



**CORPORATION OF THE
TOWNSHIP OF ESQUIMALT**
Agenda - Final-revised
Council

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

Monday, January 6, 2020

7:00 PM

Esquimalt Council Chambers

1. CALL TO ORDER

2. LATE ITEMS

3. APPROVAL OF THE AGENDA

4. MINUTES

- 1) [20-006](#) Minutes of the Special Council Meeting, December 9, 2019

Attachments: [Special Council Minutes, December 9, 2019](#)

- 2) [20-016](#) Minutes of the Regular Council Meeting, December 16, 2019

Attachments: [Regular Council Minutes, December 16, 2019](#)

5. PRESENTATIONS

- 1) [20-001](#) Casey Edmunds, Executive Director & Marie-Pierre Lavoie, President, Canadian Francophone Games (CFG), Re: Potential Partnership & Sponsorship for the 2020 CFG

Attachments: [Presentation Application - CFG](#)

- 2) [20-002](#) Kym Thrift, Member, Niki Sutherland, Member & Corey Burger, Policy & Infrastructure Chair, Greater Victoria Cycling Coalition, Re: Local Cycling Initiatives

Attachments: [Presentation Application - Greater Victoria Cycling Coalition](#)

6. PUBLIC INPUT ON ANY ITEMS LISTED ON THE AGENDA

Address Council on any item included on this Agenda, including Staff Reports and Communications (excluding items which are or have been the subject of a Public Hearing). Limit 2 minutes per speaker.

7. STAFF REPORTS

Finance

- 1) [20-004](#) 2020 Revenue Anticipation Bylaw, Staff Report No. FIN-20-001

Recommendation:

That Council give Revenue Anticipation Bylaw, 2020, No. 2985, 1st, 2nd and 3rd readings.

Attachments: [Attachment 1: Bylaw 2985 - Revenue Anticipation Borrowing 2020](#)

- 2) [20-010](#) 2020 Revenue, Tax, Budget and Financial Sustainability Policies & Objectives, Staff Report No. FIN-20-002

Recommendation:

That Council approve the 2020 Revenue, Tax, Budget and Financial Sustainability Policies and Objectives as attached to Staff Report No. FIN-20-002, as Schedule A to Financial Plan Bylaw No. 2986.

Attachments: [Attachment 1 - Bylaw No 2986 Schedule "A" Policies and Objectives](#)

- 3) [20-023](#) 2020 Budget Overview

Attachments: [2020 Budget Overview Presentation](#)

8. COMMUNICATIONS

For Council's Information

- 1) [20-009](#) Chris Edley, President, Esquimalt Chamber of Commerce, dated December 13, 2019, Re: Support for Victoria Waterways Loop Initiative

Attachments: [Letter - Waterways Loop Initiative](#)

9. NOTICE OF MOTION

- 1) [20-011](#) Notice of Motion: Victoria Waterways Loop, Councillor Ken Armour - For Discussion

Attachments: [2019 12 16 Victoria Waterways Loop Councillor Ken Armour](#)

10. RISE AND REPORT

11. PUBLIC COMMENT PERIOD

Address Council on any topic that impacts Esquimalt (excluding items which are or have been the subject of a Public Hearing). Limit 2 minutes per speaker.

12. ADJOURNMENT



**CORPORATION OF THE
TOWNSHIP OF ESQUIMALT**
Minutes - Draft
Special Meeting of Council

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

Monday, December 9, 2019

6:30 PM

Esquimalt Council Chambers

Present 7 - Mayor Barbara Desjardins
 Councillor Ken Armour
 Councillor Meagan Brame
 Councillor Jacob Helliwell
 Councillor Lynda Hundleby
 Councillor Tim Morrison
 Councillor Jane Vermeulen

Staff: Laurie Hurst, Chief Administrative Officer
 Rachel Dumas, Manager of Corporate Services / Recording Secretary

1. CALL TO ORDER

Mayor Desjardins called the Special Council meeting to order at 6:30 PM.

2. LATE ITEMS

There were no late items.

3. APPROVAL OF THE AGENDA

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

4. MOTION TO GO IN CAMERA

Moved by Councillor Hundleby, seconded by Councillor Brame: That Council convene In Camera pursuant to Section 90 of the Community Charter to discuss:

- Labour relations or other employee relations.

In accordance with Section 90 (1) (c) of the Community Charter, and that the general public be excluded. Carried Unanimously.

5. ADJOURNMENT

Moved by Councillor Brame, seconded by Councillor Hundleby: That the Special Council meeting be adjourned at 6:30 PM. Carried Unanimously.

MAYOR BARBARA DESJARDINS
THIS DAY OF , 2020

RACHEL DUMAS, CORPORATE OFFICER
CERTIFIED CORRECT



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Minutes - Draft

Council

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

Monday, December 16, 2019

7:00 PM

Esquimalt Council Chambers

Present: 6 - Councillor Ken Armour
Councillor Meagan Brame
Councillor Jacob Helliwell
Councillor Lynda Hundleby
Councillor Tim Morrison
Councillor Jane Vermeulen

Absent: 1 - Mayor Barbara Desjardins

Staff: Laurie Hurst, Chief Administrative Officer
Bill Brown, Director of Development Services
Scott Hartman, Director of Parks and Recreation
Rachel Dumas, Manager of Corporate Services
Alicia Ferguson, Recording Secretary

1. CALL TO ORDER

Acting Mayor Brame called the Regular Council meeting to order at 7:00 PM.

Acting Mayor Brame 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 Hundleby, seconded by Councillor Armour: That the agenda be approved as amended with Item 6. Presentations: (1) Barry Hobbis, President & Nick Banks, Vice President, Victoria/Esquimalt Harbour Society, Re: Stakeholder Group to Advise on Issues Relating to Victoria Harbour, removed. Carried Unanimously.

4. MINUTES

- 1) [19-566](#) Minutes of the Special Council Meeting, November 18, 2019
- 2) [19-567](#) Minutes of the Special Council Meeting, November 25, 2019
- 3) [19-584](#) Minutes of the Regular Council Meeting, November 25, 2019
- 4) [19-582](#) Minutes of the Special Council Meeting, December 2, 2019

- 5) [19-585](#) Minutes of the Regular Council Meeting, December 2, 2019

Moved by Councillor Hundleby, seconded by Councillor Vermeulen: That the Minutes of the Special Council Meeting, November 18, 2019, Minutes of the Special Council Meeting, November 25, 2019, Minutes of the Regular Council Meeting, November 25, 2019, Minutes of the Special Meeting of Council, December 2, 2019, and Minutes of the Regular Council Meeting, December 2, 2019, be adopted. Carried Unanimously.

5.1 PUBLIC HEARING - REZONING APPLICATION, 1072 COLVILLE ROAD

The Public Hearing is to afford all persons who deem their interest in property affected by the Bylaw an opportunity to be heard or to present written submissions before the Municipal Council on matters contained in the Bylaw.

- 1) [19-575](#) Notice of Public Hearing - Rezoning Application, 1072 Colville Road
- 2) **Background Information - Available for Viewing Separately**
- 3) **Director of Development Services - Overview of Application**
 - a) [19-579](#) Rezoning Application - 1072 Colville Road, Staff Report No. DEV-19-116

Director of Development Services advised Council of an error in Staff Report Dev-19-116 and noted the correct PID number as 000-541-885.

Director of Development Services provided an overview of the application, presented a PowerPoint Presentation, and responded to questions from Council.

- 4) **Applicant or Authorized Representative - Overview of Application**

Denise Kors, *Kors Development Services Inc.*, provided an overview of the application, presented a PowerPoint Presentation, and responded to questions from Council.

- 5) **Public Input**

Acting Mayor Brame called three times for public input and there was none.

- 6) **Adjournment of Hearing**

Acting Mayor Brame declared the Public Hearing for Bylaw No. 2979 closed at 7:22 PM.

- 7) **Consideration of Staff Recommendation**

Moved by Councillor Helliwell, seconded by Councillor Armour: 1. That Council, upon considering comments made at the Public Hearing, determines that Bylaw No. 2979, attached as Appendix 'A' to Staff Report DEV-19-116, which would amend Zoning Bylaw, 1992, No. 2050 by changing the zoning designation of 1072 Colville

Road [PID 000-541-885, Lot 13, Block 12, Section 10, Esquimalt District, Plan 5241] from RS-1 [Single Family Residential] to CD. No. 128 [Comprehensive District No. 128] be given third reading;

2. That the owner wishes to assure Council that secondary suites will not be permitted within the proposed two family dwelling (Duplex), and the owner has voluntarily agreed to register a Section 219 Covenant on the title of 1072 Colville Road.

That Council direct staff and legal counsel for the Township to coordinate with the property owner to ensure a Section 219 Covenant addressing the aforementioned items are registered against the property title prior to returning Amendment Bylaw No. 2979 to Council for consideration of adoption. Carried Unanimously.

5.2 PUBLIC HEARING - REZONING APPLICATION, 1076 COLVILLE ROAD

- 1) [19-576](#) Notice of Public Hearing - Rezoning Application, 1076 Colville Road
- 2) **Background Information - Available for Viewing Separately**
- 3) **Director of Development Services - Overview of Application**
 - a) [19-581](#) Rezoning Application - 1076 Colville Road, Staff Report No. DEV-19-117

Director of Development Services provided no further comments on the proposed duplex development at 1072 and 1076 Colville Road.

- 4) **Applicant or Authorized Representative - Overview of Application**

Denise Kors, *Kors Development Services Inc.*, provided no further comments on the proposed duplex development at 1072 and 1076 Colville Road.

- 5) **Public Input**

Acting Mayor Brame called three times for public input and there was none.

- 6) **Adjournment of Hearing**

Acting Mayor Brame declared the Public Hearing for Bylaw No. 2980 closed at 7:25 PM.

- 7) **Consideration of Staff Recommendation**

Moved by Councillor Hundleby, seconded by Councillor Vermeulen:

1. That Council, upon considering comments made at the Public Hearing, determines that Bylaw No. 2980, attached as Appendix 'A' to Staff Report DEV-19-117, which would amend Zoning Bylaw, 1992, No. 2050 by changing the zoning designation of 1076 Colville Road [PID 000-716-901, Lot 12 Block 12 Section 10 Esquimalt District Plan 5241] from RS-1 [Single Family Residential] to CD.

No. 129 [Comprehensive District No. 128] be given third reading.

2. That the owner wishes to assure Council that secondary suites will not be permitted within the proposed two family dwelling (Duplex), and the owner has voluntarily agreed to register a Section 219 Covenant on the title of 1076 Colville Road.

That Council direct staff and legal counsel for the Township to coordinate with the property owner to ensure a Section 219 Covenant addressing the aforementioned items are registered against the property title prior to returning Amendment Bylaw No. 2980 to Council for consideration of adoption. Carried Unanimously.

6. PRESENTATIONS

- 1) [19-547](#) Barry Hobbis, President & Nick Banks, Vice President, Victoria/Esquimalt Harbour Society, Re: Stakeholder Group to Advise on Issues Relating to Victoria Harbour

This item was rescheduled to the January 20, 2020 Council Meeting.

- 2) [19-540](#) Judith Cullington, Principal, JCA Judith Cullington & Associates, Re: Designing Density

Judith Cullington, *JCA Judith Cullington & Associates*, provided an overview of the Designing Density initiative, presented a PowerPoint Presentation, and responded to questions from Council.

Council comments included consideration of parking needs with future developments.

7. PUBLIC INPUT ON ANY ITEMS LISTED ON THE AGENDA

Address Council on any item included on this Agenda, including Staff Reports and Communications (excluding items which are or have been the subject of a Public Hearing). Limit 2 minutes per speaker.

Francois Brassard, *resident*, in support of the proposed climate action initiatives outlined in the Mayor's Notice of Motion and encouraged collaborative work with the Township and Esquimalt Climate-Action Organizers (ECO).

8. STAFF REPORTS

Development Services

- 1) [19-570](#) Design for Social Well-being, Staff Report No. DEV-19-112

Director of Development Services provided an overview of the initiative and Judith Cullington, *JCA Judith Cullington & Associates*, responded to questions from Council.

Moved by Councillor Morrison, seconded by Councillor Vermeulen: That Council:

(1) receive the final report entitled 'Designing Density' by Judith Cullington

and Associates [Appendix A] from the Multi-family Design for social well-being project and the 'Designing Density' survey results [Appendix B] as attached to Staff Report DEV-19-112, for information; and

(2) direct staff to:

- a) Develop design guidelines for Development Permit Areas based on the recommendations in this report;
- b) Begin preparation of a social well-being checklist; and
- c) Present both of these documents at a future Committee of the Whole meeting for discussion. Carried Unanimously.

2) [19-521](#) Zoning Bylaw amendments for the regulation of Cannabis within the Township, Staff Report No. DEV-19-105

Moved by Councillor Helliwell, seconded by Councillor Armour: That Council resolves that "Zoning Bylaw, 1992, No. 2050, Amendment Bylaw No. 2984 [Appendix A] as attached to Staff Report DEV-19-105, which would amend Zoning Bylaw, 1992, No. 2050, by replacing text as detailed in the contents of amending Bylaw No. 2984, be given first and second readings; and

That Council authorizes the Corporate Officer to schedule a Public Hearing for Zoning Bylaw, 1992, No. 2050, Amendment Bylaw No. 2984, and advertise the same in the local newspaper. Carried Unanimously.

3) [19-485](#) Housing Agreement Bylaw - 616 & 620 Constance Avenue, 619 & 623 Nelson Street and 1326 Miles Street, Staff Report No. DEV-19-115

Director of Development Services provided an overview of the housing agreement bylaw and responded to questions from Council.

Troy Grant, *Sierra Lane Construction*, responded to questions from Council.

Moved by Councillor Armour, seconded by Councillor Morrison: That Council resolves that Housing Agreement Bylaw, 2019, No. 2981, attached as Appendix A of Staff Report DEV-19-115, for 616 & 620 Constance Avenue, 619 & 623 Nelson Street and 1326 Miles Street be given first, second, and third readings. Carried Unanimously.

4) [19-573](#) Exemption to Minimum Frontage Requirements for two proposed lots, 1158 Craigflower Road, Section 512 (2) Local Government Act, Staff Report No. DEV-19-114

Director of Development Services provided an overview of the requested exemption and noted the recommendation in Staff Report DEV-19-114 should include Lot B as well.

The meeting recessed at 8:08 PM and reconvened at 8:12 PM with all members of Council present except Mayor Desjardins.

Moved by Councillor Helliwell, seconded by Councillor Morrison: That Council, by the resolution of the simple majority of its members present, grant an exemption to the proposed minimum frontage on a highway

pursuant to Section 512 (2) of the Local Government Act [RSBC 2015] Chapter 1, for proposed Lot "A" & "B", Plan EPP 95842, attached as Appendix "A" to Staff Report No. DEV-19-114. Carried Unanimously.

- 5) [19-571](#) Council Response to the Capital Regional District 2018 Regional Growth Strategy Bylaw No. 4017 Amendment (Proposed Bylaw No. 4328) being an amendment to update Table 1 Population, Dwelling Unit, and Employment Projections to the year 2038 - Referral, Staff Report No. DEV-19-113

Moved by Councillor Helliwell, seconded by Councillor Morrison: That the Township of Esquimalt Council authorize the Mayor to send a letter to Mr. Colin Plant, Chair, Capital Regional District Board, stating that Council has the following concerns with proposed Amendment Bylaw No. 4328:

- 1) By consolidating projection data at the sub-regional level with municipalities that share very few common characteristics with the Township; the proposed bylaw has very limited practical applications for the Township; and
- 2) It is unclear how the Township will be able to make the population and dwelling unit projections in its Official Community Plan consistent with the proposed sub-regional population and dwelling unit projections given that it has no legal authority beyond its jurisdictional boundary as described in its Letters Patent. Carried Unanimously.

Parks and Recreation

- 6) [19-574](#) Contract Award: Detailed Designs, Tender and Project Management Services for Esquimalt Gorge Park, McLoughlin Amenity Fund Waterfront Park Project, Staff Report No. P&R-19-012

Director of Parks and Recreation provided an overview of the report and request for proposals process which included nine qualified bids and responded to questions from Council.

Council comments included criteria for selection and expertise and experience of Iredale Architecture.

Moved by Councillor Helliwell, seconded by Councillor Hundleby: That Council award Iredale Architecture the contract for Detailed Designs, Tender and Project Management Services for a multi-purpose building and a three-zoned fenced dog park at Esquimalt Gorge Park and direct staff to finalize the Professional Services Agreement details. Carried Unanimously.

9. BYLAWS

- 1) [19-563](#) Streets and Traffic Regulation Bylaw, 2017, No. 2898, Amendment Bylaw [No. 2], 2019, No. 2983 - For Adoption

Moved by Councillor Hundleby, seconded by Councillor Helliwell: That the Streets and Traffic Regulation Bylaw, 2017, No. 2898, Amendment Bylaw [No. 2], 2019, No. 2983, be adopted. Carried Unanimously.

10. REPORTS FROM COMMITTEES

- 1) [19-577](#) Draft Minutes from the Advisory Planning Commission, October 15, 2019

This item was received.

- 2) [19-578](#) Adopted Minutes from the APC Design Review Committee, November 13, 2019

This item was received.

11. COMMUNICATIONS***For Council's Consideration***

- 1) [19-569](#) Email from Chris Benesch, Funeral Director, dated November 27, 2019, Re: Resolution for Council on Aquamation

Moved by Councillor Armour, seconded by Councillor Hundleby: That the letter from Chris Benesch, dated November 27, 2019, be received. Carried Unanimously.

12. NOTICE OF MOTION

- 1) [19-568](#) Notice of Motion: Victoria Waterways Loop, Councillor Ken Armour - For Introduction

This Notice of Motion was introduced and referred to the Regular Council meeting on January 6, 2020 for discussion.

- 2) [19-564](#) Notice of Motion: Request - Esquimalt Farmers Market Presentation November 25, 2019, Mayor Barbara Desjardins - For Discussion

Council comments included costs, neighbourhood impact of lighting at Memorial Park, and concerns with installation of signage for local organizations on Township property.

Moved by Councillor Morrison, seconded by Councillor Hundleby:

WHEREAS: Esquimalt Farmers Market has existed and grown consistently over the past 5 years;

AND WHEREAS: Esquimalt Farmers Market has been recognized as the best Farmers Market in British Columbia two years running and Best Market Manager in 2018; AND WHEREAS: Esquimalt Farmers Market [EFM] is a valuable partner in enhancing the social, environmental and

economic wellness of our community; THEREFORE BE IT RESOLVED: That Council direct staff to include for Council's consideration within the 2020 budget; funding for lighting in Memorial Park, additional waste receptacles for separation of waste organic and recycle compartments, and boulevard signage at strategic locations within the Township.

AMENDMENT MOTION:

Moved by Councillor Armour, seconded by Councillor Helliwell: That the Main Motion be amended in the "Therefore be it resolved" clause to strike the wording ", and boulevard signage at strategic locations within the Township". Carried.

In Favour: 4 - Councillor Armour, Councillor Brame, Councillor Helliwell, and Councillor Morrison

Opposed: 2 - Councillor Hundleby, and Councillor Vermeulen

Absent: 1 - Mayor Desjardins

Director of Parks and Recreation responded to questions from Council and provided options to be included in budget discussions.

The vote was taken on the Main Motion as amended and declared Carried Unanimously.

- 3) [19-565](#) Notice of Motion: Council opportunity for greater community input regarding Climate Change, Mayor Barbara Desjardins - For Discussion

Moved by Councillor Brame, seconded by Councillor Hundleby:

WHEREAS: Esquimalt council has an established and populated Environmental Advisory Committee [EAC],

AND WHEREAS: Esquimalt council has declared a Climate emergency along with the Capital Regional District [CRD] and many other municipalities,

AND WHEREAS: There are many groups within the community who have come together as Esquimalt Climate-Action Organizers [ECO] to work to promote change toward meeting this emergency and wish to provide input to help Council,

THEREFORE BE IT RESOLVED: That Council direct staff to include for Council's consideration within the strategic planning sessions a recommendation for staff to review the policy regarding Council committees and report on/bring back information including status of the EAC, renewal dates, terms and options for a select committee either expanding current committee or any alternatives. Carried Unanimously.

13. PUBLIC COMMENT PERIOD

Address Council on any topic that impacts Esquimalt (excluding items which are or have been the subject of a Public Hearing). Limit 2 minutes per speaker.

Acting Mayor Brame called three times for public comment and there was none.

14. ADJOURNMENT

Moved by Councillor Hundleby, seconded by Councillor Morrison: That the Regular Council meeting be adjourned at 8:51 PM. Carried Unanimously.

MAYOR BARBARA DESJARDINS
THIS DAY OF , 2020

RACHEL DUMAS, CORPORATE OFFICER
CERTIFIED CORRECT

Deborah Liske

Subject: FW: Follow up for CFGames

From: <presidence2020@jeuxfc.ca>
Date: November 14, 2019 at 5:48:38 PM EST
To: Barb Desjardins <Barbara.Desjardins@esquimalt.ca>
Cc: 'Casey Edmunds' <casey@jeuxfc.ca>
Subject: Follow up for CFGames

Dear Barb,

I hope you are doing well.

I wanted to write to follow up on how things are going with trying to organize an opening ceremony in Esquimalt for Victoria 2020.

Unfortunately, things are not going very well. We have looked at MacKauley point, at Saxe Point and at Bullen Park. These sites are beautiful and would serve great for an opening ceremony, but not for the size our is. They also don't offer the parade experience (because of costs) the participants and the national authorities have come to expect from the CFGames.

We are still contemplating a venue with the Songhees Nation, but again, it would not be an ideal situation.

When we came last to council, our hope was really to get a sponsorship, like we are getting from other municipalities. We understand and appreciate that Esquimalt does not have the same flexibility in giving out money, however, we did try other means available to us to get there (community grant for example). Our hope was also to be able to speak to council to explain the project. With this email, I am asking if this is still a possibility. We think that if we come to talk to everyone on council, they might better understand what we are trying to achieve with this event and might be willing to remove the caveat of having the opening ceremony in Esquimalt for the Township to be able to contribute. As we have explained to you, our volunteer hub will be at École Victor-Brodeur and we think a partnership with Esquimalt for that hub would be a better solution for all involved. Esquimalt would be recognized as a partner who supports community and people who want to get involved.

I know this is not the outcome we both wanted, but I think we might still be able to reach an agreement if we can just come and talk to council.

Sincerely,

Marie-Pierre

Marie-Pierre Lavoie, traductrice agréée/certified translator, OTTIAQ, STIBC
Présidente du CA / Board Chair
Comité d'organisation des Jeux de la francophonie canadienne de 2020 à Victoria
presidence2020@jeuxFC.ca | jeuxfc.ca

CORPORATION OF THE TOWNSHIP OF ESQUIMALT
For Information:
☐ CAO ☐ Mayor/Council
☐ _____
RECEIVED: DEC 10 2019
Referred: Rachel
☐ For Action ☐ For Response ☐ COTW
☐ For Report ☒ Council Agenda ☐ IC
for presentation



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printing this email



Please consider the environment before

PRESENTATION

APPLICATION TO MAKE A PRESENTATION TO COUNCIL

A maximum of 2 Presentations may be scheduled for a Council meeting, each limited to **10 minutes**. (See back for excerpt of Council Procedure Bylaw)

Please submit the completed application **by Noon on Wednesday prior to the preferred Council meeting** by:
(1) email to corporate.services@esquimalt.ca, (2) mail or hand deliver to Municipal Hall, address above, or (3) fax to 250-414-7111. For further information, contact the Corporate Officer at 250-414-7135 or corporate.services@esquimalt.ca.

Name(s) and Title(s) of Presenter(s): Casey Edmunds, Executive Director & Marie-Pierre Lavoie, president

Name of Organization: Canadian Francophone Games

Daytime Phone No. 250-388-7350

Email: casey@jeuxfc.ca

Preferred Date of Presentation to Council: January 6, 2020

(Staff will email or telephone to confirm the meeting date once it is scheduled.)

Nature/Subject of Presentation: _____

The Games would like an opportunity to engage council members in potential partnership & sponsorship for the Games, following councils motion to support the Games in September 2019.

December 12th, 2019

Date of Application



Signature of Applicant

PowerPoint presentation? ☐ YES ☒ NO

If YES, please email your PowerPoint presentation to corporate.services@esquimalt.ca by Noon on the Friday prior to the Council meeting.

Handouts for Council? ☒ YES ☐ NO

If YES, please bring 10 copies to give to the Recording Secretary prior to the start of the Council meeting at 7:00 p.m.

Date Received: CORPORATION OF THE TOWNSHIP OF ESQUIMALT For Information: <input type="checkbox"/> CAO <input type="checkbox"/> Mayor/Council <input type="checkbox"/> _____ RECEIVED: DEC 12 2019 Referred: _____ <input type="checkbox"/> For Action <input type="checkbox"/> For Response <input type="checkbox"/> COTW <input type="checkbox"/> For Report <input type="checkbox"/> Council Agenda <input type="checkbox"/> IC	
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FOR OFFICE USE ONLY

APPLICANT
CONTACTED ☒ **X**
PRESENTATION
RECEIVED ☐
DATE: Dec 13/19
INITIALS: AF

Date Presented to Council:

Jessica Nichol

From: Rachel Dumas on behalf of Corporate Services
Sent: December-12-19 1:58 PM
To: Kim Maddin; Jessica Nichol
Subject: FW: Request to present
Attachments: Presentation Application Template.pdf

Corporate Services
General Delivery Email

From: Casey Edmunds [<mailto:casey@jeuxfc.ca>]
Sent: December-12-19 1:46 PM
To: Corporate Services
Subject: Request to present

Bonjour,

Please see form to request a presentation to council on January 6th, 2020.

Thank you,
Merci!

Casey Edmunds
Directeur général // Executive Director
casey@jeuxFC.ca | jeuxfc.ca
780.966.2637

Nous sommes reconnaissants à l'égard de la nation Lekwungen (Songhees et Esquimalt) de nous accueillir sur leur territoire traditionnel.
We are appreciative towards the nation Lekwungen (Songhees and Esquimalt) to welcome us on their traditional territories.



Deborah Liske

Subject: FW: Request: Presentation to Council January 6, 2020
Attachments: Esq-Jan6.pdf

From: Kym [mailto:]
Sent: December-10-19 12:06 PM
To: Corporate Services
Cc: Corey Burger; Norah Macey
Subject: Request: Presentation to Council January 6, 2020

Hi Alicia,

It was nice to speak to you on the phone last week. I have attached a request for a presentation to council for January 6, 2020.

A few of us were at the Council meeting last night and I can see a lot of value and interest in the topic of cycling infrastructure in Esquimalt. In response to recent correspondence to Mayor and Council, councillor Tim Morrison suggested we make a presentation to speak to the interests of the Esquimalt Local Committee of the Greater Victoria Cycling Coalition.

On the form I have named more than one speaker, if the requirement is to put only one it could be Corey. We are working on our presentation and if it were amenable to Council we could have others be part of the presenting group to represent the diversity of membership in the Esquimalt Local Committee.

I look forward to hearing back from you.

Kind regards,

Kym Thrift

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input type="checkbox"/> CAO	<input type="checkbox"/> Mayor/Council	
RECEIVED: DEC 11 2019		
Referred: <i>Rachel</i>		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input checked="" type="checkbox"/> Council Agenda	<input type="checkbox"/> IC



1229 Esquimalt Road
Esquimalt BC V9A 3P1
PHONE: 250-414-7100
FAX: 250-414-7111
www.esquimalt.ca

PRESENTATION

APPLICATION TO MAKE A PRESENTATION TO COUNCIL

A maximum of 2 Presentations may be scheduled for a Council meeting, each limited to **10 minutes**. (See back for excerpt of Council Procedure Bylaw)

Please submit the completed application **by Noon on Wednesday prior to the preferred Council meeting** by: (1) email to corporate.services@esquimalt.ca, (2) mail or hand deliver to Municipal Hall, address above, or (3) fax to 250-414-7111. For further information, contact the Corporate Officer at 250-414-7135 or corporate.services@esquimalt.ca.

Name(s) and Title(s) of Presenter(s): Kym Thrift (member), Niki Sutherland (member)

Corey Burger, Policy & Infrastructure Chair (VICE)

Name of Organization: ESQUIMALT LOCAL COMMITTEE - GREATER VICTORIA CYCLING COALITION

Daytime Phone No. _____ Email: _____

Preferred Date of Presentation to Council: January 6, 2020 *gd.*
(Staff will email or telephone to confirm the meeting date once it is scheduled.)

Nature/Subject of Presentation: History & Role of the Esquimalt Local Committee,
local cycling infrastructure needs and opportunities in the
context of regional initiatives, climate change and upcoming
council initiatives on climate change and active transport.

Dec. 6, 2019
Date of Application

[Signature]
Signature of Applicant

PowerPoint presentation? ☒ YES ☐ NO

If YES, please email your PowerPoint presentation to corporate.services@esquimalt.ca by Noon on the Friday prior to the Council meeting.

Handouts for Council? ☐ YES ☐ NO *xtbd*

If YES, please bring 10 copies to give to the Recording Secretary prior to the start of the Council meeting at 7:00 p.m.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

For Information:
☐ CAO ☐ Mayor/Council

RECEIVED: DEC 11 2019

Referred:

☐ For Action ☐ For Response ☐ COTW
☐ For Report ☐ Council Agenda ☐ IC

FOR OFFICE USE ONLY

Date Presented to Council:

APPLICANT
CONTACTED ☒

PRESENTATION
RECEIVED ☐

DATE: Dec 12/19

INITIALS: AF



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-004

REQUEST FOR DECISION

DATE: December 16, 2019

Report No. FIN-20-001

TO: Laurie Hurst, Chief Administrative Officer

FROM: Ian Irvine, Director of Financial Services

SUBJECT:

2020 Revenue Anticipation Bylaw

RECOMMENDATION:

That Council give Revenue Anticipation Bylaw, 2020, No. 2985, 1st, 2nd and 3rd readings.

RELEVANT POLICY:

Community Charter Section 177

STRATEGIC RELEVANCE:

This decision does not directly relate to any strategic priority or objective.

BACKGROUND:

Section 177 of the *Community Charter* permits a Council to borrow money for short term purposes in an amount up to 75% of the taxes levied by the Township for all purposes. Based on the property taxes levied in the previous year, \$22,045,000 would be the maximum allowable amount.

Other than for the funding of capital projects, no short term borrowing has been required by the Township during recent years. This has been the result of the net cash balance exceeding the amount necessary to cover operating expenditures until a majority of property tax payments have been collected.

For the 2020 fiscal year, an amount not exceeding \$2,500,000 may be required by either overdraft or short term borrowing. This amount is deemed sufficient by our bank and would represent approximately 5% of the Township's budget. The applicable interest rate of any borrowing would be determined at the time any request was made.

ISSUES:

1. Rationale for Selected Option

In the event that the Township requires any additional short term funding prior to completion of the 2020 property tax collections, our bank would request security in the form of a bylaw. This bylaw would provide assurance to the bank and would facilitate timely access should any funds be required.

2. Organizational Implications

There are no organizational implications of this decision.

3. Financial Implications

There is no expectation that any short term borrowing will be required as our current cash balance is sufficient to cover lawful expenditures until the end of June 2020 when a majority of property tax payments will have been received.

4. Sustainability & Environmental Implications

There are no sustainability or environmental implications of this decision.

5. Communication & Engagement

A copy of the bylaw will be provided to our financial institution to be maintained in their file in order to facilitate timely processing of any short term borrowing requests.

ALTERNATIVES:

1. That Council give Revenue Anticipation Bylaw, 2020, No. 2985, 1st, 2nd and 3rd readings.

2. That Council amend Revenue Anticipation Bylaw, 2020, No. 2985 and give the amended bylaw 1st, 2nd and 3rd reading.

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

BYLAW NO. 2985

A Bylaw to authorize the borrowing of such sums of money
as may be necessary to meet current lawful expenditures
of the Corporation for the year 2020

WHEREAS, pursuant to Section 177 of the *Community Charter*, the Municipal Council may, by bylaw provide for the borrowing of money that may be necessary to meet current lawful expenditures;

AND WHEREAS the maximum amount so borrowed shall not exceed at any time the sum of unpaid taxes for all purposes levied during the current year and the money remaining due from other governments;

AND WHEREAS before the adoption of the annual rates bylaw in any year, the taxes in the current year are deemed to be seventy-five per centum of all taxes levied for all purposes in the preceding year;

AND WHEREAS the current year taxes calculated in accordance with the above amount is \$22,045,000;

AND WHEREAS to meet the current lawful expenditures of the Corporation it may be necessary to borrow an amount not exceeding \$2,500,000;

NOW, THEREFORE, THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF ESQUIMALT, in open meeting assembled, hereby enacts as follows:

1. This Bylaw may be cited as the "*REVENUE ANTICIPATION BORROWING BYLAW, 2020, NO. 2985*".
2. It shall be lawful for the Municipal Council to borrow upon the credit of the Corporation a sum not exceeding two million five hundred thousand dollars (\$2,500,000) in such amounts and at such times as may be required, and to pay interest thereon.
3. All the monies so borrowed and the interest payable thereon shall be payable on or before the 31st day of December 2020.

4. The form of the obligation or obligations to be given as an acknowledgement of the liability shall be a Promissory Note or Notes bearing the Corporate Seal and signed by the Mayor and the Director of Financial Services.
5. There is hereby set aside as security for the liability hereby authorized to be incurred, the sum of \$2,500,000 being part of the taxes for the current year deemed by the Municipal Council expedient to be so set aside.

Read a first time by the Municipal Council on the day of January, 2020.

Read a second time by the Municipal Council on the day of January, 2020.

Read a third time by the Municipal Council on the day of January, 2020.

ADOPTED by the Municipal Council on the day of January, 2020.

BARBARA DESJARDINS
MAYOR

RACHEL DUMAS
CORPORATE OFFICER



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:20-010

REQUEST FOR DECISION

DATE: December 18, 2019

Report No. FIN-20-002

TO: Laurie Hurst, Chief Administrative Officer

FROM: Ian Irvine, Director of Financial Services

SUBJECT:

2020 Revenue, Tax, Budget and Financial Sustainability Policies & Objectives

RECOMMENDATION:

That Council approve the 2020 Revenue, Tax, Budget and Financial Sustainability Policies and Objectives as attached to Staff Report No. FIN-20-002, as Schedule A to Financial Plan Bylaw No. 2986.

RELEVANT POLICY:

Community Charter s. 165

STRATEGIC RELEVANCE:

The adopted Financial Plan outlines the service levels, revenue requirements and related policies and objectives for the Township.

BACKGROUND:

The *Community Charter* states that the Financial Plan must set out the policies and objectives of the municipality for the planning period in relation to the sources of funding, property tax distribution and permissive exemptions. The Revenue, Tax, Budget and Financial Sustainability document discusses these areas as well as others such as growth and revitalization strategies, fees and charges, and financial sustainability. The policies and objectives in this document are those of Council and will provide direction to staff regarding the execution of the financial plan.

ISSUES:

1. Rationale for Selected Option

There is a requirement that the Financial Plan Bylaw, which includes documented policies and objectives, be adopted prior to May 15 each year. The document attached to this report [Attachment 1] is similar to what was adopted last year with minor changes as requested at a recent Committee of

the Whole meeting.

In addition to minor wording adjustments, the following changes were made to the document to reflect the decisions of the Committee:

- Removal of clause 1.1 “Distribute property tax increases equitably among all property classes”
- Amendment of clause 1.2 to remove “without increasing the tax burden on the residential property class”
- Addition of new clause 1.5
- Amendment of clause 1.7 to replace “is reflective of” to “considers”

2. Organizational Implications

Other than potential changes to the Revenue, Tax, Budget and Financial Sustainability Policies & Objectives document, there are no organizational implications of this decision.

3. Financial Implications

There are no financial implications of this decision.

4. Sustainability & Environmental Implications

There are no sustainability or environmental implications of this decision.

5. Communication & Engagement

The Revenue, Tax, Budget and Financial Sustainability Policies & Objectives document will form Schedule A of the 2020-2024 Financial Plan Bylaw. Once adopted, the Bylaw with Schedule A will be posted on the Township website with a copy included in the budget binder, available for public review at the Municipal Hall.

ALTERNATIVES:

1. That Council approve the 2020 Revenue, Tax, Budget and Financial Sustainability Policies and Objectives as attached to Staff Report No. FIN-20-002, as Schedule A to Financial Plan Bylaw No. 2986.
2. That Council amend the 2020 Revenue, Tax, Budget and Financial Sustainability Policies and Objectives and approve as amended.
3. That Council direct staff to revise and present the 2020 Revenue, Tax, Budget and Financial Sustainability Policies and Objectives at a later date.



Bylaw 2986, 2020

Schedule A

Revenue, Tax, Budget and Financial Sustainability Policies & Objectives

1. PROPERTY TAX REVENUE and TAX RATIOS

Background

Property taxes account for approximately 42% of the Township of Esquimalt's ("Township") revenue (excluding unconditional or non-recurring grants and transfers from own sources) and provide a stable and consistent source of funding for many services that are either difficult or undesirable to fund on a user-pay basis. Property taxes tend to be more predictable than other revenue sources, resulting in less likelihood of a shortfall relative to other budgeted revenue.

The other major source of revenue is Payments In Lieu of Taxes (PILT) provided by the Federal Government for the CFB Esquimalt properties accounts for approximately 33% of total revenue. This figure increases to 43% when analysing these payments as a percentage of taxation revenue only.

The Township's distribution of taxes among the property classes is typical, where the residential class (Class 1) is proportionately the largest of the total tax base at approximately 76%. Properties in the business class (Class 6) provide the second largest portion of the tax base at approximately 15%. All remaining property classes combined provide the remaining 9% of the base. These figures are calculated based on total taxation, including PILT revenue.

The Township's tax rates are difficult to compare with other municipalities in the Capital Regional District. The Township provides its own police, fire, recreation, and library services however these services are, in some instances, either cost-shared or provided on a volunteer basis by other municipalities. Another factor to consider is that the Township includes all utility costs in its property tax levies while some municipalities issue separate periodic invoices to taxpayers. Additionally, the Township has a limited retail base and comparatively lower assessed values than other municipalities. Consequently, the Township must fund higher costs through fewer revenue sources resulting in higher tax rates.

Reducing taxation requirements can be achieved by: (i) lowering overall costs, (ii) increasing revenue from sources other than property taxes, (iii) increasing the number of taxpayers, or (iv) from any combination of these measures. Council is constrained in its ability to shift the tax burden as a means of driving change in the community. Shifting the burden for one property tax class to drive new initiatives will result in higher tax rates applied against one or more of the other classes.

Objectives

- 1.1 ~~Distribute property tax increases equitably among all property classes.~~
- 1.2 Increase the percentage of revenue from sources other than property taxes over time by considering new initiatives that increase the tax base and facilitate a shifting of tax ratios ~~without increasing the tax burden on the residential property class.~~
- 1.3 Implement property tax strategies or incentives that promote economic development within the community.
- 1.4 Consider the Consumer Price Index and cost of living changes within the Capital Region.

Policies

- 1.5 Adjust the tax rates each year with the intent of gradually working towards a commercial to residential ratio of 2.50:1
- 1.6 Consider the annual property tax increase required to cover the projected cost of the existing service levels as well as any new or enhanced services.
- 1.7 Adjust the tax rate ratios each year to maintain stability while ensuring the tax rate considers ~~is reflective of~~ both market and non-market changes.
- 1.8 Set annual property tax rates after considering significant new growth or loss of assessment in each property class.
- 1.9 Use the property tax levy and payments in lieu of taxes to balance the budget each year after reviewing the potential for sustainable revenue from all other sources.
- 1.10 Mitigate the impact on property taxes by researching non-property tax revenue sources whenever possible, such as applying for government grants, charging appropriate user fees and developing strategic alliances, partnerships and shared project funding to reduce costs of service delivery.

2. PERMISSIVE TAX EXEMPTIONS

Background

The Township will continue to consider supporting local not-for-profit organizations who qualify for permissive tax exemptions under the *Community Charter*.

Objectives

- 2.1 Continue to consider granting permissive tax exemptions to promote social benefit to the community.
- 2.2 Consider granting permissive tax exemptions to promote economic development within the community.

Policies

- 2.3 Continue to grant permissive tax exemptions to agencies and organizations that:
 - 2.3.1 provide benefits to the Township and its residents; and
 - 2.3.2 qualify under legislation or any formal policy adopted by Council;
- 2.4 Review permissive tax exemptions in conjunction with other financial support provided by the Township to ensure funding is reasonable and appropriate.
- 2.5 Continue to review and update the evaluation criteria to ensure the Township is receiving benefits from organizations that receive permissive tax exemptions.

3. GROWTH AND REVITALIZATION STRATEGIES

Background

Growth, improvement and progressive thinking are necessary in order to create, develop and maintain a desirable and healthy community. Such a community is likely to attract new, and retain existing, business and housing which will add to the tax base and help to achieve the goal of reducing property taxes.

Objectives

- 3.1 Explore opportunities and employ strategies which are intended to grow and revitalize the community.
- 3.2 Stimulate and reinforce development initiatives where such uses are permitted.

Policies

- 3.3 Continue to consider the provision of tax exemptions for revitalization, beautification and heritage tax exemptions that are consistent with the social, economic and environmental objectives of the community.
- 3.4 Examine economic development, revitalization and heritage plans to determine where opportunities for tax exemptions may exist.
- 3.5 Continue to promote the existing Revitalization Tax Exemption Bylaw.
- 3.6 Increase the commercial tax base including new development proposals where applicable.

4. PARCEL TAX REVENUE

There are no parcel tax levies in use by the Township.

5. FEES AND CHARGES

Background

Fees and charges account for almost 11% of the Township's revenue. While this figure includes revenue generated from licences and permits, the largest component is represented by user fee revenue generated from recreation programs.

Objectives

- 5.1 User fees may be charged for services that are identifiable to specific users, versus applying a general tax levy on all property owners.
- 5.2 User fees charged for recreation programs are appropriate.
- 5.3 Other fees, such as fees for licences and permits are:
 - (a) reviewed regularly;
 - (b) comparable within the region; and
 - (c) consistent with the social and economic objectives of the Township.

Policies

- 5.4 Review recreation user fees at least annually to ensure that they remain affordable and competitive within the regional market.
- 5.5 Review other fees and charges at least annually to ensure that the Township is working towards full recovery for the cost of services provided.
- 5.6 Fees required to recover the cost of services may be reduced by government grants or transfers allocated to specific programs.

6. FINANCIAL SUSTAINABILITY

Long term financial sustainability is important if the Township is to continue delivering the services and programs expected by the community. It is also important that community assets are maintained as a means to attract and retain businesses and to ensure that the costs do not become a burden for future taxpayers.

With long term financial management as the overall principle, the Township places an emphasis on sustainability through the following objectives:

- adequately fund services and infrastructure
- efficiently manage expenditures
- prudently administer operations
- maintain sufficient future reserves
- utilize debt strategically

6.1 INFRASTRUCTURE AND CAPITAL ASSET SUSTAINABILITY

Background

Capital projects are funded through a number of sources including grants, reserve funds and property tax levies. Once acquired or completed, the future costs of maintaining the capital assets are included within the annual operating budget while replacement or improvement costs are requested within the capital portion of the Financial Plan.

Objectives

- 6.1.1 Capital funding provided through the annual budget process will be adequate to maintain the Township's infrastructure and provide for the renewal of capital assets.

- 6.1.2 Approved capital projects are completed in a timely manner and costs remain within approved budgetary allocations.
- 6.1.3 Adequately maintain the capital assets and infrastructure are adequately maintained in order to avoid costly failures and, where possible, to economically and effectively extend the life of each asset.

Policies

- 6.1.4 To ensure capital project funding is adequate:
 - (a) an amount equal to the value of matured debt charges is transferred annually to the Capital Projects Reserve Fund;
 - (b) an amount approximating the sales tax rebates received by the Township is transferred annually to the Capital Projects Reserve Fund;
 - (c) donations and bequests for capital purposes are transferred to the Capital Projects Reserve Fund unless otherwise specified by the donor;
 - (d) the Capital Projects Reserve Fund, and all interest earned upon it, is only used to acquire capital assets;
 - (e) an amount based on the approximate useful life and replacement cost of the Township's mobile assets is calculated and transferred annually to the Machinery and Equipment Depreciation Reserve Fund;
 - (f) the Machinery and Equipment Depreciation Reserve Fund, and all interest earned upon it, is only used to replace existing mobile capital assets;
 - (g) an amount equal to, or greater than, the value of a one percent tax revenue increase from the previous year is transferred to the Infrastructure and Revitalization Reserve Fund; and
 - (h) the Infrastructure and Revitalization Reserve Fund, and all interest earned upon it, is only to be used for revitalization initiatives or the replacement of existing long term infrastructure.
- 6.1.5 Capital items not acquired or fully completed during the year they were approved may be eligible for carry forward to the next fiscal year. During the creation of the annual capital plan:
 - (a) previously approved capital items may be carried forward if a project has commenced but has not yet been completed;
 - (b) new capital requests will be scaled back or deferred to accommodate any carry forward requests; and
 - (c) capital projects that have not commenced by the end of the fiscal year will not automatically be carried forward to the following fiscal year. These projects must be re-submitted for approval during budget discussions.
- 6.1.6 Capital items are expected to be completed or acquired within the approved budget allocation however, unforeseen cost overruns do occasionally occur. In these instances, formal approval from Council is required except when all of the following conditions have been met:
 - (a) the total capital budget for the item or project is less than \$100,000;
 - (b) total expenditures do not exceed 110% of the approved capital budget for the item or project; and
 - (c) any amount, in excess of the budget, may be offset within the same fund by unspent budget allocations for other capital assets acquired or completed; and
- 6.1.7 Each instance of a cost overrun must be individually reviewed and approved by the Director of Financial Services.

6.2 RESERVE FUNDS

Background

The Township has various reserve funds which have been established for specific purposes. These funds are developed and maintained to ensure financial obligations with respect to infrastructure, equipment and fiscal requirements are met.

Objectives

- 6.2.1 Establish and maintain reserves to provide stability to municipal operations and ensure the Township can meet both current fiscal requirements and future obligations.
- 6.2.2 Maintain a certain level of financial resources sufficient to protect against the need for service level reductions or taxation increases as a result of temporary revenue shortfalls or unpredicted one time expenditures.
- 6.2.3 The budget process and ongoing operations must strive to establish and maintain sufficient reserve funds balances as set out in this document.

Policies

- 6.2.4 Strive to ensure the sum of the following balances represents a minimum of 25% of the total revenue required each year (excluding unconditional or non-reoccurring grants and transfers from own sources) ~~by the year 2020~~:
 - Reserve Funds;
 - Appropriated for Uncollected Taxes Account;
 - Appropriated for Working Capital Account; and
 - Unappropriated Surplus Account
- 6.2.5 Maintain a minimum balance of \$500,000 in the Machinery and Equipment Depreciation Reserve Fund.
- 6.2.6 Maintain a minimum balance of \$1,000,000 in the Capital Projects Reserve Fund.
- 6.2.7 Maintain a minimum balance of \$250,000 in the Infrastructure and Revitalization Reserve Fund.
- 6.2.8 The balances set out in 6.2.5, 6.2.6 and 6.2.7 may temporarily drop below the established minimum balances, provided a plan is in place to replenish the fund to a balance above the minimum.

6.3 DEBT MANAGEMENT

Background

The maximum amount that can be borrowed by the Township is limited by the *Community Charter* and the provincial government. Debt funding is provided by the Municipal Finance Authority and is to be used for capital projects rather than operational programs. In comparison to the maximum allowable levels, the Township's debt has been maintained at a fairly low level in recent years.

Objectives

- 6.3.1 Maintain the long term debt servicing liability at an acceptable and manageable level.

Policies

- 6.3.2 Limit the creation of long term debt to the financing of large infrastructure and economic development projects.
- 6.3.3 Minimize debt costs by seeking out, and applying for, provincial and federal government grants whenever possible.
- 6.3.4 Assess all potential borrowing options to ensure both flexibility and cost effectiveness

7. RESTRICTED ACCOUNTS

Background

Funds may be set aside in reserve accounts for specified or restricted purposes. Minimum balances may be established to ensure availability of funds in future years.

Objectives

- 7.1 These funds are used primarily to finance capital projects, one time operating costs or specific projects for which the funds were advanced. Internally restricted funds may also be used from time to time to strategically offset specific operating costs

Policies

- 7.2 Maintain a minimum balance of \$25,000 in the Casino Revenue Sharing Account.
- 7.3 Maintain a minimum balance of \$100,000 in the Community Works Fund Account.
- 7.4 The funds set out in S7.2 and S7.3 may be used for specific one time capital and operating project costs.
- 7.5 The balances set out in S7.2 and S7.3 may temporarily drop below the established minimum balances, provided a plan is in place to replenish the account to a balance above the minimum.

MUNICIPAL FINANCE & BUDGET OVERVIEW

January 6, 2020



Overview

- Financial Plan
- Operating and Capital Expenditures
- Funding Sources
- Reserves
- Budget Challenges
- Council Direction



Council Direction

- Staff are looking for direction regarding the desired range of 2020 tax revenue increase scenarios
- Staff will present various scenarios to Council in March once the draft 2020-2024 Financial Plan has been fully compiled



FINANCIAL PLAN

Township of
ESQUIMALT

Legislative Requirements

- Community Charter and Local Government Act set the provisions that municipalities must follow:
 - Have a five year plan adopted annually
 - No deficit permitted (revenue=expenditures)
 - Have both an operating and a capital budget
 - Council to undertake a “process of public consultation”



Bylaw Requirements

Two separate bylaws:

Financial Plan Bylaw gives the municipality spending authority

Tax Rates Bylaw authorizes the levying of property taxes

- The Financial Plan Bylaw must be adopted prior to the adoption of the Tax Rates Bylaw



What is a Financial Plan?

- Multi year, high level estimate of future expenditures, staffing and revenues required to maintain service levels and infrastructure and to manage growth
- Adopted annually by Council through bylaw
- Sets out policies and objectives
 - Proportion of revenue from each funding source
 - Distribution of property taxes among the classes
 - Use of permissive exemptions



Financial Plan Process

- Management prepares draft plan and recommendations based on Council direction
 - Completed Assessment Roll
 - Includes Accepted PILT Values
- Tax Revenue Increase Scenario Selected by Council
 - Potential adjustment based on Revised Assessment Roll
- Policies and Objectives
- Tax Rate Review
- Financial Plan and Tax Rates Bylaws



What is a Budget?

- A plan for the revenues and expenses required over a specified future period of time
- A detailed quantitative plan for acquiring and using financial and other resources over a specified forthcoming time period
- **Departmental work plans converted into dollars**

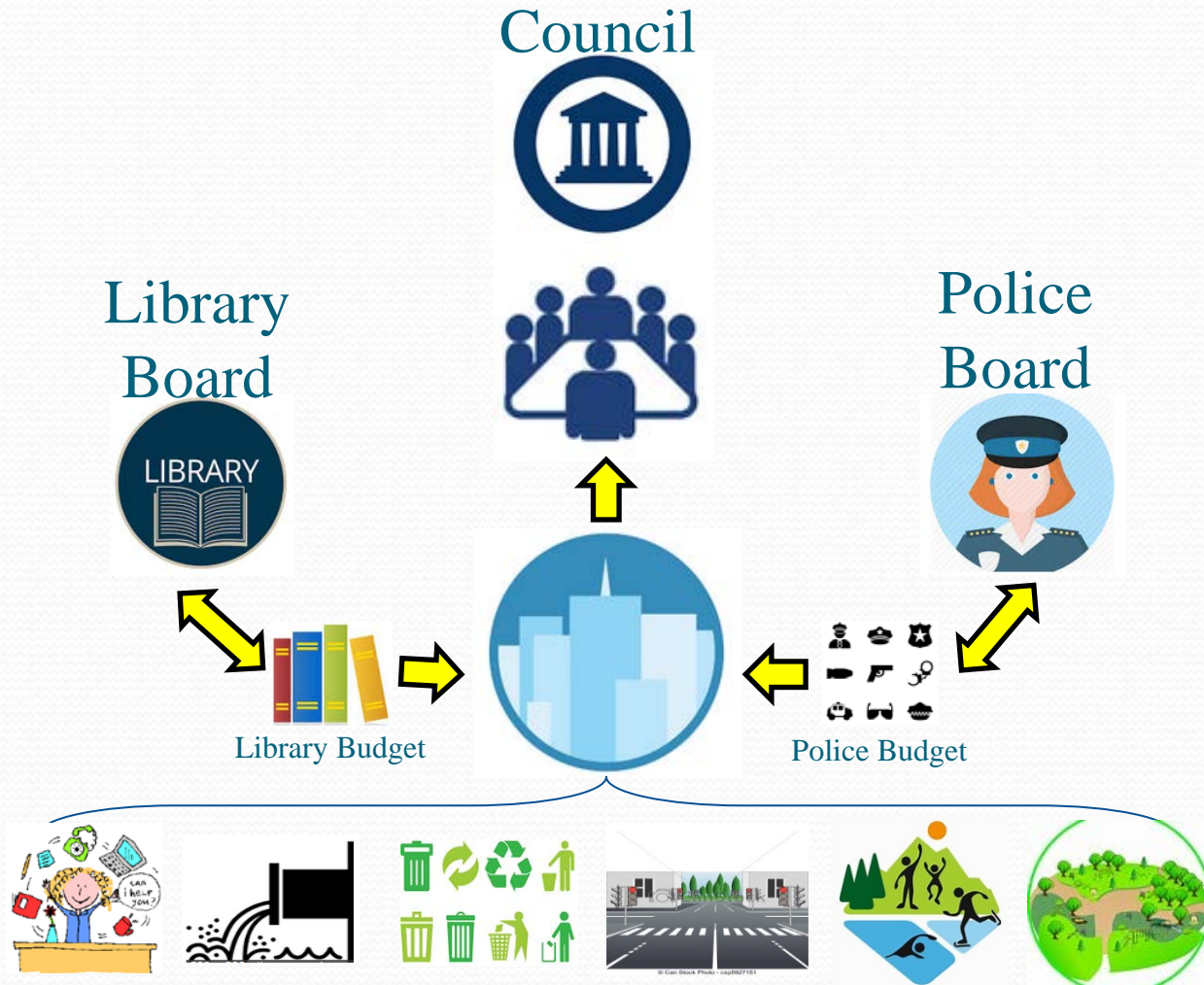


Budget Management

- Keep overall expenditures within the approved budget
- Manage post budget events and changed circumstances
- Maintain integrity of financial system and reporting
- Accountability and responsibility clearly defined
- Early identification of surpluses and deficits



Approval Process



Budget Timeline

Key Dates

- Policy and Objectives Review – January 6
- Early Budget Approvals – February 3
- Department Core Presentations – February 3
- Local Grant Approvals – March 2
- Consideration of Operating and Capital Requests & – March 10 (& March 11 if required)
- Tax Rate Scenarios – April 6
- Financial Plan and Tax Rate Bylaws – adoption May 4



OPERATING & CAPITAL EXPENDITURES

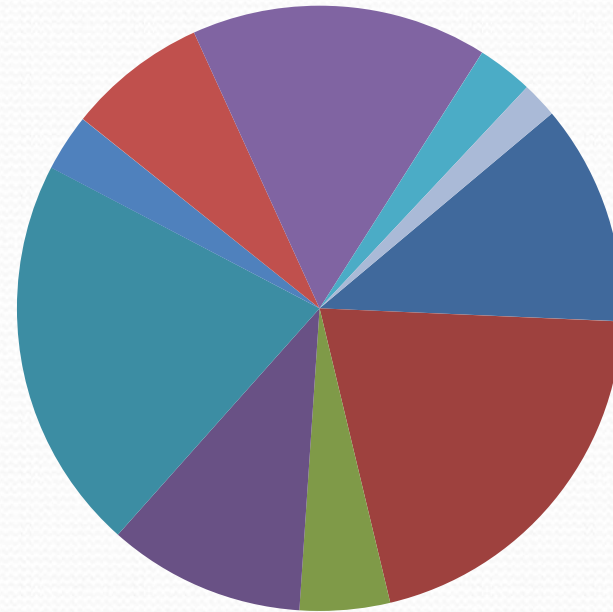
Operating Expenditures

- Incurred to met local demands for services and infrastructure
- Examples:
 - Wages & Benefits
 - Equipment & Supplies
 - Contracted Services
 - Program Costs
 - Repairs & Maintenance



Where are Funds Spent?

• Parks & Recreation	26%
• Police	22%
• Fire	13%
• Public Works	12%
• Transfers	9%
• Corporate/HR	6%
• Finance/IT	4%
• Development	3%
• Debt Servicing	3%
• Community Safety	2%



Capital Expenditures

- One time expenditures for infrastructure
 - Roads & Sidewalks
 - Vehicles & Equipment
 - Parks & Playgrounds
 - Sanitary & Sewer Lines
- Funding transferred from reserves do not require direct taxation
- Annual contributions to reserves impact current year tax calculation



FUNDING SOURCES



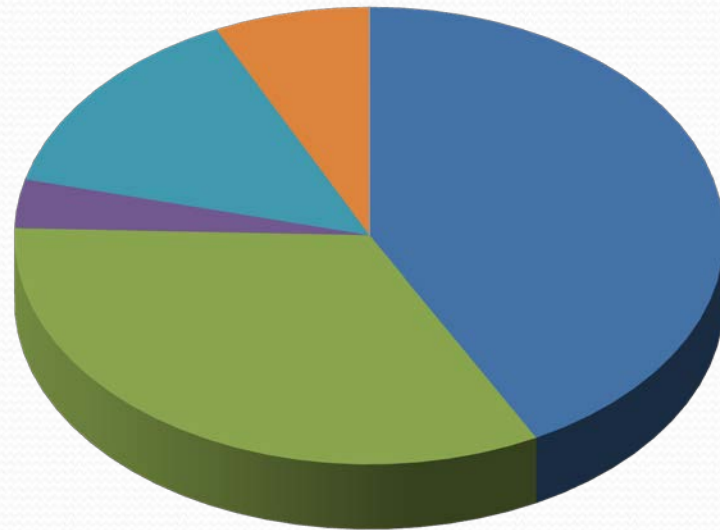
Revenue

- Property Taxes
- PILT
- Parks and Recreation Fees
- Other Fees and Charges
 - Permits, licences and cost recoveries
- Government Transfers
 - Small Community and Traffic Fine Amounts
- Other Sources
 - Casino, Gas Tax, Donations, Grants



Sources of Revenue

• Property Taxes	42%
• PILT	32%
• Gov't Transfers	17%
• Recreation	7%
• Fees and Charges	2%



Debt

- Long Term and Short Term Loans (5-40 years)
- For Major Capital Expenditures
- Secured through Municipal Finance Authority and CRD
- Spreads project cost and related property tax increase over a number of years



Township Debt

Sewers I&I Program	1,256,000	Matures 2024
	2,012,000	Matures 2025
	1,129,000	Matures 2026
	<u>2,353,000</u>	Matures 2027
	<u>6,750,000</u>	
Revitalization Project	4,000,000	Matures 2022
	<u>2,800,000</u>	Matures 2023
	<u>6,800,000</u>	
Admirals Road Corridor	1,200,000	Matures 2024
Fraser Park Development	300,000	Matures 2021
Total Debt	<u><u>\$15,050,000</u></u>	



Township Debt

ANNUAL DEBT COSTS

	2020	2021	2022	2023	2024
Long-term debt (principal & interest)					
Recreation Centre Revitalization	\$375,450	\$375,450	\$375,450	\$164,480	
Sewer I & I Program	362,918	362,918	362,918	362,918	362,918
Admirals Road Corridor	135,950	135,950	135,950	135,950	135,950
	<u>874,318</u>	<u>874,318</u>	<u>874,318</u>	<u>663,348</u>	<u>498,868</u>
Short Term Debt (principal & interest)					
Fraser Park Development	156,300	154,200			
	<u>156,300</u>	<u>154,200</u>			
Total Annual Cost	<u>\$1,030,618</u>	<u>\$1,028,518</u>	<u>\$874,318</u>	<u>\$663,348</u>	<u>\$498,868</u>
Unutilized Liability Servicing Capacity at December 31, 2019	\$ 8,024,542				



Reserve Funds

- Established through bylaw
- May only be used for specified use
- Requires Council resolution to expend these funds



Reserve Funds

- **Capital Projects (CPRF)**
 - Fixed annual contribution (approx. \$1,300,000)
 - Additional allocation for any retired debt payments
 - Can be used for any capital expenditures
- **Machinery & Equipment Depreciation (M&E)**
 - Annual contributions made based on useful life and replacement cost of capital items
 - Used to replace existing fleet and equipment



Reserve Funds

- **Infrastructure & Revitalization**
 - Replacement of existing long-term infrastructure
 - Revitalization initiatives
 - Annual minimum contribution (2019: \$290,000)
- **Park Land Acquisition**
 - Funded from disposal or sale of park land and/or money received in lieu of parkland
- **Sustainability**
 - Funded by Provincial carbon tax grant program (CARIP)



Reserve Funds

- **Municipal Archives Trust**
 - For acquisitions, restorations, reproductions and equipment for the Archives
- **Local Improvement**
 - To assist with local area service improvements
 - Alternative to borrowing
- **Eva Chafe**
 - For maintenance of 398 Fraser Street property



Reserve Funds

- **Tax Sale**
 - Funded from annual tax sale monies including any administration fees collected
- **Public Art**
 - For the selection, acquisition, maintenance and de-accession of Public Art
- **McLoughlin Amenities**
 - 3 separate funds for the purposes of public safety, recreation and waterfront park improvements



Reserve Fund Balances

M&E Reserve Fund	\$2,725,910
Capital Projects Reserve Fund	2,787,348
Infrastructure & Revitalization Reserve Fund	1,085,165
Park Land Acquisition Reserve Fund	88,080
Sustainability Reserve Fund	12,109
Municipal Archives Trust Fund	4,098
Local Improvement Fund	179,073
Eva Chafe Reserve Fund	34,763
Tax Sale Lands Reserve Fund	120,263
Public Art Reserve Fund	50,515
McLoughlin Amenity Funds	17,370,309
	<hr/>
	\$24,457,633
	<hr/>



Reserve Accounts

- Used to account for specific funds received from external sources
- No statutory requirement for accounts
- Used at Township's discretion
- Unexpended amounts may be carried forward or transferred to surplus



Reserve Accounts

- **Community Works (CWF)**
 - Direct allocation based on population to support local priorities (2019: \$1,569,611)
 - Annual reporting to UBCM and verification with financial statements submitted to Province



Reserve Accounts

- **Casino**

- Payments received as part of Revenue Agreement (2019: \$350,000)
- Used for specific projects or one time purchases rather than for general or ongoing expenditures
- Internal commitment to fund recreation revitalization project debt payments (\$275,000 annually)



Reserve Accounts

- **Community Impact Fee**

- To mitigate the community impacts of the CWWTP
- Annual invoice to CRD for \$55,000 (adjusted for CPI)
- No stipulation about how funds must be spent
- No minimum account balance



Reserve Accounts

Community Works (Gas Tax)	\$1,432,180
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Casino Revenue	569,005
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Community Impact Fee	113,530
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Library Reserve	417,578
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	<u>\$2,532,293</u>
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BUDGET CHALLENGES

Budget Challenges

- Infrastructure Renewal and Asset Management
- Increasing Construction Costs
- Balancing Community Expectations and Township Resources



Service Comparison

	POLICE		FIRE		RECREATION		LIBRARY	
	OWN	COST	OWN	VOLUNTEER	OWN	COST	OWN	COST
		SHARED				SHARED		SHARED
Esquimalt	X		X		X		X	
Oak Bay	X		X		X		X	
Saanich	X		X		X		X	
Victoria	X		X		X		X	
Central Saanich	X			X		X		X
Colwood		X		X		X		X
Highlands		X		X		X		X
Langford		X		X		X		X
Metchosin		X		X		X		X
North Saanich		X		X		X		X
Sidney		X		X		X		X
View Royal		X		X		X		X



Fiscal Challenges

	2020 Budget	2019 Budget	Increase Revenue	%
Victoria-Esquimalt Police Services	\$8,561,440	\$8,228,378	\$333,062	1.13%
Wages & Benefits-CUPE, Fire & Exempt	\$16,606,444	\$16,323,973	\$282,471	0.96%
Greater Victoria Public Library	\$961,294	\$909,411	\$51,883	0.18%
Budget Commitments	\$0	\$0	\$0	0.00%
	<u>\$26,129,178</u>	<u>\$25,461,762</u>	<u>\$667,416</u>	<u>2.27%</u>

*****1% tax increase = \$294,000 based on 2019 actual***



Assessed Values

	2019 Revised Roll \$	2020 Completed Roll \$	Increase/ (Decrease) \$	Increase/ (Decrease) %
Class 1 Residential	3,624,061,090	3,728,931,605	104,870,515	2.89%
Class 2 Utilities	1,447,300	1,830,800	383,500	26.50%
Class 4 Major Industry	37,526,600	38,844,500	1,317,900	3.51%
Class 5 Light Industry	15,348,600	16,722,100	1,373,500	8.95%
Class 6 Business/Other	230,161,901	245,853,951	15,692,050	6.82%
Class 8 Recreation/Non-Profit	15,749,900	16,568,200	818,300	5.20%
	<u>3,924,295,391</u>	<u>4,048,751,156</u>	<u>124,455,765</u>	<u>3.17%</u>

Council Direction

- Staff are looking for direction regarding the desired range of 2020 tax revenue increase scenarios
- Staff will present various scenarios to Council in March once the draft 2020-2024 Financial Plan has been fully compiled



Deborah Liske

Subject: FW: Support Letter for Victoria Waterways Loop
Attachments: Victoria Waterways Loop.docx; ATT00001.htm

From: Chris Edley <chris@edley.ca>
Date: December 15, 2019 at 3:54:11 PM PST
To: Mayor and Council <Mayor.and.Council@esquimalt.ca>
Subject: Support Letter for Victoria Waterways Loop

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input type="checkbox"/> CAO	<input type="checkbox"/> Mayor/Council	
<input type="checkbox"/>		
RECEIVED: DEC 16 2019		
Referred: <i>Rachel</i>		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input checked="" type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

Jan 6

Hi folks,

I hope you've had a good weekend - please find attached a letter of support for this initiative that I believe Ken is bringing forward on Monday.

Regards,
Chris

Chris Edley CD P.Eng.
President Esquimalt Chamber of Commerce
250-514-1302
chris@edley.ca

Chamber of Commerce ESQUIMALT

#103-1249 Esquimalt Rd, Victoria, BC, V9A 3P2 Phone: 250-590-2125

Email: admin@esquimaltchamber.ca Website: www.esquimaltchamber.ca

December 13, 2019

Delivered by e-mail

Mayor and Council
Township of Esquimalt

Re: Victoria Waterways Loop

Dear Mayor and Council,

We understand that at the December 16 Council Meeting, Councillor Ken Armour is making a Notice of Motion regarding the Victoria Waterways Loop.

The loop fully circumnavigates Esquimalt, and there are a number of tourism benefits to our community. As the loop gains popularity, there will be future economic opportunities at pull-out points like West Bay, but for the short-term, this particular funding request can have an immediate economic benefit.

This location is very near the Gorge Pointe Pub. On discussions with the proponent, he agreed to include a kayak lock-up system as part of the proposal, as well as wayfinding signage that will let kayakers know that there are nearby points of interest, such as Esquimalt Gorge Park, local First Nations archaeological history, and an opportunity to get lunch or a beverage at the nearby Gorge Pointe Pub.

With the addition of a kayak lock-up system and signage, the Chamber is supportive of the Victoria Waterway Loop, and encourages the Township to further pursue this project.

Sincerely,

Chris Edley
President, Esquimalt Chamber of Commerce



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

NOTICE OF MOTION

From: Councillor Ken Armour

Introduced: Council Meeting – December 16, 2019

Subject: **Victoria Waterways Loop**

WHEREAS: The Victoria Waterways Loop (the Loop) is a 17k paddling route that circles Esquimalt (via Victoria Harbour, Gorge Waterway, Esquimalt Harbour and Esquimalt oceanfront) and is endorsed by Tourism Victoria (see attached letter) because it promotes regional tourism, local businesses and environmental stewardship;

AND WHEREAS: Loop paddlers face a significant navigational challenge with the tidal rapids at the Gorge Tillicum Narrows (under the Tillicum bridge), which is compounded by the lack of a safety portage beach east of the Narrows and the lack a ramp/pathway under Tillicum bridge that connects to Esquimalt Gorge Park;

THEREFORE BE IT RESOLVED: That Township staff investigate options to achieve this capital project (including the possibility of using the McLouglin Amenity Funds) and bring back a report on options, costs (including maintenance costs) and timelines in addition to options to amend the parks master plan.

BACKGROUND:

Esquimalt is the Centre of the Loop



Other Municipal Support

The Town of View Royal has invested about \$185,000 investment in completing the Portage Trail, constructing the Shoreline access ramp, and providing wayfinding signage between the Portage Inlet and the Esquimalt Harbour.

The City of Victoria recently supported a motion to direct staff to investigate and bring back a report on improved beach access at Banfield and Arbutus Parks, as well as an improved 'paddle friendly' dock at Banfield Park.

Proposed Capital Project (portage beach and ramp)

- Beach is less intrusive, less maintenance than a dock
- Beach makes it easier for paddlers to come ashore
- Beach material (sand, gravel) is ideal as a 'forage fish' spawning habitat - 'forage fish' are essential to our aquatic ecosystem, providing food for salmon and migratory birds
- Winter for fish / Summer for paddlers

Future Actions (if capital project moves toward approval)

- Collaborate with First Nations and with stakeholders
- Negotiate right-of-way (ROW) with landowner (Gorge Pointe Condos)



September 1, 2016

RE: Proposed Victoria Waterways Loop

Tourism Victoria is happy to lend its support to the proposed Victoria Waterways Loop.

This inland and open-water passage winds its way through spectacular scenery. By providing numerous points of access, the Waterways Loop will encourage people to engage with many of our region's historic locations and commercial attractions.

An analysis of markets with potential travellers to Greater Victoria shows that 16 per cent cite opportunities for kayaking or canoeing as a travel motivator.

The Victoria Waterways Loop fits with our strategy of supporting opportunities for visitors to disperse throughout Greater Victoria. This is our future. We need customers to discover the abundance of experiences available as they deeply engage with our community.

The loop creates a new reason for people to experience a lesser travelled side of our destination, leading to more customers for retailers, restaurants and cafes along the loop, and another reason for visitors to extend their stay at accommodation properties.

The Waterways Loop would be a "soft adventure," accessible to a wide range of abilities, and allow more people the chance to see beautiful scenery from the water — always a different perspective than on land.

Tourism Victoria has agreed to support the development of the Victoria Waterways Loop by helping create a professional marketing brief, and by providing a small but symbolic financial contribution.

Today's traveller looks to experience a wide variety of activities while on vacation. A kayaking and canoeing adventure would be a great addition to the experiences currently available.

Well executed, the Victoria Waterways Loop will offer an authentic, meaningful experience that engages people with the environment around them.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Nursey", with a stylized flourish at the end.

Paul Nursey,
President and CEO, Tourism Victoria