



# **Strategic Priorities 2019-2023**

**May 2019**



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# Strategic planning: Mayor and Council

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

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

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



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



## Our vision

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

## Our mission

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

## Our core values

### Accountability

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

### Integrity

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

### Respect

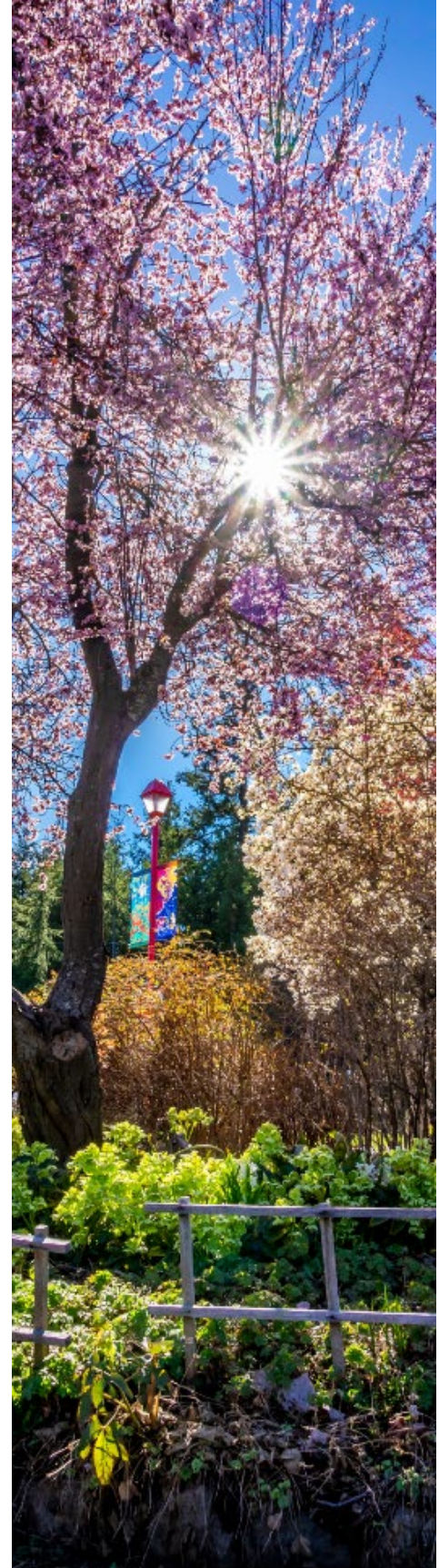
We value people and treat everyone with dignity and fairness.

### Service excellence

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

### Passion

We approach our work with conviction and enthusiasm.



# Strategic priorities

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



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



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



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



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



**We achieve excellence in public service**

# Our goals and operational strategies

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

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



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

## HEALTHY, LIVABLE AND DIVERSE COMMUNITY

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

- Develop parking strategy including review and update of parking bylaw
- Facilitate policy discussion for private use of public lands
- Complete housing inventory
- Complete staff report on implications and costs to develop neighbourhood design guidelines for the entire community
- Complete staff report on the feasibility and benefits of having a policy in regard to detached accessory dwelling units, carriage houses and below market housing

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

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

### Support the arts, culture and heritage community

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

### Enhance opportunities for Parks & Recreation

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



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

- Identify and facilitate the selection of projects to be funded by McLoughlin amenity funds in conjunction with public consultation (emergency services and public safety facilities, waterfront park improvements and recreation/public space improvements)

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

- Support working group as required as recommendations made to Council

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

- Continue with public education program
- Continue with annual deer counts in conjunction with Department of National Defence
- Seek Provincial approval of deer management and reduction strategy, with Urban Wildlife Stewardship Society assistance
- Contact Department of National Defence regarding realignment with Township strategy
- Advocate with the Capital Regional District for a region wide strategy

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

- Evaluate all public buildings for potential energy efficiencies
- Evaluate all equipment purchases consistent with Township sustainable purchasing policies
- Create a Climate Adaptation Plan
- Create a Climate Action Plan
- Participate in the Residential Retrofit Acceleration Project to advance energy efficiency in the built environment



## Develop health strategies for our community

- Work with developers and community organizations to support research related to health and wellness
- Work with developers to incorporate health and wellness facilities in new developments
- Develop design guidelines for improving the design of “missing middle” housing (PlanH)
- Continue to develop opportunities that promote healthy and active living



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

## **BUILD AND ENHANCE PARTNERSHIPS**

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

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

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

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

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

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

# RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

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

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

## Support revitalization and beautification initiatives along Esquimalt Road

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

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

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

## **LOCAL SERVICES AND INFRASTRUCTURE**

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

- Implementation of Inflow and Infiltration Management Plan and evaluation of underground infrastructure
- Continued implementation of sidewalk master plan
- Continued implementation of roadway master plan
- Continued implementation of street lighting improvements and upgrades
- Explore local initiatives for other waste streams

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

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

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

- Develop management plan with the Department of National Defence and Public Works Canada for storm drain spill events

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

- Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement
- Review all alternatives for provision of police services to the community
- Clarify and establish Esquimalt position on the Framework Agreement with Victoria & Esquimalt Police Board



## Support ongoing improvements to transportation corridors

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

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

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



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

## **EXCELLENCE IN PUBLIC SERVICE**

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

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

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

- Assess capacity in the organization and develop succession plans
- Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals
- Promote leadership development within the organization

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

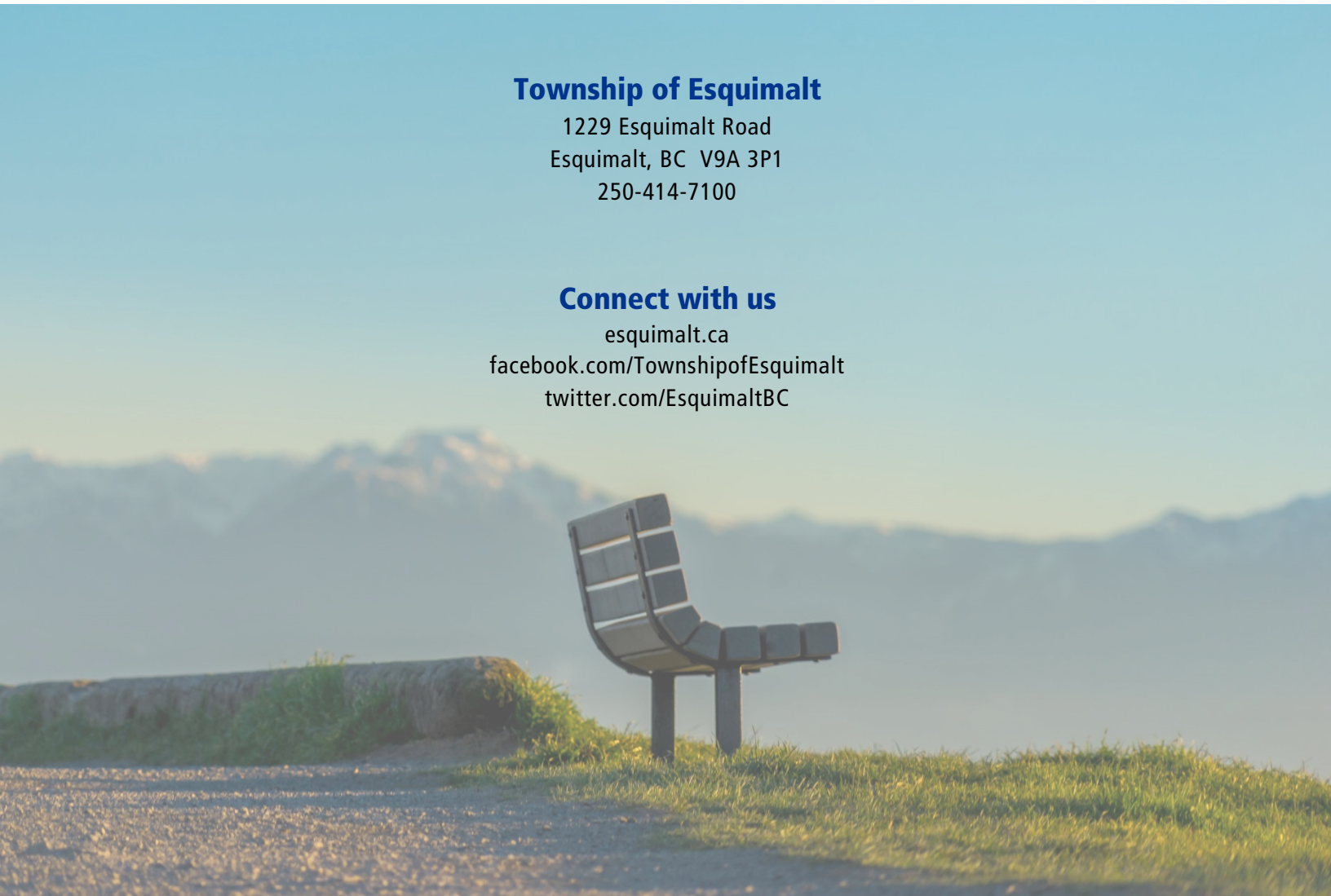
- Consider improvement to user services on website to make more accessible
- Explore feasibility of enhanced online services
- Coordinate information and opportunities to improve awareness of financial processes

## **Township of Esquimalt**

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

## **Connect with us**

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



# Operational Strategies 2019 - 2023

## HEALTHY, LIVABLE AND DIVERSE COMMUNITY

| Operational strategies   | Responsibility                                     | Progress  |
|--|--|---|
| <b>Support community growth, housing and development consistent with our Official Community Plan (OCP)</b>   |  |   |
| Develop parking strategy including review and update of parking bylaw  | Engineering & Public Works                         | Scope of work to be determined in the third period.   |
| Facilitate policy discussion for private use of public lands   | Community Safety                                   | Concluded in P1   |
| Complete housing inventory   | Development Services                               | Underway – will be presented to Council in the third period.  |
| Complete staff report on implications and costs to develop neighbourhood design guidelines for the entire community  | Development Services                               | Some work has been completed – do to other priorities and workloads this may have to wait until the first period in 2020.   |
| Complete staff report on the feasibility and benefits of a policy in regard to detached accessory dwelling units, carriage houses and below market housing | Development Services                               | Research is underway. Monitoring progress in nearby municipalities. Final report will be presented to Council in the third period.  |
| <b>Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development</b>                            |  |   |
| Research and consider best practices for multi-modal traffic initiatives and strategies  | Engineering & Public Works                         | As streets come up for renewal or upgrade, current guides and best practices are reviewed (i.e. Lampson Street and Lyall Street cross sections) – there were no applicable projects in this period. |
| Engage with stakeholders, user and advisory groups to ensure input is considered as development occurs   | Engineering & Public Works<br>Development Services | Engagement occurs as projects are being undertaken – there were no applicable projects this period.   |
| <b>Support the arts, culture and heritage community</b>  |  |   |
| Develop a Public Art Master Plan   | Parks & Recreation                                 | This work is scheduled for the 3 <sup>rd</sup> period.  |
| Provide training for Advisory Planning Commission members on heritage values   | Development Services                               | To be completed in the third period when appropriate staff can be scheduled to organize a presentation to the APC.  |
| Complete two additional statements of significance in accordance with the  | Development Services                               | To be completed in the third period when appropriate staff can be scheduled to complete the statements of   |



# Operational Strategies 2019 - 2023

|   |   |   |
|---|---|---|
| Heritage Policy   |   | significance.   |
| Utilize Township communication tools to promote and support community events  | Corporate Services                            | <ul style="list-style-type: none"> <li>• Promoted township events on a variety of channels, including social media, website, digital displays and subscriber-based direct emails</li> <li>• Promoted township events in community newsletter</li> <li>• Promoted township events in paid Times Colonist feature highlighting Esquimalt events</li> <li>• Established clear parameters to volunteer groups on the communications services available to support events to improve efficient collaboration and expectations</li> </ul> |
| <b>Enhance opportunities for Parks &amp; Recreation</b>   |   |   |
| Continue with opportunity to replenish Parkland Acquisition Fund  | Development Services<br>CAO                   | In progress, RFP process for 880 Fleming has been concluded with negotiations ongoing with the preferred proponent at this time.  |
| Develop long-range design plans for major parkland areas  | Parks & Recreation                            | Work is underway for Esquimalt Gorge Park this Fall.  |
| Engage with stakeholders and residents on parks and recreation services   | Parks & Recreation                            | Surveys for summer program feedback have been completed.  |
| <b>Fully utilize the \$17 million McLoughlin amenity funds to maximum potential</b>   |   |   |
| Identify and facilitate the selection of projects to be funded by McLoughlin amenity funds (MAF) in conjunction with public consultation (emergency services and public safety facilities, waterfront park improvements and recreation/public space improvements) | Parks & Recreation<br>MAF staff working group | Stantec was been retained to develop concepts and facilitate the next round of public consultation in Sept.   |
| <b>Advance the work of reconciliation with Indigenous People</b>  |   |   |
| Support working group as required as recommendations made to Council  | Dependent on recommendations approved         | Grant application approved to support Indigifest.   |
| <b>Control deer in partnership with other governments</b>   |   |   |
| Continue with public education program  | Community Safety                              | Pub Ed as managed by UWSS is ongoing.   |

# Operational Strategies 2019 - 2023

|  |  |   |
|--|--|---|
| Continue with annual deer counts in conjunction with Department of National Defence  | Community Safety                                   | Discussions with DND indicate they will participate in a final deer count in the fall in conjunction with the Township.   |
| Seek Provincial approval of deer management and reduction strategy, with Urban Wildlife Stewardship Society assistance         | Community Safety                                   | Discussions with UWSS indicate that they are unable to assist with seeking permission for the province to conduct additional research. They do not have the resources to conduct the Oak Bay study and also a study in Esquimalt. UWSS is willing to act as a resource to assist the Township in identifying a contractor to put a proposal together from the Township to the Province, however, any proposed study would need to be written and presented by a private contractor. |
| Contact Department of National Defence regarding realignment with Township strategy  | Community Safety                                   | DND staff has presented a report to the DND management team seeking direction in relation to partnering with Esquimalt on a research project relating to immunocontraception. DND staff expect a decision soon from the DND management team.  |
| Advocate with the Capital Regional District for a region wide strategy   | Mayor and Council                                  | Verbal update from Council to be provided at public meeting.  |
| <b>Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals</b> |  |   |
| Evaluate all public buildings for potential energy efficiencies  | Engineering & Public Works<br>Parks and Recreation | Working with consultant to determine asset management strategy for Municipal Hall. This will lead to scope of work for replacement of various assets in the third period.   |
| Evaluate all equipment purchases consistent with Township sustainable purchasing policies                                      | Development Services                               | This is done through the purchasing bylaw.  |
| Create a Climate Adaptation Plan   | Development Services                               | In progress – to be completed in the third period. The next workshop is scheduled in October.   |
| Create a Climate Action Plan   | Development Services                               | Will start in the third period when staff will present a report to Council at the October COTW.   |
| Participate in the Residential Retrofit Acceleration Project to advance energy efficiency in the built environment             | Development Services                               | Coordinated with Communications to add info about the program to social media and website   |

# Operational Strategies 2019 - 2023

| <b>Develop health strategies for our community</b>  |  |  |
|---|--|--|
| Work with developers and community organizations to support research related to health and wellness | Development Services                         | Much of our work on “Designing Density” relates to health and wellness. The results of this project will be developed into policy and guidelines for incorporation into the OCP.                             |
| Work with developers to incorporate health and wellness facilities in new developments              | Development Services                         | As rezoning applications are received, staff and the applicant discuss the potential for incorporating medical facilities.   |
| Develop design guidelines for improving the design of ‘missing middle’ housing (PlanH)              | Development Services                         | In progress – there will be an open house in October after which time the final report will be completed and presented to Council. The design guidelines will fall out of the recommendations in the report. |
| Continue to develop opportunities that promote healthy and active living                            | Development Services<br>Parks and Recreation | The active sidewalk was installed at the Rec Centre.   |

# Operational Strategies 2019 - 2023

## 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  | Development Services<br>CAO | CAO recently made contacts with Esquimalt Nation and will engage in the third period to look at scheduling.  |
| Consult and engage with First Nations on update of Economic Development Strategy  | Development Services        | Waiting for partnership with SIPP to be activated.   |
| Consult and engage with First Nations on any Official Community Plan amendments   | Development Services        | This is done with every OCP amendment  |
| <b>Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community</b>         |                             |  |
| Collaborate with CFB Esquimalt, school districts and other municipalities on efficiencies and partnerships in Parks and Recreation Services | Parks & Recreation          | Work continues on establishing regional collaboration on facility passes and PerfectMind software. The inter-Municipal Health and Recreation Alliance partnership with Island Health continues to be developed.  |
| Promote emergency preparedness through shared initiatives and training  | Community Safety            | Staff continues to participate in working groups of the Regional Emergency Management Partnership including Measuring Regional Preparedness Project, Regional exercises, and Regional Concept of Operations. Staff is also working with the City of Victoria and Victoria Police Department to utilize a successful joint grant application for EOC exercise and training. |
| Utilize Community Safety Working Group on issues impacting the community  | Community Safety            | There was only one ECSSWG meeting this period as the group does not meet over the summer months. The group discussed revitalizing ETAG, VicPD activities, Private use of public land, and reviewed outstanding action items.   |
| Continue to advocate for improvements to sustainable regional transportation initiatives  | Mayor and Council           | Verbal update to be provided from Council at public meeting.   |
| Advocate with other governments for increased childcare opportunities   | Mayor and Council           | Verbal update to be provided from Council at public meeting.   |



# Operational Strategies 2019 - 2023

| <b>Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities</b> |                      |   |
|---|----------------------|---|
| Continue with the Adapting Together Project to assess and prioritize climate risks to Esquimalt                   | Development Services | The two final workshops will take place in the third period. The report will then be written and presented to Council.  |
| Create policies and guidelines to improve social health in multi-family housing (Plan H project)                  | Development Services | In progress – the final report will be presented to Council in the third period. Policies and guidelines will be developed from the report's recommendations. |
| Continue consultation for implementation of Checkout Bag Regulation Bylaw   | Development Services | On hold pending the outcome of the provincial review of the issue.  |

## **RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT**

| <b>Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre</b>        |                            |  |
|---|----------------------------|--|
| Obtain Certificate of Compliance  | Engineering & Public Works | Submission package for on and off site Certificates completed and will be submitted to the Ministry in September for acceptance. |
| Monitor construction of new library space   | Development Services       | Construction has not yet started.  |
| Finalize storm and sanitary servicing   | Engineering & Public Works | Working with the developer to review costs and timelines. Work is expected to occur in the third period.                         |
| Explore opportunities for Public Safety Building project in conjunction with McLoughlin amenity funds | Fire                       | Information gathered in the first quarter will be reviewed and opportunities will be explored in the third quarter.              |
| <b>Support revitalization and beautification initiatives along Esquimalt Road</b>                     |                            |  |
| Explore further opportunities under the Revitalization Tax Incentive Program                          | Financial Services         | Amendment made to bylaw; Further discussion and potential revisions planned for third period 2019                                |
| Enhance intersection safety and explore parking options   | Engineering & Public Works | In the third period a COTW report will be presented to deal with Esquimalt Road from Canteen Road to Admirals Road.              |
| <b>Boost investment in the local economy and promote the growth and diversity of businesses</b>       |                            |  |
| Review short and long term options for increased focus on economic development                        | CAO                        | Short term is to commence project with South Island Prosperity Project in the third period 2019 and long term                    |

# Operational Strategies 2019 - 2023

|  |  |  |
|--|--|--|
| including update of Economic Development Strategy, resourcing options, development of marketing strategy and amendment of visioning statement  |  | options will be determined in 2020 with results of his project.  |
| Consider option to work with South Island Prosperity Project on an Economic Development Assessment Framework and business investment toolkit   | CAO  | This work is scheduled to begin in the third period.   |
| Work with the Esquimalt Chamber of Commerce to increase engagement with local business   | Corporate Services<br>Development Services | <ul style="list-style-type: none"> <li>• Attend the Chamber “Linger at Lunch” events 1/month to learn about local events, meet new businesses</li> <li>• Work directly with Chamber to include mention of Township Revitalization Tax Exemptions</li> <li>• Work directly with Chamber to include public engagement opportunities in the Chamber newsletter (increase business awareness of township feedback opportunities)</li> <li>• Work directly with Chamber to help solicit applications for council committees (increase business awareness of township volunteer opportunities)</li> <li>• Consult with Chamber on policy issues such as “check-out bags”.</li> </ul> |
| Facilitate budget discussion to assess readiness for additional business investment and growth   | CAO  | This has been rolled in to project with South Island Prosperity Project and results are expected in second or third quarter of 2020; funding for SIPP project has been approved in the 2019 budget.  |
| Utilize relationship with Urban Design Institute and South Island Prosperity Project as additional input and resource for economic development | Development Services<br>CAO                | Meeting with Urban Design Institute is currently being scheduled for early October. Work with South Island Prosperity Project starting in third period.  |
| Provide options to complete a development  | Development Services                       | This will be done in the third period. Background  |

# Operational Strategies 2019 - 2023

|                     |  |                       |
|---------------------|--|-----------------------|
| capacity assessment |  | research has started. |
|---------------------|--|-----------------------|

## 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   | Communication strategy has been developed for dye testing program. Carrying out cameraing of collection mains (sanitary/storm) to determine condition and cross connections. Legal opinion obtained for working on private property with a draft bylaw. In discussions with CRD about potential funding for II study. |
| Continued implementation of sidewalk master plan   | Engineering & Public Works   | A portion of the new sidewalk program has been completed while purchase of right of way has been underway. Remaining portion to be completed in third period. Replacement sidewalk program to be undertaken in third period.  |
| Continued implementation of roadway master plan  | Engineering & Public Works   | No major projects approved in budget. Carrying out major maintenance/minor capital works at various locations over the first and second periods. Work to continue in the third period.  |
| Continued implementation of street lighting improvements and upgrades                                  | Engineering & Public Works   | Purchase Order for equipment along Colville Road has been placed. Work to occur in the third period.  |
| Explore local initiatives for other waste streams  | Engineering & Public Works   | Have carried out discussion with CRD on potential yard/garden/kitchen scraps stream combination but no definitive answer yet. Yard and Garden contract awarded. Working on COTW report in third period for IRM.   |
| <b>Identify long term financial requirements for local services and infrastructure</b>                 |  |   |
| Complete and update infrastructure and asset inventory   | Financial Services<br>Engineering & Public Works<br>Parks & Recreation | Continue to correlate and location information from various sources to centralized databases.   |
| Development of asset management strategy and plans   | Financial Services<br>Engineering & Public Works<br>Parks & Recreation | Report received in late second period and will be finalized in the third period that assesses Township progress in developing asset management project.   |

# Operational Strategies 2019 - 2023

|  |                            |   |
|--|----------------------------|---|
|  |                            | Road/sidewalk assessment completed and data being analyzed in third period and used to determine activities in 2020.  |
| <b>Promote opportunities to share services where operationally and financially beneficial</b>                        |                            |   |
| Develop management plan with the Department of National Defence and Public Works Canada for storm drain spill events | Engineering & Public Works | Meetings have been held with DND and Coast Guard with some minor exercises being completed. Will meet with PWCGS in the third period at bi-annual meeting of stakeholders.                            |
| <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                        | Meetings have occurred with staff from Esquimalt, Victoria and Province in discussion with Board. Further meetings to discuss performance metrics scheduled this week with VicPD and municipal staff. |
| <b>Operational strategies</b>  | <b>Responsibility</b>      | <b>Progress</b>   |
| Review all alternatives for provision of police services to the community  | CAO                        | Alternatives are being considered in conjunction with Framework Agreement.  |
| Clarify and establish Esquimalt position on the Framework Agreement with Victoria & Esquimalt Police Board           | CAO                        | This strategy has been completed.   |
| <b>Support ongoing improvements to transportation corridors</b>  |                            |   |
| Evaluate transportation corridors for opportunities and options for enhancement                                      | Engineering & Public Works | Utilizing corridor management data, developing a master plan for maintenance/renewal/upgrade for 2020 budget.   |
| Develop an Active Transportation Plan for completion by the end of 2020  | Engineering & Public Works | Budget request will be made in the 2020 budget. Scope of work to be determined in the third period.   |
| <b>Plan for continuity of core local services and infrastructure in the event of an emergency</b>                    |                            |   |
| Research opportunities for public alert system   | Community Safety           | Voyent Alert system has been purchased and will have a soft rollout in the next period.   |
| Review existing plans and update for business continuity and update as necessary                                     | Community Safety           | Review of plans is partially completed. Expected to have all plans reviewed by the end of next period.  |



# Operational Strategies 2019 - 2023

## 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> |                                 |  |
| Ensure hiring practices incorporate core values  | Corporate Services              | Job descriptions updated to include core values. Manager of Engineering, Manager of Finance and Assistant Chief recruitment processes included assessments of candidates values to ensure alignment with the Township's.   |
| Ensure regular performance evaluations are completed throughout the organization and are reflective of the core values   | Corporate Services              | Performance evaluations are completed annually and HR will be improving evaluation tools in the third quarter.   |
| <b>Ensure capacity is adequate to support the goals in the Strategic Plan</b>  |                                 |  |
| Assess capacity in the organization and develop succession plans   | Corporate Services<br>Directors | Development of a leadership development program has begun with implementation in first quarter of 2020.  |
| Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals  | CAO                             | This strategy has been completed in the second period.   |
| Promote leadership development within the organization   | CAO<br>Corporate Services       | Research has begun on building a leadership development program and this will be a focus for the third quarter.  |
| <b>Engage, respect and respond to the needs of our community</b>   |                                 |  |
| Consider improvement to user services on website to make more accessible   | Corporate Services              | Assessed the possibility of having a translate function built into our website; however this function is not supported.<br>Research completed with regards to requirements to update Council meeting information on website with updates to be implemented in the third quarter.<br>Several webpages have been updated to ensure user friendly links are accessible. |

# Operational Strategies 2019 - 2023

|  |  |   |
|--|--|---|
| Explore feasibility of enhanced online services                                      | Financial Services<br>Corporate Services | Discussions were held with service provider; Quoted costs were significant and did not provide sufficient value or return; Scaled down scope of services being implemented in third period.   |
| Coordinate information and opportunities to improve awareness of financial processes | Financial Services                       | Public information session to educate about the Financial Services department as well as topics including budget/financial plan and taxation. Session was held in first period with a second session planned for third period 2019. |



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

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File #:19-425

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### PERIOD REPORT

**DATE:** September 10, 2019

Report No. ADM-19-028

**TO:** Mayor and Council

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

**SUBJECT:** CAO - 2019 Second Period Report

The following is a report on the activities pertaining to the CAO's Office from May 1, 2019 to August 31, 2019.

#### I. DIVISION ACHIEVEMENTS AND ACTIVITIES

##### 1. Legislative

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

##### 2. Operations

- Continued with consultant and legal counsel to finalize all agreements for Esquimalt Town Square development and construction contracts with Aragon for library tenant improvements and other shared infrastructure
- Work on McLoughlin Amenity Fund consultation and conceptual plans continued with presentation to Committee of the Whole on August 26 and further consultation through open houses planned for September
- As member of the Regional Emergency Management Partnership Steering Committee, continued work on progressing the regional concept of operations including sign off by all municipalities and preparation for a regional exercise of the governance model to occur in October
- Concluded work and advised property owner and office of the Ombudsperson's office in regard to a bylaw enforcement matter
- Provided information and participated in discussion with Victoria and Esquimalt Police Board and Police Services staff in regard to Township position on Framework Agreement; met with VicPD staff to discuss possible improvements to the budget process; and introductory meeting with newly appointed Police Board member
- Participated in interviews and provided content for the Local Government Management Association's latest publication: *Building Strong Relations: Elected - Staff Resource Kit* to be

launched in September

- Met with representatives from Union of BC Municipalities to discuss issues relevant to the Township including access to various grant funding
- Reviewed, with other partners, Fire Mutual Aid Agreement from 1982, to discuss negotiation of updated agreement
- Provided a number of templates and documents to Esquimalt First Nation staff to assist and support the orientation process for newly elected officials subsequent to an in depth meeting and discussion
- Met with senior staff to provide input and/or direction on various issues including negotiations on 880 Fleming Street; private use of municipal property; development of corporate communication strategy; and input to climate action report
- Various labour issues including medical leave reports; grievance process; recruitment process for Assistant Chief and Finance Manager; input on ongoing WorkSafe BC claim
- Review and approval of all corporate communication materials prior to publishing

### 3. Other

- **Regular meeting attendance and participation:**
  - CAO/Mayor - weekly
  - Senior Leadership group - weekly
  - GVLRA Board - monthly
  - Te'mexw Treaty Advisory Committee - monthly
  - Local Area Administrators - quarterly
  - CUPE Labour/Management - quarterly
  - Emergency Planning Committee - semi annually
- **Special Events**
  - Annual Esquimalt Emergency Stakeholders Forum
  - REMP Policy Group meeting to endorse Regional Concept of Operations
  - Greater Victoria Labour Relations Association strategic planning and succession planning sessions
  - Was awarded the Professional Service Award in Leadership from the Local Government Management Association of BC
  - Retirement event(s) for Anja Nurvo after 8 years as the Township's corporate officer
- **Training/Workshops/Seminars**
  - Pacific Business Law Institute - Local Government Law Seminar

## II. COMMITTEES

- CAO is appointed to and participates on the following committees:
  - Internal
    - McLoughlin Amenity Funds Working Group

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





# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

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File #:19-415

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### PERIOD REPORT

**DATE:** September 4, 2019

Report No. ADM-19-027

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

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

**SUBJECT:** Corporate Services - 2019 Second Period Report

The following is a report on the activities pertaining to the Corporate Services Department from May 1, 2019 to August 31, 2019.

#### I. DIVISION ACHIEVEMENTS AND ACTIVITIES

##### 1. Corporate Services

Staff completed the following:

- 31 meetings: preparation of notices, newspaper notifications, agendas, and minutes for Regular, Special and *In Camera* meetings of Council and Committee of the Whole, including posting on website, preparation of late items, action reports and completion of all required follow up
- 6 Proclamations prepared and posted, including on the website
- Corporate Officer and Deputy Corporate Officer completed 6 electronic registrations at Land Title Office (14 total for year), and commissioned 18 documents for members of the public (50 for year)
- Corporate Officer responded to 11 requests for access to records under the *Freedom of Information and Protection of Privacy Act* (14 total for year)
- Corporate Services staff continued with implementation of electronic records management structure for the Corporate Services department, transferring and destroying existing records based on the LGMA retention schedule and providing support to other departments with classification of paper records
- Staff provided clerical support for Business Licencing; processing and monitoring applications and answering questions and inquiries from the public
- Office Administrator and Administrative Clerk attended the quarterly Greater Victoria Business Licence Group meeting in collaboration with Island Health and Ministry of Jobs, Trade and Technology, Province of British Columbia
- Executive Assistant coordinated registration and made arrangements for travel and accommodation for 2019 AVICC, FCM, LGLA and UBCM Conferences for Council and for Council's participation in local events including Buccaneer Days parade

- Executive Assistant made all arrangements for two Mayors' Open Door meetings as well as compiling New Resident packages for the Mayor's delivery
- Executive Assistant provided ongoing assistance to Communications Specialist including monitoring of social media, promotion of community events and updating Municipal website
- Executive Assistant prepared 17 letters (47 for year) including Retirement Letters for Canadian Military Forces
- Executive Assistant provided ongoing support to Mayor and CAO including scheduling of meetings, community appearances and recording secretary for both Labour Management and Senior Management meetings

## **2. Communications**

- Began development of a communications policy together with a communications plan for approval and implementation in the third period
- Reviewed draft social media policy for approval and implementation in the third period
- Wrote, designed and published the summer edition of "Current" newsletter
- Continued with program of news releases and media advisories, posting 20 news items to the website and issuing three releases using the regional news media contact list
- Assisted with promotion of community events and media photo opportunities, posting 43 Council meetings and event announcements to the corporate website
- Daily media monitored using Google alerts, media websites, and social media, forwarding information to senior staff when appropriate
- Updated the home page of *the Bridge* (Township's intranet) regularly with information of interest to staff, including announcements, staff hires, news items and photo galleries
- Liaised with advertising representatives from print, broadcast and online media on advertising and digital opportunities
- Provided communications support for the CRD wastewater treatment project.
- Updated new employee profiles on website and intranet which included photos and business cards
- Responded to information requests from regional media
- Provided communications support to assist Buccaneer Days organizers
- Posted information on social media regarding road construction and traffic impacts
- Created speaking notes and backgrounders for Mayor's public events
- Met with senior management from across departments to discuss communications support and improved consistency
- Continued with Checkout Bag Bylaw public engagement communications
- Worked with Archives staff to publish regular "Throwback Thursday" content on social media
- Provided strategic communications support for:
  - "Designing Density" project, including writing web content; graphic design of postcards, posters, digital images; creating social media campaigns; advertising and writing a media release
  - National Public Works Week, including writing web content; graphic design of posters and digital images; and creating social media campaigns
  - Property tax payments including writing web content; advertising, graphic design of posters

- and digital images; and creating social media campaigns
- Other seasonal/minor campaigns included car seat clinics, firefighter smoke detector inspections, annual report review, budget review, anti-dumping information, boulevard maintenance, “close before you doze” fire safety and home renovation grants
- Worked with Recreation, VicPD and Public Works to update graffiti reporting information on website and executed a public education campaign

**Communications analytics:**

Legistar Analytics (last period in brackets)

- 785 (1050) total page views (all pages in the Granicus system)
- 442 (541) total visits (total number of times visitors came to the site)
- 383 (454) total unique visitors - individual views of the site
- 52% (88%) desktop, 48% (12%) mobile

Website (last period in brackets)

Top three pages:

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

Total page views: 244,992 (255,519)

Twitter (last period in brackets)

- Average 1,718 post views per day (impressions) (1,100 last period)
- Total 423 posts; 3.44 posts/day (198)
- New followers: 75 (82)

Facebook (last period in brackets)

- 1,307 followers May 1 to 1,442 on August 31 (+135); (84 new last period)
- 1,263 likes May 1 to 1,395 on August 31 (+132); (80 likes last period)
- 240 new timeline posts (120 last period)

Legistar Analytics (last period in brackets)

- 1,301 (785) total page views (all pages in the Granicus system)
- 772 (442) total visits (total number of times visitors came to the site)
- 629 (383) total unique visitors - individual views of the site
- 49% (52%) desktop, 51% (48%) mobile

**3. Archives/ Records Management**

- **832** Volunteer Hours
- **40** Research Requests completed
- **2** Terms of Use Agreements signed for use of archival photos in publications
- **125** brochures distributed (100 Walking Tours and 25 Macaulay)
- **10** donations of archival material

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**File #:19-415**

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- **\$90** in financial donations received
- **8** photos taken of buildings with approved demolition permits

### **Highlights**

- Welcomed a new Archives volunteer, a long-time resident and graduate of Esquimalt High School and is currently tasked with correcting identification mistakes in collections
- Promoted the Archives and the Township of Esquimalt at several events. The audiences were typically local community members or individuals interested in military history. Events included:
  - Fort Macaulay Historic Interpretative Event - May 25<sup>th</sup>
  - Esquimalt Neighbourhood Party - June 1<sup>st</sup>
  - “Road to Victory: D Day and the Normandy Campaign” event at the Bay Street Armoury - June 29<sup>th</sup>
  - CFB Esquimalt Naval and Military Museum Open House - July 13<sup>th</sup>
- Other notable activities:
  - Received several donations from former DND staff or their families, including records about the Defence Research Establishment Pacific (DREP) and family photos of the Graving Dock’s former superintendent
  - Assisted municipal staff and volunteers from Metchosin and View Royal with research questions. Both communities are within the historical boundaries of Esquimalt
  - Archival images are now regularly featured on the Township of Esquimalt’s social media on #TBT (Throwback Thursday)
  - Archivist continues to update internal processes to improve retrieval of archival material

### **Records Management**

The Archivist/Records Management Coordinator continued to train other departments on the TABFusion software and assisted each department’s office administrator with the initial classification of records. Esquimalt uses a modified version of the LGMA Classification and Retention Manual that incorporates all legal and regulatory recordkeeping requirements for local government operations. The Archivist/Records Coordinator is currently working with the Development Services department and periodically assists staff in departments that are already using TABFusion: Corporate Services, Fire, HR, IT, and Finance. The Director of Corporate Services (Anja) reviewed and approved 241 files eligible for destruction in 2019. The Archivist/Records Coordinator continued to advance the electronic records management pilot project in Corporate Services and collaborated with IT staff members to assign folder permissions.

- Office Administrator continued ongoing management of paper records for the department and determined new Primary and Secondary classification and retention codes

## **4. Human Resources**

### **Recruitment (Regular Positions):**

There were 4 regular positions filled this quarter and 4 still in progress at the end of August;  
*Completed:*

- Engineering Manager
- Administrative Assistant/Deputy Corporate Officer

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**File #:19-415**

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- Refuse Collector/Truck Driver
- Administrative Assistant - Fire

***In Progress:***

- Assistant Fire Chief
- Manager of Finance
- Custodial Worker (part-time)
- Combined Esquimalt & Oak Bay Fire Department Firefighter competition

**Labour Relations*****Grievances:***

- IAFF: There are no grievances outstanding
- CUPE: There have been six grievances filed in the second period (two were policy related and 4 were individual grievances). To date, one has been resolved.

**General**

- *Employee Family Assistance Program (EFAP):* As a result of the last round of bargaining, it was agreed that the Township would review its current EFAP program and make recommendations for improvements. Research has concluded, after review of the EFAP programs of other municipalities in the region, as well as having two providers present to a Committee consisting of both union and management representatives
- *Corporate Services Departmental Re-organization:* With the upcoming retirement of the Director of Corporate Services, the department has prepared for the organizational change, and the job descriptions for the Director of Corporate Services and Human Resources, and Manager of Corporate Services have been completed and approved. There have been some other changes to job duties of the administrative staff, and job descriptions have been updated
- *Needs Analysis of the Engineering and Public Works Department:* The Director of HR worked with the management and staff within Engineering and Public Works to review current processes and made recommendations for improvements.

**II. COMMITTEES**

- Deputy Corporate Officer and Corporate Officer coordinated the appointment of two vacant positions and re-appointment process for all existing and new committee members
- Office Administrator prepared notices, agenda and Minutes for one Environmental Advisory meeting
- Staff posted 7 sets of Agendas and Minutes of Advisory Planning Commission, Design Review Committee, Parks & Recreation Advisory Committee and Environmental Advisory Committee to the Municipal website with agenda notification and link forwarded to Council



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

File #:19-409

### PERIOD REPORT

**DATE:** September 11, 2019

Report No. CSS-19-011

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

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

**SUBJECT:** Community Safety Services Department - 2019 Second Period Report

The following is a report on the activities pertaining to the Community Safety Services Department from May 1st, 2019 to August 31st, 2019.

#### I. DIVISION ACHIEVEMENTS AND ACTIVITIES

##### 1. Emergency Management

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

The NEPP and staff facilitated one scheduled monthly presentation and one workshop to residents during this period. Staff also provided emergency preparedness presentations to 2 strata complexes.

The NEPP continues to provide information to residents and answer questions at community events including the Esquimalt Block Party, a resident block party, Music in the Park, and the CFB Esquimalt Naval and Military Museum Open House Event.

The NEPP distributed 180 starter emergency preparedness kits during this period to grade 3 and 4 students at Macauley and Victor Brodeur elementary schools, along with emergency preparedness information sessions. Staff were also invited to speak to a grade 8 class at Rockheights Middle school on tsunami and earthquake risk in the Township.

- **Emergency Support Services (ESS)**

One new ESS volunteer was recruited in the period, and volunteers attended various courses and workshops including an ESS mini-camp in Oak Bay, a Psychological First Aid workshop, and Group Lodging.

Staff attended ESS Directors' meetings and is working on regional ESS coordination following the apartment fire event last period.



The ESS team was called out by the Saanich ESS team on June 21 to assist residents of a significant apartment fire that resulted in 65 evacuees. Five ESS volunteers and staff responded to the Cedar Hill Recreation Centre and provided valuable leadership due to the recent experience gained in Esquimalt. The Township is fortunate to have such a skilled and dedicated group of volunteers. This was a remarkable event with almost all ESS teams in the Region responding to assist evacuees. Many lessons were learned and the Esquimalt ESS team attended a debrief session to share ideas and improve response for future events.

Staff utilized the \$25,000 UBCM ESS grant to procure and deliver 3 new sea cans for the Township at various locations to build capacity to provide emergency social services in the Township. One of the three new sea cans is located at the Church of the Nazarene to allow for redundancy in the location of Reception Centre supplies. Reporting was completed with the Township receiving the full grant amount.

- **Emergency Radio Communications**

The team continues to meet each Wednesday and participate in the Region's Net to ensure that we are able to communicate with the Province and other Regional Emergency Operations Centres (EOC) following a catastrophic emergency.

During this period the team coordinated with Public Works to have an antenna installed in the Public Works yard as part of the secondary EOC set up, and a successful test was conducted during this period.

All radios have been reprogrammed to reduce some recent interference on many CRD area frequencies. All batteries were charged in the portable radio set up kits, and they are planning a field exercise during the next period.

- **Administration**

The Local Government Emergency Program Advisory Commission (LG EPAC) met once this period. Staff worked with the City of Victoria to issue the Request for Proposal for the regional portion of the UBCM Community Emergency Preparedness Fund - Evacuation Planning grant which will be issued next week. Esquimalt is partnering with the City of Victoria in completion of updates to our respective local evacuation plans as we share a common police force and work has commenced on selecting a contractor. The results of the Esquimalt/ Victoria plans will filter into the Regional Framework.

The LGEPAC also discussed the outcomes of both the Esquimalt and Saanich fires and the implications for residents after the 72 hours of follow up that ESS provides. A meeting was organized with local governments, EMBC, the Red Cross, BC Housing, the Ministry of Health, and the Ministry of Social Development to gain a better understanding of services available to those impacted by emergencies. Another meeting is scheduled for the next period with the intent of ensuring residents have sufficient support following an emergency.

The Township has also partnered with the City of Victoria and Victoria Police Department for a UBCM EOC Training and Exercises grant for a joint \$50,000 application. The project will involve conducting a series of joint exercises to assist in testing our evacuation plans, as well as general response planning and communication when both municipalities are impacted by an event. Work

is underway to select a contractor for this project.

As a member of the LGEPAC Public Education Working group, staff contributed in the update the regional PrepareYourself website to be completed in the third quarter. This is directly related to the REMP Measuring Regional Emergency Preparedness project that resulted in a completed regional survey with a recommendation to update the website. This working group has also organized a Shake Cottage tour which will be in Esquimalt at the Canex parking lot September 18 from 08:30 to 11:30 am. DND partnered with the emergency program to supply the location for the event which will allow residents to experience a free “ride” that simulates an 7.8 earthquake. Staff will be on site to deliver emergency preparedness information.

Staff continued to participate in other working groups for the REMP including regional concept of operations and exercise, the regional exercise working group, and as a member of the project advisory team for disaster risk reduction strategies.

The Voyent Alert system was selected and purchased as part of a UBCM grant. Voyent Alert staff have provided training and assisted in set up of templates and other tools with a scheduled launch date at the end of September. The system is called Esquimalt Alert and will allow residents to sign up to receive both emergency alerts and information on community topics like events and road closures. The system will be used on a trial basis dependent on community uptake with a review in 2020.

Staff continued to participate in the regional working group for a National Disaster Mitigation Program Grant submission for Capital Region Coastal Flood Inundation Mapping that includes tsunami modelling in conjunction with representatives of the Climate Action program of the Capital Regional District and other local government emergency program managers. The project involves undertaking two comprehensive coastal inundation modelling and mapping activities related to future sea level rise due to climate change and tsunamis. The project was successful in receiving \$751,750 of federal and provincial funding and work is underway with a completion date of March 2020.

The Emergency Public Notification System (Connect Rocket) has been tested successfully each month and the Desalination Unit was also tested successfully during the period.

## **2. Bylaw Enforcement**

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

15 BONs were forwarded to the Screening Officer level in this period. Of those, 10 were cancelled by the Screening Officer and 5 were upheld with fines being levied to the offender and no matters were advanced for adjudication during this period.

- **Unightly Properties**

Unightly properties continue to be an area of enhanced enforcement. In this period, 34 complaints of unightly properties were reported to Bylaw Enforcement. Of those, 22 were dealt

with using the authorities within the Maintenance of Property and Nuisance Regulation Bylaw. 12 files remain active.

- Special Enforcement Activities
  - Civil Injunction process related to use of property - 800 block Esquimalt Road
  - Phase one relating to private moorage on the Gorge Waterway initiated. Phase two relating to private use of Township land will begin in the next period.
  - Enforcement of new parking restrictions in the Recreation Centre and Park Place lots has resulted in positive feedback regarding the availability of parking in those areas.
- Attachments
  - Bylaw Contraventions and Complaints, Municipal Tickets and Bylaw Notices, Animal Management Report [attachment # 1]
  - Unsightly Properties Chart [attachment # 2]

### **3. Building Inspections/Permits**

- The Second Period in 2019 showed an increasing demand for building permits related to ongoing construction in Esquimalt. Overall thus far in 2019, the Building Department issued permits for a total value of construction of nearly \$31 million with total permit fees of approximately \$290,000. These values represent a modest increase over 2018 second period numbers.
- See Attachment - Building Permits Chart [attachment # 3]

### **4. Policing**

- Staff continued to liaise with Victoria Police Department regarding local and regional policing and public safety concerns.
- The Director represents the Township at the public portion of Victoria and Esquimalt Police Board meetings.

### **5. Business Licensing**

- The Intercommunity Business Licence Bylaw came into force in January of 2019. The Township has issued 4 intercommunity licences. Vancouver Island communities continue to sign on
- The Township currently has 738 active business licences (739 in 2018) which are posted on the website and updated every three months
- In this period, 36 new applications were received
- In this period, 17 accounts were closed

## II. COMMITTEES

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

**Bylaw Enforcement  
2019 – 2nd period**

|   | 2018<br>2 <sup>nd</sup> period | 2019<br>2 <sup>nd</sup> Period | 2018<br>Year to<br>Date | 2019<br>Year to<br>Date |
|---|--------------------------------|--------------------------------|-------------------------|-------------------------|
| <b>Total Bylaw Contraventions<br/>and Complaints Investigated</b> | 187                            | <b>178</b>                     | 363                     | <b>354</b>              |
| ➤ Streets and Traffic   | 69                             | <b>71</b>                      | 141                     | <b>156</b>              |
| ➤ General Bylaw Inquiries   | 23                             | <b>38</b>                      | 48                      | <b>63</b>               |
| ➤ Maintenance/Nuisance<br>Property/Noise Bylaw                    | 63                             | <b>44</b>                      | 85                      | <b>71</b>               |
| ➤ Zoning Bylaw  | 11                             | <b>6</b>                       | 17                      | <b>13</b>               |
| ➤ Business License  | 2                              | <b>3</b>                       | 40                      | <b>24</b>               |
| ➤ Building  | 4                              | <b>6</b>                       | 10                      | <b>13</b>               |
| ➤ Animal Control  | 3                              | <b>1</b>                       | 5                       | <b>2</b>                |
| ➤ Park Maintenance & Tree<br>Protection                           | 12                             | <b>6</b>                       | 16                      | <b>8</b>                |
| ➤ Assist Third Party Agencies                                     | 0                              | <b>2</b>                       | 7                       | <b>3</b>                |
| ➤ Secondary Suites  | 0                              | <b>1</b>                       | 1                       | <b>1</b>                |
| <b>Concluded Investigations</b>                                   | 170                            | <b>178</b>                     | 315                     | <b>333</b>              |
| <b>Active Investigations</b>                                      | 17                             | <b>32</b>                      | 48                      | <b>53</b>               |
|   |                                |                                |                         |                         |
| <b>BON's &amp; MTI's Issued</b>                                   | 142                            | <b>158</b>                     | 296                     | <b>301</b>              |
| ➤ Total Maximum Fine Value  | 6250.00                        | <b>6705.00</b>                 | 16540.00                | <b>13095.00</b>         |
| ➤ Total Paid  | 1950.00                        | <b>2856.00</b>                 | 5050.00                 | <b>5393.00</b>          |
| ➤ Total Outstanding   | 4300.00                        | <b>3849.00</b>                 | 9790.00                 | <b>7824.00</b>          |
| ➤ Positive Resolution   | 43%                            | <b>63%</b>                     | 31.5%                   | <b>59%</b>              |
| ➤ Outstanding Tickets   | 57%                            | <b>37%</b>                     | 68.5%                   | <b>41%</b>              |
| ➤ Tickets Cancelled   | 6                              | <b>11</b>                      | 23                      | <b>17</b>               |
| ➤ Warning Tickets (not<br>included in "issued" total<br>above)    | 65                             | <b>188</b>                     | 153                     | <b>277</b>              |
| <b>BON &amp; MTI Adjudication</b>                                 |                                |                                |                         |                         |
| ➤ Disputed Matters to<br>Screening Officer                        | 11                             | <b>15</b>                      | 26                      | <b>28</b>               |
| ➤ Disputed tickets – cancelled                                    | 6                              | <b>10</b>                      | 16                      | <b>17</b>               |
| ➤ Disputed tickets – confirmed<br>by Screening Officer            | 5                              | <b>5</b>                       | 10                      | <b>11</b>               |
| ➤ Sent to adjudication  | 0                              | <b>0</b>                       | 0                       | <b>0</b>                |

| <b>Animal Control</b>  | <b>2018<br/>2<sup>nd</sup> Period</b> | <b>2019<br/>2<sup>nd</sup> Period</b> | <b>2018<br/>Year to<br/>Date</b> | <b>2019<br/>Year to<br/>Date</b> |
|--|---------------------------------------|---------------------------------------|----------------------------------|----------------------------------|
| ➤ Dog Tags Sold  | 135                                   | <b>123</b>                            | 1416                             | <b>1454</b>                      |
| <b>Incidents Investigated by Victoria<br/>Animal Control Services (VACS)</b> | 219                                   | <b>81</b>                             | 384                              | <b>319</b>                       |
| ➤ Dogs at Large  | 9                                     | <b>24</b>                             | 30                               | <b>48</b>                        |
| ➤ No Leash   | 12                                    | <b>39</b>                             | 91                               | <b>116</b>                       |
| ➤ No License   | 42                                    | <b>27</b>                             | 75                               | <b>61</b>                        |
| ➤ Barking/Noisy Dogs   | 6                                     | <b>6</b>                              | 17                               | <b>8</b>                         |
| ➤ Dog Attacks (on animals)   | 5                                     | <b>5</b>                              | 9                                | <b>9</b>                         |
| ➤ Dog Attacks (on humans)  | 4                                     | <b>0</b>                              | 3                                | <b>3</b>                         |
| ➤ Cats at Large  | 4                                     | <b>16</b>                             | 13                               | <b>21</b>                        |

| <b>Actions taken by VACS</b> | <b>2018<br/>2<sup>nd</sup> Period</b> | <b>2019<br/>2<sup>nd</sup> Period</b> | <b>2018<br/>Year to<br/>Date</b> | <b>2019<br/>Year to<br/>Date</b> |
|------------------------------|---------------------------------------|---------------------------------------|----------------------------------|----------------------------------|
| ➤ Verbal Warnings            | 37                                    | <b>27</b>                             | 105                              | <b>76</b>                        |
| ➤ Written Notices            | 30                                    | <b>102</b>                            | 56                               | <b>224</b>                       |
| ➤ MTI Written                | 6                                     | <b>17</b>                             | 17                               | <b>29</b>                        |
| ➤ Animals Impounded          | 17                                    | <b>55</b>                             | 35                               | <b>82</b>                        |



## 2019 Second Period Report - Maintenance of Property Bylaw Activities

|    | Address                | Communication   | Status  | Pending Result   |
|----|------------------------|---|---|--|
| 1. | 1100 Block Craigflower | <p>File on going for approx. 6 years. Extensive legal opinion. On going issues with multiple vehicles on parcels. Last face to face meeting was May, 2019. On occasion the owner becomes very agitated and verbally aggressive.</p> <p>Multiple meetings with homeowner over the last few months. At least 1x per month.</p> <p>.</p> | <p>Steady movement forward, usually after our meetings the owner will do some work and then stop. The back yard is much cleaner compared to 6 months ago.</p> <p>A camper (in dispute whether or not it is derelict) a boat shell, some scrap metal and bikes still to be cleaned up.</p> | <p>This property will probably always have cars on it. All the cars except those in shelters and the 2 he is allowed will be insured and all visible cars will not be derelict – they will need to start and run at inspection date.</p> <p>Resident is slowly completing the clean-up. Hopefully the majority of clean-up will be completed prior to that time.</p> |
| 2. | 800 Colville Rd.       | .   | Concluded.  | <p>All work completed by property owner. File is concluded.</p>  |
| 3. | 800 Craigflower        | <p>Several face to face meetings with homeowner since March 2017. This homeowner gets angry and verbally abusive when personal contact is made.</p> <p>Ongoing current</p>  | <p>There has been movement forward in the clean up of this property.</p> <p>After a substantial amount of time the metal scaffolding on</p>   | <p>Ongoing.</p> <p>Letter of compliance sent with an upcoming due date for enforcement. Request for more time by owner resulted</p>  |

## 2019 Second Period Report - Maintenance of Property Bylaw Activities

|  |  |  |  |   |
|--|--|--|--|---|
|  |  | <p>email contact, the owner is not too hostile on email.</p> <p>Ongoing and current site visits do continue.</p> | <p>the east side of the house has come down.</p> <p>The owner does all his own work and it takes a significant amount of time.</p> <p>Clean up by the owner continues.</p> | <p>from letter.</p> <p>Owner is doing a lot of work on the property. Work is occurring and there is slow movement forward on a consistent basis. Continue to monitor open file.</p> <p>Clean-up is progressing. File is nearing completion..</p> <p>.</p> |
|--|--|--|--|---|

| Permit Type Issued                   | 2018 – 2 <sup>nd</sup> period |                      | 2019 – 2 <sup>nd</sup> period |                      | 2019 Year to date Total |                      |
|--------------------------------------|-------------------------------|----------------------|-------------------------------|----------------------|-------------------------|----------------------|
|                                      | No.                           | Value (\$)           | No.                           | Value (\$)           | No.                     | Value (\$)           |
| Commercial                           | 6                             | 313,500.00           | 1                             | 25,000.00            | 2                       | 26,000.00            |
| Industrial                           | 4                             | 20,611,088.90        | 1                             | 20,000.00            | 3                       | 1,652,000.00         |
| Institutional                        | -                             | -                    | 2                             | 15,850,000.00        | 2                       | 15,850,000.00        |
| Duplex - Demolition                  | -                             | -                    | -                             | -                    | -                       | -                    |
| Duplex Alteration/Additions          | 1                             | 5,000.00             | -                             | -                    | 1                       | 8,000.00             |
| Duplex New                           | -                             | -                    | 1                             | 700,000.00           | 2                       | 1,069,000.00         |
| Single Family New                    | 2                             | 650,000.00           | -                             | -                    | 1                       | 375,000.00           |
| Single Family Alterations            | 16                            | 833,980.00           | 16                            | 818,000.00           | 26                      | 1,345,000.00         |
| Single Family Additions              | 6                             | 223,280.00           | 4                             | 195,000.00           | 5                       | 217,000.00           |
| Single Family Demolition             | 1                             | 1,000.00             | 12                            | 16,000.00            | 15                      | 17,000.00            |
| Multiple Family New                  | -                             | -                    | 3                             | 9,350,000.00         | 3                       | 9,350,000.00         |
| Multiple Family Alterations          | 6                             | 84,575.00            | 5                             | 174,495.54           | 10                      | 837,295.54           |
| Multi Family Additions               |                               |                      | --                            | -                    | -                       | -                    |
| Multi Family Demolition              | -                             | -                    | 1                             | 1,000.00             | 2                       | 2,000.00             |
| Sign Permit                          | 1                             | 5,000.00             | -                             | -                    | 1                       | 2,000.00             |
| Miscellaneous Permits Chimney/Insert | 1                             | 1,000.00             | -                             | -                    | 1                       | 5,823.00             |
| <b>Total</b>                         | <b>44</b>                     | <b>22,728,423.90</b> | <b>46</b>                     | <b>27,149,495.54</b> | <b>74</b>               | <b>30,758,118.54</b> |
| <b>Building Permit Fees</b>          |                               | <b>208,079.80</b>    |                               | <b>248,690.85</b>    |                         | <b>289,764.05</b>    |
| *Plumbing Permits                    | 37                            |                      | 28                            |                      | 57                      |                      |

\*[note- number of plumbing permits issued only]

#### **Institutional Building Permits Breakdown (value of construction)**

BP013819 - 1235 Esquimalt - Building C - Library & office Space – \$9,900,000.00

BP013820 – 31235 Esquimalt - Building D - Commercial with 5 levels of rental above - \$5,950,000.00

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#### **Misc. Building Permits Breakdown (value of construction)**

BP014031 – 1109 Lyall Street - New Duplex - \$700,000.00

BP014046 – 843 Craigflower Rd. – Emergency fire remediation - \$125,000.00

BP014027 – 835 Dunsmuir Road – Foundation only - \$850,000.00

BP014022 – 615 Fernhill Road. – New 10 -unit condominium - \$1,500,000.00

BP014054 – 835 Dunsmuir Road. – New 32 unit condo building - \$7,000,000.00

BP014035 – 1023 Gosper Crescent – New secondary suite - \$100,000.00

BP014038 – 485 Nelson Street – New addition/interior renovation - \$137,000.00

BP014071 – 905 Aral Road – Interior renovation - \$125,000.00

BP014074 – 905 Shearwater Street – Accessory building - \$120,000.00

BP014085 – 1214 Juno St - Restoration project (water damage) - \$150,000.00

**Infrastructure Deposit of \$2500.00 taken on 25 of the 46 permits issued**



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

File #:19-418

### PERIOD REPORT

**DATE:** September 11, 2019

Report No. FIN-19-015

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

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

**SUBJECT:** Financial Services and Information Technology Departments - 2019 Second Period Report

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

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

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

- An opinion on the annual financial statements for the year ended December 31, 2018 was presented by the auditors and the statements were approved by Council in May.
- The Township's Annual Report and Statement of Financial Information (SOFI) were approved by Council in June.
- 2019 Property tax statistics:
  - Current property taxes collected as of July 2 - 91.0% (2018: 91.2%)
  - Current property taxes collected as of August 31 - 93.4% (2018: 95.1%)
  - Home owner grants claimed as of August 31 - 3,891 (2018: 3,849)
- 2019 Property tax deferment statistics:
  - Total deferments - 514 (2018: 476)
  - New applications - 74 (2018: 82)
  - Total deferred taxes - \$1,995,858 (2018: \$1,712,990)
- Property tax notices were mailed in May and all outstanding reminder notices were processed and mailed in July.
- Properties with delinquent property taxes were identified for potential inclusion in the 2019 tax sale. The relevant title holders and mortgage companies were identified and staff continued to communicate with all parties in an attempt to avoid the need for a tax sale.
- An initial Payment In Lieu of Taxes (PILT) was received in June. The amount received represents the full amount requested in the Township's application based on BC Assessment values. The Township does not anticipate receiving any additional payments during the year and an appeal is expected to be unnecessary.

**2. Risk Management**

- Coordinated with the skydiving team to ensure the necessary risk mitigation was in place in advance of the annual Buccaneer Days event.
- There are no significant or unusual liability insurance claims against the Township.

**3. Information Technology**

- Completed replacement of the Township's firewall which will improve security and provide full redundancy for all internet connections.
- Fully deployed a new Citrix environment which included decommissioning of the old environment and improvements to the global antivirus protection.
- Completed a total of 421 internal staff support calls during the period which represents a 21% increase over the first period of 2019. This level of service was achieved in part due to the significant contributions of a new, temporary addition to the team.

**II. COMMITTEES**

- Preparation was completed for the review of Permissive Tax Exemptions by the Local Grant Committee. All applications received prior to the August 30 deadline were assembled for review by the Committee in early September.



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

File #:19-419

### PERIOD REPORT

**DATE:** September 11, 2019

Report No. EPW-19-031

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

**FROM:** Jeff Miller, Director of Engineering & Public Works

**SUBJECT:** Engineering & Public Works Department - 2019 Second Period Report

The following is a report on the activities pertaining to the Engineering & Public Works Department from May 1, 2019 to August 31, 2019.

- **DIVISION ACHIEVEMENTS AND ACTIVITIES**

- 1. Sanitary Sewer**

- 3 service lateral installed (new) this period (7 total for the year)
- 3 service laterals replaced (due to blockages) this period (13 total for the year)
- Tested and cleared inspections as required
- 0 manholes replaced this period (total for the year = 0)
- 0 new manholes installed this period (total for the year = 0)

- 2. Pump Stations**

- Crews carried out routine maintenance activities
- Annual program for pump maintenance/controls inspections to be carried out in the third period
- Program also included coordinating similar activities for View Royal pump stations
- Scope of work for lockout locations on the various stations completed with tasks to be completed out in the third period

- 3. Storm Drains**

- 3 new service laterals installed (7 total for the year)
- 1 service lateral replaced due to blockages (6 total for the year)
- 1 storm main drain replaced due to failure (1 total for the year)
- Test and clear inspections as required
- 0 manholes replaced (0 total for the year)
- 0 new manhole installed (1 total for the year)
- 0 catch basins replaced (0 total for the year)



- 0 new catch basin installed (0 total for the year)
- Program for catch basin cleaning completed with ongoing spot cleaning
- Discussions with DND and Coast Guard were initiated regarding spill response and some minor joint exercises completed
- Discussions with Public Works Canada will occur in the third period
- Staff will review Infrastructure Canada Grant Program for end of pipe treatment structures for Gorge Creek and West Bay collection basins to determine if project will be eligible when the next phase of funding occurs

#### 4. Liquid Waste Management

##### *Waste Water - Inflow and Infiltration*

- Obtained legal opinion regarding working on private property
- Continued to build program/ bylaw for inflow and infiltration mitigation based on reports: EPW-18-036, EPW-09-044, EPW-15-019, EPW-17-046, EPW-17-064
- Worked with CRD Source Control to determine possible cross connection locations on Gosper Crescent
- Developed a plan for separation of combined manhole at Uganda Avenue
- Models of the sanitary and storm collection systems have been completed
- Worked with Communications Specialist to develop communication strategy for proposed work

##### *Liquid Waste Management Plan*

- Esquimalt Liaison Committee participation to review progress, concerns and activities associated with the Waste Water Treatment Plant project
- Technical Committee to review technical aspects of solid waste line to Hartland

##### *Integrated Watershed Management*

- Staff participating as committee member
- No activities undertaken

#### 5. Roads

- Pothole repair being carried out as required
- Annual line painting contract completed
- 2019 painting of curbs, crosswalks and stop bars program is underway (multi-year program)
- Have initiated work to determine location(s) for major repair/minor capital works. Work is carried out in conjunction with other projects or will be completed in the third period
- Carried out surface restoration for third parties.
- Approximately 148.89 tonnes of asphalt placed for the period (total for the year = 368.29)

#### 6. Traffic Management

- Traffic orders and sign installation is ongoing

## 7. Sidewalk Maintenance

- Completed surface restoration for third parties
- Approximately 55.8 cubic meters of concrete (includes curb and gutter and sidewalk panels) was placed (total for the year = 103.8 cubic meters).
- Approximately 262.5 linear meters was replaced for the period (total for the year = 454.5 linear meters)

## 8. Sidewalk Ramps

- Program will be undertaken in the third period.

## 9. Trip Hazards

- As per Council Policy PLAN-17 Sidewalk Maintenance, trip hazard inspection survey has been completed
- Third year of three year cycle - inspection of trip hazard's was undertaken by asset management project and will be verified by staff.
- Survey determined that there are:
  - 30 No. 1 trip hazards (17 completed to date of those identified at the start of the three year program)
  - 82 No. 2 trip hazards
  - 154 No. 3 trip hazards

## 10. Bus Shelters

- Normal maintenance schedule underway.
- Includes refuse collection, graffiti removal and power washing of the shelters and sidewalks adjacent to them.
- Shelters have experienced a rash of theft of solar powered lighting panels, and a number of failures of internal components. This will be a budget line request item in 2020.

## 11. Solid Waste Management

### *Garbage and Kitchen Scraps Collection*

- Operations normal.
- 17 additional garbage and organics bins purchased to the end of period (288 total additional bins purchased since 2014)
- Tonnage of garbage waste stream collected for period = 352.800 (total for the year = 705.507).
- Tonnage of kitchen scraps collected for period = 183.680 (total for the year = 365.643)
- Tonnage for the year = 1071.15 (total for same period 2018 = 588.16).
- CRD is continuing the program of processing kitchen scraps at out of region locations.
- CRD is determining a processing system for kitchen scraps. The possibility of combining yard/garden waste has been discussed. CRD does not know if this combination will move forward and is suppose to have further discussions with municipalities. No dates have been set for these discussions. Staff will continue to work on this imitative with the CRD.

*Yard and Garden*

- Operations normal.
- Request for Proposal for the operation of transfer station is completed. New hours of operation to occur in the third period.
- Usage of transfer station during period: May to August:
  - Esquimalt residents = 7,703 (total for the year = 12,806).
  - View Royal residents = 5,092 (total for the year = 7,744).
  - Commercial = 36 (total for the year = 69).
  - Tonnage removed from site = 736.28 (total for the year = 1,089.82).
  - Tonnage removed in 2018 second period = 662.35 (total for 2018 = 1,746.62).

*Recycling*

- Operations normal.
- Staff preparing a new contract for tender in 2019.

**12. Fleet**

- Operations normal.
- Completing specifications and tender packages for the following in 2019:
  - ¾ ton trucks - request for quotation was completed and released early in second period of 2019.
  - Crew cab with dump box - request for quotations to be released mid 2019.
  - Parade float - construction has taken place and awaiting delivery.
- High Roof Cargo - received delivery on June 26 and added to the Fleet.
- Desalination trailer modifications completed.
- Have started to work on specifications for brine truck and single axle truck replacement. Tenders to be released in the third period.
- Parks have started to work on specifications for tractor and mower replacements. Working with Public Works on purchase of units.
- Fire Rescue vehicle - request for proposal released end of second period. Tender scheduled to close on September 27, 2019.

**13. Work Orders**

- 7 Work orders for call outs and/or repairs at View Royal pump stations (11 total for the year)
- 33 Work orders issued for asphalt/sidewalk repairs following work by other utilities (51 total for the year)
- 14 Work orders issued for sanitary and storm services to accommodate new development and includes capping, test and clears and manholes (17 total for the year)

**14.00. Capital Projects**

**14.01. Aerial Photograph**

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

#### **14.02. Corridor/Traffic Study**

- Working with consultant to develop construction plans and tender for the Lyall Street Project as per direction provided by Council. Project to be completed in third period.
- Finalizing potential cross-section for Lampson Street for presentation to Council and public input.
- Consultant working on high level review for potential location of a controlled intersection along Tillicum Road between Craigflower Road and Tillicum Bridge will be in conjunction with Amenity Funds discussions.

#### **14.03. Multiple Storm Drain/Sanitary Sewer Main Replacements**

- Various sections of main line (storm/sanitary) will be removed and replaced based on condition assessment and criticality.
- Additional locations are being identified by condition assessment from CCTV inspections of lines from Road Corridor Program.
- Identifying locations for repairs.
- First project has been completed with the removal and replacement of 19.6 metres of 600 mm diameter storm drain across Paradise Street.
- Next project to occur in third period or early 2020.

#### **14.04. Review of Public Works Fuel Tanks**

- The study will review the integrity of the fuel tanks at Public Works and confirm the condition of the tanks.
- Preparing a Request for Proposal late in the third period.

#### **14.05. Service Line Modification in Public Works Yard**

- The storm collection laterals within the Public Works Yard need to be modified.
- This project will involve the rerouting of the storm service to the sanitary service in order to better control water quality.
- Design completed and components ordered.
- Construction to happen in the third period.
- Approval granted from CRD to discharge into the sewer and amend Township's permit.

#### **14.06. Inspection of Masonry Structures**

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

#### **14.07. Replacement of Emergency Generator at Public Works**

- This project will upgrade the emergency generator to ensure that the public works operations and secondary emergency operations centre will not be impeded by a lack of power.
- Emergency Operations Centre power requirement needs additional standby power demand to meet operations needs during an event.
- Based on review of the generator, it is undersized and needs to be replaced.

- Developing a scope of work for replacement with construction in the third period.
- Request for Quotation has been issued.

#### **14.08. Parking Study**

- In the third period, the development of a scope of work to be carried out.
- A consultant will be retained to assist in the assessment of the structures in third period.

#### **14.09. Integrated Resource Management Study**

- Preliminary scope of work has been developed.
- Preparation of a draft proposal request for discussion at Committee of the Whole to occur in the third period

#### **14.10. Municipal Hall HVAC Control System Replacement**

- Public Works staff retained a consultant to determine where the issues are with the control system
- Worked with Recreation and IT Departments to develop a scope of work for the replacement of the HVAC control system for Recreation Centre and Municipal Hall
- Report to be completed in the third period

#### **14.11. Municipal Hall HVAC System Replacement**

- Public Works has retained a consultant to assist with the development of a scope of work and tender package
- Work to replace failed components of the system has been carried out
- Tender to be released late in the third period

#### **14.12. Street Light Replacement Program**

- Lights replaced along Colville Road
- Annual program for replacement began in the second period
- Engineering will begin reviewing light standards and light levels based on asset management report in the third period

#### **14.13. Sidewalk Capital Program**

- This project increases the sidewalk network in length and improves connectivity
- The purchase of land along Admirals Road between the Constance Avenue cut across and Bewdley Avenue was initiated in the first period and is ongoing
- Partial sidewalk construction was completed in the second period

#### **14.14. Sidewalk Replacement Program**

- This project sees existing sidewalks upgraded to current standards
- The program will see the replacement of an asphalt walk with the installation of a concrete sidewalk on Comerford Street from Esquimalt Road to the end of the existing walk
- Work is to be completed in the third period of 2019

#### **14.15. Road Corridor Program**

- This program will include modifications of various road corridors for both above and below surface infrastructure
- Pipe infrastructure inspections will continue through 2019
- In the second period, a surface evaluation was undertaken for a number of items. All roads are included in the evaluation
- The information will be used to determine the maintenance and renewal for road surfaces, sidewalks, streetlights, line paintings and signage

#### **14.16. Crosswalks Colville Road and Hutchinson Ave**

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

#### **14.17. Head Street and Esquimalt Road Intersection**

- Preliminary design has been completed for the road lanes configuration.
- Scope of work for the upgrading of lights/poles and sidewalk work has been completed
- A tender for this was released and awarded in the second period
- Construction to occur in the third period

#### **14.18 ETAG (Esquimalt Together Against Graffiti)**

- Public Works/Parks Departments continue to carry out work on the public realm as required
- Review of potential contracted services to be undertaken later in 2019

#### **14.19 Esquimalt Town Square Project**

##### *Brown Field Remediation*

- The Certificate of Record and Detailed Site Investigation have been completed
- The Township has initiated discussions with the Ministry of the Environment for application for a Certificate of Compliance
- Consultant is preparing a communication package and draft Certificate of Compliance for Ministry review and direction
- Application for Certificate of Compliance to occur in third period

##### *Storm and Sanitary Relocation*

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

#### **15.0 Traffic Orders**

- Program for implementation from Traffic Control Review report EPW-16-001 has been initiated with Traffic Orders issued for this work
- 5 Traffic Orders issued (10 total for the year)

**16.0. Development Applications**

- 8 Development applications received for Engineering staff comments (28 total for the year) (This does not include comments on 5 new development variance permit applications received this period)
- 46 Building permit applications received for Engineering staff comments (74 total for the year)

- **COMMITTEES**

- No Engineering staff appointed to sit on any Council appointed committees.





# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

File #:19-428

### PERIOD REPORT

**DATE:** September 10, 2019

Report No. DEV-19-084

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

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

**SUBJECT:** Development Services - 2019 Second Period Report

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

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

##### **1. Rezoning Applications/Official Community Plan Amendments/Temporary Use Permits**

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

- New - 1048 & 1050 Tillicum Road: to amend zoning from an RD-1 to a CD Zone to accommodate a duplex and triplex (5 unit townhouse) as reviewed by the Design Review Committee [DRC] on July 10, 2016
- New - 874 Fleming Street (Greater Victoria Housing Society): to amend zoning to a CD Zone to accommodate a 6 storey, 137 unit, purpose built rental and the existing 77 unit building to be demolished
- New - 15-1182 Colville Road: for a text amendment to add “group children’s daycare centre” as a permitted use and “one combined residential commercial dwelling for one commercial unit”, as reviewed by the Advisory Planning Commission [APC] on July 16, 2019, and given 1<sup>st</sup> and 2<sup>nd</sup> readings as approved by Council on August, 19, 2019
- 829 Admirals Road: to amend the zoning to accommodate a Cannabis Retail Store in Unit B; reviewed by APC on June 18, 2019 and amending bylaw given 1<sup>st</sup> and 2<sup>nd</sup> readings as approved by Council on July 15, 2019
- 1314 Esquimalt Road: to amend zoning to accommodate a Cannabis Retail Store in Unit A; reviewed by Advisory Planning Commission on July 16, 2019 and amending bylaw given 1<sup>st</sup> and 2<sup>nd</sup> readings as approved by Council on August 19, 2019
- 681 & 685 Admirals Road: proposal for a 50-unit purpose built rental apartment building as reviewed by the Design Review Committee on April 3, 2019; reviewed by the APC on April 16, 2019, and given 1<sup>st</sup> reading on July 15, 2019. Council requested the applicant provide further public

consultation opportunities

- 1158 Craigflower Road: proposal to allow for a two lot infill subdivision for two detached dwelling units; reviewed by the APC on February 19, 2019; given 1<sup>st</sup> and 2<sup>nd</sup> readings as approved by Council on April 15, 2019 and, 3<sup>rd</sup> reading and adoption given on May 27, 2019
  - 615 Bryden Court: proposal to accommodate a two lot infill subdivision for two infill dwelling units; reviewed by the APC on April 16, 2019 and given 1<sup>st</sup> and 2<sup>nd</sup> readings as approved by Council on September 9, 2019
  - 612 & 610 Lampson Street and 1100 & 1004 & 1108 Esquimalt Road: proposal to accommodate a six storey building with 98 residential units. Applicant's architect preparing revisions based on discussions with staff
  - 1072 Colville Road: proposed Duplex reviewed by APC on June 18, 2019
  - 1076 Colville Road: proposed Duplex reviewed by APC on June 18, 2019
  - 937 Colville Road: proposed 6 townhouses; reviewed by the DRC on February 13, 2019, APC on May 21, 2019, and the amending bylaw given 1<sup>st</sup> and 2<sup>nd</sup> readings on August 19, 2019
  - 616-620 Constance Avenue & 619-623 Nelson Street & 1326 Miles Street - A proposal for a 106 unit building with ground floor commercial. Reviewed by the Design Review Committee on January 9, 2019. Reviewed by the Advisory Planning Commission on March 19, 2019. 1<sup>st</sup> and 2<sup>nd</sup> reading given on August 19, 2019.
  - 522 Admirals Road - An application to amend the Zoning Bylaw to accommodate a Cannabis Retail Store. Project reviewed by Advisory Planning Commission on July 16, 2019 and amending bylaw received 1<sup>st</sup> and 2<sup>nd</sup> reading on August 19, 2019.
  - 901 Selkirk Avenue - A proposal for a 3 lot single family subdivision. Bylaw Adopted June 24<sup>th</sup>, 2019.
  - 1198 Munro Street - A proposal to create a small lot on existing corner lot and build a single family dwelling. Bylaw Adopted May 27<sup>th</sup>, 2019.
  - 916/920 Old Esquimalt Road - A proposal for 5 new single family homes to replace existing homes. Reviewed by the Advisory Planning Commission on July 17, 2018. Council gave the amending bylaw 1<sup>st</sup> reading on March 4, 2019 and 2<sup>nd</sup> reading on June 10, 2019. The Public Hearing occurred on July 15, 2019 and the amending bylaw was read a 3<sup>rd</sup> time.
  - 636/638/640/642 Drake Avenue - A proposal for 8 new townhouses. Reviewed by the Design Review Committee on July 17, 2018. Reviewed by Advisory Planning Commission on October 16, 2018. Council authorized OCP consultation circulation on December 17, 2018. Council gave amending bylaw 1<sup>st</sup> and 2<sup>nd</sup> reading on April 1, 2019.
  - 838/842 Admirals Road - A proposal to rezone the property to a Comprehensive Development zone to accommodate a 4-storey, 28-unit multi-residential purpose built rental building. Considered by the Advisory Planning Commission on February 20, 2018. Considered by the Design Review Committee on February 14, 2018. Bylaw was given 1<sup>st</sup> and 2<sup>nd</sup> reading on August 20, 2018. The public hearing was held on November 19<sup>th</sup>, 2018 and 3<sup>rd</sup> reading was given. The bylaw was adopted on May 6, 2019.
  - 638/640 Constance and 637 Nelson - A proposal to rezone the property to a Comprehensive Development Zone to accommodate a 6-storey, 71-unit multi- residential purpose built rental building. Considered by the Design Review Committee on February 14, 2018. Council gave 1<sup>st</sup> reading on August 20, 2018 and 2<sup>nd</sup> reading on November 26, 2018. The public hearing was held on May 6, 2019. 3<sup>rd</sup> reading was given on June 10, 2019. The bylaw was adopted on August 19, 2019.

- 899 Esquimalt Road - A proposal to rezone the consolidated parcels bounded by Esquimalt Road, Head Street, and Wollaston Street to accommodate a 12-storey, 72-unit, commercial and residential mixed use building incorporating 2 commercial retail spaces oriented toward Esquimalt Road and 70 residential units. This application will also require approval of an OCP amendment to proceed. Staff completed a comprehensive review and provided feedback to the applicant resulting in amended plans being provided in early January 2018. Considered by Design Review Committee on March 14, 2018. The application was considered by the Advisory Planning Commission on May 15, 2018. Council gave 1<sup>st</sup> and 2<sup>nd</sup> reading on May 27, 2019. The public hearing was held on July 8, 2019.

## 2. Development Permit (DP) Applications

In addition to the existing development permit applications that Development Services continues to process, the Department received eight new applications in the second period and two applications to amend existing Development Permits.

- New - 916 & 920 Old Esquimalt Road: DP Application for a 5 Single Family Dwellings
- New - 469 Kinver Street: DP Application to build a single family dwelling on a small lot
- New - 471 Kinver Street: DP Application to build a single family dwelling on a small lot
- New - 1198 Munro Street: DP Application for a new single family dwelling.
- New - 638 Constance Avenue/640 Constance Avenue/637 Nelson Street - DP Application for a 71 unit purpose rental building.
- New - 455 Sturdee Street: DP Application for DPA 2 Hazardous Conditions to create a 3 lot strata subdivision
- New - 885 Dunsmuir Road: DP Application for balcony repairs.
- New - 880 A Esquimalt Road: DP Application for exterior façade changes to the Tim Hortons
- 622 Admirals Road: DP Application for 179-unit congregate care building. Approved by Council on May 6, 2019.
- 622 Admirals Road: DP Amendment Application for minor changes to windows and patio doors
- 1052 Tillicum Road: DP Amendment Application for changes to retaining walls
- 1110 Craigflower Road: DP Amendment Application for changes to landscaping and driveway design
- 468 Head Street: DP Amendment Application for changes to exterior stair design and landscaping
- 485 Head Street: DP Amendment application for changes to the windows of the accessory building and approved by the Director of Development Services on June 10, 2019
- 910 Yarrow Place: DP Amendment application for changes to the landscaping design - Approved by the Director of Development Services on June 10, 2019.
- 939 Colville Road & 825 Lampson Street: DP application for 10 - 3 bedroom plus den townhouses.
- 10-300 Plaskett Place: DP application received for a patio deck extension.
- 801 Esquimalt Road: DP application received for balcony repairs
- 1129 Munro Street: DP application received for a new accessory building, located in front of the face of the principal building
- 838/842 Admirals Road: DP application received for a 4 storey 28-unit purpose built rental

building and approved by Council on May 27, 2019

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

In addition to continuing to process existing Development Variance Permit applications, five new DVP applications were received during the second period.

- New -835 Dunsmuir Road: Variance for a reduction in the front setback for the parking structure and approved by Council on June 10, 2019
- New - 614 Grenville Avenue: Variance for parking to allow 14 spaces instead of the required 24 parking spaces to increase seating
- New 1010 Wychbury Avenue: Variance for relaxation of the Parking Bylaw to accommodate a Child Care Studio
- New 455 Sturdee Street: Variance for height, siting requirements (front setback) and Siting Requirements (rear Setback)
- New 429 Lampson Street: Variance for a Billboard Sign
- 502 Paradise Street: Variance required for the construction of front stairs and porch roof approved by Council on June 24, 2019
- 1217 Juno Street: Variance required for the enclosure of the carport - Approved by Council June 24, 2019
- 1336 Wood Street: Variance for a front addition which encroaches into the setback Approved by Council on May 6, 2019
- 10-300 Plaskett Place: Variance for front & side lot line for a patio deck extension. Approved by Council on June 10, 2019
- 1129 Munro Street: Variance for siting requirement of an accessory building. Approved by Council on June 10, 2019

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

No new applications were received.

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

- 429 Esquimalt Road (Rosemead House): proposed changes to windows

### **6. Subdivision Applications**

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

- (New) 1198 Munro Street - Subdivision Application to create 2 lots
- (New) 808 Viewfield Units A, B & C - Subdivision Application to convert existing warehouse into 3 strata lots.
- 471 Kinver Street - Subdivision application to create 2 lots. Approved by the Subdivision Approving Officer on June 14, 2019.

- 1179 & 1181 Old Esquimalt Road - Subdivision application to covert a bare land strata to a fee simple.
- 455 Sturdee Street - Three-lot subdivision.

## **7. Temporary Use Permit Applications**

- New - 624 Admirals Road: for a temporary lay down site for the Legion project

## **8. Legal Document**

- Processing of numerous Housing Agreements and Section 219 Covenants

## **9. Other Planning Projects**

- Launched survey for 'Designing Density' project on June 30; closed survey August 10
- Started analysis of 'Designing Density' survey
- Attended CFB Military Museum Open House July 13 and Esquimalt Farmer's Market August 1 to promote Designing Density Project

## **10. Consultation**

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

## **11. Economic Development**

- Worked with numerous developers to promote development in Esquimalt

## **12. Sustainability**

- Completed and analyzed survey results for Checkout Bag Regulation Bylaw
- Presented amended Checkout Bag Regulation Bylaw to Council for 2<sup>nd</sup> and 3<sup>rd</sup> readings
- Attended Climate Action Inter-municipal Working Group meeting at the CRD
- Attended two Residential Retrofit Acceleration Project workshops to develop actions for increasing heat pump installation as well as overall energy efficiency upgrades
- Formally accepted to Partners for Climate Protection and submitted information to achieve Milestone 1 for 1corporate operations and Milestone 2 for Community emissions reductions
- Completed Climate Action Progress Report for corporate and community GHG emissions reductions
- Completed Terms of Reference for Climate Action Planning Project

- Prepared data for Climate Action reporting requirements for 2017
- Calculated energy use and Greenhouse Gas emissions for corporate activities for 2017
- Calculated Carbon Tax expenditures and credits for corporate activities in 2017
- Submitted survey results of municipal efforts to reduce Greenhouse Gases in corporate and community activities
- Completed CARIP public reporting requirements by June 1 deadline

### **13. Geographic Information System (GIS)**

- Provided digital data to the Integrated Cadastral Information Society
- Created and updated online maps and specific thematic maps for staff
- Provided mapping services to other departments as requested
- Prepared a fire hydrant map for the Fire Department
- Updated fire hydrant information in collaboration with City of Victoria and DND

### **14. Other**

- Reviewed numerous Building Permit applications for compliance with development permits and zoning regulations
- Electronically registered **6** Notices with B.C. Land Title and Survey Authority
- Reviewed **36** Business Licence Applications for Zoning Compliance
- Updated West Bay kiosk monthly, and when extra posters received
- Prepared 29 Building Permit History & Zoning Letters
- Attended two Urban Development Institute luncheons
- Helped organize the CRD's Healthy and Safe Environment Workshop
- Attended a Regional Housing Action Committee meeting
- Attended the BC Transit Strategic Planning Session

### **15. Training**

Staff attended the following training sessions:

- Planning Institute of BC Ethics and Professionalism webinar
- Fairness in Practice: Skills Development Workshop - Office of the Ombudsperson.

## **II. COMMITTEES**

### Advisory Planning Commission

The Advisory Planning Commission met 3 times in the second period and reviewed 16 applications

### Design Review Committee

The Design Review Committee met 2 times in the second period and reviewed 2 applications

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**File #:19-428**

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Environmental Advisory Committee

The Environmental Advisory Committee met 1 time in the second period.

Board of Variance

No new Board of Variance applications were received.



**Number of New Potential Dwelling Units Based on Current Applications as of September 10, 2019**

| <b>Project Address</b>  | <b>Application Type</b> | <b>Number of Rental Units</b> | <b>Number of Owned Units</b> | <b>Institutional Units</b> | <b>Total</b>   | <b>Housing Category</b> |
|---|-------------------------|-------------------------------|------------------------------|----------------------------|----------------|-------------------------|
| <b>622 Admirals Road - Esquimalt legion</b>   | Development Permit      | 95                            | 38                           | 48                         | 181            | Apartment Seniors       |
| <b>681 &amp; 685 Admirals Road</b>  | Rezoning                | 50                            |                              |                            | 50             | Apartment               |
| <b>838- 842 Admirals Road</b>   | Development Permit      | 28                            |                              |                            | 28             | Apartment               |
| <b>937 Colville Road</b>  | Rezoning                |                               | 6                            |                            | 6              | Townhouse               |
| <b>939 Colville Road &amp; 825 Lampson Road</b>                                     | Development Permit      |                               | 10                           |                            | 10             | Townhouse               |
| <b>616-620 Constance Avenue &amp; 619-623 Nelson Street &amp; 1326 Miles Street</b> | Rezoning                |                               | 109                          |                            | 109            | Apartment               |
| <b>638 &amp; 640 Constance Avenue &amp; 637 Nelson Street</b>                       | Development Permit      | 77                            |                              |                            | 77             | Apartment               |
| <b>669 Constance Avenue</b>   | Development Permit      |                               | 83                           |                            | 83             | Apartment               |
| <b>833-835 Dunsmuir Road</b>  | Development Permit      |                               | 34                           |                            | 34             | Apartment               |
| <b>1235 Esquimalt Road - Esquimalt Town Square</b>                                  | Development Permit      | 34                            | 68                           |                            | 102            | Apartment               |
| <b>856/858 Esquimalt Road</b>   | Rezoning                |                               | 168                          |                            | 168            | Apartment/<br>Townhouse |
| <b>899 Esquimalt Road - Pacific House</b>   | Rezoning                |                               | 57                           |                            | 57             | Apartment               |
| <b>1379 Esquimalt Road - St. Peter/St. Paul</b>                                     | Section 219 Covenant    | 24                            |                              |                            | 24             | Apartment               |
| <b>1100-1108 Esquimalt Road</b>   | Rezoning                |                               | 98                           |                            | 98             | Apartment/<br>Townhouse |
| <b>615 Fernhill Road</b>  | Development Permit      |                               | 10                           |                            | 10             | Apartment               |
| <b>509 Gore Street - Triangle Lands</b>   | Rezoning                |                               | 89                           |                            | 89             | Apartment               |
| <b>460 to 464 Head Street - West Bay Quay</b>                                       | Rezoning                |                               | 12                           |                            | 12             | Apartment               |
| <b>429 Lampson Street - English Inn</b>   | Development Permit      |                               | 180                          |                            | 180            | Apartment/<br>Townhouse |
| <b>1052 Tillicum Road</b>   | Development Permit      |                               | 5                            |                            | 5              | Townhouse               |
| <b>874 Fleming Street</b>   | Rezoning                | 137 (net = 60)                |                              |                            | 137 (Net = 60) |                         |
| <b>1048 &amp; 1050 Tillicum Road</b>  | Rezoning                |                               | 5                            |                            | 5              | Townhouse               |
| <b>Total:</b>   |                         | <b>368</b>                    | <b>972</b>                   | <b>48</b>                  | <b>1388</b>    |                         |



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

File #:19-427

### PERIOD REPORT

**DATE:** September 10, 2019

Report No. P&R-19-009

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

**FROM:** Scott Hartman, Director of Parks and Recreation Services

**SUBJECT:** Parks and Recreation Services Department - 2019 Second Period Report

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

#### I. DIVISION ACHIEVEMENTS AND ACTIVITIES

##### 1. Parks Services

- A Branch Out event was held on May 4 at Macaulay Point Park, the focus was invasive plant removal in the upper park around the lookout
- A temporary structural repair to the Sioux Place Bridge was completed
- Changes were made to the bathroom at Lampson Park to make it accessible to the community at all times the park is open
- Two new benches were installed at Memorial Park
- Irrigation emitters were installed at the Esquimalt community garden
- The 2020 tree management plan was created, with focus on the West Bay neighbourhood
- Irrigation was added to the front flower beds at Memorial Park
- All benches and picnic tables in Gorge Park were refurbished
- Preliminary artistic renderings were drafted for the multi-purpose building/ teahouse, dog park, landscaping and pathways at Gorge Park
- Preliminary artistic renderings were drafted for a boardwalk at Saxe Point Park
- New perimeter fencing was installed at the Adventure Park
- New fencing was installed at West Bay/Captain Jacobsen Park
- All playgrounds were "topped up" with new wood fiber surfacing
- 7 Boulevard/ Park trees were removed
- 61 Boulevard/ Park trees were pruned
- 1 Boulevard/ Park trees were planted
- 34 tree removal permit applications were received and approved (total of 62 trees approved for removal); 6 applications were a result of approved development permits (33 of the 62 trees approved for removal)

- 12 tree pruning permit applications were received and approved (total of 38 this year)
  - Park bookings May - August 2019:
    - Saxe Point Park - 106
    - Esquimalt Gorge Park - 46
    - Macaulay Point Park - 6
    - Bullen Park - 130
    - L'Ecole Brodeur - 85
    - Colville Sport Courts - 9
    - Memorial Park - 39

## **2. Recreation Services**

### **Marketing and Registration**

- 4,174 course registrations were processed (up from 3,550 registrations processed last year in the same period)
- 32,388 single admission drop-ins and 62,646 memberships were scanned for a total of 95,034 admissions during this period. This is consistent attendance during the same period last year
- Pass sales are starting to show a trend in preference to purchase an annual pass; with the following totals
  - Annual - 315 (increase of 42 compared to the same period last year)
  - 6 Month - 44 (decrease of 10 compared to the same period last year)
  - 3 Month - 204 (decrease of 20 compared to the same period last year)
  - 1 Month - 128 (no change in comparison to the same period last year)
  - 10 Admission - 466 (decrease of 55 compared to the same period last year - this is a decline from the last period)
  - 25 Admission - 201 (decrease of 15 compared to the same period last year)
- The summer access pass was well received by clients - 303 passes sold (231 adult and 72 child/youth) a slight decrease compared to the same period last year (316 sold (234 adult and 82 child/youth))
- For courses from May to August - 2,048 of 2,577 total registrations and drop-in class reservations were completed by clients through our online registration system
- Esquimalt Parks & Recreation social media platforms continued to have a strong following:
  - 4,295 followers on Twitter (increase from 4,293 last period)
  - 5,010 on Facebook (increase from 4,756 last period)
  - 1,408 on Instagram (increase from 1,323 last period)
- New Parks brochure was introduced encouraging people to “Explore here” and distributed throughout our facilities
- Client satisfaction surveys were posted to the Municipal website inviting program participants

to provide feedback about their experience in greater detail. Since implementation earlier this year, 53 respondents have been received and 90% of have indicated they are satisfied with the overall quality of the program/ activity (70.59% strongly agree and 19.61% agree). A targeted survey will be issued in the fall as the next sessions of programs near completion

- Targeted client satisfaction surveys were issued for summer camp participants, with 90 being returned; 92% have indicated they are satisfied with the product offered (61.1% strongly agree and 31.11% agree) and 91% indicated they will recommend our camps to others (60.67% strongly agree and 30.34% agree)

### **Health & Fitness**

- Registration for Fitness Programs for Children, Youth and Adults in the second period was 309. Drop-In's for registered programs equaled an additional 96, for a total of 405 registrants
- The demand for personal training has continued to increase, both one on one and small group personal training. In 2018, there were 60 PT clients and 73 in 2019

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

- Our Singing in Spanish instructor and students performed for the first time in July, at the Victoria Latin Festival
- The Esquimalt Ukulele Club performed at the Buccaneer Days BBQ, Esquimalt Farmers Market and James Bay New Horizons this season
- The second annual Esquimalt Ukulele Festival took place May 23-26, at the Recreation Centre which drew approximately 300 participants of all ages and included both ticketed and free components
- ArtLab and StitchLab instructors and students hosted pop-up activity booths at the Esquimalt Farmers Market and the Esquimalt Arts Festival
- Four students aged 8-13 volunteered to assist and more than 150 kids/families members participated in the free activities
- One youth volunteer assisted with Senior's programs in Jul-Aug, made possible through our new Youth Leadership Camp.
- Registered programs in art, cooking, dance, drama, education, language, music, sewing & special interest took place for all ages, with 284 registrations this year compared to 264 in 2018

### **Recreation Facilities**

- The installation of new LED lighting was completed in the arena
- The old domestic water piping was re-designed and replaced in the refrigeration room at the Sports Centre
- Over half of the short hockey glass stanchions were replaced with higher stanchions and the rest will be replaced in 2020
- The kick plates on the hockey rink boards were replaced
- The curling stones were reconditioned
- A service contract for the ice plant at the sports centre was rewarded to Cimco Refrigeration

Limited

### **Preschool, Children, Arena and Youth Services**

- Due to the high demand, the Out of School Program was expanded with the addition of a 4<sup>th</sup> group of 20 kids, utilizing the Lower Multi-purpose Room. Additionally, we expanded our Pro D Day Care from 20 participants to 40 participants
- Due to the high demand of Summer Camp programs, we offered a second Adventure Kids Summer Playground Camp. Our Playground camps were able to serve up to 67 children per week (increase of 47 compared to last summer)
- Our Summer Extended Care numbers grew again this year from an average of 35 per week up to 45
- All of our Specialty Camps for both school age groups were full with 22 kids per week
- Fall registration for our Licensed School Year Preschool Program is full
- This summer we offered 2 new Youth Specialty Camps as a trial run with great success
- Our Youth Leadership Training Program was full with 12 participants aged 12-15 years - these participants volunteered in Summer Camps and at the Pool for at least 1 week as part of their leadership training and many stayed and volunteered for multiple weeks. It is our goal to retain Youth volunteers and offer further opportunities throughout the year
- This summer, we partnered with Roller Skate Victoria and offered Friday Night Drop In Roller Skating in the Curling Rink, with huge success and popularity in the community (average of 80 participants per week)

### **Community Development and Events**

- Buccaneer Days Pirates Den from May 10-12<sup>th</sup>. The Pirates this year included a refreshment table, crafts, bouncy castle, and free pizza from the Panago Pizza. It was well attended primarily by preschool aged children and their families. A "Gaga Ball" court was borrowed from the City of Victoria to introduce a new activity, and proved to be popular
- The Buccaneer Days Community BBQ saw 73 people register, and included a pirate-themed play by Macaulay School's Grade 3 class
- 5<sup>th</sup> Annual Esquimalt Neighbourhood Party from Saturday June 1<sup>st</sup>, attracted 400 participants with a theme of "Get Active, Be Social" and included an unveiling of the interactive sidewalk installations
- EcoChamps Environmental Education Program - Every Tuesday from July 16<sup>th</sup> to August 20<sup>th</sup>. This was the third year of the EcoChamps program and remained popular with attendees proclaiming, "(they) can't wait to learn more next year". Once again we rotated through Gorge Park, Saxe Point Park and Highrock Park, with new locations this year including Anderson Park Community Garden and Buxton Green at Macaulay Point
- The Community Development section functioned in a support role for the following events; Fort Macaulay Historic Interpretive Tour, Memorial Park Music Fest, Esquimalt Arts Festival,

Splash of Light, Aeriosa, Bard Across the Bridge, World Fisheries Trust's World Ocean's Day, and the Esquimalt Farmer's Market. New events this summer where support was provided were Pet-a-Palooza and Indigifest.

- Summer Outdoor Movie Series was held at Bullen Park again this year with an average of 350 attendees for each movie, in partnership with the Esquimalt Lions who operated a concession for each movie

### **Aquatics**

- The 1:00 to 4:00pm "Fun Factor" swims averaged 125 participants every Tuesday/Wednesday/Thursday throughout the summer, on some days exceeding 180 people
- Increased Quick Set private lessons were offered this summer (total of 53 participants - compared to 37 participants last summer)
- 375 participants in community swimming lessons (compared to 360 last Summer)
- 15 participants in adult lessons - we did not run this program in 2018 due to low registration
- Advanced Aquatic Courses -Bronze Medallion, Bronze Cross, Standard First Aid, Water Safety Instructor and National Lifeguard (total of 29 participants, an increase compared to 18 participants in 2018):
  - Bronze Medallion - 12 participants in 2019 compared to 9 in 2018
  - Bronze Cross - 1- participant in both 2019 and 2018
  - Standard First Aid - 9 participants in 2019 compared to 3 in 2018
  - Water Safety Instructor - 6 participants in 2019, no course in 2018
  - National Lifeguard - 6 participants in 2019, no course in 2018
- The Aquatics Department offered 20 drop in Waterfit classes/ week

### **Facility Bookings and Events**

- 635 Contracts were issued for rentals occurring May to August (an increase compared to 628 issued during the same period last year)with the following breakdown:
  - Rental contracts for parks - 100; a decrease from 124 last year
  - 215 rental contracts for the Archie Browning Sports Centre (increase compared to 175 last year)
  - 268 Rental contracts for the Esquimalt Recreation Centre (decrease compared to 281 last year)
  - 22 Rental contracts for L'Ecole Victor-Brodeur (decrease compared to 26 last year)
  - The Archie Browning Sports Centre hosted lacrosse and roller derby tournaments, and special event rentals including Roller Disco and Pacific Christian School's Dry Grad
  - The Esquimalt Recreation Centre continued to be host to Raven District Girl Guides, First Arbutus Cubs and Scouts, and Pacific Coast Swimming, while also being the venue for the Triathlon of Compassion

## **II. COMMITTEES**

- The Parks & Recreation Committee did not meet over the summer.



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

## Staff Report

**File #:** 19-416

### PERIOD REPORT

**DATE:** September 01, 2019

**Report No.** FIRE-19-003

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

**FROM:** Chris Jancowski, Fire Chief

**SUBJECT:** Fire Department - 2019 Second Period Report

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

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

##### **1. Operations Division**

| <b>Call Type and Volume</b> |            | <b>Routine Activities</b> |            |
|-----------------------------|------------|---------------------------|------------|
| Alarm calls                 | 42         | Assist other agencies     | 0          |
| Assist public               | 15         | Bylaw inquiries           | 2          |
| Burning complaints          | 9          | General inquiries         | 0          |
| Hazardous materials         | 7          | Oil tank inspections      | 11         |
| Structure fires             | 8          | Placed on stand           | 3          |
| Other fires                 | 8          | Plan review               | 4          |
| Other responses             | 16         | Public ed. / hall         | 2          |
| Medical aid                 | 202        | Fire investigations       | 1          |
| MVI                         | 21         | Business licenses         | 26         |
| Rescue                      | 1          | Car seat inspections      | 1          |
| Electrical emergency        | 5          | Assist public             | 4          |
| <b>Total Period</b>         | <b>334</b> | <b>Total Period</b>       | <b>54</b>  |
| <b>Responses YTD</b>        | <b>715</b> | <b>Activities YTD</b>     | <b>194</b> |

- Noteworthy Emergency Responses

July 05, 2019

Esquimalt Fire Department responded to a report of a residential structure fire in the 1100 block of Craigflower Road. En route, the call was updated to a second alarm due to the amount of smoke visible from a kilometre away. This combined with the quick actions of all members, limited the fire damage to the rear deck and attic space of the residence.

July 23, 2019

Esquimalt Fire Department provided assistance to the Canadian Forces Base Fire Department for an interface fire. This fire originated from the Public Works grading docks to the Galloping Goose trail. The fire was quickly contained and CFB Esquimalt Fire Department members remained on scene for several hours to clean the area. While assisting CFB, we were supported by the View Royal Fire Department in providing coverage to the Township.

## 2. Community Services - Prevention Activities

As part of the 2019 planning process, public education was identified as a key focus. The Department was pleased to provide four Car Seat Installation workshops over the summer. These events were advertised with the assistance of the Township Communications Specialist. Each event was hosted at the Township's waterpark and was well received by the public. These events provide critical information to adults on the correct installation of car seats in the hope of preventing injuries to children while riding in vehicles. Members of "D" Platoon lead these events and the Esquimalt Lions supplied food and refreshments.

During this period, additional public engagement opportunities occurred including:

- Esquimalt neighborhood block party
- Drake Ave block party
- Tim Hortons Camp Day
- McHappy Day
- Esquimalt Farmers' Market

In July, the Department kicked off the first year of a door to door single family residential smoke alarm campaign. This program targets a specific area of the Township, creating awareness and highlighting the importance of a working smoke alarm. As part of the program, our members will offer to check the operation of the occupant's detector and replace the batteries or detectors if found to be not operational. Early results from residents indicate that 95% of alarms checked are in working condition. Most notable is that 44% of the homes checked did not have a working carbon monoxide alarm. Improvements for next year's program will include the increase of resources to ensure more carbon monoxide detectors are available in addition to smoke alarms.

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

| 2019 Company Inspections |                |                       |                             |
|--------------------------|----------------|-----------------------|-----------------------------|
| Platoon                  | Total Premises | Inspections Completed | Inspections to be Completed |
| A                        | 148            | 126                   | 22                          |



|          |     |    |    |
|----------|-----|----|----|
| <b>B</b> | 121 | 82 | 39 |
| <b>C</b> | 131 | 92 | 39 |
| <b>D</b> | 128 | 83 | 45 |

The table below illustrates the total pre-incident plans completed in the first quarter of 2019. These plans are used to quickly access and control building utilities to reduce property loss or quickly locate and access people in medical distress.

| <b>Pre-Incident Building Surveys</b> |                       |                        |                              |
|--------------------------------------|-----------------------|------------------------|------------------------------|
| <b>Building Classification</b>       | <b>Total Premises</b> | <b>Plans Completed</b> | <b>Plans to be Completed</b> |
| A (eg. Assembly)                     | 76                    | 29                     | 47                           |
| B (eg. Care Facilities)              | 5                     | 3                      | 2                            |
| C (eg. Multi-Residential Buildings)  | 168                   | 161                    | 7                            |
| D (eg. Business)                     | 103                   | 34                     | 69                           |
| E (eg. Mercantile)                   | 45                    | 20                     | 25                           |
| F (eg. Industrial Buildings)         | 115                   | 88                     | 27                           |

### 3. Department Services

In May, the Department updated our fire ground staging boards. These boards are a tool to track firefighters that have been assigned to fire ground tasks on medium to large scale events.

In May and June, all platoons participated in a ROCO confined space workshop. These workshops focused on learning the process of “Lock out/Tag out” of energized equipment prior to conducting rescue operations. In addition, firefighters completed a confined space skills refresh.

In July, several joint radio and command training sessions were held with CFB Esquimalt and Esquimalt Fire Department officers. The goal of these sessions was to ensure common Incident Command procedures and radio protocols prior to going live with the new CREST P 25 radio system.

### 4. Administrative Services

In May, the Department saw the departure of Assistance Chief Steve Serbic. I can’t express enough how much Steve’s commitment and leadership changed our Department over the last four years. Steve was instrumental in programs such as; being the first fire department to deliver nasal naloxone, structural collapse program, crowd management program and mental health programs and initiatives. We wish him all the best in his future endeavors.

On August 13<sup>th</sup>, Esquimalt Fire Department was the first fire department in the region to cut over to the new P25 radio system. The transition was seamless and was greatly supported by onsite CREST and Surrey Radio Engineer staff. Fire department members conducted field testing in several historically bad radio reception areas and have reported improved radio quality.

Several other departments in the region such as CFB Esquimalt and Saanich have also cut over to the new P25 System. As part of the planning and transition process, our radios will maintain several channels to communicate with neighbouring agencies such as Victoria and View Royal until they also transition to the new system.

The Department has initiated discussions with the Victoria Police Department on how to co-respond to active shooter and hostile events. Future discussions will lead to standardized equipment, procedures and tactics to provide a safe and effective response.

In August, we saw the departure of our Administrative Assistant, who over the last few years has played a critical role as part of the administrative team and we wish her all the best in her new career path.

## **II. COMMITTEES**

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

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