



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Agenda - Final

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

Special Committee of the Whole

Tuesday, October 13, 2015

7:00 PM

Esquimalt Council Chambers

1. CALL TO ORDER

2. LATE ITEMS

3. APPROVAL OF THE AGENDA

4. MINUTES

- 1) [15-457](#) Minutes of the Regular Committee of the Whole, August 24, 2015

Attachments: [2015 08 24 COTW Minutes - Draft](#)

- 2) [15-458](#) Minutes of the Special Committee of the Whole, September 14, 2015

Attachments: [2015 09 14 Special COTW Minutes - Draft](#)

5. STAFF REPORTS

Administration

- 1) [15-454](#) Review of Council Policies re Council Remuneration - Update, Staff Report ADM-15-036

Recommendation: That the Committee of the Whole: receive Staff Report ADMIN-15-036 and provide direction to staff re proposed revisions to Council Policies ADMIN-58 and ADMIN-62, and direct staff to prepare a report to Council.

Attachments: [Staff Report ADM-15-036](#)

[Staff Report ADM-15-009](#)

[CRD Minutes re Board Remuneration](#)

[Bylaw 2836 - Council Remuneration Bylaw, 2014](#)

Community Safety Services

- 2) [15-362](#) Boulevard Maintenance Bylaw, Staff Report CSS-15-014

Recommendation: That the Committee of the Whole receive Staff Report No. CSS-15-014 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to prepare a report for Council's

consideration.

Attachments: [Staff Report CSS-15-014](#)
[Boulevard Maintenance Bylaw - DRAFT](#)

Development Services

- 3) [15-453](#) OCP Review Kick-Off Survey, Staff Report DEV-15-049

Recommendation: That the Committee of the Whole receive Staff Report No. DEV-15-049 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to launch the review of the Official Community Plan with an online and paper-based survey.

Attachments: [Staff Report DEV-15-049](#)
[Appendix A Kick off survey](#)

6. PUBLIC QUESTION AND COMMENT PERIOD

Excluding items which are or have been the subject of a Public Hearing.
Limit of two minutes per speaker.

7. ADJOURNMENT



**CORPORATION OF THE
TOWNSHIP OF ESQUIMALT**
Minutes - Draft
Committee of the Whole

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

Monday, August 24, 2015

7:00 PM

Esquimalt Council Chambers

Present 6 - Mayor Barbara Desjardins, Councillor Meagan Brame, Councillor Beth Burton-Krahn, Councillor Lynda Hundleby, Councillor Olga Liberchuk, and Councillor Susan Low

Regrets 1 - Councillor Tim Morrison

Staff: Laurie Hurst, Chief Administrative Officer
Bill Brown, Director of Development Services
Rachel Dumas, Recording Secretary

Guests: Frank Elsner, Chief, Victoria Police Department
Del Manak, Deputy Chief, Victoria Police Department
Colin Watson, Inspector, Victoria Police Department, Esquimalt Division

1. CALL TO ORDER

Mayor Desjardins called the Committee of the Whole meeting to order at 7:04 PM

Mayor Desjardins acknowledged with respect that we are within the Traditional Territories of the Esquimalt and Songhees First Nations.

2. LATE ITEMS

There were no late items.

Mayor Desjardins acknowledged the Lantern Festival Committee and congratulated them on a successful and safe event.

3. APPROVAL OF THE AGENDA

Moved by Councillor Hundleby, seconded by Councillor Burton-Krahn: That the agenda be approved as circulated. Carried Unanimously.

4. MINUTES

- 1) [15-391](#) Minutes of the Regular Committee of the Whole, May 11, 2015

Moved by Councillor Low, seconded by Councillor Brame: That the Minutes of the Regular Committee of the Whole, May 11, 2015 be adopted as circulated. Carried Unanimously.

- 2) [15-314](#) Minutes of the Special Committee of the Whole, May 21, 2015
- 3) [15-313](#) Minutes of the Special Committee of the Whole, May 25, 2015

Moved by Councillor Brame, seconded by Councillor Liberchuk: That the Minutes of the Special Committee of the Whole, May 21, 2015 and Minutes of the Special Committee of the Whole, May 25, 2015 be adopted as circulated. Carried Unanimously.

5. PRESENTATION

Mayor Desjardins expressed gratitude for the attendance of Peter Ryan, representative, Victoria and Esquimalt Police Board.

- 1) [15-390](#) Victoria Police Department Quarterly Report, Framework Agreement, Chief Elsner

Chief Frank Elsner, Victoria Police Department, presented a PowerPoint presentation, provided an overview of the Victoria Police Department Second Quarterly Report Re: Framework Agreement, and responded to questions from Council. Inspector Colin Watson also responded to questions from Council.

This Presentation was received.

6. PUBLIC QUESTION AND COMMENT PERIOD

**Excluding items which are or have been the subject of a Public Hearing.
Limit of two minutes per speaker.**

Peter Ryan, Representative, Victoria and Esquimalt Police Board, congratulated the Victoria Police Department for their positive impact in the Community and stated he has enjoyed his time served on the Board.

Muriel Dunn, resident, acknowledged positive changes and Community presence by Victoria Police Department.

Lynda O'Keefe, resident, advised of photography show in the library starting Monday August 31, 2015 and acknowledged the positive Police presence in the Community Parks.

7. ADJOURNMENT

Moved by Councillor Brame, seconded by Councillor Hundleby: That the Committee of the Whole meeting be adjourned at 7:36 PM. Carried Unanimously.

MAYOR BARBARA DESJARDINS
THIS [insert date] DAY OF [insert month] , 2015

ANJA NURVO, CORPORATE OFFICER
CERTIFIED CORRECT



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Minutes - Draft

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

Special Committee of the Whole

Monday, September 14, 2015

5:45 PM

Esquimalt Council Chambers

Present 6 - Mayor Barbara Desjardins, Councillor Meagan Brame, Councillor Lynda Hundleby, Councillor Olga Liberchuk, Councillor Susan Low, and Councillor Tim Morrison

Regrets 1 - Councillor Beth Burton-Krahn

Staff: Laurie Hurst, Chief Administrative Officer
Jeff Miller, Director of Engineering & Public Works
Bill Brown, Director of Development Services
Ian Irvine, Director of Financial Services
Blair McDonald, Director of Community Safety Services
Scott Hartman, Director of Parks and Recreation
Chris Jancowski, Fire Chief
Rachel Dumas, Recording Secretary

1. CALL TO ORDER

Mayor Desjardins called the Special Committee of the Whole meeting to order at 5:45 PM.

Mayor Desjardins acknowledged with respect that we are within the Traditional Territories of the Esquimalt and Songhees First Nations.

2. LATE ITEMS

There were no late items.

3. APPROVAL OF THE AGENDA

Moved by Councillor Morrison, seconded by Councillor Brame: That the agenda be approved as circulated. Carried Unanimously.

4. MINUTES

There were no Minutes.

5. DEPARTMENTAL REPORTS - 2015 SECOND PERIOD REPORTS (May-August)

1) [15-418](#) Strategic Priorities 2015-2019

Chief Administrative Officer provided an overview of the Strategic Priorities and Operational Strategies Chart, advised each Department Head updates the Operational Strategies chart upon completion of their Period Report to Council, and responded to

questions from Council.

The Strategic Priorities Report 2015-2016 was Received.

- 2) [15-414](#) Operational Strategies 2015-2019, Second Period Updated Chart

The Operational Strategies Report 2015-2019 was Received.

- 3) [15-405](#) CAO – 2015 2nd Period Report, Staff Report ADM-15-033

Chief Administrative Officer responded to questions from Council.

Council comments included (Staff response in italics):

- frequency of GVLRA meetings. *GVLRA meetings are monthly.*

The Staff Report was received.

- 4) [15-402](#) Corporate Services - 2015 Second Period Report, Staff Report ADM-15-034

Chief Administrative Officer responded to questions from Council.

Comments from Council included:

- clarification regarding the webcast statistics.
- suggestion that the Communications Coordinator contact Black Ball Ferry Line (COHO) regarding the Magazine article referencing Esquimalt.
- requested information regarding the Township Business Licence process.

The Staff Report was received.

- 5) [15-401](#) Community Safety Services - Second Period Report, Staff Report CSS-15-015

Director of Community Safety Services responded to questions from Council.

Council comments included (Staff response in italics):

- the term of the Victoria Animal Control Services Contract. *Three year term with an option to extend.*
- clarification of specific Maintenance of Property files and process.
- Council acknowledged the decrease in Bylaw Enforcement Notices.
- Council inquired as to the percentage of monies recovered through a third party agency.
- Council requested a breakdown of the 12 Business Licence complaints
- information regarding the Neighbourhood Emergency Preparedness Program (NEPP).

The Staff Report was received.

- 6) [15-400](#) Financial Services and IT - 2015 Second Period Report, Staff Report FIN-15-015

Director of Financial Services and IT responded to a question from Council.

Council comments included (Staff response in italics):

- the number of delinquent properties with outstanding 2015 property taxes. *There are currently three.*

The Staff Report was received.

7) [15-310](#) Development Services 2015 Second Period Report, Staff Report
DEV-15-022

Director of Development Services responded to questions from Council.

Council comments included (Staff response in italics):

- Council acknowledged the Staff Bike to Work Week initiative and the Building Green Workshop and inquired whether a report would be brought forward. *The event Organiser had advised they would provide a report.*
 - When the Welcome to Esquimalt Package for new businesses would be available. *Research and information for digital global searches has been provided to the Province.*
- Council suggested that links be provided to realtors and the Esquimalt Chamber of Commerce.
- the process timelines for development applications. *Many third parties are involved and timelines vary.*
 - the monitoring of property sales as a result of new development in the Community. *Informal monitoring is performed for informational purposes.* Council suggested this information be accessible.

The Staff Report was received.

8) [15-389](#) Engineering and Public Works - 2015 Second Period Report, Staff Report
EPW-15-021

Director of Engineering and Public Works responded to questions from Council.

Council comments included (Staff response in italics):

- Council inquired as to weed management initiatives. *Not currently in the budget.*
- the completion date for the Admirals Road Corridor upgrade. *On budget and on time for completion end of October 2015.*

The Staff Report was received.

9) [15-399](#) Parks and Recreation Services - 2015 Period Report, Staff Report
P&R-15-006

Director of Parks and Recreation responded to questions from Council.

Council comments included (Staff response in italics):

- Council acknowledged the improvement of the Archie Browning Sports Center and the positive feed back from residents.
- Park bookings and comparison to last year. *Park bookings have increased. Youth Center relocation is in progress and project in conjunction with Arts Council will be implemented over a three year period as per the United Way Funding.*
- Council acknowledged the success of Summer Camps and Youth Programs.

The Staff Report was received.

10) [15-412](#) Fire Department Second Period Report 2015, Staff Report FIRE-15-002

Fire Chief provided a brief overview of 2nd Period Staff Report, introduced new Assistant Fire Chief, Steve Serbic and responded to questions from Council.

The Staff Report was received.

6. PUBLIC QUESTION AND COMMENT PERIOD

Excluding items which are or have been the subject of a Public Hearing.

Limit of two minutes per speaker.

RJ Senko, Vice President Esquimalt Chamber of Commerce, acknowledged Development and Building Permit Application process and timelines and suggested including Building Permit Application statistics to explain the decline in Building Permit Revenue.

7. ADJOURNMENT

Moved by Councillor Brame, seconded by Councillor Hundleby: That the Special Committee of the Whole meeting be adjourned at 6:46 PM. Carried Unanimously.

MAYOR BARBARA DESJARDINS
THIS [insert date] DAY OF [insert month] , 2015

ANJA NURVO, CORPORATE OFFICER
CERTIFIED CORRECT

REQUEST FOR DIRECTION

DATE: October 6, 2015

Report No. ADM-15-036

TO: Laurie Hurst, Chief Administrative Officer

FROM: Anja Nurvo, Director of Corporate Services

SUBJECT:

Review of Council Policies re Council Remuneration - Update

ESSENTIAL QUESTION:

Whether Council wishes to revise Policies ADMIN-58 and ADMIN-62, as recommended by the Special Committee to Review Council Remuneration in its Report to Council dated March 31, 2014.

RECOMMENDATION:

That the Committee of the Whole: receive Staff Report ADMIN-15-036 and provide direction to staff re proposed revisions to Council Policies ADMIN-58 and ADMIN-62, and direct staff to prepare a report to Council.

BACKGROUND:

At the Committee of the Whole meeting held on April 20, 2015, the attached Staff Report ADMIN-15-009 was on the agenda for consideration. At that meeting, the COTW passed the following Motion:

That the Committee of the Whole defer Staff Report ADM-15-009, re: proposed revisions to Council Policies ADMIN-58 and ADMIN-62, upon review of the Capital Regional District update.

The CRD has now completed its process of review of Board remuneration. Attached is an excerpt from the Minutes of the CRD Board meeting held on September 9, 2015. Also attached is a copy of the Council Remuneration Bylaw, 2014, No. 2836 for Council's information.

ISSUES:

The previous Staff Report ADM-15-009 sets out the issues and further background for consideration by the COTW.

ALTERNATIVES:

1. That the COTW receive Staff Report No. ADM-15-036 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to prepare a report for Council's consideration.
2. That the COTW provide alternative direction to staff.
3. That the COTW request further information from staff.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:15-149

REQUEST FOR DIRECTION

DATE: March 2, 2015

Report No. ADM-15-009

TO: Laurie Hurst, Chief Administrative Officer

FROM: Anja Nurvo, Director of Corporate Services

SUBJECT:

Revisions to Council Policies re Council Remuneration

ESSENTIAL QUESTION:

Whether Council wishes to revise Policies ADMIN-58 and ADMIN-62, as recommended by the Special Committee to Review Council Remuneration in its Report to Council dated March 31, 2014.

RECOMMENDATION:

That the Committee of the Whole receive Staff Report ADM-15-009 and provide direction to staff re proposed revisions to Council Policies ADMIN-58 and ADMIN-62, and direct staff to prepare a report to Council.

BACKGROUND:

At the Special Meeting of Council on May 12, 2014, Council received the "2014 Market Study Findings and Report" submitted by the Special Committee to Review Council Remuneration. At that meeting, Council passed the following resolutions:

1. That Council supports Recommendations No. 1 through No. 5 of the independent Special Committee to Review Council Remuneration Report for consideration and inclusion in future amending of Council remuneration bylaws and policies.
2. Effective December 1, 2014, following the 2014 municipal election, the remuneration of the Township of Esquimalt Mayor shall be \$46,396.50 as recommended by the independent Special Committee to Review Council Remuneration.
3. Effective December 1, 2014, following the 2014 municipal election, the remuneration of the

Township of Esquimalt Councillors shall be 40% of the Mayor's remuneration as per the current ratio by which Councillors currently receive remuneration equal to 40% of that of the Mayor's remuneration.

4. Furthermore, any future changes to the remuneration of the Mayor and Councillors should ensure that Councillor future remuneration is maintained at a minimum of 40% of that of the Mayor's future remuneration.
5. That Council Remuneration Bylaw No. 2778 be amended to include the following:
 - a) Section 2(c) and 3(d): The minimum annual remuneration adjustment will be at 2.00% should there be a negative or less than 2% change in the Victoria Consumer Price Index as published by Statistics Canada for the twelve months ending December 31st in the previous calendar year.
6. That Council Remuneration Bylaw No. 2778 be amended as follows: Effective December 1, 2014, following the 2014 municipal election, the Mayor and each Councillor shall be provided with a monthly communications fund of \$75 to assist with the costs of maintaining a monthly mobile phone and data plan and home internet connection for the purposes of conducting communications in the duties of the Mayor and Council.

The revisions to Council Remuneration Bylaw, 2014, No. 2778 were adopted on June 23, 2014. The revisions to the Council Policies as recommended by the Special Committee have not yet been considered by Council.

ISSUES:

Attached is an excerpt from the Special Committee's Report, setting out its Recommendations No. 1 - No. 5, referred to in Council's resolution 1 above. Staff has the following comments relating to the Committee's recommendations:

No. 1 - Policy ADMIN-62 has been revised to refer to the average rather than median.

No. 2 - Policy ADMIN-58 provides for 5 members, which is consistent with this recommendation.

No. 3 - Policy ADMIN-62 has been revised to refer to the fourth year of the Council term.

No. 4 - Staff does not support the recommendation and considers that it would be inappropriate to include private organizations or other public sector organizations other than local governments in determining the reasonable remuneration for the Township's elected officials.

No. 5 - Policy ADMIN-62 has been revised to include a new clause 3(c) to permit additional criteria to be used provided the rationale for that use has been submitted to and approved by Council in advance.

Attached is a copy of draft revised Council Policy ADMIN-58 and ADMIN-62, with proposed revisions highlighted in yellow, for Council's consideration.

ALTERNATIVES:

1. That the COTW receive Staff Report No. ADM-15-009 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to prepare a report for Council's consideration.
2. That the COTW provide alternative direction to staff.
3. That the COTW request further information from staff.

ATTACHMENT TO STAFF REPORT ADM-15-009

EXCERPT: **“2014 MARKET STUDY FINDINGS AND REPORT”**

FROM: **SPECIAL COMMITTEE TO REVIEW COUNCIL REMUNERATION**

DATE: **MARCH 31, 2014**

ADDITIONAL RECOMMENDATIONS (page 3):

1. That Council remuneration be based on the utilization of the average level of remuneration as the most objective and fair measurement in the remuneration process instead of median level as currently outlined in Council Policy No. ADMIN-62. Averages are inclusive of all data while medians are exclusive of all the data.
2. That Council Policy No. ADMIN-58 be revised so future community membership of the Special Committee to Review Council Remuneration consists of an odd number of voting members.
3. That the function of the Committee to Review Council Remuneration be congruent or parallel with the most current legislation as it applies to length of term for local government elected officials.
4. That Council consider tasking a future Remuneration Committee with exploring the possibility of expanding the current comparative process contained in the policy to possibly include but not be limited to, other private and public sector organizations and develop the selection criteria to determine which other private and public sector organizations would be most appropriate.
5. That Council consider revising Council Policy No. ADMIN-62 to allow future Special Committees to Review Council Remuneration to utilize the calculation process contained in the current policy as a guideline and to also allow for the use of additional criteria as a means to further determine reasonability for recommended remuneration.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

COUNCIL POLICY

TITLE: Terms of Reference – Special Committee to Review Council Remuneration		NO. ADMIN – 58		
<u>PURPOSE</u> The purpose of the Special Committee to Review Council Remuneration (“Special Committee”) is to review the current remuneration paid Township of Esquimalt Mayor and Members of Council and recommend an appropriate remuneration structure for implementation in December of that year.				
<u>MANDATE</u> The Special Committee will, consistent with the purpose described above, undertake the following:				
<div>1. Review the alternative to the current remuneration structure based on comparison with other South Vancouver Island municipalities and adjustment in accordance with the change in the Victoria Consumer Price Index [CPI].</div> <div>2. Consider the functions and responsibilities of the Mayor and Council, the level of community engagement and time commitment required for all duties including meetings, events, preparation time, and communication with the public.</div> <div>3. Consider in particular whether the Mayor’s position should be considered full-time or part-time and the relationship between the Mayor and Councillor duties.</div> <div>4. Consider public expectations of the roles and commitment required of Mayor and Councillors and public acceptance of any new remuneration recommendations.</div> <div>5. Explore alternative formulas to replace the current remuneration structure. The Special Committee may consider alternative costing formulas used by other public bodies, a formula establishing remuneration equivalent to per hour compensation based on average wages, or any other formula it deems appropriate which respects the need for transparency.</div> <div>6. Consider when making their recommendations the full remuneration package for Mayor and Councillors including the tax free expense allowance, CRD compensation, payments for extraordinary meetings, travel expenses, and any other benefits or perks received.</div> <div>7. Follow the process and criteria set out in Council Policy No. ADMIN-62 Remuneration for Elected Officials.</div>				
EFFECTIVE DATE: April 15, 2013	APPROVED BY: Council	REF: ADM-13-014, ADM-15-009	AMENDS NO. 1. Apr. 15, 2013	PAGE 1 OF 2

TITLE: Terms of Reference – Special Committee to Review Council Remuneration	NO. ADMIN – 58
<p>The Special Committee will submit to Council a report with recommendations by the end of September.</p> <p><u>MEMBERSHIP</u></p> <p>The Special Committee will consist of five (5) members, four (4) representing the Township of Esquimalt and one (1) being the Chief Administrative Officer, or designate, as a non-voting member. The appointment process will be consistent with Council Policy ADMIN – 40 as follows:</p> <ol style="list-style-type: none"> 1. Staff publish an advertisement in the Victoria News and post notice on the Township's website outlining the appointment opportunity available. Applicants are required to submit an application along with a detailed resume outlining qualifications and volunteer experience. 2. Staff prepare a report to Council including copies of all applications submitted and any accompanying documentation. Council will review all applications and collectively determine a short-list of applicants for interviewing at an In Camera meeting. 3. Council interviews each of the short-listed applicants at an <i>In Camera</i> meeting (10 minutes each). 4. Council ratifies appointments at an <i>In Camera</i> meeting and rises and reports on the appointments at a subsequent open meeting. 5. A person who is a Municipal employee is not eligible to be appointed. <p><u>TERM</u></p> <p>The term of appointment of the Special Committee will conclude when Council is satisfied that a report with recommendations is completed.</p>	

EFFECTIVE DATE: April 15, 2013	APPROVED BY: Council	REF: ADM-13-014, ADM-15-009	AMENDS NO. 1. Apr. 15, 2013	PAGE 2 OF 2
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CORPORATION OF THE TOWNSHIP OF ESQUIMALT

COUNCIL POLICY

TITLE: Remuneration for Elected Officials		NO. ADMIN – 62		
<u>PURPOSE</u>				
To outline the process for calculating the remuneration to be paid to the elected positions of Mayor and Councillor, and the process for providing for an annual increase.				
<u>PROCESS</u>				
1. At the beginning of the last year of a Council term (i.e., January of the fourth year), Council will initiate a study to compare remuneration in Esquimalt to the remuneration paid in comparable communities in British Columbia using pre-determined selection criteria. The study information will be used to assist in decision making regarding any further adjustment of Council remuneration.				
2. Council will appoint five (5) members of the community to a Select Committee to review Council remuneration, in accordance with Council Policy ADMIN-58 “Terms of Reference – Special Committee to Review Council Remuneration”, as amended or replaced.				
3. (a) Council remuneration will be based on the median level of average remuneration as the most objective and fair measurement for this process.				
(b) In the event the median average values decrease, the current remuneration will remain unchanged.				
(c) In addition to the criteria provided in this Policy, additional criteria may be used to assist in determining reasonable remuneration provided the rationale for such use has been submitted to and approved by Council in advance.				
4. The remuneration established in the last year of a Council term will be paid to the newly elected Council members commencing in the month of their inaugural meeting [i.e., December to December – year one].				
5. Annual adjustments in Council remuneration during the term of Council will be in accordance with Council Remuneration Bylaw, 2014, No. 2836, as amended or replaced.				
<u>SELECTION CRITERIA FOR COMPARISON STUDY</u>				
1. Factors to be considered in establishing a sample grouping are the selection of municipalities that are:				
EFFECTIVE DATE: October 24, 2011	APPROVED BY: Council	REFERENCE Bylaw 2836 ADM-15-009	AMENDS NO. ADMIN-31 (repealed) Oct 24, 2011	PAGE 1 OF 2

TITLE: Remuneration for Elected Officials	NO. ADMIN – 62
<ul style="list-style-type: none"> • similar in population, • similar in activities/functions as indicated by their total expenditures and total number of employees, • geographic area, • both local (i.e. Vancouver Island south of Nanaimo) as well as provincial representation (i.e. Vancouver Island north of Nanaimo and outside of the Lower Mainland). <p>2. (a) The sources used to collect market data for the comparison study will be:</p> <ul style="list-style-type: none"> • CIVICINFOBC survey data [civicinfo.bc.ca]; • British Columbia Municipal RedBook [published by Reed Construction Data]; <p>which are updated on an annual basis and report detailed financial, personnel and geographic data for all municipal government offices in British Columbia.</p> <p> (b) Where this information is not current, updated information shall be gathered by telephone or written survey of the selected municipalities.</p> <p>3. The Primary Data to be used in selecting the comparable municipalities for the Market Study shall include the following criteria:</p> <p> Population: between 10,000 and 24,999</p> <p> Total Expenditures: 30% + / - Esquimalt's total expenditures</p> <p> Geographic Area: minimum of 10 municipalities that meet the criteria for data selection, of which 4 are located outside the Lower Mainland and Vancouver Island north of Nanaimo</p> <p>4. The Secondary Data to be used in selecting the comparable municipalities for the Market Study shall include the following criteria:</p> <p> Total Employees 100 – 300 range</p>	

EFFECTIVE DATE: October 24, 2011	APPROVED BY: Council	REFERENCE Bylaw 2836 ADM-15-009	AMENDS NO. ADMIN-31 (repealed) Oct 24, 2011	PAGE 2 OF 2
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Excerpt from Minutes of Capital Regional District Board meeting held September 9, 2015

Re: Capital Regional District Board of Directors Remuneration

On the motions and amendments, the Board discussed the philosophy of fair compensation for Board members and alternates, highlighting points such as:

- significant time spent on Board and committee matters*
- attracting citizens to elected office from different stages of life or income level*
- the role of the Board in making compensation decisions for its own members*
- timing of the new remuneration model in light of the past twenty years of discussion on the matter*
- implementation date*

The Board sought clarification on the following points:

- remuneration for the Board Chair in the new model was based on a provincial average of regional district board chairs*
- expectation for Directors to attend Board meetings and sit on two standing Committees does not currently include a lesser remuneration for not meeting those expectations*
- a Director may refuse a stipend or donate it*

The Board discussed the following points:

- the difference between Electoral Area directors and holders of municipal office who additionally hold office as a regional district director*
- representation on the Board and the role of Alternate Directors*

MOVED by Vice Chair Howe, **SECONDED** by Director Ranns,
That effective January 1, 2016, a remuneration philosophy for CRD Board of Directors be established that recognizes the significant commitment and expectations of a CRD Director, and is comparable with remuneration payments provided to other organizations as follows:

- a. a base Director annual stipend as the average paid to CRD member councillors, which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments, which for 2016 is \$17,000 annually; and
- b. an additional annual stipend to Electoral Area Directors to provide overall remuneration consistent with the average paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments, which for 2016 is \$25,000 annually; and
- c. an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees, which for 2016 is \$25,000 annually; and
- d. additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair/Capital Region Hospital District Chair which for 2016 is \$5,000; Standing Committee Chairs which for 2016 is \$2,500; and CRD Directors who are involved on more than two Standing Committees which for 2016 is \$5,000 annually; and
- e. per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external boards (except where remuneration is already paid and/or not eligible), which for 2016 is \$100 per meeting; and

f. per meeting payments to Alternate Directors consistent with payments made by other Regional Districts, which for 2016 is \$100 per meeting; and

g. that the annual cost of living adjustment based on the Victoria Consumer Price Index continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

MOVED by Director Alto, **SECONDED** by Director Young,
That the effective date be amended to January 1, 2019, from January 1, 2016.

DEFEATED

OPPOSED Blackwell, Brice, Brownoff, Day, Derman, Desjardins, Finall, Hicks, Howe, Isitt, Jensen, McIntyre, Price, Ranns, Sanders, Screech, Seaton, Williams, Windsor

MOVED by Director Alto, **SECONDED** by Alternate Director Kasper,
That items a. and b. be deleted from the main motion.

DEFEATED

OPPOSED Atwell, Blackwell, Brice, Brownoff, Day, Derman, Desjardins, Finall, Helps, Hicks, Howe, Isitt, Jensen, McIntyre, Price, Ranns, Sanders, Screech, Seaton, Williams, Windsor, Young

MOVED by Director Hicks, **SECONDED** by Director Blackwell,
That item b. of the main motion be amended as follows:

b. a base Director annual stipend to the Electoral Area Directors which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments, which for 2016 is \$17,000 annually and is to be paid from the Board budget plus additional remuneration which recognizes all additional Electoral Area responsibilities including Electoral Area Commission commitments, which for 2016 is \$31,619 and paid from the Electoral Area budget.

CARRIED

OPPOSED McIntyre

The question on the main motion as amended was called.

CARRIED

OPPOSED Alto, Atwell, Kasper, McIntyre, Seaton, Young

MOVED by Director Windsor, **SECONDED** by Alternate Director Kasper,
That the matter of developing a formula to address director absences be referred to the Finance Committee.

CARRIED

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

BYLAW NO. 2836

A Bylaw to provide for remuneration of the Council Members
of the Corporation of the Township of Esquimalt

The Municipal Council of the Corporation of the Township of Esquimalt, in open meeting assembled, enacts as follows:

1. This Bylaw may be cited as the "Council Remuneration Bylaw, 2014, No. 2836."
2.
 - (a) For the Mayor of the Corporation, annual remuneration for the period starting December 1, 2014 until December 31, 2015 shall be \$46,396.50 for the discharge of the duties of office, one third of which is an allowance for all expenses incidental to those duties.
 - (b) For the year 2016 and subsequent years the annual remuneration of the Mayor shall be adjusted effective January 1st each year in accordance with the change in the Victoria Consumer Price Index as published by Statistics Canada for the twelve months ending December 31st in the previous calendar year.
 - (c) The minimum annual remuneration adjustment will be at 2.00% should there be a negative or less than 2% increase in the Victoria Consumer Price Index as published by Statistics Canada for the twelve months ending December 31st in the previous calendar year.
3.
 - (a) For each Councillor of the Corporation, annual remuneration for the period starting December 1, 2014 until December 31, 2015 shall be forty percent (40%) of the remuneration of the Mayor as set out in Section 2 hereof, for the discharge of the duties of office, one third of which is an allowance for all expenses incidental to those duties.
 - (b) Councillors appointed to Acting Mayor duties for a minimum of two full months per one year period shall receive a supplementary stipend per year equal to five percent (5%) of the annual Councillor stipend.
 - (c) For the year 2016 and subsequent years the annual remuneration of each Councillor shall be adjusted effective January 1st each year in accordance with the change in the Victoria Consumer Price Index as published by Statistics Canada for the twelve months ending December 31st in the previous calendar year.
 - (d) The minimum annual remuneration adjustment will be at 2.00% should there be a negative or less than 2% increase in the Victoria Consumer Price Index as published by Statistics Canada for the twelve months ending December 31st in the previous calendar year, and provided that the remuneration of each Councillor shall remain at a minimum of forty percent (40%) of the remuneration of the Mayor.

4. Effective December 1st, 2014, the Mayor and each Councillor shall be provided with a monthly communications benefit of \$75 to assist with the costs of maintaining a mobile phone, data plan and home internet connection for the purpose of carrying out the duties of the Mayor and Council.
5. The "Council Remuneration Bylaw, 2011, No. 2778" and the "Council Remuneration Bylaw, 2011, No. 2778, Amendment Bylaw [No. 1], 2012, No. 2794" are hereby repealed.

READ a first time on the 9th day of June , 2014.

READ a second time on the 9th day of June , 2014.

READ a third time on the 9th day of June , 2014.

ADOPTED on the 23rd day of June , 2014.

BARBARA DESJARDINS
MAYOR

ANJA NURVO
CORPORATE OFFICER

REQUEST FOR DIRECTION

DATE: October 06, 2015

Report No. CSS-15-014

TO: Laurie Hurst, Chief Administrative Officer

FROM: Blair McDonald, Director, Community Safety Services

SUBJECT:

Boulevard Maintenance Bylaw

ESSENTIAL QUESTION:

Does Council wish to enact a bylaw in order to aid in the enforcement of the type and amount of modification that can be made to the boulevard abutting privately owned property?

RECOMMENDATION:

That the Committee of the Whole receive Staff Report No. CSS-15-014 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to prepare a report for Council's consideration.

BACKGROUND:

Concerns have been raised from time to time regarding Township property in the form of boulevards. Often residents will see the boulevard land as an extension of their own property and want to make modifications or revisions to the boulevard lands.

Recognizing that, at times, it can be advantageous to both the Township and the property owner to allow the property owner to change the landscaping of the boulevard, Engineering and Public Works created a process in which the owner of land abutting the boulevard can make application to the Director of Engineering and Public Works for a boulevard alteration permit. Through this permitting process, the Director is able to ensure that both the Township's and the home owner's interests are met.

Unfortunately, in some instances, property owners or occupants will take it upon themselves to alter the boulevard landscaping without a permit. At times, these alterations are unacceptable due to many possible factors. For example, they may obstruct traffic sightlines, make access to any municipal works located within the boulevard exceedingly difficult, or not be in keeping with property maintenance standards. In these instances, there is not an effective enforcement mechanism in place to ensure compliance with the boulevard alteration permits.

As a result, in consultation with Parks and Recreation and Engineering and Public Works, a draft Boulevard Maintenance Bylaw is attached hereto for Council's consideration.

ISSUES:

There have been numerous complaints to Parks and Recreation, Public Works and Bylaw Enforcement relating to boulevard use. In many instances, boulevard lands are altered with plantings, gravel, rocks, or other more permanent fixtures.

With the creation of the Boulevard Alteration Permit by Engineering and Public Works, there is a structured system in place for the Township and property owners to work in partnership to ensure that any alterations to the boulevard are in keeping with the requirements of the Township, ensuring safety and access to any municipal works within the boulevard.

In instances when a property owner or occupier has altered the boulevard without an existing permit, and working with the property owner/occupier has failed to reach agreement on what are acceptable boulevard alterations, there is no enforcement mechanism currently in place to help assure compliance. Engineering and Public works are able to return the boulevard to its original state, but there is no enforcement alternative to encourage compliance on behalf of the property owner/occupier.

The creation of a Boulevard Maintenance Bylaw will allow the permitting process to continue, but allow an intermediate option to encourage compliance and aid in the protection of the integrity of Township property.

ALTERNATIVES:

1. That the COTW receive Staff Report No. CSS-15-014 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to prepare a report for Council's consideration.
2. That the COTW provide alternative direction to staff.
3. That the COTW request further information from staff.

**CORPORATION OF THE TOWNSHIP OF
ESQUIMALT**

BYLAW NO. XXXX

A Bylaw to provide for the maintenance of boulevards
In the Township of Esquimalt

WHEREAS Council is authorized to enact a Bylaw to regulate the construction and maintenance of boulevards by or on behalf of the **owners** of land **abutting** them;

NOW THEREFORE the Council of the Corporation of the Township of Esquimalt, in open meeting assembled, enacts as follows:

PART ONE: DEFINITIONS

1.1. In this Bylaw,

“**abutting**” means on the front, back or sides of a property **parcel**;

“**application**” means the application for a **Boulevard Alteration Permit**;

“**boulevard**” means that portion of the street between the curb lines or the lateral lines of a roadway and the abutting property line, exclusive of the sidewalk;

“**Boulevard Alteration Permit**” means a Permit issued by the Township pursuant to Part 3 hereof;

“**Bylaw Enforcement Officer**” means the Director of Community Safety Services, or a person or persons designated by the Director of Community Safety Services to carry out any act or function under this Bylaw, and every Bylaw Enforcement Officer employed or appointed by the Township to inspect and enforce any Bylaw of the Township;

“**Director**” means the person appointed by Council to the position of **Director of Engineering and Public Works** or their designate;

“**ditch**” means a drainage **ditch** located within the right-of-way of a **highway** in the possession and control of the Township;

“**highway**” means the same as defined in the *Transportation Act*, as amended from time to time;

“**non-standard landscaping**” means any type of boulevard landscaping and includes shrubs, mulch, herbaceous or perennial vegetation, other than grass;

“**noxious weeds**” means any plant designated as a weed in the *Weed Control Act* and Regulations, as amended from time to time;

“**owner**” has the same meaning as defined in the *Community Charter*;

"parcel" means any lot, block or other area in which land is held or into which it is subdivided, but does not include a **highway**;

"property" means land, with or without improvements so affixed to the land as to make them in fact and law a part of it;

"roadway" shall mean that portion of the street improved, designed or ordinarily used for vehicular traffic;

"Township" means the Township of Esquimalt;

"tree" means a perennial woody plant that has secondary branches supported clear of the ground on a single main stem or trunk;

PART TWO: GENERAL PROVISIONS

2.1. In regards to the **boulevard abutting** an **owner's property**, such property **owner** must:

- a) keep grass or other plant material on the **boulevard** trimmed to a height of not more than 15 cm;
- b) keep such **boulevard**, including any sidewalk, free of brush, **noxious weeds**, leaves, litter, debris, garbage or discarded materials, and in a tidy condition;
- c) maintain the height and width of any shrubs or **non-standard landscaping** below a maximum height of 0.5 m from the **boulevard** level, and trimmed to prevent growth over an adjacent sidewalk, curb or **roadway**;
- d) maintain a one metre clearance for shrubs, hedges or other plants, excluding grass, from any fire hydrant or fire hydrant valve;
- e) ensure that landscaping does not interfere with intersection sightlines;
- f) not place any hard surfaces, such as rocks, gravel, landscape ties, tires, rails, asphalt, bricks, concrete structures or figurines on a **boulevard** except as allowed by a **Boulevard Alteration Permit**;
- g) adequately water any shrubs, trees and grass that is not watered by an automatic watering system operated by the Township;
- h) not prune or alter the appearance of the boulevard trees or shrubs except as required by this Bylaw;
- i) not change the grade or the elevation of the **boulevard** without the written permission of the Director or his/her designate in the form of a **Boulevard Alteration Permit**;
- j) not make any changes to a boulevard without first having obtained a **Boulevard Alteration Permit**;

- k) notwithstanding any of the above, remove or mitigate any landscaping or conditions on the **boulevard** that are deemed to be a hazard in the opinion of the **Director**.
- 2.2. The obligations to maintain the **boulevard** as specified in Section 2.1 do not apply where in the opinion of the **Director**, the property **owner** is unable to access the **boulevard** due to steep grades or the size of the **boulevard** is unreasonably large for the property **owner** to maintain. This exception does not apply if the **owner** has altered the site so as to adversely impact maintenance or access.
- 2.3. The Township has the authority to assume ownership of any **tree**, hedge or shrub in a **boulevard** for the purpose of being the sole maintainer of such **tree**, hedge or shrub.
- 2.4. Any utilities works conducted on a **boulevard** will require the return of the **boulevard** to the pre-existing condition, or to such other condition as is acceptable to the Director, within a reasonable time after the conclusion of the works and in any case, not longer than a time period as specified by the **Director**.
- 2.5. Any enactment referred to herein is a reference to an enactment of British Columbia and regulations thereto, as amended, revised, consolidated or replaced from time to time, and any Bylaw referred to herein is a reference to an enactment of the Council of the Township, as amended, revised, consolidated or replaced from time to time.
- 2.6. **Non-standard landscaping** is permitted on a **boulevard**, under the following conditions:
- a) the property **owner** must first obtain a valid **Boulevard Alteration Permit** from the Township;
 - b) the property **owner** is responsible for locating the **property** line as well as all underground utilities prior to digging;
 - c) the property **owner** is solely liable for any claims regarding injury or hazards that may be created due to **non-standard landscaping**;
 - d) shrubs and plant materials must be drought tolerant and must be maintained to a height less than 0.5 m above the **boulevard** level except with Township approval;
 - e) **noxious weeds** or invasive plants are not permitted;
 - f) if the **boulevard** is located next to on-street parking, the **boulevard** landscaping must not interfere with the ability of people to open car doors or to enter in or exit from vehicles;
 - g) hedges, rocks or gravel are not permitted to be placed on the **boulevard** adjacent to a **roadway**, curb or a sidewalk, except gravel placed by Township personnel as required by the **Director**;

- h) the landscaping must not fill in or interfere with utilities, **ditches**, swales, gravel soaker strips, or drainage structures;
- i) permanent structures, such as retaining walls, fencing or private signs are prohibited in the **boulevard** other than those installed by the Township except as allowed by this or some other act or Bylaw;
- j) all landscaping placed in the **boulevard** may be removed by the Township at any time and without notice, and may not be replaced, except with soil and grass; and
- k) the Township is not responsible for damages to **non-standard landscaping**.

PART THREE: BOULEVARD ALTERATION PERMIT

- 3.1 No person shall improve or otherwise alter, modify, landscape or place structures, objects or improvements of any nature upon, within, over or under any **boulevard** unless that person holds a valid and subsisting **Boulevard Alteration Permit**.
- 3.2 An **owner** may apply for a **Boulevard Alteration Permit** by submitting an **application** in the form as prescribed by the Township.
- 3.3 The **Director** may approve, deny, or approve with such conditions as he or she considers appropriate, an **application** for a **Boulevard Alteration Permit**.
- 3.4 An **owner** who is issued a **Boulevard Alteration Permit** must carry out such improvements strictly in accordance with the conditions of the Permit.
- 3.5 The **Director** may revoke without compensation a **Boulevard Alteration Permit** if the holder of the Permit has failed to comply with the regulations of this Bylaw or with any condition of the Permit or if the holder of the Permit fails to maintain the **non-standard landscaping** in a suitable condition as specified in the Permit in the opinion of the **Director**.
- 3.6 If the **Director** refuses to issue or revokes a **Boulevard Alteration Permit**, the applicant or **owner** is entitled to have Council reconsider the matter.
- 3.7 Where a **Boulevard Alteration Permit** has been revoked, the **owner** shall return the **boulevard** to the pre-existing condition prior to the **non-standard landscaping** being installed, or to such other condition as is acceptable to the **Director**, within a reasonable time and in any case, not longer than a time period as specified by the **Director**.

PART FOUR: VIOLATIONS, PENALTIES AND ENFORCEMENT

- 4.1. Whenever any person is in default of doing any matter or thing required to be done under the provisions of this Bylaw, the Township, through its officers, employees or agents may do what is required to be done, at the expense of the person in default. Recovery of the expenses of the work done, with interest at the rate applicable thereto, including all costs, can be made in the same manner as it may recover municipal taxes.

- 4.2. Every person who violates any of the provisions of this Bylaw, or who causes, suffers, or permits any act or thing to be done in contravention or in violation of any of the provisions of this Bylaw, or who neglects or refrains from doing anything required to be done by any of the provisions of this Bylaw, or who fails to comply with any order, direction or notice given under this Bylaw, is guilty of an offence and is liable on summary conviction to a fine of not less than \$100.00 and to a maximum not exceeding the maximum allowed by the *Community Charter* and the cost of prosecution.
- 4.3. Notwithstanding Section 4.2, any person who obstructs a Bylaw Enforcement Officer or Peace Officer or Township officer, employee or agent while performing their duties in relation to this Bylaw is liable on summary conviction to a fine of not less than \$2,000.00, or to imprisonment, or to both a fine and imprisonment, not exceeding the maximum allowed by the *Community Charter* and the cost of prosecution.
- 4.4. Where an offence under this Bylaw is of a continuing nature, each day that the offence continues or is permitted to continue shall constitute a separate offence.
- 4.5. This Bylaw may be enforced pursuant to the Bylaw Notice Enforcement Bylaw, 2014, No. 2839 and the Ticket Information Utilization Bylaw, 2005, No. 2619, as amended from time to time.
- 4.6. This Bylaw may be enforced by the Township **Bylaw Enforcement Officers** or the Township's officers, employees or agents.

PART FIVE: SEVERABILITY AND CITATION

- 5.1. If any part, section, subsection, sentence, clause, sub-clause, or phrase of this Bylaw is for any reason held to be invalid by any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of this Bylaw.
- 5.2. This Bylaw may be cited for all purposes as the "**Boulevard Maintenance Bylaw, 2015, No. X X X X.**"

READ a first time on the day of , 2015.

READ a second time on the day of , 2015.

READ a third time on the day of , 2015.

ADOPTED on the day of , 2015.

BARBARA DESJARDINS
MAYOR

ANJA NURVO
CORPORATE OFFICER

REQUEST FOR DIRECTION

DATE: October 6, 2015

Report No. DEV-15-049

TO: Laurie Hurst, Chief Administrative Officer

FROM: Marlene Lagoa, Community Development Coordinator

SUBJECT:

Official Community Plan Review – Phase 1 “Kick Off” Survey

ESSENTIAL QUESTION:

Should the Township launch an “OCP Kick Off Survey” asking respondents to provide some basic demographic information about themselves, their community priorities, and preferences on how they would like to participate in the review process?

RECOMMENDATION:

That the Committee of the Whole receive Staff Report No. DEV-15-049 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to launch the review of the Official Community Plan with an online and paper-based survey.

BACKGROUND:

The process of updating the Official Community Plan (OCP) is identified in Council's Strategic Priorities 2015 - 2019. A Project Charter for the OCP Review was presented to Council on September 28, 2015 where the following motions carried:

“That Council:

- 1) adopt the Official Community Plan project charter (Schedule "A") and instruct staff to begin the review of the Official Community Plan;*
- 2) authorize the Mayor to send a letter to all of the stakeholders identified in Schedule "B" indicating that Council has commenced a review of its Official Community Plan and inviting them to indicate whether or not they wish to actively participate in the review; and*
- 3) **authorize staff to draft an on-line/paper kick-off survey for Council's review;***

all as outlined in staff report DEV-15-043.”

The purpose of this report is to provide a draft of the “OCP Kick Off Survey”, attached as Appendix A, for review and comment prior to distribution.

The survey was designed to achieve three primary objectives:

1. To identify several key community priorities that will be the focus of future community engagement opportunities (5 questions);
2. To assist with the planning of future communication and engagement strategies to be used during the OCP Review process (4 questions); and
3. To understand respondent demographics to help with identifying community priorities and engagement preferences of different population groups (5 questions).

The timeline for Phase 1 - OCP Review activities are outlined in Table 1 below.

Table 1: Phase 1 - OCP Review Project Timelines (October 2015 – December 2015)

ACTIVITY	TIMELINE
Launch Website (www.esquimalt.ca/OCPreview)	Week of October 12 th
OCP Kick Off Survey	October 19, 2015 – November 30, 2015
Analyze Survey Results	December 2015
Draft Phase 2 – Community Engagement Strategy	December 2015
Report to COTW - survey results & Phase 2	January 2016
<i>Phase 2 – Community Engagement Strategy</i>	<i>January 2016 – June 2016</i>

ISSUES:

The three issues concerning the “OCP Kick Off Survey” are achieving a significant response rate; ensuring that the survey responses received provide a fair representation of Esquimalt’s diverse population; and solving challenges associated with the use of paper-based surveys.

Response Rate & Representation of Population

The goal of the “OCP Kick Off Survey” is to receive a significant response rate that also provides a fair representation of Esquimalt’s diverse population groups (e.g. youth and

seniors; families and single-member households; etc.). In an effort to meet these goals, the survey will be advertised in a number of online and print communication channels as well as offering an online and paper-based version of the survey. The advertising and distribution of the “OCP Kick Off Survey” are outlined in Table 2 below.

Table 2: Advertisement and Distribution of OCP Kick Off Survey (Fall 2015)

ONLINE	PRINT
Website	News Release
Facebook – Government Organization Page	Community Newsletter
Facebook – Ad	Information Display in municipal buildings
Twitter	<i>Information Display at local businesses*</i>
Email to stakeholder contact list	<i>Ad in local newspaper*</i>

**Options that may be implemented if response levels are below targeted goal and/or if time allows*

Staff will continuously monitor the response rate and population distribution of respondents and will react accordingly in an attempt to engage under-represented population groups. **Staff recommends offering a prize draw as a way to encourage participation.**

Printed Survey Challenges

There are many challenges with the administration of paper-based surveys that are self-completed by the respondent. The biggest concern is the possibility of encountering response errors which has the potential to spoil a question. An example of a response error is when a respondent selects more responses than instructed. The advantage of using online surveying tools (such as Fluid Survey) is the ability to limit response errors by setting up parameters that limit the number responses that may be selected.

For instance, there is one survey question that asks respondents to select their top 5 community priorities. In the case of a paper-based survey, if a respondent were to select more than 5 responses (or all available options) it would not be possible for staff to identify which were the respondent’s top 5 priorities.

There are two possible options for trying to solve the challenge of over-selected responses:

1. Skip the question entirely and not count any of the responses similarly to a spoiled election ballots (impact: some priorities may be under-represented); or
2. Enter the first 5 selected responses in the order they appear (impact: some priorities may be over-represented based on sequence).

Staff recommends option 1, that the question be skipped entirely and counted as an error. To minimize the likelihood of encountering response errors, the instructions will be modified on the paper-based survey asking that priorities be ranked from 1 to 5 (however there would not be any ranking in the online survey or in the final survey results).

If the preference was to go with Option 2 and count the first 5 selected responses, staff would have to manually randomize the responses to try and mitigate an order bias. Option 2 would therefore require a significant amount of staff time in the preparation, distribution and processing of randomized paper-based surveys.

ALTERNATIVES:

1. That the Committee of the Whole receive Staff Report No. DEV-15-049 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to launch the review of the Official Community Plan with an online and paper-based survey.
2. That the COTW provide alternative direction to staff.
3. That the COTW request further information from staff.

OCP Review Kick-Off Survey

Official Community Plan (OCP) Review

Provide your input on the upcoming OCP Review

By completing the following survey you will assist us with identifying key community priorities and with the development of a community engagement strategy during the review of Esquimalt's Official Community Plan (to begin in 2016). Thank you in advance for your feedback.

This survey will close on November 30, 2015.

Personal information you provide on this survey is collected pursuant to the Local Government Act, and will only be used for the purposes of evaluating the input received on community planning in Esquimalt. Your personal information will not be released except in accordance with the Freedom of Information and Protection of Privacy Act. Questions about the collection of your personal information may be referred to the Director of Corporate Services, 1229 Esquimalt Road, Esquimalt, BC V9A 3P1, 250-414-7135

To begin the survey click **NEXT**

SECTION 1: RESPONDENT INFORMATION

By answering the following questions you will help us better understand who you are and what are your priorities for participating in the OCP review. It will also help Council and staff to understand what population groups may be under-represented by this survey. An OCP aims to reflect the collective vision of the community for the future, for this reason it's important that all groups are given an opportunity to provide input.

1. Where do you live?

- ☐ Esquimalt
- ☐ Central Saanich
- ☐ Colwood
- ☐ Esquimalt First Nation
- ☐ Highlands
- ☐ Langford

APPENDIX "A"
Staff Report DEV-15-049

- ☐ Metchosin
- ☐ North Saanich
- ☐ Oak Bay
- ☐ Saanich
- ☐ Sidney
- ☐ Songhees First Nation
- ☐ Sooke
- ☐ Victoria
- ☐ View Royal
- ☐ Prefer not to answer
- ☐ Other _____

2. What is your age range?

- ☐ 9 years and under
- ☐ 10-14
- ☐ 15-19
- ☐ 20-24
- ☐ 25-29
- ☐ 30-34
- ☐ 35-39
- ☐ 40-44
- ☐ 45-49
- ☐ 50-54
- ☐ 55-59
- ☐ 60-64
- ☐ 65-69
- ☐ 70-74
- ☐ 75-79
- ☐ 80-84

APPENDIX "A"
Staff Report DEV-15-049

- ☐ 85 years and over
- ☐ Prefer Not to Answer

3. What is your gender?

- ☐ Female
- ☐ Male
- ☐ Other
- ☐ Prefer not to answer

4. How many people live in your household (including yourself)?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5+
- ☐ Prefer not to answer

5. What is your connection(s) to Esquimalt?

Select ALL that apply.

- ☐ I live in Esquimalt
- ☐ I own property in Esquimalt
- ☐ I operate a business in Esquimalt
- ☐ I work in Esquimalt
- ☐ I shop in Esquimalt
- ☐ I eat in Esquimalt restaurants
- ☐ I play in Esquimalt parks and recreational facilities
- ☐ I visit the Esquimalt Library Branch
- ☐ Prefer not to answer
- ☐ Other _____

SECTION 2: COMMUNITY PRIORITIES

By answering the following questions you will help us with identifying key priority areas to focus on during future community participation opportunities.

6. On a scale of 1 to 5, how would you rate the Community Vision Statement for Esquimalt?

"Esquimalt is a diverse community, a desirable place to live and an integral member of a larger region. We encourage meaningful community participation and consultation to provide open and responsible decision-making. We enhance responsible economic opportunities and embrace sports, recreation, the arts and the west coast lifestyle. As we achieve the vision, we enhance our quality of life; enjoy health and safety; build upon our cultural heritage; revitalize our community; protect our natural environment and foster our diversity."

- ☐ 1 - Very Poor
- ☐ 2 - Poor
- ☐ 3 - Neutral
- ☐ 4 - Good
- ☐ 5 - Very Good
- ☐ Prefer not to answer

7. Would you recommend that the Community Vision Statement be updated?

- ☐ Yes
- ☐ No

8. Do you have any suggestions to improve the Community Vision Statement?

9. What are your top 5 priorities for the community?

Please select up to 5 options from the list below. You may choose to pick less than 5 options as well.

- ☐ Age-Friendly
- ☐ Arts & Culture
- ☐ Community Safety
- ☐ Economic Development
- ☐ Energy & Climate Change
- ☐ Environment
- ☐ Healthy Community
- ☐ Heritage
- ☐ Housing
- ☐ Land Use and Development
- ☐ Parks, Trails and Recreation
- ☐ Streets
- ☐ Transportation
- ☐ Urban Agriculture
- ☐ Prefer not to answer
- ☐ Other, please specify... _____
- ☐ Other, please specify... _____
- ☐ Other, please specify... _____
- ☐ Other, please specify... _____
- ☐ Other, please specify... _____

10. Are there any comments you wish to share with us on your top 5 priorities?

SECTION 3: COMMUNICATION & ENGAGEMENT

By answering the following questions you will help us with planning community engagement opportunities for citizens to participate in the OCP review process.

11. Where did you learn about this survey?

- ☐ Website (Township of Esquimalt)
- ☐ Facebook
- ☐ Twitter
- ☐ "Current" Community Newsletter
- ☐ News Story
- ☐ Email
- ☐ Poster/Pamphlet/Ad
- ☐ Word of Mouth
- ☐ Information Display, please specify location... _____
- ☐ Prefer not to answer
- ☐ Other, please specify... _____

12. Please indicate ALL of the following ONLINE tools where you are likely to follow updates or provide input during the OCP review process?

You may select multiple options.

- ☐ Email
- ☐ Website
- ☐ Facebook
- ☐ Twitter
- ☐ BLOG
- ☐ Online discussion forum
- ☐ Online survey
- ☐ Online map (showing current and future land use patterns)
- ☐ I would not participate online
- ☐ Other, please specify... _____

13. Please indicate ALL of the following IN-PERSON engagement opportunities you are likely to attend, participate in, or provide input during the OCP review process?

You may select multiple options.

- ☐ Open Houses
- ☐ Guest Speakers Series
- ☐ Round Table Discussions
- ☐ Event hosted by a community organization that I attend, please specify... _____
- ☐ Book Club on community planning
- ☐ I would not participate in-person
- ☐ Other, please specify... _____

14. When would you be most likely to attend an IN-PERSON engagement opportunity?

Please select your most preferred date. You may only make 1 selection. Time range is provided for clarity only and does not necessarily reflect the length of any event.

- ☐ Weekday Mornings (7 am - 12 pm)
- ☐ Weekday Afternoons (12 pm - 4 pm)
- ☐ Weekday Evenings (4 pm - 9 pm)
- ☐ Saturday Morning (9 am - 12 pm)
- ☐ Saturday Afternoon (12 pm - 4 pm)

END OF SURVEY