



**CORPORATION OF THE
TOWNSHIP OF ESQUIMALT**
Minutes - Final

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

Committee of the Whole

Monday, October 20, 2025

6:00 PM

Esquimalt Council Chambers

Present 6 - Mayor Barbara Desjardins
Councillor Ken Armour
Councillor Andrea Boardman
Councillor Duncan Cavens
Councillor Jacob Helliwell
Councillor Tim Morrison

Regrets 1 - Councillor Meagan Brame

Staff: Dan Horan, Chief Administrative Officer
Deb Hopkins, Director of Corporate Services/Corporate Officer
Bill Brown, Director of Development Services
Joel Clary, Director of Engineering and Public Works
Ian Irvine, Director of Financial Services and Information Technology
Matt Furlot, Fire Chief
Steve Knoke, Director of Parks and Recreation
Matthew Sutcliffe, Senior Manager of Human Resources and Community Relations
Victoria McKean, Committee Coordinator/Recording Secretary

1. CALL TO ORDER

Mayor Desjardins called the meeting to order at 6:00 PM and acknowledged with respect the Songhees and X̄wsep̄əm Nations on whose traditional territories we live, we learn, and we do our work.

2. INTRODUCTION OF LATE ITEMS

1) 25-387 Late Correspondence

3. APPROVAL OF THE AGENDA

Moved by Councillor Morrison, seconded by Councillor Boardman: That the agenda be approved as circulated with the inclusion of the late item. Carried Unanimously.

4. ADOPTION OF MINUTES

- 1) [25-379](#) Minutes of the Committee of the Whole meeting held on September 15, 2025
- 2) [25-373](#) Minutes of the Special Committee of the Whole meeting held on September 29, 2025

Moved by Councillor Boardman, seconded by Councillor Cavens: That the Minutes of the Committee of the Whole meeting held on September 15, 2025 and the Special Committee of the Whole meeting held on September 29, 2025 be adopted as circulated. Carried Unanimously.

5. PUBLIC INPUT ON ITEMS 6 AND 7

There was no public input.

6. PRESENTATIONS AND DELEGATIONS

- 1) [25-278](#) Delegation - Katie Oppen - Indexed Property Taxes

Katie Oppen addressed Committee of the Whole on indexed property taxes and recommended that Council consider bringing forward a resolution to the Union of British Columbia Municipalities (UBCM) to petition the Provincial Government to grant local governments the ability to implement an indexed property tax system.

7. STAFF REPORTS

- 1) [25-384](#) Levels of Service Discussion, Staff Report No. ADM-25-059

The Chief Administrative Officer introduced the Levels of Service discussion. Department Directors provided presentations on levels of service and responded to questions from Committee of the Whole.

Committee of the Whole comments included the following:

- Regular review of Fees and Charges was suggested to ensure they remain current;
- Interest was expressed in additional information on the consultant's review of the Engineering and Public Works Department;
- An anonymous survey of development applicants to assess levels of service was proposed;
- A review of the cost recovery philosophy in Development Services was recommended to confirm the appropriateness of the current approach;
- Tracking staff hours was identified as a potential way to inform cost recovery fees and charges by establishing application and housing type averages.

The meeting went into recess at 7:59 PM.

The meeting was reconvened at 8:04 PM.

Committee of the Whole comments (continued):

- A Finance Department organizational chart was requested;
- Additional information was requested regarding Emergency Management, Bylaw Enforcement, and Parking;
- Council requested an overview of the Director of Strategic Initiatives' portfolios, including the department's current state and future direction;
- A deeper review of Development Services projects was requested, including which can be completed this term and how additional full time employees (FTEs) or resources could affect outcomes;
- A review of the Council Priority Plan was requested to assess progress and prepare for a transition to the next Council term;
- A summary of consultant use and spending across departments was requested, to be compared with proposed FTE additions for potential in-house alternatives;
- A third-party review of the Development Services Department was suggested;
- It was noted that Level of Service reviews should consider both efficiency and cost savings;
- More information on Human Resources and Community Relations was requested;
- Interest was expressed in better understanding how increased revenue, offsets, and staff overtime are managed.

8. PUBLIC COMMENT PERIOD

There was no public comment.

9. ADJOURNMENT

Moved by Councillor Helliwell, seconded by Councillor Cavens: That the meeting be adjourned at 8:53 PM. Carried Unanimously.

MAYOR BARBARA DESJARDINS
THIS 10TH DAY OF NOVEMBER, 2025

DEB HOPKINS,
CORPORATE OFFICER
CERTIFIED CORRECT