



**CORPORATION OF THE
TOWNSHIP OF ESQUIMALT**
Agenda - Final
Special Meeting of Council

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

Monday, February 3, 2020

5:45 PM

Esquimalt Council Chambers

1. **CALL TO ORDER**
2. **LATE ITEMS**
3. **APPROVAL OF THE AGENDA**
4. **CORE BUDGET PRESENTATIONS**
 - (1) [20-054](#) Administration and Corporate Services
Attachments: [Presentation Administration & Corporate Services](#)
 - (2) [20-055](#) Community Safety Services
Attachments: [Presentation Community Safety Services](#)
 - (3) [20-056](#) Finance and Information Technology
Attachments: [Presentation Finance and IT Services](#)
 - (4) [20-057](#) Engineering and Public Works
Attachments: [Presentation Engineering and Public Works](#)
 - (5) [20-058](#) Development Services
Attachments: [Presentation Development Services](#)
 - (6) [20-059](#) Parks and Recreation
Attachments: [Presentation Parks and Recreation Services](#)
 - (7) [20-060](#) Fire Rescue
Attachments: [Presentation Fire Rescue Services](#)
5. **PUBLIC INPUT OPPORTUNITY**
6. **MOTION TO GO IN CAMERA**

Motion to go In Camera pursuant to Section 90 of the Community Charter to discuss:

- Labour relations or other employee relations;
- The receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- Litigation or potential litigation affecting the municipality;
- A matter that, under another enactment, is such that the public must be excluded from the meeting.

In accordance with Section 90(1)(c), (i), (g), and (2)(d) of the Community Charter, and that the general public be excluded.

7. ADJOURNMENT

Administration and Corporate Services

2020 Core Presentation

Township of
ESQUIMALT

Core Services/Service Areas

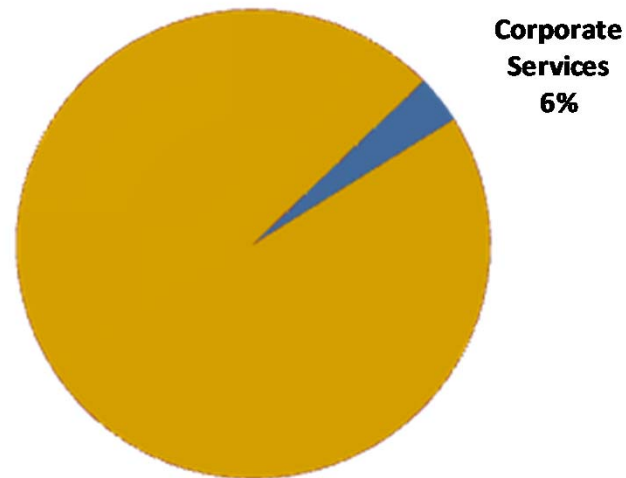
- Administration
- Legislative
- Records Management
- Municipal Archives
- Corporate Communications
- Human Resources



2019 Budget Summary

- Total FTE = 9.0
- Capital Budget = \$0
- Operating Budget = \$1,706,000

Share of Operating Budget



Strategic Priorities/Objectives

- We strengthen the health, livability and diversity of the community
 - Support the arts, culture and heritage community
 - Enhance opportunities for Parks & Recreation
- We encourage a resilient and diverse economic environment
 - Boost investment in the local economy and promote the growth and diversity of businesses
- We will build and enhance partnerships with community groups and other governments
 - Organize regular Community to Community forums



Strategic Priorities/Objectives

- We efficiently and effectively provide local services and infrastructure
 - Work to achieve equitable costing and optimization of policing in Esquimalt
- We achieve excellence in public service
 - Support the Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values
 - Ensure capacity is adequate to support the goals in the Strategic Plan
 - Engage, respect and respond to the needs of our community



2019 Achievements

- Gorge Park initiative for multi-purpose building selected via comprehensive public engagement campaign
- Working group established, consultant engaged and request for proposals process initiated for public safety building
- Greater Victoria Public Library design complete and tender issued by Aragon
- Consultant engaged to complete Economic Development Assessment and Business Investment Roadmap project with South Island Prosperity Project (SIPP)
- Established new performance metrics under the Framework Agreement



2019 Achievements (cont'd)

- All relevant bylaws consolidated for convenience
- Reorganization of Corporate Services Department to help facilitate better flow of job tasks and responsibilities
- Archives Policy rewritten and approved by Council
- Archives received a \$1,000 grant from the Terry Reksten Memorial Fund
- Volunteer Archivist Sherri Robinson received two awards for her dedication and long standing service to the Esquimalt Archives



2019 Achievements (cont'd)

- Developed and implemented Social Media Policy
- Improved website with the following enhancements:
 - Updated information regarding process for Council Meetings, COW Meetings and Public Hearings
 - Improved links to agendas, minutes and reports
 - Added information on how to provide public input at a Council Meeting
 - Added a section on Council Meeting FAQs (Frequently Asked Questions)



2019 Achievements (cont'd)

- Social Media

- Added a Township Instagram account, and a LinkedIn Account with 263 and 57 followers, respectively
- Twitter followers: 3330; 2018 followers: 2706 (23% increase)
- Facebook likes: 1556; 2018 likes: 1224 (27% increase)

- Human Resources

- Recruited and filled 12 vacancies (excluding auxiliary positions)
- Reviewed and updated CUPE Performance Evaluations
- Researched and implemented a new Employee Family Assistance Program for Township staff



Key Challenges

- Effective and efficient allocation of resources given the number of significant projects for 2020
- Maintaining high level of community engagement for multiple processes
- Continue to ensure adequate succession planning



2020 Initiatives

- Continue work on compliance with Framework Agreement and provision of police services
- Completion of Gorge Park Capital Project
- Complete design and tendering of new Public Safety Building
- Completion of Esquimalt Town Square and Greater Victoria Public Library Project
- Completion of South Island Prosperity Project (SIPP)
- Ensure compliance with all requirements under wastewater treatment agreements



2020 Initiatives (cont'd)

- Prepare new Council Procedure Bylaw (current bylaw is 10 years old)
- Complete implementation of LGMA's paper records classification system, including labelling all historical files
- Implement electronic records management system in all departments, including the development and implementation of a Scanning Policy
- Prepare a hard copy educational document regarding public hearing processes for residents



2020 Initiatives (cont'd)

- Develop and implement a Communications Policy, together with a Corporate Communications Plan
- Continue with implementation of an internal training program for managers and supervisors to ensure succession planning
- Review management policies pertaining to HR and update or develop and implement, including a new Respectful Workplace Policy and Drivers Policy
- Promote leadership development within the organization



Community Safety Services

2020 Core Presentation

Township of
ESQUIMALT

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Core Service Areas

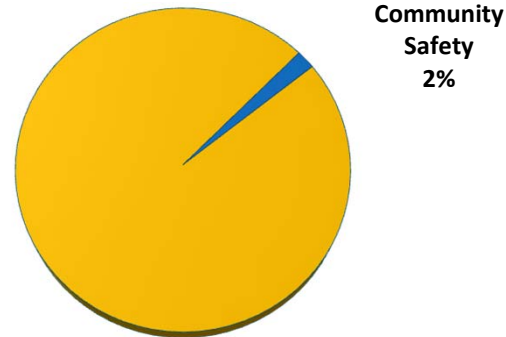
- Emergency Program and Preparedness Initiatives
- Bylaw Enforcement
 - Animal Management
- Building Inspections and Permits
- Business Licensing
- Liaison with Victoria Police Department



2019 Budget Summary

- Total FTE = 4.5 (5 employees)
- Capital Budget = \$0
- Operating Revenue = \$571,000
- Operating Expenditures = \$716,000

Share of Operating Budget



Strategic Priorities/Objectives

- Healthy, Liveable and Diverse Community
 - Support community growth, housing and development consistent with our Official Community Plan (OCP)
 - Control deer in partnership with other governments
- Build and Enhance Partnerships
 - Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community





Strategic Priorities/Objectives

- Local Services and Infrastructure
 - Plan for continuity of core local services and infrastructure in the event of an emergency

2019 Achievements

- Emergency Management

- Preparedness presentations to @ 112 people via 8 presentations - 2 Workshops (10) – 6 Strata Presentations (102) – 178 Grade 4 students (starter emergency kits provided) – 120 Rockheights Middle School Students at Quake Cottage
- Established a secondary Emergency Operations Centre at Public Works (supported by grant funding)
- Joint Emergency Support Services training with other Local Governments (supported by grant funding)
- Worked towards establishing Evacuation Procedures with City of Victoria and VicPD
- In house EOC training substantially complete
- Internal notification system exercised regularly



2019 Achievements

- Continue working within the Regional Emergency Management Partnership- participation on Regional Public Education Working group; Regional Concept of Operations Working Group, Regional Hazards, Risk, Vulnerability Analysis Working Group.
- Rolled out Public Alert system – Esquimalt Ready – approximately 1000 subscribers at present.
- **Business Licensing**
 - 750 active business licences (increase of 25 over previous year).
 - Implemented a process to prevent Business License applications from getting stalled.

2019 Achievements

- Building Inspection

- Building Permit/Inspection request remain in significant demand.
- Implemented a process to prevent expired permits/stalled applications for building permits.
- 119 Building permits issued with a total construction value of nearly \$49,000,000.
- Building permit fees of nearly \$463,000.
- 94 Plumbing permits issued.



2019 Achievements

- Bylaw Enforcement

- Completed third Deer Count Survey to inform Deer Management Strategy
- 495 investigative Bylaw files.
- 475 Bylaw Offence Notices issued totalling @ \$18,000 in fines (on par with 2018) – 346 warning tickets issued.
- One chronic unsightly property remaining.
- Injunctive relief relating to land use (Zoning Bylaw)
- Animal Management
 - 22% increase in Investigated Incidents
 - Continued enhanced Animal Management Patrols resulting in significant increase in Written Notices, BON's and Animals Impounded.

Key Challenges

- Short term
 - Emergency Management Legislation renewal
 - Continued rollout of Esquimalt Alert
 - Consistent demand for Bylaw Management services
 - Public Safety Building Working Group
 - Deer Management



Key Challenges

- Longer term
 - Unmet needs in Emergencies
 - Emergency Management Legislation renewal
 - Bylaw Management officer at capacity
 - Parking concerns
 - Public Safety Building
 - Deer Management

2020 Initiatives

- Completing enforcement on remaining chronic unsightly property (Healthy, Liveable and Diverse Community)
- Managing heavy demand for Bylaw Management Services (Healthy, Liveable and Diverse Community)
- Emergency Management (Healthy, Liveable and Diverse Community; Build and Enhance Partnerships)
 - Conducting Joint exercise with City of Victoria and VicPD
 - Ensure consultation on Emergency Program Act renewal/adapting to new legislation
- Increasing enrollment and use of Esquimalt Alert (Healthy Liveable and Diverse Community)



2020 Initiatives

- **Public Safety Building Working Group** (Fully utilize the \$17 million McLoughlin amenity funds to maximum potential)
- **Private use of public land** (Healthy, Liveable and Diverse Community)



Financial and IT Services

2020 Core Presentation



Core Service Areas

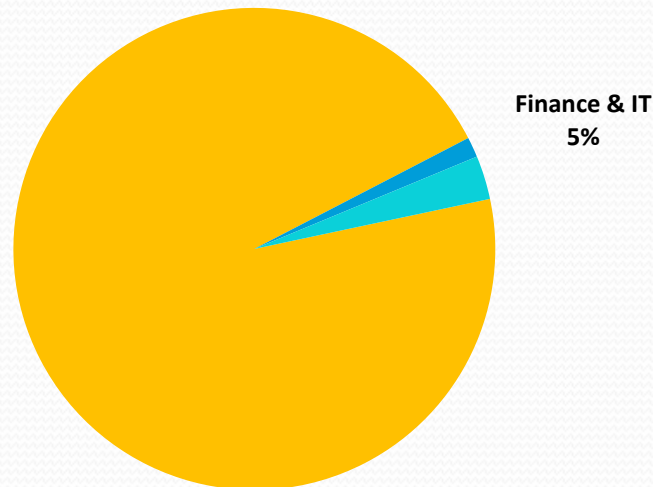
- Financial Stewardship
- Statutory Reporting
- Long Term Financial Planning
- Risk Management
- Information Technology



2019 Budget Summary

- Total FTE = 11
- Operating Revenue = \$29,488,000
- Operating Expenditures = \$1,688,000

Share of Operating Budget



Strategic Priorities

- Resilient and Diverse Economic Environment
 - Support revitalization and beautification initiatives along Esquimalt Road
- Local Services and Infrastructure
 - Identify long term financial requirements for local services and infrastructure
- Excellence in Public Service
 - Engage, respect and respond to the needs of our community

2019 Achievements

- Completed accounting, budgeting and statutory reporting for over \$49 million in revenues, expenditures and transfers
- Managed almost \$50 million in investments with a focus on balancing returns and liquidity
- Efforts to increase public and staff awareness of the budget and property taxation processes
- Completed hiring processes to replace senior departmental staff
- Implementation of online property tax certificates functionality



Core Service Area Statistics

- Tax Folios Collected – 5,182
- Payments Issued – 6,542
- Deferment Applications – 514 (total ~\$2.0M)
- Home Owner Grants – 3,910 (total ~\$2.7M)
- Installment Payments - \$1.0M
- IT Calls Closed – 1,315
- T4 Slips Issued - 388

Key Challenges

- Long Range Infrastructure Planning
- Costs/Benefit Assessment of Increased Customer Service
- Public Engagement
- IT Capacity for Innovation
- Changing Technology and Customer Demands



2020 Initiatives

- Continue to explore opportunities for increased online capabilities
- Corporate wide update of MS Office applications
- Implement Employee Self Service Functionality
- Development of asset management strategy and plans
- Increase public education re: budget and taxation
- Complete financial policy reviews
- Increase security measures within technology environment and safeguarding facilities



Engineering & Public Works

2020 Core Presentation

Township of
ESQUIMALT

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Core Service Areas

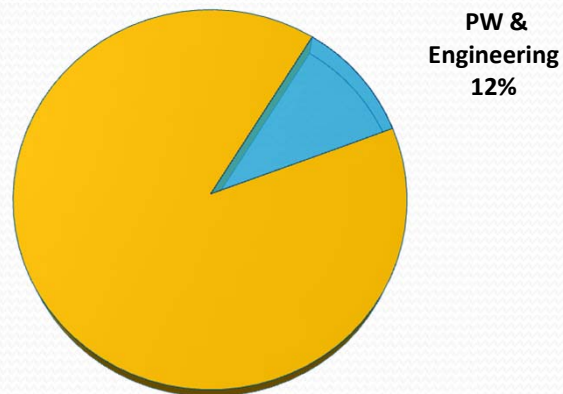
- Maintain, upgrade or construction of municipal infrastructure (linear, vertical, mobile) to current levels of service/funding
- Infrastructure maintenance planning on both short and long term
- New development review and administration
- Operation of infrastructure systems
- Maintenance of recorded information for infrastructure systems



2019 Budget Summary

- Total FTE = 29
- Capital Budget = \$3,588,000 (includes ETS costs)
- Operating Budget = \$4,432,000

Share of Operating Budget



Strategic Priorities/Objectives

- Healthy, Liveable and Diverse Community
 - Support community growth, housing and development consistent with our Official Community Plan (OCP)
 - Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development
 - Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals
- Resilient and Diverse Economic Environment
 - Develop and seek opportunities for the Municipal Land within the Esquimalt Town Centre
 - Support revitalization and beautification initiatives along Esquimalt Road



Strategic Priorities/Objectives

- Local Services and Infrastructure
 - Identify infrastructure repair and proactively plan for replacement needs
 - Identify long term financial requirements for local services and infrastructure
 - Promote opportunities to share services where operationally and financially beneficial
 - Support ongoing improvements to transportation corridors
- Excellence in Public Service
 - Ensure capacity is adequate to support the goals in the Strategic Plan



2019 Achievements

- Maintained planned level of services for infrastructure
- Road Corridor Management Program
- Various surface works
- New/replacement sidewalk construction
- LED Replacement Program
- Collection system replacement
- Studies on various infrastructure components
- Inflow and Infiltration Program
- Snow and ice control



Key Challenges

- Develop infrastructure plans that allow maintenance and upgrades of assets to occur so that assets will meet or exceed their original operating lifespans
- Succession planning for anticipated retirements in Public Works and ensure capacity of the department
- Ensure maintenance activities are maintaining an adequate level of service and funding
- Maintain standards for operation of infrastructure
- Update work procedures to meet new Worksafe Regulations



2020 Initiatives

- Develop Inflow and Infiltration Management Master Plan and Continue Implementation of Program
- Continued implementation of Sidewalk Plans
- Continued implementation of Road Corridor Plan
- Continued development of Asset Management Strategy
- Esquimalt Town Square Remediation and Servicing
- Ongoing activities to various Municipal Structures
- Act as liaison with Wastewater Treatment Plant



Development Services

2020 Core Presentation

Township of
ESQUIMALT

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Core Service Areas

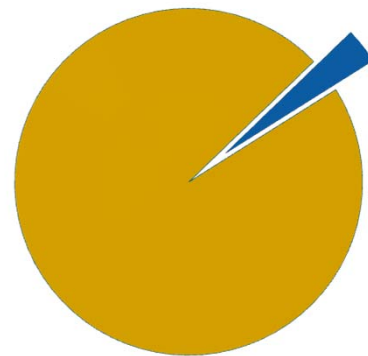
- Planning (Long range e.g. Official Community Plan)
- Development (Development permits, development variance permits, temporary use permits)
- Environment (Environmental Advisory Committee, CARIP, EV, Climate Action IMWG)
- Heritage
- Economic Development (Economic Development Strategy)
- Community Development (Community to Community meetings with First Nations)



2019 Budget Summary

- Total FTE = 6.5 (7 employees)
- Capital Budget = \$0
- Operating Expenditures = \$941,000

Share of Operating Budget



Development
Services
3%





Strategic Priorities/Objectives

- Strengthen the health, livability, and diversity of the community.
 - Support community growth, housing and development consistent with the OCP
 - Support the arts, culture and heritage community
 - Enhance opportunities for Parks & Recreation
 - Develop and implement strategies that reduce impact on the environment consistent with or Climate Action Charter goals
 - Develop health strategies for our community



Strategic Priorities/Objectives

- Build and Enhance Partnerships
 - Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities
 - Work with Esquimalt community groups to advance economic, social and environmental opportunities



Strategic Priorities/Objectives

- Resilient and Diverse Economic Environment
 - Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Square
 - Boost investment in the local economy and promote growth and diversity of businesses



2019 Achievements

- Completed the Designing Density project
- Completed the first annual housing inventory
- Made significant progress on the Climate Adaption Plan
- Supported the CAO in advancing the ETS project including the new library



Key Challenges

- Short term:
 - Provision of adequate housing in the community
 - Reduction in commuting through the promotion of live-work lifestyle in Esquimalt
 - Merging technology with process (e.g. on-line electronic application process)
- Long term:
 - Planning for climate change
 - Planning for changes in technology (e.g. autonomous vehicles)



Key Challenges

- Internal/External
 - Sharing and dissemination of knowledge and experience through a fair, respectful, and transparent process amongst all stakeholders



2020 Initiatives

- Complete Climate Action and Adaptation Plans
- Complete the sale of 880 Fleming Street
- Prepare report for Council related to DADU's
- Bring forward a series of OCP amendments based on our experience and the CRD's population projections
- Present background report to Council related to the proposed Development Capacity Assessment
- Prepare background report on neighbourhood plans



Parks and Recreation Services

2020 Core Presentation



Core Service Areas

Parks & Facilities Services

- Parks & Facilities Operations and Maintenance
- Capital Works & Project Management
- Infrastructure & Asset Management

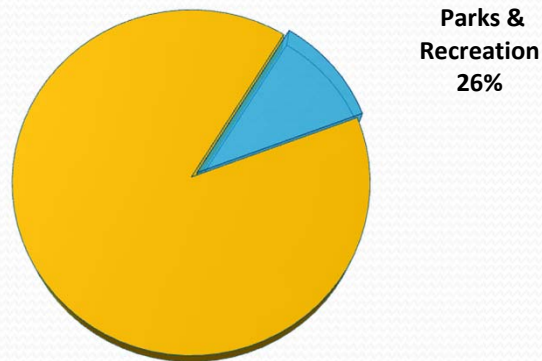
Recreation Services

- Recreation Programs & Services
- Community Development
- Marketing & Customer Service
- Event Development

2019 Budget Summary

- Total FTE = 39
- Capital Budget = \$13,217,000 (incl amenities)
- Operating Revenue = \$2,942,000
- Operating Budget = \$8,632,000

Share of Operating Budget



2020 Strategic Priorities

- Healthy, Livable & Diverse Community
 - Support the arts, culture and heritage community
 - Enhance opportunities for Parks & Recreation
 - Fully utilize the McLoughlin amenity funds to maximum potential
 - Develop and implement strategies to reduce impact on the environment consistent with our Climate Action Charter goals
 - Develop health strategies for the community

2020 Strategic Priorities

- Build & Enhance Partnerships
 - Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community
 - Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities

2020 Strategic Priorities

- Local Services & Infrastructure
 - Identify infrastructure repair and proactively plan for replacement needs
 - Identify long term financial requirements for local services and infrastructure
 - Promote opportunities to share services where operationally beneficial
 - Plan for continuity of core local services and infrastructure in the event of an emergency

2020 Strategic Priorities

- Excellence In Public Service
 - Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values
 - Engage, respect and respond to the needs of our community

2020 Strategic Priorities

- Resilient & Diverse Economic Environment
 - Support revitalization and beautification initiatives along Esquimalt Road

2019 Achievements

- Coordinated and assisted with the community consultation and engagement activities for the McLoughlin Amenity Funds
- Completed Memorial Park enhancements
- Assisted with the Community Garden at Anderson Park
- Developed and supported a diversity of community events and public parks and recreation programs
- Provided support to 93 community activities & events

2019 Achievements

- Re-designed and upgraded the refrigeration equipment at the SC to maximize efficiencies
- Upgraded the mechanical plant controls to maximize energy efficiencies at the RC
- Processed:
 - 1,260 Park & Facility Rental Contracts
 - 13,369 Course Registrations
 - 9,315 Membership Products
 - 309,907 Drop-In Admissions

Key Challenges

- Continue to meet program and service needs and demands of customers and the community
- Continue to support a diverse range of community groups and events
- Upgrades and replacement of municipal park & recreation infrastructure
- Development of longer range plans for future expansion and advancement of parks and recreation spaces

2020 Initiatives

- Construct and complete approved Waterfront Park enhancement projects - MAF
- Develop & implement MAF engagement activities to determine Recreation Facility enhancements
- Review and update Public Art strategies
- Complete Natural Area Management Plans
- Continue to evaluate and implement opportunities for increased operating energy efficiencies
- Continue to develop and support a diversity of community events and programs

2020 Initiatives

- Continue to develop asset management plans for existing infrastructure
- Complete the construction of a new playground and park features at Hither Green Park
- Continue to work collaboratively on regional parks and recreation initiatives

Fire Rescue Services

2020 Core Presentation

Township of
ESQUIMALT

Core Services

- Fire Suppression
 - Minimum on duty strength of a five person response
 - Additional resources available; off duty staff, mutual aid, fire service agreements
 - First response medical aid
- Rescue Services(Technical Rescue)
 - Motor vehicle accidents
 - Confined space, low angle and shoreline water rescue
- CRD Hazardous Materials Response



Strategic Priorities/Objectives

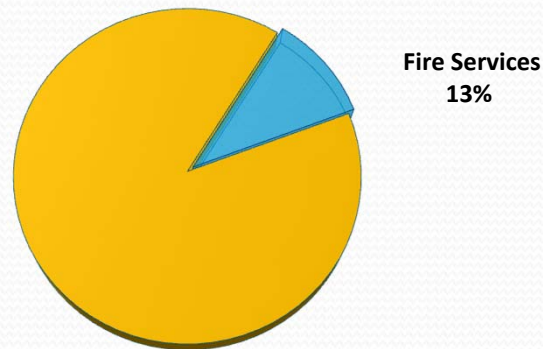
- Healthy, livability and diverse community
 - Fully utilize the \$17million McLoughlin amenity funds to maximum potential
- Resilient and diverse economic environment
 - Develop and seek opportunities for the municipal lands within the Esquimalt Town Center.
- Build and enhance partnerships
 - Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community



2019 Budget Summary

- Total FTE = 28
- Capital Budget = \$5,895,000 (incl. McLoughlin amenities)
- Operating Budget = \$4,698,000

Share of Operating Budget



2019 Achievements

- Hosted several regional fire training courses and workshops.
- Updated our Computer Assisted Dispatch (CAD) software with Surrey Fire.
- Increased Fire Response to 1st Alarm Fires with Automatic Aid from CFB Esquimalt.
- Implemented the CREST P25 in September.
- Developed increase Fire Department capacity to support long term and community wide events.
- Updated mapping with fire hydrants and alternate water supply locations.



Key Challenges

- The department is continuously evolving while focusing on core functions. As such, the following opportunities and challenges are identified:

Challenges

- Maintaining cost control
- Streamlining administrative tasks

Opportunities

- Greater use of technologies for streamlining administrative functions
- Continue to explore new and higher level partnerships



2020 Initiatives

- Consult with stakeholders on McLoughlin Point Amenity Reserve Funds and conduct a capacity and needs assessment for the public safety facility.
- Continue fire and life safety programs within the Township.
- Continue and expand joint training sessions with other fire departments.
- Update region wide emergency services mapping to be used as part of the Computer Assisted Dispatch systems.
- Conduct an update for the Fire Underwriters rating.

