2021.

#### 1. DIVISION ACHIEVEMENTS AND ACTIVITIES

##### 1. Corporate Services

- 33 meetings including preparation of:
  - 2 Public Hearing notices and 2 Council Procedure Bylaw and Annual Meeting Schedule newspaper advertisements.
  - 38 Meeting Notices and associated newspaper advertisements.
  - 33 agendas and minutes for Regular, Special and In Camera meetings of Council and Committee of the Whole, including posting on website and Municipal Hall notice board.
  - 19 late item agenda notices.
  - 8 Action Reports and completion of all follow up correspondence and distribution to third parties.
- 134 resolutions were voted on at Special Council, Regular Council and Committee of the Whole meetings.
- Corporate Officer and Deputy Corporate Officer coordinated and scheduled 2 Presentations/Delegations to Council.
- Corporate Officer and Deputy Corporate Officer commissioned 16 documents for residents of Esquimalt.
- Staff prepared 3 Proclamations and posted to the Municipal website and Municipal Hall notice board.
- Staff processed 383 mail items for retention and distribution and sent 36 acknowledgement emails.
- Corporate Officer and Deputy Corporate Officer completed 6 electronic registrations at Land Title Office.
- Corporate Officer and Deputy Corporate Officer Coordinated the flag lowering for the

National Day of Truth and Reconciliation (September 30), Aboriginal Veterans Day (November 8), Remembrance Day (November 11), and National Day of Remembrance and Action on Violence Against Women (December 6).

- Corporate Officer delivered updated FOI and Privacy Management training for municipal staff.
- Corporate Officer responded to 12 requests for access to records under the Freedom of Information and Protection of Privacy Act (32 total for the year).
- Corporate Officer implemented general application fee for FOI requests consistent with the updates to the provincial legislation.
- Corporate Officer completed a Privacy Impact Assessment for implementation of eApply and eBilling modules in Tempest.
- Corporate Officer provided support for annual Strategic Planning review session.
- Corporate Officer and Deputy Corporate Officer continued to adapt Council meeting practices and public input opportunities based on Ministerial Orders associated with the COVID-19 pandemic.
- Corporate Officer and Deputy Corporate Officer processed, reviewed, and filed Financial Disclosure Statements for 1 new member of senior staff.
- Corporate Officer and Deputy Corporate Officer revised and delivered an orientation session for committee, commission, and board members and developed additional information to support the Chairs of these bodies.
- Corporate Officer and Deputy Corporate Officer conducted research for Council and staff on previous communications, resolutions, bylaws, and policies.
- Corporate Officer consolidated the Council Procedure Bylaw for convenience.
- Corporate Officer commenced training and initiated preparations for the upcoming 2022 elections.

## **2. Committees**

- Corporate Officer and Deputy Corporate Officer concluded the recruitment process to fill 1 vacancy on the Board of Variance and 1 Youth Representative on the Parks and Recreation Advisory Committee.
- Deputy Corporate Officer provided administrative support to the Local Grants Committee including preparation of the agenda and minutes.
- Office Administrator assisted in the coordination, preparation and posting of notices, agendas and minutes of 4 Advisory Planning Commission meetings, 3 APC Design Review Committee meetings and 2 Parks and Recreation Advisory Committee meetings.

## **3. Business Licence Administration**

- Office Administrator provided clerical support for Business Licensing: processing and monitoring applications, responding to questions and inquiries from the public, maintaining and closing accounts and prepared and mailed 733 renewal notices for 2022.
- Office Administrator worked on setting up configurations and testing of eApply and eBilling in Tempest. Administrative Clerk II also attended eApply/eBilling training information sessions.

#### **4. Administrative support for Mayor & Council and CAO**

- Deputy Corporate Officer provided administrative support for Mayor & Council and CAO through to October when the successful incumbent assumed the role.
- Prepared 25 letters for Mayor and CAO [retirement/invitations/thank you/congratulations/new business] and other Township related business.
- Coordinated registration for 2 forums/seminars for Mayor.
- Organized and coordinated delivery of 24 new resident welcome packages.
- Coordinated with local businesses for donations to the new resident welcome packages.
- Liaised with various organizations on events and provided RSVPs for Mayor and Acting Mayor.

#### **5. Records Management**

- 11,856 electronic records were created and filed in the Township's electronic records classification system.
  - Including 1,609 building and property files that were reorganized and moved by contracted staff member.
- 291 new paper records were created and entered in the TAB Fusion software.
- 23 new boxes sent to Access Records off-site records storage facility and entered in TAB Fusion software.
- Administrative staff continued advancing their departmental paper and electronic records management projects, with support and assistance from the Corporate Officer and Archivist/Records Coordinator.

#### **6. Archives**

- The Archives has been closed since October 28, 2021, due to a flood event on that same day. Prior to the flood event, the Archives was open to the public on Tuesdays from 9am to 1pm.
  - Damage to archival material was minimized to a few boxes. Most material was salvaged with the assistance of local conservators who volunteered their assistance. The remaining records will be professionally assessed and are anticipated to be salvaged by a contracted conservator in 2022.
  - A remediation company hired by the building landlord has also dried the physical space. The reconstruction of walls that the remediation company had to cut open remains outstanding and a timeline has not yet been determined.
  - All archival records stored against the exterior wall in the vault (approximately a third of the overall collection) have been relocated to the Archie Browning Sports Centre for more secure storage during the remediation.
  - The library collection and several filing cabinets were also moved to the nearby Emergency Program Office as the remediation company also required access to that wall.
  - The Archivist/Records Coordinator has advised most researchers that their request cannot be actioned until staff access to the collections returns to normal. Queries



- related to digitized material can still be completed as normal.
- 38 research requests were received:
    - 25 research requests completed.
    - 13 research requests outstanding due to flood event.
    - 2 terms of use agreements signed for use of archival photos in publications.
    - 8 internal research requests from staff.
  - 2 donations of archival material accepted from the public.
  - 9 buildings with approved demolition permits were photographed.
  - Awarded \$10,000 grant for Heritage Canada's Museum Assistance Program, Reopening Fund for Heritage Organization. This funding will support operational activities once the Archives reopens.
  - The Archivist/Records Coordinator continued to collaborate with the Communications Manager on weekly #TBT (Throwback Thursday) posts.

## 7. Communications

The Manager of Communications:

- Created youth-oriented videos in collaboration with the fire department for Fire Prevention Week.
- Collaborated with recreation staff on broadly communicating services changes due to evolving health orders.
- Worked with administrative staff to refine township welcome packages for new residents.
- Created information bulletins for the public in response to severe rain and snow events including service updates and safety information.
- Collaborated with recreation staff to host a remembrance banner launch event.
- Worked with Greater Victoria Public Library staff on coordinating library closure communications.
- Assisted public works staff in promoting food drive by designing advertising collateral and social media campaigns.
- Created holiday video in lieu of a digital holiday card.
- Managed resident questions and complaints arriving via social media.
- Assisted in the development of a community survey for Fire's Strategic Planning process, created dedicated website section for the survey and promoted via the use of social media.
- Created "Public Notice" section on Esquimalt.ca.
- Assisted in the creation of Mayor's year in review and annual address.
- Facilitated various staff and Mayor media interviews.
- Designed dog and business reminder notifications.
- Trained new administrative staff on website and social media processes.
- Began Budget 2022 public engagement planning with Director of Finance.
- Prepared information for website and shared via social media regarding September 30 Day of Truth & Reconciliation.
- Promoted Gorge Park Pavilion survey, Public Art Plan workshop and Branch Out events.
- Designed invites and assisted Recreation with cherry tree forest dedication event.
- Shared information regarding Township proclamations on social media.
- Shared information regarding Township employment opportunities on social media.
- Designed and printed the fall edition of "The Current" community newsletter.

- Wrote articles to be included in the Times Colonist's "Experience Esquimalt" feature.
- Sent out 5 news and events e-newsletters and 29 website news updates (6 of them media releases).
- Supported local organizations in Township-related communications, including Ribfest, Esquimalt Farmers Market, Gallery Splash!, Truth and Reconciliation events, Remembrance Day, Esquimalt Community Arts Hub Winter Market and Celebration of Lights.

### **Analytics (last period in brackets):**

#### **Esquimalt Alert registrations**

- 2,186 (2,043) registrants

#### **Legistar**

- 1,517 (1,248) total page views (all pages in the Granicus system)
- 669 (623) total visits (total number of times visitors came to the site)
- 556 (535) total unique visitors - individual views of the site
- 71 per cent desktop, 29 per cent mobile

#### **Website Hits**

- Total page views: 267,963 (278,738)
- Top three pages:
  1. Home page
  2. Recreation drop-in schedules
  3. Parks & Recreation

#### **Twitter**

- Average 1,093 (1,662) post views per day (impressions)
- Total 277 (402) posts
- Total followers: 3,940 (3,862)

#### **Facebook**

- 1,828 (1,775) page likes
- 2,188 (2,297) engagements (post likes, clicks, shares)
- 158 (219) new timeline posts

#### **Instagram**

- 1,256 (1,186) followers
- 73 (85) posts
- 867 (1,047) engagements

#### **LinkedIn**

- 374 (325) followers
- 103 (111) page clicks
- 8 (18) posts

**Communications - related online newsletters**

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

**8. Human Resources**

**COVID-19:**

- Developed and implemented COVID-19 Vaccination Policy along with FAQs for staff.
- Continued to use Work from Home (WFH) Agreements to reduce numbers in municipal buildings in response to BC’s 4-step re-start plan. Staff that are able to do so are working at home two days per week.
- Municipal Hall remained opened to the public 5 days per week at reduced hours, from 9:30 am - 1:30 pm.
- Sent 6 COVID-19 Updates to all staff.

**Occupational Health and Safety:**

- The Municipal Hall held 1 OHSC meeting.
- One Municipal Hall Safety Committee member attended the two-day online PWABC & BCMSA Joint Annual Safety Conference.
- Director of Corporate Services and HR worked with Fire staff on a WorkSafe Review, and WCAT Appeal. Awaiting results of the appeal.

**Training and Development:**

- Supervisory training was developed and scheduled for October and November for all supervisory staff. The training was provided by Cinga Leadership and Learning Inc. and was delivered in two modules of separate topics; each module was delivered via Zoom (Module 1 and Module 2 content each offered over four dates) for a total of 8 sessions.
  - Module 1 - Supervisor Essentials - was held on Oct 15, Oct 18, Oct 21, and Oct 28 and 42 staff attended.
  - Module 2 - Communication Skills for Supervisors - was held on Nov. 18, Nov 25, and Dec. 8 (x 2) and 36 staff attended.

**Recruitment:**

- There were 15 regular positions filled this period.

Filled:

- Arborist 1
- Executive Administrative Assistant
- Planner 1
- Finance Clerk I
- Finance Clerk II - Payroll
- Recreation Programmer - Fitness
- Aquatics Supervisor

- Lead Gardener
- Custodial Maintenance Worker
- Fire Chief
- Gardener II
- Labourer II
- Youth Supervisor
- Manager of Pavilion Operations
- Recreation Programmer - Child, Youth and Family Services

In progress:

- Manager of Planning
- Deputy Corporate Officer
- Out of School Care Supervisor
- Lounge and Pavilion Supervisor
- Assistant Fire Chief
- Arborist II

**Labour Relations:**

- IAFF: Continued working with legal counsel on an upcoming arbitration.
- CUPE: CAO and Director of Corporate Services and HR attended CUPE Labour Management Committee Meeting.
- The CAO and the Director of Corporate Services and HR participated in a regional call with regards to upcoming bargaining with CUPE.

**General:**

- The Director of Corporate Services and HR completed an exempt salary review, comparing compensation and other benefits with other similar-sized municipalities in the province.
- Continued participation by the CAO and the Director of Corporate Services and HR in a strategic planning process for Esquimalt Fire.
- The Director of Corporate Services and Human Resources is a Trustee on both the GVLRA/LTD Trust and the Capital Area Benefit Trust and attended meetings and training sessions for each of the Trusts.
- Staff responded to requests from other municipalities for wage comparison information and employee training tools and conducted quarterly Statistics Canada job vacancy and wage survey.
- The annual employee flu clinic was held November 9<sup>th</sup>. There were 50 participants.
- The annual Long Term Service Employee Recognition Event was again held as a virtual event. Eight long term service recipients were presented a congratulatory letter, an Esquimalt lapel pin, and a gift card to a local coffee shop by their managers. The Mayor's congratulatory speech was posted to the intranet for recipients and other staff to view.



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

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File #:22-032

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### PERIOD REPORT

**DATE:** January 17, 2022

Report No. CSS-22-001

**TO:** Laurie Hurst, Chief Administrative Officer

**FROM:** Blair McDonald, Director of Community Safety Services

**SUBJECT:** Community Safety Services Department - 2021 3<sup>rd</sup> Period Report

The following is a report on the activities pertaining to the Community Safety Services Department from September 1, 2021 to December 31, 2021.

#### I. DIVISION ACHIEVEMENTS AND ACTIVITIES

##### 1. Emergency Management

- **Neighbourhood Emergency Preparedness Program (NEPP)**
  - With the continued COVID restrictions this program is still on hold. Development of materials continues. The three main areas of focus continue to be: preparedness workshops for the public, community outreach within Township community events, and school program.
  
- **Emergency Support Services (ESS)**
  - Volunteers lead the development of a Reception Centre exercise; Setting objectives, exercise inputs and training to accomplish their objectives. The exercise had to be postponed due to the current variant of COVID. This exercise continues to be finessed and the intention is to hold it in the next period.
  - A two-year training calendar was developed to support the long-term strategic learning plan. The calendar includes guest speakers to discuss cultural safety, inclusivity, and de-escalation, with an overall theme of 'building resilience' among the volunteers and for the Township.
  
- **Emergency Radio Communications**

- Participated with ESS and the View Royal Radio Team in a joint message passing exercise.
- Planned the temporary move of the radio station to the outside office area possibly later 2022. Very little refurbishment will need be done for this move.
- Prepared a draft plan of radios/antennas that would be used/required in the new Public Safety Building.
- Provided new volunteers with preliminary information about the team. Expanding the team will allow more resiliency.
- **Administration**
  - The Emergency Program continues to be active in the regional projects both under Regional Emergency Management Partnership (REMP) Committee and Local Government Emergency Program Advisory Committee (LGEPAC).
  - The final phase of the Cross Jurisdictional Evacuation Project has begun with workshops being planned for January and February. Esquimalt Emergency Program is co-lead on this project that involves all communities within the Capital Regional District including First Nation communities.
  - The Zim Kingston maritime incident was monitored for potential impacts to the Esquimalt shoreline and any health impacts to residents.
  - Continued monitoring of weather events that could potentially impact the Township. Fortunately, there has been minimal impact to the Township.
- **COVID-19 Response**
  - In response to the COVID-19 pandemic, the Esquimalt EOC has been activated to Level One since March 12<sup>th</sup>, 2020. The EOC has operated mainly virtually, via conference call and email. However, in person meetings have been held when necessary.
  - Staff continued to have weekly conference calls with local, regional, and provincial organizations in this period while making organizational changes where required to ensure provision of essential services and ensure compliance with Provincial Health Orders.



- The Township's Mandatory Vaccination Policy will come into effect early in the next period.
- The EOC continues to evaluate Township operations as the COVID situation evolves. There continues to be pandemic messaging for staff, pandemic messaging and a webpage for the public, continued focus on working from home as per Provincial Health Officers direction. The amount of time staff are requested to work from home varies from department to department, based on the nature of the work, and also varies as per Provincial Health Officer direction.
- The vaccination clinic in the curling rink of ABSC was decommissioned in this period, however, as the requirements for vaccination during the pandemic are constantly shifting, it was reopened late in the period.

## 2. Bylaw Enforcement

- Bylaw Offence Notice (BON) Disputes

In this period, 8 BON's were referred to the screening officer level. Of those, 5 were cancelled and 3 were upheld for payment. No matters were referred for adjudication.

- Dog Licencing

In 2021 the Township introduced dog tag sales at two retailers, Castle Building Center and Shoppers Drug Mart. During the third period, 78 licenses were sold: 45 from Municipal Hall and 33 from private vendors. 1,608 dog tags were used in total. 796 from Municipal Hall and 664 from vendors, for a total revenue of \$46,102.

In the first period of 2022 it is expected that on-line sales of dog tags will be available.

- Deer Study

- 42 cameras were deployed across Esquimalt including some on DND lands (where a large number of deer appear to be clustering). 1 was stolen (Gorge Vale) so 41 are operating and being serviced monthly by UVIC technicians.
- As per previous updates, 20 control deer and 41 IC deer (all does) were captured. Camera data currently being collected will be used to see what percentage of the Black Tailed Deer population that comprises; but Dr. Fisher believes it's fairly high as the team had an increasingly difficult time finding uncollared does as they went on. Some yearlings will be aging into adulthood right now, and the team found some does are coming out of the Songhees Reserve that could not be accessed. Actual numbers will be known next fall when the window for treatment re-opens.

- Margo Supplies donated 4 experimental satellite telemetry collars, which were deployed on deer located in the Township. The team is getting nice movement data from the collars that will be used in density estimates.
  - In the coming months the team will be processing the camera data and estimating pre-treatment deer density as well as fawning rates. To that end Dr. Fisher has hired a new post-doctoral researcher and “statistical whiz kid”, Dr. Andrew Barnas, to assist.
  - Dr. Fisher is applying for applicable grants as the study goes on to allow greater depth to the study at no cost to the Township.
  - Staff also submitted a PUDOCs funding request to the Province.
- Attachments

Bylaw Contraventions and Complaints, BON’s and Animal Management Report [Attachment #1]

### 3. Building Inspections/Permits

- The third period of 2021 resulted in a decrease in demand in permits and construction value as compared with the 2020 third period. The total value of construction in period three of 2021 was approximately \$28.9 million compared with \$35.4 million in period three of 2020, with the permit fees showing corresponding decreased amounts of approximately \$265 thousand for the third period of 2021 and approximately \$318 thousand for the third period of 2020. Total construction value for 2020 was \$93.8 million and \$41.2 million for 2021. Permit values were \$846 thousand for 2020 and \$406 thousand for 2021.
- 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 represented the Township (virtually) at the public portion of Victoria and Esquimalt Police Board meetings.

### 5. Business Licencing

- 15 communities are now participating in the Intercommunity Business Licence Program.
- 733 renewals were mailed November 30<sup>th</sup>, 2021 to all current businesses.
- Information pertaining to the Intercommunity Business Licence was included on the business licence renewal notices and an insert with information about MyEsquimalt, eApply and eBilling was also mailed with the renewal notices.
- As of December 31<sup>st</sup> - 250 - 2022 business licence renewals paid.
- The Township currently has 730 active business licences (752 in 2020) which are posted on the website and updated monthly.
- In this period, 24 new businesses obtained a licence.
- In this period, 13 businesses were closed.
- Current business licences by classification:
  - 122 Apartment buildings
  - 2 Cannabis retailers
  - 30 Large commercial
  - 212 Small commercial
  - 1 Drug Paraphernalia Sales
  - 7 Inter-community
  - 4 Liquor sales
  - 1 Market
  - 2 Money lenders
  - 13 Non-resident
  - 7 Professional offices
  - 2 Pubs
  - 2 Registered charities
  - 26 Home crafts
  - 46 Home occupations
  - 253 Intermunicipal
- 298 of the 730 active business licences are home based businesses.
- Work was done on setting up configurations and testing of eApply and eBilling in Tempest. This function should be available in the first period of 2022.

## 6. Public Safety Building Project

- Ongoing design work with HCMA - The 75% drawings and Wayfinding/Signage were presented to Council at an open meeting in this period.
- Construction of the temporary Fire Hall (Archie Browning Parking Lot) is well underway and is scheduled to be completed late in the first period or early in the second period of 2022.
- Design for the temporary Police Office (old library) is complete and construction is expected to commence in February of 2022 (contingent upon Library relocation). Most renovations required to accommodate police in their new space will be retained upon completion of the new PSB and used for Township purposes.
- The Township website is routinely updated with a dedicated PSB web page.
- Financial Information
  - The initial project budget for the construction and outfitting of the new Public Safety Building and all other costs associated including design, demolition, and construction of temporary facilities is \$42 million.
  - \$7 million was provided through amenity funding.
  - \$35 million was acquired through long term borrowing.
  - All costs at present are being paid through the amenity fund account. The balance in the amenity fund account was approximately \$6.7 million at the beginning of 2021. At the close of 2021, the balance is approximately \$5 million. The \$35 million of borrowed funds have not been used thus far.
  - Since the project was initiated and the budget established, the construction industry has seen explosive escalation of costs. The original budget was established with healthy contingencies. Presently, we are working within the budgeted amount, however, it is anticipated that finishing the project within the allotted budget will be challenging.

## 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, the Regional Emergency Planning Advisory Commission, and the Regional Emergency Management Partnership with the Province, 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 Esquimalt Emergency Planning Committee.
- The Director chairs the Public Safety Building Working Group

**Bylaw Enforcement**  
**2021 - 3<sup>rd</sup> Period**

	2020 3 <sup>rd</sup> Period	2021 3 <sup>rd</sup> Period	2020 Year to Date	2021 Year to Date
<b>Total Bylaw Contraventions and Complaints</b>	112	<b>90</b>	393	<b>339</b>
➤ Streets and Traffic	63	<b>30</b>	190	<b>115</b>
➤ General Bylaw Inquiries	18	<b>30</b>	62	<b>81</b>
➤ Maintenance/Nuisance Property/Noise Bylaw	18	<b>21</b>	89	<b>103</b>
➤ Zoning Bylaw	3	<b>5</b>	20	<b>18</b>
➤ Business License	3	<b>0</b>	11	<b>2</b>
➤ Building	2	<b>3</b>	7	<b>10</b>
➤ Animal Control	1	<b>0</b>	3	<b>4</b>
➤ Park Maintenance & Tree Protection	4	<b>0</b>	14	<b>2</b>
➤ Assist Third Party	0	<b>1</b>	0	<b>2</b>
➤ Secondary Suites	0	<b>0</b>	0	<b>2</b>
<b>Concluded Investigations</b>	101	<b>75</b>	339	<b>311</b>
<b>Active Investigations</b>	11	<b>15</b>	54	<b>28</b>
<b>BON's Issued</b>	129	<b>363</b>	444	<b>626</b>
➤ Total Maximum Fine Value	5665	<b>15,973</b>	21,322	<b>30,850.50</b>
➤ Total Paid	1390	<b>4845</b>	4555	<b>8,285</b>
➤ Total Outstanding	4275	<b>11,128</b>	17,537	<b>22,565.50</b>
➤ Positive Resolution	33%	<b>38%</b>	27%	<b>46%</b>
➤ Outstanding Tickets	67%	<b>62%</b>	73%	<b>53%</b>
➤ Tickets Cancelled	6	<b>6</b>	24	<b>25</b>
➤ Warning Tickets (not included in "issued" total above)	77	<b>203</b>	234	<b>327</b>

<b>BON Adjudication</b>	2020 3 <sup>rd</sup> Period	2021 3 <sup>rd</sup> Period	2020 Year to Date	2021 Year to Date
Disputed Matters to Screening Officer	9	<b>8</b>	28	<b>34</b>
Disputed tickets - cancelled	6	<b>5</b>	22	<b>22</b>
Disputed tickets – confirmed by Screening Officer	3	<b>3</b>	6	<b>12</b>
Number sent to Adjudication	0	<b>0</b>	0	<b>0</b>

<b>Animal Control</b>	<b>2020 3<sup>rd</sup> Period</b>	<b>2021 3<sup>rd</sup> Period</b>	<b>2020 Year to Date</b>	<b>2021 Year to Date</b>
➤ Dog Tags Sold	54	<b>78</b>	1461	<b>1608</b>
<b>Incidents Investigated by Victoria Animal Control</b>	93	<b>92</b>	453	<b>411</b>
➤ Dogs at Large	6	<b>0</b>	44	<b>48</b>
➤ No Leash	82	<b>1</b>	209	<b>116</b>
➤ No License	36	<b>1</b>	87	<b>105</b>
➤ Barking/Noisy Dogs	2	<b>19</b>	12	<b>27</b>
➤ Dog Attacks (on animals)	5	<b>0</b>	10	<b>8</b>
➤ Dog Attacks (on humans)	2	<b>3</b>	5	<b>6</b>
➤ Cats at Large	7	<b>1</b>	20	<b>21</b>

<b>Actions taken by VACS</b>	<b>2020 3<sup>rd</sup> Period</b>	<b>2021 3<sup>rd</sup> Period</b>	<b>2020 Year to Date</b>	<b>2021 Year to Date</b>
➤ Verbal Warnings	30	<b>1</b>	86	<b>77</b>
➤ Written Notices	166	<b>2</b>	319	<b>226</b>
➤ BON's Issued	11	<b>2</b>	40	<b>36</b>
➤ Animals Impounded	2	<b>2</b>	69	<b>84</b>



Permit Type Issued	2020 – 3rd period		2021 – 3rd period		2021 Year to date Total	
	No.	Value (\$)	No.	Value (\$)	No.	Value (\$)
Commercial	1	120,000.00	2	236,726.22	11	1745,968.22
Industrial	-	-	-	-	2	1,650,000.00
Institutional	2	10,949,890.00	1	1,183,210.00	5	1,737,210.00
Duplex - Demolition	-	-	-	-	-	-
Duplex Alteration/Additions	1	9,000.00	-	-	2	513,000.00
Duplex New	1	710,000.00	2	800,000.00	2	800,000.00
Single Family New	1	95,000.00	-	-	8	4,595,000.00
Single Family Alterations	12	380,499.00	14	787,000.00	27	1,422,000.00
Single Family Additions	-	-	2	210,000.00	10	958,000.00
Single Family Accessory	-	-	-	-	1	40,000.00
Single Family Demolition	4	4,000.00	8	6,000.00	9	7,000.00
Multiple Family New	3	23,150,000.00	8	24,660,000.00	8	24,660,000.00
Multiple Family Alterations	3	2,500.00	9	954,994.50	22	2,991,995.50
Multi Family Additions	-	-	-	-	-	-
Multi Family Demolition	-	-	3	3,000.00	6	5,001.00
Sign Permit	2	15,152.44	1	90,000.00	3	98,501.00
Miscellaneous Permits Chimney/Insert	1	5,000.00	-	-	1	750.00
<b>Total</b>	<b>31</b>	<b>35,441,041.44</b>	<b>50</b>	<b>28,930,930.72</b>	<b>117</b>	<b>41,224,425.72</b>
<b>Building Permit Fees</b>		<b>318,274.25</b>		<b>265,020.15</b>		<b>406,648.85</b>
Plumbing Permits issued	28			40	123	

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

**COMMERCIAL**

BP014277 – 503 Park Pl – Tenant improvement (office space) – \$230,000.00

**INSTITUTIONAL**

BP014317 – 1151 Esquimalt Rd – Temporary building for the Esquimalt Fire Department – \$1,183,210.00

**RESIDENTIAL – SFD**

BP014268 – 493 Lampson St – New secondary suite – \$150,000.00

BP014341 – 1181 Lyall St – Deck and sunroom addition – \$60,000.00

BP014332 – 1064 Colville Rd – Replace deck w/sunroom – \$105,000.00

BP014334 – 1177 Highrock Pl – Kitchen & laundry room reno – \$100,000.00

BP014343 – 928 Arcadia St – Secondary suite / replace existing deck – \$75,000.00

BP014351 – 824 Rockheights Ave – Interior renovation – \$85,000.00

BP014322 – 727 Lampson St – To replace the foundation, add box bay for new stairwell – \$200,000.00

BP014353 – 624 Fernhill Pl – Rebuild side deck with stairs – \$50,000.00

BP014354 – 843 Parklands Dr – For a rear exterior wall addition – \$90,000.00

**RESIDENTIAL – MFD**

BP014329 – 632 Drake Ave – New Duplex – \$400,000.00

BP014330 – 632 Drake Ave – New Duplex – \$400,000.00

BP014336 – 1162 Rhoda Ln – Interior renovation – \$175,000.00

BP014331 – 948 Esquimalt Rd – Interior renovation – \$130,000.00

BP014344 – 9-933 Admirals Rd – Kitchen renovation – \$90,000.00

BP014345 – 980 Wordsley St – Interior renovation – \$130,000.00

BP014352 – 952 Lampson Pl – Interior renovation – \$50,000.00

BP014365 – 840 Craigflower Rd – Fire alarm upgrade – \$345,000.00

BP014287 – 633 Nelson St – New triplex - \$850,000.00

BP014325 – 1048 Tillicum Rd – New townhouse (2 units) – \$600,000.00

BP014326 – 1048 Tillicum Rd – New townhouse (3 units) – \$900,000.00

BP013939 – 429 Lampson St – For a 6-storey wood frame multi unit residential building (71 units) - \$8,340,000.00

BP013940 – 429 Lampson St – For a 6-storey wood frame multi family residential building (54 units) - \$7,240,000.00

BP013942 – 429 Lampson St – To construct 2 levels of below grade parking with storage, bike storage, mechanical, electrical, and garbage room – \$4,680,000.00

BP013951 – 429 Lampson St – To construct 6 - 3 storey wood frame town homes (6 units) - \$1,450,000.00

BP014328 – 632 Drake Ave – To construct a triplex – \$600,000.00

**SIGN**

BP014209 – 1151 Esquimalt Rd – New pylon sign – \$90,000.00



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

File #:22-026

### PERIOD REPORT

**DATE:** January 10, 2022

Report No. FIN-22-001

**TO:** Laurie Hurst, Chief Administrative Officer

**FROM:** Ian Irvine, Director of Financial Services

**SUBJECT:** Financial Services and IT Departments - 2021 Third Period Report

The following is a report on the activities pertaining to the Financial Services and Information Technology Departments from September 1, 2021 to December 31, 2021.

#### I. DIVISION ACHIEVEMENTS AND ACTIVITIES

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

- In preparation for the 2022-2026 Financial Plan, initial capital and operating budget information was compiled and submitted by each department. Once all figures are reviewed and finalized, they will be consolidated for Council's review during March 2022.
- Interim audit work by the Township's auditors (KPMG) was completed during November. The year end requirements, reconciliations and analyses are being completed in preparation for the annual financial statement audit scheduled for March 2022.
- Variance analysis of budget versus actual revenues and expenditures for the 8 month period ended August 31 was completed by all departments and the results were summarized. Any significant or unusual variances were noted.
- Revisions were made to the Local Grant Policy and a fillable, online application form was updated for use by all grant applicants starting with the 2022 intake.
- Configuration and testing of online application and payment functionalities have been completed. The initial capabilities will be for new and renewal dog and business licences. Functionality for property taxes is scheduled to be configured and tested during the first period of 2022.

##### 2. **Property Taxes**

- Property tax reminders were mailed in November to all outstanding accounts and as of December 31, 2021, approximately 96% of the total tax levy was collected. This collection total represented more than 97% of the total property tax folios within the Township. These figures are consistent with previous years.
- The total 2021 amount received from Public Works and Government Services Canada

(PWGSC) for Property in Lieu of Taxes (PILT) was \$88,290 more than the budgeted amount. This was primarily due to the expiration of leases relating to federal land which were previously taxed and budgeted outside of the PILT.

- A revitalization tax exemption application was presented to Council for review and approval. The agreement was executed and the approved exemption will commence during the 2022 taxation year.
- All delinquent property taxes were collected in advance of the September deadline and, as a result, no 2021 tax sale was required.
- With the newly adopted alternate tax scheme, penalties relating to home owner grants claimed after the July tax deadline but on or before September 1 were reversed. During 2021, there were 226 home owner grants claimed during this period which resulted in \$16,057 of total penalties being reversed.

### **3. Information Technology**

- Upgrades to the existing phone system were made to ensure continuous support and to provide additional features including user integration with the Township's Microsoft system and applications.
- Testing was performed to assess the Township's potential external vulnerability. This testing was performed by an experienced external party and no significant risk vulnerabilities were identified.
- Initiated a review of mobile device management solutions which would allow IT staff to remotely wipe, disable or format devices which may have been lost or not returned by employees who are no longer employed by the Township.
- Continued the process of replacing existing workspace devices with desktops or laptops to adapt to the new working environment. This transition will improve the ability to work from home and will support the increased need for video conferences and meetings.
- A total of 453 help support calls were closed during the period. This represents a 24% increase over the same period in 2021.

### **4. Risk Management**

- During the recent period of significant precipitation, water damage was sustained in the Township archives location as well as at the Recreation Centre. Insurance claims have been filed and expenses are being tracked to facilitate reimbursement under the existing policy coverage.
- Documentation was prepared to facilitate the receipt of proposals related to the Township's annual property insurance coverage. Once received, all proposals will be reviewed with the preferred provider being selected prior to the February 1, 2022 renewal date.

## **II. COMMITTEES**

- The Local Grant Committee met in September to review 2022 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 #:22-050

### PERIOD REPORT

**DATE:** January 13, 2022,

Report No. DEV-22-007

**TO:** Laurie Hurst, Chief Administrative Officer

**FROM:** Bill Brown, Director of Development Services

**SUBJECT:** Development Services Department - 2021 Third Period Report

The following is a report on the activities pertaining to the Development Services Department from September 1, 2021, to December 31, 2021.

#### **I. DIVISION ACHIEVEMENTS AND ACTIVITIES**

##### **1. Rezoning Applications / Official Community Plan Amendments**

In addition to processing applications submitted previously (Appendix "B"), the Department received four new rezoning applications and no new OCP amendment application in the third period:

- New - 904 Admirals Road - To amend the Zoning from an RD-1 to a CD Zone to accommodate a two-lot subdivision for a new duplex with suites.
- New - 815/825 Selkirk Avenue - To amend the Zoning and consolidate the two single family residential dwelling into a medium density zoning to accommodate a 52-unit multi-family building.
- New - 445 Head Street - To amend the Zoning to recognize the continued use of the property as a RV Park with commercial activities.
- New - 602/608/612 Nelson Street - To amend the Zoning to a CD Zone to accommodate a 12-storey residential / mixed use building with 98 market units, 7 below market unit & 1 café.

##### **2. Development Permit (DP) Applications**

In addition to the existing development permit applications that staff continued to process (Appendix "B"), the department received eight new applications and five new DP amendment applications in the third period:

- New - 1195 Munro Street - For a Detached Accessory Dwelling Unit (DADU), on an existing lot containing an SFD.
- New - 480 Grafton Street - For a new duplex with attached single car garages.
- New - 932 Arcadia Street - New Single-Family Dwelling.

- New - 624 Admirals Road - For tenant improvement, upgrade of existing building new take-out restaurant.
- New - 1221 Rockcrest Place - For a DADU.
- New - 503 Park Place - For a canopy sign for the new Greater Victoria Public Library.
- New - 1042 Colville Road - For a new duplex.
- New - 877/879 Dunsmuir Road and 530/534/538 West Bay Terrace - For a 105-unit 6 storey market residential rental building with onsite parking.
- New - DP Amendment - 622 Admirals Road - to reduce the number of Congregate Care Owner units by four to accommodate additional two-bedroom units.
- New - DP Amendment - 899 Esquimalt Road - changes to the balconies on the eastern side of the building.
- New - DP Amendment - 664 Admirals Road - update to the landscape plan including adding a lay by off Admirals Rd.
- New - DP Amendment - 874 Fleming Street - changes to the site plan, parking plan and landscaping to accommodate an innovative garbage and recycling system.

### **3. Development Variance Permit (DVP) Applications**

In addition to continuing to process existing DVP applications (Appendix “B”), two new DVP applications were received during the third period.

- New - 859 Devonshire Road - A zoning variance to increase the maximum liquor lounge area restriction to provide an outdoor tasting area.
- New - 467 Lampson Street - Variance for conversion of two underutilized amenity room spaces into two residential units.

### **4. Board of Variance Application (BOV)**

No new applications were received in the third period. See Appendix “B” for ongoing applications.

### **5. Heritage Alteration Permits (HAP)**

No new applications were received in the third period.

See Appendix “B” for ongoing applications.

### **6. Subdivision Applications**

No new Subdivision Applications were received during the third period. See Appendix “B” for ongoing applications.

### **7. Temporary Use Permit [TUP] Applications**

In addition to continued processing of existing TUP applications, no new TUP applications were received during the third period.

### **8. Legal Documents**

Processed multiple Housing Agreements and Section 219 Covenants.

## 9. Other Planning Projects

- Staff Report on fencing options for protection of gardens from deer predation taken to the Committee of the Whole.

## 10. Consultation

- Staff participated in several 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

- Many applications are inextricably linked to economic development. For example, staff have processed several applications related to the advancement of the brewery industry in Esquimalt.

## 12. Sustainability

- Continued to respond to enquiries and updates from residents regarding rebate program for fuel switching to air-source heat pumps. Esquimalt heat pump rebate contribution was topped up from the initial \$5,000 to \$10,000.
- Internal Climate Action Working group met 4 times to discuss implementation of the Climate Plan.
- Bicycle rack \$10,000 donation project - report written with accompanying maps and photos recommending locations for future bicycle rack placement.
- Staff continue to work with the CRD Climate Action Inter-Municipal Working Group.

## 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.
- Prepared relational database to make access to building permit data by staff easier.
- Provided mapping services to other departments as requested.
- Building inventory with attributes for use, residential units, year of construction, and storeys as the basis for the Housing Inventory report.
- Enhanced routine data maintenance tasks with scripting.

## 14. Other

- Reviewed numerous Building Permit applications for compliance with development permits and zoning regulations.
- Reviewed 18 Business Licence Applications for Zoning Compliance.
- Responded to 61 property information requests.
- Attended several Urban Development Institute webinars.
- Supported the CAO with issues related to the new library.

## **15. Training**

Staff attended the following training sessions:

- Staff attended several webinars relating to housing, municipal law, electric vehicles, electric bicycles, development trends and GIS in greater Victoria.
- Staff completed online courses in emergency management sponsored by the province.

## **16. Statistics**

See Appendix "A" for status of existing housing applications.

## **II. COMMITTEES**

Advisory Planning Commission:

The Advisory Planning Commission met four times in the third period and reviewed 7 staff reports.

Design Review Committee:

The Design Review Committee met three times in the third period and reviewed 5 staff reports.

Environmental Advisory Committee:

The Environmental Advisory Committee did not meet during this period.

Board of Variance:

The Board of Variance met two times in the third period and reviewed 2 staff reports.

Project Address	Application Type	Number of Rental Units	Number of Owner Units	Number of Institutional Units	Total Number of Units	Number of Affordable Units Within the Total	Housing Type
<b>622 Admirals Road - Esquimalt Legion</b>	Building Permit	95	38	48	181	0	Apartment Seniors
<b>687 Admirals Road</b>	Building Permit	48	0	0	48	0	Apartment
<b>838- 842 Admirals Road</b>	Occupancy	28	0	0	28	0	Apartment
<b>904 Admirals Road</b>	Rezoning	2	2	0	4	0	Duplex with Suites
<b>1211 Carlisle Avenue (14-lot consolidation)</b>	Rezoning	213	0	0	213	TBD	Apartment
<b>937 Colville Road</b>	Occupancy	0	6	0	6	0	Townhouse
<b>955 Colville Road</b>	Occupancy	0	10	0	10	0	Townhouse
<b>612 Constance Avenue</b>	Development Permit	129	0	0	129	8	Apartment
<b>638 Constance</b>	Building Permit	71	0	0	71	7	Apartment
<b>664 Admirals Road</b>	Development Permit	83	0	0	83	6	Apartment
<b>636 Drake Ave</b>	Building Permit	0	7	0	7	0	Townhouse
<b>819/821/823 Esquimalt Road</b>	Rezoning	92	0	0	92	TBD	Apartment
<b>820 Dunsmuir Road</b>	Rezoning	0	7	0	7	0	Townhouse
<b>835 Dunsmuir Road</b>	Occupancy	0	32	0	32	0	Apartment
<b>876 Dunsmuir Road</b>	Development Permit	0	4	0	4	0	Townhouse
<b>1235 Esquimalt Road - Esquimalt Town Square</b>	Occupancy granted for Buildings A, B, and D.	34	68	0	102	0	Apartment
<b>856/858 Esquimalt Road</b>	Development Permit/Development Variance Permit	198	0	0	198	0	Apartment
<b>861/865 Esquimalt Road</b>	Rezoning	52	0	0	52	TBD	Apartment
<b>899 Esquimalt Road - Pacific House</b>	Development Permit	0	66	0	66	0	Apartment



Project Address	Application Type	Number of Rental Units	Number of Owner Units	Number of Institutional Units	Total Number of Units	Number of Affordable Units Within the Total	Housing Type
1100-1108 Esquimalt Road and 610, 612, and 618 Lampson Street	Rezoning/Development Permit	0	89	0	89	0	Apartment/Townhouse
615 Fernhill Road	Occupancy	0	10	0	10	0	Townhouse
874 Fleming Street (net 60)	Development Permit	137	0	0	137	137	Apartment
880 Fleming Street	Rezoning	42	3		45	24	Apartment
474 Head Street - Triangle Lands	Building Permit	0	73	0	73	0	Apartment
460 to 464 Head Street - West Bay Quay	Rezoning	0	12	0	12	0	Apartment
485 Joffre Street South	Rezoning	6	0	0	6	0	Stacked Townhouse
429 Lampson Street - English Inn	Building Permit	0	227	0	227	0	Apartment/Townhouse
756/758 Lampson Street	Rezoning	0	11		11		Townhouse
851 Lampson	Development Permit	0	4	0	4	0	Townhouse
1338 to 1350 Saunders St	Rezoning	72	0	0	72	6	Apartment
734 Sea Terrace	Rezoning	19	0	0	19	TBD	Apartment
1052 Tillicum Road	Occupancy	0	5	0	5	0	Townhouse
1048 & 1050 Tillicum Road	Building Permit	0	5	0	5	0	Townhouse
1075 Tillicum Road	Rezoning		100			100	Apartment
530/534/538 West Bay Terrace	Rezoning	105	0	0	105	0	
<b>Total:</b>		<b>1426</b>	<b>779</b>	<b>48</b>	<b>2253</b>	<b>188</b>	

Table 1 Number of dwelling units proposed as per active rezoning, development permit, and building permit applications in process on January 17, 2022.

## Ongoing Application Status as of September 1, 2021

Address	Type of Application	Description	Status
<b>REZONING APPLICATION</b>			
1075 Tillicum Road	Rezoning	To amend the zoning to a CD Zone to accommodate a 100-unit residential building with 125.2 (m <sup>2</sup> ) commercial space.	In process
512/522 Fraser Street, 1207/1211/1215/1217/1219 /1221 Carlisle Avenue, 1212/1216/1220/1222/1224 /1226 Lyall Street	Rezoning	To amend the zoning to a CD Zone to accommodate a multiple family residential market rental apartment with 213 units.	In process – Amending Bylaw to be prepared.
756/758 Lampson Street	Rezoning	To amend the zoning from Rd-3 to a CD Zone to accommodate a 11-townhouse development.	Site inspection conducted
533 Paradise Street	Rezoning	To amend the zoning to a CD Zone to accommodate a Detached Accessory Dwelling Unit.	APC considered the application in December.
861/863 Esquimalt Road	Rezoning	To amend the zoning to a CD Zone to accommodate a 6-storey wood frame apartment building with 52 units.	Meetings held with applicant. Revised application received.
445 Head Street	OCP Designation Amendment	To amend the OCP designation to a Trailer RV Park.	In process
734 Sea Terrace	Rezoning	To amend the zoning to a CD Zone to accommodate a 21-unit multiple family building.	Waiting on receipt of updated material from applicant in response to staff feedback.
482 Lampson Street	Rezoning	To amend the zoning to a CD Zone to accommodate a duplex residence in the backyard.	The APC considered the application July 20th. Applicant contemplating next steps.

Address	Type of Application	Description	Status
880 Fleming Street	Rezoning	To amend the zoning to a CD Zone to accommodate 42 rental units and 3 strata units.	First reading granted on September 27th. Applicant doing more community consultation.
485 S. Joffre Street	Rezoning	To amend the zoning to a CD Zone to accommodate a six unit stacked townhouse.	DRC considered the application in December.
821 Craigflower Road	Rezoning	To amend the zoning from RS-1 to a CD Zone to accommodate a 12-unit building including one, two and three bedroom homes. Staff completed the plan review which resulted in several recommendations for design changes to this proposal. The applicant submitted revised application for a 12-unit building including a small coffee shop on November 18, 2020. The addition of a commercial use has changed the application to amend both the Official Community Plan Proposed Land Use designation from Medium Density Residential to Neighbourhood Commercial Mixed-Use and to amend the zoning from RS-1 to a CD zone to accommodate the proposal.	Council defeated the bylaw.
1253 Lyall Street	Rezoning	To amend the zoning from RD-3 to a CD Zone to accommodate a 2-lot subdivision.	Staff completed the plan review which resulted in recommendations to adapt the existing home to an amended site layout where slightly more land was left associated with the existing home and that home is modestly renovated to offer better connection to the parking area and yard. The applicant responded with new drawings on August 10th and APC considered the application on September 22, 2020 and recommend approval. Upon receiving estimates for servicing and

Address	Type of Application	Description	Status
			<p>construction costs to complete the proposed development the applicant is considering the proposal and staff placed the application in abeyance. The applicant has recently decided to proceed with the application.</p>
872 Old Esquimalt Road	Rezoning	<p>To amend the OCP for DP Area No.3 to DP Area No. 6 and zoning from RD-1 to a CD Zone to accommodate a 4-unit 3 storey townhouse development.</p>	<p>Staff completed the plan review and are forwarded the application to DRC. Who considered the application on October 14, 2020, and recommended the proposal be denied and applicant undertake a complete redesign of the project indicating it was inappropriate for the parcel. The applicant has sold the property and withdrawn the application.</p>
820 Dunsmuir Road	Rezoning	<p>To amend the zoning to a CD Zone to accommodate new townhouse units.</p>	<p>As requested by Council, a consultant was hired to do an assessment of the heritage value of the existing building on the site. Council reviewed the consultant's report and instructed staff to have an appraisal prepared to indicate what impact designating the property as a heritage property would have on the market value. Council considered the appraisal and decided not to pursue heritage protection. The application was presented to the Design Review Committee. The applicant revised the application based on the Committee's comments. The revised proposal will be taken to the Advisory Planning Commission in the third period.</p>
851 Lampson Street	Rezoning	<p>To amend the zoning from RD-3 to a CD Zone to accommodate a 4-unit townhouse.</p>	<p>The APC considered the application April 21, 2020 and recommend approval. The application was reviewed by the DRC on May 13th who were pleased with the</p>

Address	Type of Application	Description	Status
			design approach. The applicant undertook Community Consultation via letter in early September while staff crafted the Zoning Amendment Bylaw. Council read the amendment bylaw a first and second time on September 28, 2020 and waived the Public Hearing. Staff completed appropriate notification and Council read the bylaw a third time on November 16, 2020, and adopted on April 26, 2021.
475 Kinver Street	Rezoning	To amend the zoning from RD-3 to a CD zone to accommodate 4 units (duplex with secondary suites).	The APC considered the application January 19, 2021. Council considered the bylaws for 1st and 2nd reading on May 5, 2021; directed the applicant to make changes to the proposed building. Council granted 1st reading on July 5, 2021. Applicant withdrew the application on July 15th. Deposit was returned.
1048/1050 Tillicum Road	Rezoning	To amend zoning from an RD-1 to CD-132 to accommodate a duplex and triplex (5-unit townhouse).	Waived Public Hearing mail notices were sent out June 22nd and the bylaw was read a third time on July 6th. Adoption of Bylaw No. 2994 has been withheld pending registration of a Section 219 Covenant securing amenities offered by the applicant. An oversight was discovered by staff in preparation to return Bylaw No. 2994 to Council. The OCP Development Permit Area applied to the property was inconsistent with the proposed design therefore an OCP amendment is required. Council approved the OCP circulation list on October 5th and staff sent notices to stakeholders on October 15th with a closing date of

Address	Type of Application	Description	Status
			November 16th. Council read OCP Amendment Bylaw No. 3012 a first and second time and rescinded third reading of Zoning Amendment Bylaw No. 2994 on December 21st. Staff sent mail notices and coordinated news ads on December 22nd for a Public Hearing on January 11, 2021. Council read both amendment bylaws a third time after the public hearing and staff are coordinating registration of the covenant to return the bylaws to Council in February 2021.
874 Fleming Street (Greater Victoria Housing Society)	Rezoning	To amend zoning from RM-4 to CD-130 to accommodate a 6-storey, 137-unit, purpose built rental and the existing 77 unit building to be demolished.	Bylaw No. 2988 was read a 1st and 2nd time by Council on February 24th. The bylaw was adopted on April 26, 2021.
1072 Colville Road	Rezoning	Proposed Duplex rezoning.	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. Section 219 covenant has been submitted to the Land Titles Office for registration.
610/612 Lampson Street, 1100/1004/1108 Esquimalt Road	Rezoning	Proposal to accommodate a six-storey building with 98 residential units (currently revised to 89 units).	The application was reviewed by the DRC on November 13, 2019, and by the Advisory Planning Commission on December 16, 2019. Applicant's architect is preparing revisions based on discussions with staff. First and second readings were given on March 1, 2021. Second reading was rescinded, amended and read anew on April 26, 2021. The Public Hearing was held on May 17, 2021.
1076 Colville Road	Rezoning	Proposed Duplex rezoning.	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. Section

Address	Type of Application	Description	Status
			219 covenant has been submitted to the Land Titles Office for registration.
616 - 620 Constance Avenue & 619 – 623 Nelson Street & 1326 Miles Street	Rezoning	Proposed 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 reading on December 16, 2019. On May 4, 2020, Council deferred the bylaw until details are further clarified. On May 25, 2020, Council rescinded 2nd reading and read it anew. On June 22, 2020, Council rescinded 3rd reading of the Housing Agreement Bylaw and read it anew a 3rd time. A Public Hearing was held on June 13, 2020, and the amendment bylaws were adopted on August 31, 2020.
819/821/823 Esquimalt Road	Rezoning	To amend the zoning to a CD Zone to accommodate a mix use, 110 suite adult apartment/condominium with 1.5 levels of underground parking.	Waiting for transfer of ownership to the applicant.
1131 Wychbury Avenue	Rezoning	To amend the zoning to a CD Zone to accommodate 2 lot proposal for single family dwelling with a future development of a suite in the existing house.	Council granted 1 <sup>st</sup> and 2 <sup>nd</sup> reading to the amending bylaw November 1, 2021 and waived the public hearing.
1338/1340/1344 Saunders Street	Rezoning	To amend the zoning from RM-1 to a CD Zone to accommodate a 53-unit purpose built rental apartment building. (amended to 72 units).	Reviewed by the Design Review Committee on May 12, 2021. Reviewed by the Advisory Planning Commission on May 18, 2021. Council gives 1st Reading on June 28, 2021. Council gives 2nd Reading on September 27, 2021.
500 Park Place	Rezoning	To amend the zoning from C-3 and P1 to a CD Zone and amend the current OCP Designation from Commercial Mixed Use /	Notices regarding virtual neighbourhood open house sent to all owners and

Address	Type of Application	Description	Status
		Institutional to Commercial Mixed Use for the Esquimalt Town Centre.	occupants within 100 m. The bylaw was adopted on July 5, 2021.
530/534/538 West Bay Terrace and 877/879 Dunsmuir Road	Rezoning	To amend the zoning to a CD Zone to accommodate a 125-unit residential rental housing with on-site parking (amended to 105 units)	Reviewed by the Design Review Committee on June 9, 2021. Reviewed by the Advisory Planning Commission on August 17, 2021. Council gives 1st and 2nd Reading on September 27, 2021.
881 Craigflower Road	Rezoning	To amend the zoning to a CD Zone to accommodate a second residence in the backyard.	Reviewed by the Advisory Planning Commission on January 19, 2021. Council gives 1st and 2nd Reading on May 17, 2021.
<b>DEVELOPMENT PERMIT</b>			
856/858 Esquimalt Road	Development Permit	For a mixed-use rental building.	Reviewed by the Design Review Committee on November 10, 2021. Reviewed by the Advisory Planning Commission on November 16, 2021.
1140 Wychbury Avenue	Development Permit	To replace current double carport / garage with a larger garage with hobby space.	
610/612 Lampson Street, 1100/1104/1108 Esquimalt Road	Development Permit	For a 5-6 storey multiple residential building.	Approved by Council
874 Fleming Street	Development Permit	Redevelopment of the Lions Lodge to 137 units.	Permit to be issued
851 Lampson Street	Development Permit	Four-unit townhouse.	In process
1048/1050 Tillicum Road	Development Permit	5-unit townhouse (duplex and triplex configuration).	Approved
612 Constance Avenue	Development Permit	129-unit apartment building.	Reviewed by the Design Review Committee on May 12, 2021. Council approves DP on June 14, 2021.



<b>Address</b>	<b>Type of Application</b>	<b>Description</b>	<b>Status</b>
669 Constance Avenue	Development Permit	83-unit apartment building.	Reviewed by the Design Review Committee on June 9, 2021. Council approves DP on August 16, 2021.
1019 Colville Road	Development Permit	Carport.	
616/620 Constance Avenue, 619/623 Nelson Street, 1326 Miles Street	Development Permit	DP application for a 12-storey traditional concrete mixed-use building.	The application was presented to the Design Review Committee on September 9, 2020.
1198 Munro Street	Development Permit	DP application for a new single-family dwelling.	The Development Permit was approved by the Director of Development Services on November 12, 2020.
1158 Craigflower Road	Development Permit	DP application for a new single-family dwelling.	Reviewed by the Advisory Planning Commission on December 15, 2020. Council approves DP on February 1, 2021.
1160 Craigflower Road	Development Permit	DP application for a new single-family dwelling.	Reviewed by the Advisory Planning Commission on December 15, 2020. Council approves DP on February 1, 2021.
455 Sturdee Street	Development Permit	DP application for a new single-family dwelling.	Reviewed by the Advisory Planning Commission on October 26, 2020. Council approves DP on November 2, 2020.
445 Foster Street	Development Permit	DP application for a new garage in front of existing home.	Reviewed by the Advisory Planning Commission on November 17, 2020. Council approves DP on December 7, 2020.
457 Sturdee Street	Development Permit	DP application for a new single-family dwelling.	Reviewed by the Advisory Planning Commission on May 18, 2021. Council approves DP on June 14, 2021.
1179 Colville Road	Development Permit	DP application for a new strata duplex	Considered by the APC on August 17, 2021. Council approved DP on September 27, 2021 with a condition of larger trees being added to the landscape plan. The landscape plan has been updated.
<b>DEVELOPMENT VARIANCE PERMIT</b>			

<b>Address</b>	<b>Type of Application</b>	<b>Description</b>	<b>Status</b>
856 Esquimalt Road	Development Variance Permit	Variance to the commercial space, lot coverage, multiple variances to siting and parking.	Reviewed by the Design Review Committee on November 10, 2021. Reviewed by the Advisory Planning Commission on November 16, 2021.
1140 Wychbury Avenue	Development Variance Permit	Variance for garage height and garage setback.	
474 Head Street	Development Variance Permit	Variance for relaxation of two residential guest parking stalls.	In-process
429 Lampson Street	Development Variance Permit	Variance to vary footprint of the principal building to accommodate addition to terrace on east elevation.	Considered by the APC on December 17, 2019. Waiting for revised plans.
<b>BOARD OF VARIANCE</b>			
452 Constance Avenue	Board of Variance	For an addition of a 25m <sup>2</sup> vinyl covered deck to SW corner of home (proposed rear setback 1.59m).	Approved by BOV
727 Lampson Street	Board of Variance	For a variance to the zoning bylaw section 34.9 (b)(iv) building separation from the required 2.5m to 1.22 a difference of 1.29m.	Approved by BOV
815 Elrick Place	Board of Variance	Board of Variance for a new accessory building (carport) in existing driveway.	The Board met on November 23, 2020, and approved the variance application.
455 Sturdee Street	Board of Variance	Height and site coverage variance.	Withdrawn
<b>HERITAGE ALTERATION PERMIT</b>			
429 Lampson Street (Rosemead House)	Heritage Alteration Permit	Proposed changes to windows and addition to terrace on east elevation.	Reviewed by the Design Review Committee on December 11, 2019. Waiting for revised plans.
<b>SUBDIVISION APPLICATION</b>			
1085/1093 Gosper Crescent	Subdivision	To create a new lot for a detached dwelling.	Waiting for applicant to resolve limiting distance issues.

<b>Address</b>	<b>Type of Application</b>	<b>Description</b>	<b>Status</b>
842 Carrie Street	Subdivision	To create a new lot for a detached dwelling.	Waiting for subdivision servicing agreement
916/920 Old Esquimalt Road	Subdivision	Subdivision Application to create 3 additional lots for a total of 5 lots.	Currently under review by the Subdivision Approving Officer.
615 Bryden Court	Subdivision	Subdivision Application to create 2 lots.	Waiting for a correction to be made to a legal document.



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

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File #:22-031

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### PERIOD REPORT

**DATE:** January 10, 2022

Report No. P&R-22-002

**TO:** Laurie Hurst, Chief Administrative Officer

**FROM:** Steve Knoke Parks and Recreation Director

**SUBJECT:** Parks and Recreation - 2021 Third Period Report

The following is a report on the activities pertaining to the Parks and Recreation from September 1, 2021 to December 31, 2021.

#### I. DIVISION ACHIEVEMENTS AND ACTIVITIES

##### 1. Parks Services

- 45 new boulevard trees were planted, 116 boulevard trees were pruned, and 10 boulevard trees were removed
- The 2022 Tree removal/planting plan was created, the focus is on the panhandle neighborhood
- There were 29 applications for private tree removal/pruning permits submitted. The 29 applications submitted resulted in:
  - 31 protected trees were approved for removal
  - 38 protected trees were approved for pruning
  - 7 protected trees were denied for removal
- A Branch Out Event was held in Saxe Point Park on September 25, with the focus being invasive species removal and the planting of 200 saplings.
- A diverse reforestation plan was prepared for the forested areas in Saxe Point Park.
- Staff removed 373 sq. meters of invasive species from Parks during this period.
- The Takata Garden at Esquimalt Gorge Park was redesigned with new trees and shrubs.
- 5 Japanese Stone benches, 1 boulder, a gate, 1 lantern, and 1 stone guide were installed at Esquimalt

Gorge Park.

- Parks staff created videos on Winter Moth and Tent Caterpillar management, and they were posted on the website.
- An operational budget was created for the new Gorge Park Pavilion and the surrounding landscape and pond.
- The Anglers Building roof was repaired at Macaulay Point Park.
- New electric powered small equipment was purchased for the Parks Nursery.
- Park bookings
  - 12 weddings were booked at Saxe Point Park.
  - 1 wedding booked at Buxton Green - Macaulay Point Park.
  - The Esquimalt Farmers Market continued weekly on Thursday nights at Memorial Park.
  - Bullen Field was booked every night of the week for soccer, field lacrosse, and rugby.
  - Brodeur field was booked on the weekends with Soccer groups.

## **2. Recreation Services**

### **Marketing & Registration**

- Pass sales for this period are:
  - 10 Admission - 539 sold
  - 25 Admission - 204 sold
  - 1 Month - 152 sold
  - 3 Month - 158 sold
  - 6 Month - 75 sold
  - Annual - 286 sold
- Esquimalt Parks & Recreation social media platforms continue to have a strong following; 4,311 followers on Twitter (same as last period), 6,071 on Facebook (up from 6,040 last period) and 1,881 on Instagram (up from 1,851 last period).

### **Fitness**

- Weight room attendance continued to see an upward trajectory in the 3<sup>rd</sup> period until the PHO order on December 23<sup>rd</sup>. The weight room saw an hourly average of 13 patrons using the facility at one time with a daily total average of 56.
- Personal Training Sales continued to be strong with 40 packages bought during this time period.
- Group training classes saw an increase in registration as capacities were increased within the guidelines of the PHO.

### **Arts, Culture, Social & Special Interest Programs**

- In-house programs returned for all ages:
  - Preschool programs included: Dance (five options) and Glee Club
  - School-aged/youth programs included: Dance (three options), Improv, Glee Club, Kids Cooking, Stitch Lab, Guitar, Multi-Media Drawing and Comics & Storytelling
  - Adult/Seniors programs included: Open Art Studio and Guitar
- Our annual Creative Knitters & Crafters Sale returned this year on November 20<sup>th</sup>, this was put on by our Knit & Crochet group
- Social programming for Seniors was able to return and included:
  - Conversation Café
  - Bridge
  - Mah Jong
  - Mexican Train Dominoes
  - Rumoli
  - Painting
  - Knit & Crochet
  - Writer's Group
  - Euchre
  - Scrabble
  - Cribbage

### **Child, Youth & Family Services**

- OSC was full with 78 children in after school care and 70 of 78 children in before school care. Waitlists are being maintained for our afterschool care program.
- Esquimalt Licensed Preschool Program ran with 11 kids in our Mon/Wed class, 8 in the Tue/Thurs class, 9 in our Kinderstart class and 14 in our Fantastic Fridays class (each class max size is 16 kids). Registration was lower this year due to COVID-19 concerns.
- The Puddle Jumpers program returned this year and ran with 6 kids.
- Teen Nights resumed on Friday and Saturday nights averaging 25 kids per night.
- Drop in Sports have returned and Pickleball (Sun/Mon/Tue/Thu) and Volleyball (Sun/Mon/Wed) both run at full capacity each week.

### **Arena Programs**

- Our Learn to Skate program was full with 32 total participants, the maximum we were allowed under the current COVID guidelines.

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**File #:22-031**

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- Our Noon Hour Drop-In Hockey program ran daily with the maximum allowed participation of 22 players.
- Our weekend Everyone Welcome Skates and Cougars Pond Hockey continue to be very well attended.
- The annual Lion's Skate with Santa returned this year on December 4<sup>th</sup>, with 123 participants. This annual event was sponsored this year by the Victoria Property Group/Andrew Holenchuk and also featured hot dogs and hot chocolate provided by the Esquimalt Lions Club.

### **Community Development and Events**

- Ribfest returned to Bullen Field for the first time since 2019. The event consisted of live entertainment and food + beverage vendors. The event was well attended, reaching similar levels of attendance to pre pandemic times.
- On Sept 22<sup>nd</sup> a public consultation workshop for the direction of public art was hosted at the ABSC Crows Nest. 15 residents and stakeholders attended and contributed to the formation of our Art in Public Spaces Plan.
- A "celebration station" was held in the ABSC plaza for Bike to Work Week on September 28<sup>th</sup>.
- The ABSC Plaza hosted the Tour de Rock - Cops for Cancer group ride on Oct 1<sup>st</sup>.
- The Esquimalt Lions hosted the annual bonfire event on Oct 31<sup>st</sup> in the Macaulay Point Park parking lot. Several hundred people attended this year.
- On Nov 11<sup>th</sup> a Remembrance Day ceremony was held in Memorial Park.
- The Celebration of Lights parade was held on Sunday December 5<sup>th</sup>. 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 over 600 people attended the after-parade activities.
- The Holiday Celebration Lunch was held December 9<sup>th</sup>, with 66 people attending. We used a local Esquimalt caterer and had help serving food and beverages by the Mayor, members of Council, Esquimalt Fire, and VicPD. Macaulay School Choir performed carols in front of the attendees to rave reviews. Country Grocer donated centerpieces and Boots Vending donated the coffee and tea service.
- Esquimalt Parks and Recreation hosted the 8<sup>th</sup> Annual Christmas Tree Village. Voting for favourite trees took place on our Esquimalt Parks and Recreation Facebook page. In total 24 Christmas Trees were decorated in the Recreation Centre atrium and the Sports Centre lobby. The people's choice award went to Victoria Cougars Jr Hockey Club this year.

### **Aquatics**

- Swimming lessons were provided to 653 participants, compared to 172 in 2020 and 871 in 2019
- WaterFit drop-in classes returned to a schedule of 20 classes per week, compared to 10 classes per week in 2020 and 20 in 2019. Participation remains high with up to 50 participants in the most popular classes.
- Pool operating hours were trimmed due to a lifeguard shortage. The pool was open to the public for 110 hours in 2021, compared to 57 hours in 2020 and 119 hours per week in 2019.
- 20 students from Esquimalt High School participated in our Aquatics PE program. The class completed Bronze Medallion and continues to work on Bronze Cross lifesaving certifications.
- 60 candidates took part in aquatic training courses, including 3 Lifesaving, 2 Swim Instructor certification, 1 First Aid, and 1 Lifeguard training course. No courses were run in Fall 2020 and 1 course

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took place in 2019.

- 6 new auxiliary lifeguards were hired.
- The pool continues to be rented out to 4 regular groups for swim clubs, sport training and free diving courses.

**Facility Bookings and Events**

- The curling arena opened for regular season on Sunday September 26<sup>th</sup> with 17 Leagues running this season under 18 contracts.
- The hockey arena opened for regular season on August 27<sup>th</sup> with 24 hockey leagues/user groups using the ice under 25 contracts, including the Cougars Jr Hockey Club.
- Esquimalt Speed Skating Club hosted their first ever tournament on November 27<sup>th</sup> which drew in participants from all over Vancouver Island and the Mainland.
- Esquimalt Farmers Market held their indoor Holiday Market in the Recreation Centre on November 21<sup>st</sup>.
- First Arbutus Cubs and Scouts and Raven District Girl Guides returned to hold their child and youth groups in the Recreation Centre.
- Meeting groups returned to the Recreation Centre including 3 addiction support groups and the Harbourview Church for in person services.

**Maintenance****Esquimalt Recreation Centre**

- Repairs to the 25 meter pool and swirl pool were completed during maintenance period this year. This appears to have resolved the issue of water leakage from the lap pool
- Enhanced cleaning to the facility and equipment is on-going, during the COVID-19 pandemic, to keep staff and patrons safe while using the facility.
- The facility and Adventure Park were decorated for the holiday season, in support of Esquimalt Celebration of Lights.

**Archie Browning Sports Centre**

- The new Digital Road sign was installed and implemented.
- The curling ice was installed the week of September 28<sup>th</sup>.
- Enhanced cleaning to the facility and equipment is on-going, during the COVID-19 pandemic, to keep



staff and patrons safe while using the facility.

- The facility was decorated for the holiday season, in support of Esquimalt Celebration of Lights.
- The ThermaStore tanks in the refrigeration room were replaced, these tanks pay for themselves in about 6 - 8 months in energy savings.
- An automated door was installed in the dressing room hallway, allowing for better accessibility to the dressing rooms for our patrons.
- The curling ice was removed Christmas eve to support the return of the COVID-19 vaccine clinic to the curling rink in January 2022.

## **II. COMMITTEES**

- The Parks & Recreation Committee met on October 7<sup>th</sup>, 2021 and discussed;
  - Committee Orientation
  - Local Grants Policy Review
- The Parks & Recreation Committee met on November 18<sup>th</sup>, 2021 and discussed
  - Tree Bylaw review
  - Gorge Park Pavilion Fees and Charges review
  - Public Art Plan Review



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

File #:22-035

### PERIOD REPORT

**DATE:** January 12, 2022

Report No. FIRE-22-001

**TO:** Laurie Hurst, Chief Administrative Officer

**FROM:** Steve Serbic, Fire Chief

**SUBJECT:** Fire Department - 2021 Third Period Report

The following is a report on the activities pertaining to the Fire Department from September 1, 2021 to December 31, 2021.

#### I. DIVISION ACHIEVEMENTS AND ACTIVITIES

##### 1. Operations Division

Call Type and Volume		Routine Activities	
Alarm calls	37	Assist other agencies	17
Burning complaint	4	Bylaw / Fire Code inquiries	1
Hazardous material	2	General inquiries	4
Medical aid	178	Oil tank inspections	32
Misc.	10	Placed on standby (C.S.R.,Fire)	2
Motor vehicle incident	14	Plan review	0
Other fire	7	Public ed. / hall tour	2
Structure fire	5	Fire investigations	3
Technical rescue	0	Business licences	19
Vehicle fire	0	Car seat inspection	2
		Assist public	19
<b>Total Period</b>	<b>257</b>	<b>Total Period</b>	<b>101</b>
<b>Responses YTD</b>	<b>747</b>	<b>Activities YTD</b>	<b>319</b>

##### 2. Community Services

## Prevention Activities

The third period of 2021 saw the fire department and its Community Services portfolio resetting the main services that it provides to the community-inspections and public education.

- The Fire Suppression crews restarted the company inspection program in late May, early June. The remaining 190 of 538 inspections were conducted in the third period.
- The Fire Suppression crews have also been reviewing and updating fire incident preplans and creating new ones, as necessary, and as part of the routine fire inspections.
- For new building occupancies - 41 preplans were completed in total for 2021, 8 of which were conducted in the third period.

The department's fire inspection program went through a review and revision during 2021. The department has been moving to a digital inspection delivery platform, and with that comes new processes, equipment and programs. The Fire Suppression crews will be performing company fire inspections using a mobile app on the fire apparatus mobile data terminals (MDTs). Behind the scenes there was a great deal of work performed by the department staff to clean up property records, update contact information, and prepare the data for the new program. The "Fire Mobile Inspection" program will be implemented on January 1, 2022.

It has been challenging to conduct face-to-face public education and outreach programs during 2021. Most fire department programs have been paused, or significantly revised to provide some safety measures. A number of virtual events were planned and celebrated with children from the community - Fire Prevention Week 2021, "Know the Sounds of Fire Safety" was delivered virtually during October 3 - 8, 2021 and continues to be an online resource for kids in Grades K - 5. A contest was included as a component of Fire Prevention Week-one lucky student won a ride to school in a fire truck. Members also created a Halloween and Fireworks safety presentation for Macaulay Elementary. The Township's Communication Department was an important resource during this time.

Looking forward to 2022, planning is progressing for a revised public education and outreach program to include: Grade 3 Program, Middle School Fire Safety Challenge, High School Career Event, Work Experience Program, Hands Only CPR, Fire Department Open House, Fire Prevention Week, Smoke Alarm Program, Car Seat Installation Program, and various school safety programs such as kindergarten visits, cooking classes/kitchen safety, and fire extinguisher training. Regardless of planning, fire prevention activities continued to be impacted due to the pandemic.

## Business License and Plan Review

Fire prevention staff continued to review and perform business license inspections during the third period (as noted in the Operations Division "Routine Activities" table). These business license reviews range from small local businesses to inter-municipal license requests, including a major renovation to a brewery and small-scale distillery. In addition, fire prevention staff have been very active working with the Township's Development Services Department to review several new development proposals.

## BC Fire Code Inspections

The following table below outlines the company inspection activities during 2021.

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<b>2021 Company Inspections</b>			
<b>Platoon</b>	<b>Total Premises</b>	<b>Inspections Completed Jan - Dec</b>	<b>Inspections to be Completed</b>
<b>A</b>	136	136	0
<b>B</b>	131	131	0
<b>C</b>	144	141	0
<b>D</b>	127	127	0
<b>TOTAL INSPECTIONS</b>		<b>538</b>	

### 3. Department Services

In the third period, the department’s training included specialized elevator rescue skills certification and members completing more Fire Officer training. Multiple crew and chief officer exercises with our mutual aid partner, CFB Esquimalt Fire Dept. as well as firefighting training exercises, victim rescues and ventilation tactics was completed. We have also had the opportunity to work in a vacant structure to simulate a structure fire. This is valuable time as the crews get real life experience with building searches and uninterrupted tactile planning. These opportunities are not always available, and we are fortunate to have relationships that enable this type of training.

The Department procured new self-contained breathing apparatus (SCBA) for all staff and these 24 units were put into service. They are the newest technology for firefighter safety while working in hazardous environments. They are more ergonomic and user friendly. Crews assisted with the implementation, were fit tested for the personal masks, and they are all now in service.

Quarterly training programming has continued in this period, as well as orientation to our new mobile inspection platform and supervisor essentials training.

For a second year, BC Sports Cardiology (BCSC) came to the Esquimalt Fire Department. BCSC is a research group based out of UBC with a team of Doctors, Nurses, Technologists, Health & Safety Officers and clinical researchers. The team from BCSC gains data for research for their program as they assess many different aspects of the firefighter’s physical health, including physical limitations, blood tests and they also provide feedback and recommendations on lifestyle and health changes.

### 4. Administrative Services

The Fire Department has been focusing time towards new COVID 19 protocols and testing procedures. Our crews started wearing N95 masks in the hall and on the trucks in mid-December; this new directive has helped us keep our sickness and exposure levels at a minimum. We perform tests on firefighters who have been exposed to a positive case or any firefighter who is on shift and develops any symptoms. Members cannot start their shift unless they produce a negative antigen test. These procedures have helped us stay ahead of a significant reduction in staffing and help keep morale high.

## II. COMMITTEES

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**File #:22-035**

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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