



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

## Minutes - Draft

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

### Special Committee of the Whole

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Monday, February 27, 2023

Esquimalt Council Chambers

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#### Held immediately following the Regular Council meeting

**Present**     7 - Mayor Barbara Desjardins  
                 Councillor Ken Armour  
                 Councillor Andrea Boardman  
                 Councillor Duncan Cavens  
                 Councillor Jacob Helliwell  
                 Councillor Tim Morrison  
                 Councillor Darlene Rotchford

**Staff:** Dan Horan, Chief Administrative Officer  
         Ian Irvine, Director of Financial Services & IT  
         Bill Brown, Director of Development Services  
         Joel Clary, Director of Engineering & Public Works  
         Vicki Gannon, Director of Corporate Services & Human Resources  
         Steve Knoke, Director of Parks and Recreation Services  
         Blair McDonald, Director of Community Safety  
         Steve Serbic, Fire Chief  
         Deb Hopkins, Manager of Corporate Services/Corporate Officer  
         Sarah Holloway, Deputy Corporate Officer/Recording Secretary

#### 1. **CALL TO ORDER**

Mayor Desjardins called the Special Committee of the Whole meeting to order at 8:11 PM.

#### 2. **INTRODUCTION OF LATE ITEMS**

- 1) [23-128](#) Late Item
- 1) Item No.4.1 2022 - 2026 Council Strategic Planning  
- PowerPoint Presentation from Chief Administrative Officer

#### 3. **APPROVAL OF THE AGENDA**

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

#### 4. **SPECIAL MEETING MATTERS** **Strategic Planning Discussion**

- 1) [23-125](#) 2022-2026 Council Strategic Planning

The Chief Administrative Officer (CAO) introduced the Strategic Planning

session intended to outline objectives and make progress on developing governance priorities for 2022-2026. The CAO requested that the Committee of the Whole give feedback on the updates to the vision, mission and core values; on the Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis; and consider the areas of focus and the potential objectives or actions needed.

Committee of the Whole comments on the draft vision for 2023 included:

- Inputting leader into the vision statement speaks to the Township's aspirational goals and is supportable.
- The Township is already a leader in delivering Council orientations for the region.

Committee of the Whole supported the vision statement and provided input for editing of the statement to staff. Consensus was given that the vision statement could be revised to "The Township of Esquimalt is a leader that is recognized in a vibrant, distinct, resilient, and diverse community for people to discover, feel welcome, and belong".

Committee of the Whole supported Option 1 of the proposed mission statement:

"The Township of Esquimalt works to support economic, cultural, social, and environmental health for our current and future generations."

Committee of the Whole consensus was to replace the word innovation with creativity under Service Excellence in the proposed Core Values.

Committee of the Whole deferred discussing the Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis.

The CAO informed the Committee that the upcoming strategic planning meetings will address the specific projects or initiatives that will be populated below the Areas of Focus.

In discussing the proposed Areas of Focus, Council made the following comments:

- Change the first area of focus label to "Strong Relationships and Partnerships" and include other local governments in the list below this area.
- The area of focus label, "Diversified, Thriving Economy" was supported.
- The terminology used must resonate with the public.
- "Good Governance and Organizational Excellence" speaks to the organization's excellence, Council's role and the support of staff.

- The area of focus label, "Climate Resilience, and Environmental Stewardship" was supported.
- There needs more work on the label "Engaged Healthy Community".
- Engaged does not align with healthy.
- Highlighting of engaged speaks to residents being part of the community discussion and decision making.
- Engaged could be moved to Sustainable Community.
- A Healthy, Livable and Diverse Community would be preferable.
- An Engaged and Healthy Community is another option.
- As leaders we must support a diverse community where housing is front and centre in the strategic plan and strongly supported by achievable actions.
- Discussions should be had on building height, Development Cost Charges, and revising the Official Community Plan to help support and develop housing in the Township.
- Identifying actions could assist in making decisions on the areas of focus.
- The term intentional housing may be more appropriate as it speaks to affordability and purposeful housing.

The CAO summarized the outcome of the meeting and informed the Committee of the Whole that a list of potential projects will be provided by staff and that the Committee will be given the opportunity to add to the list for discussion at a future meeting.

## **5. ADJOURNMENT**

Moved by Councillor Rotchford, seconded by Councillor Helliwell: That the Special Committee of the Whole meeting be adjourned at 9:50 PM. Carried Unanimously.

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MAYOR BARBARA DESJARDINS  
THIS DAY OF \_\_\_\_\_, 2023

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DEBRA HOPKINS,  
CORPORATE OFFICER  
CERTIFIED CORRECT