



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:26-040

PERIOD REPORT

DATE: January 26, 2026

Report No. ADM-26-007

TO: Mayor and Council

FROM: Dan Horan, Chief Administrative Officer

SUBJECT: CAO - 2025 Third Period Report

The following is a report on the activities pertaining to the CAO's office from September 1, 2025 to December 31, 2025.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

The CAO's focus during this reporting period has been supporting the broader team in their task to improve our support to Council's 2026-2030 budget deliberations, particularly with respect to levels of service and the impacts of funding options with respect to the departmental 5-year workforce plans. The Fire and Parks & Recreation departments completed their presentations in July; Corporate Services, Development Services, Engineering and Public Works, and Financial Services provided their presentations in October.

The CAO has been engaged in the hiring of a new Senior Manager of Human Resources, established to fill the human resources/labour relations gap created by the departure of the incumbent Director of Human Resources and Community Relations. Mark Jeckway was hired to fill the position and began working for the Township on 19 January 2026.

The attached draft Council Priorities Plan (Attachment 1) reflects the current status of all projects and initiatives meant to address Council's strategic areas of focus throughout the 2022-2026 term. The CAO will walk through the attached presentation (Attachment 2) at the Special Committee of the Whole; the presentation represents a quick way to note any changes to the Council Priorities Plan since the last update in September 2025. Staff invite questions from Council and make the following recommendations:

- That staff be directed by Committee resolution to make any proposed changes, additions or deletions to the Council Priorities Plan; and
- That the Council Priorities Plan be endorsed by resolution for approval by Council and publication to the Township's website.

Township of
ESQUIMALT



**COUNCIL PRIORITIES PLAN
2023-2026**

UPDATED JANUARY 2026



View from Highrock Park



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THE LAND OF SHOALING WATER

- > The area now known as Esquimalt has been inhabited by Coast Salish First Nations for over 4,000 years.
- > Esquimalt (pronounced Ess-KWY-malt) is an anglicized version of the lək'ənən word “es-whoy-malth,” which means the place of gradually shoaling waters.
- > Year of incorporation: September 1, 1912.
- > Esquimalt is home to close to 18,000 residents.
- > Esquimalt boasts a diverse business landscape, from a bustling graving dock and light industrial enterprises to offices to breweries and a variety of local businesses.
- > Esquimalt has over 40 hectares of parkland, many of these parks overlooking waterways along the Strait of Juan de Fuca and the Gorge Waterway.

The Township enjoys over 30 parks, beaches and green spaces.





INTRODUCTION

Goal of the report

Mayor and Council develop and identify key projects and initiatives to be undertaken during the term of Council 2023 – 2026. The report is intended to outline the priorities and their progress.

What are council priorities

Council priorities outline areas of focus for the coming term. These priorities can be amended over time as some are completed and other needs arise. Any proposed new projects are evaluated on priority and costs—both financial and in staff time.

These priorities are in addition to existing operational tasks and approved capital projects.

The projects or initiatives in this plan fall outside of staff's day-to-day operational or service level commitments.

Generally, 90 per cent of staff effort is devoted to delivering on service level commitments, which leaves approximately 10 per cent of staff's workplan capacity for projects that are part of the Council Priorities Plan.

Services

The Township is responsible for delivering essential local services such as parks and recreation; sewer services; transportation infrastructure and fire protection. Land use planning, economic development and other policy areas impact how the township grows.

These services are part of staff's core service work and are included in the financial plan. Details about this work is summarized in the annual reports.



COUNCIL PRIORITY PROCESS

Council was sworn in on November 7, 2022 after the October municipal election. In December of that year, they began strategic planning sessions that included identifying areas of focus; drafting mission, vision and values; and assessing organizational strengths, weaknesses, threats and opportunities.

After a follow-up session, this draft was taken to the Committee of the Whole for public input in March 2023. After ratification in April and a housing workshop in May, Council finalized the list of priorities and projects.

The Council Priorities Plan represents Council's direction to staff; staff use this guidance to build their workplans and deliver the results that Council is seeking. While Council retains the flexibility to modify or update the Priorities Plan at any time, the aim of a structured framework is to establish a predictable rhythm

for governance review of Council's priorities throughout the year.

These projects may be adjusted to align with financial and departmental planning. Adjustments to the projects will be reflected in periodic updates of this document.

NOTE: Cllr. Darlene Rotchford resigned her position in October 2024 due to her new position as MLA for the Esquimalt-Colwood riding. Cllr Meagan Brame was successful in the April 2025 by-election.



(Top) Councillor Boardman, Councillor Morrison, Councillor Helliwell, & Councillor Cavens

(Bottom) Councillor Brame, Mayor Desjardins & Councillor Armour

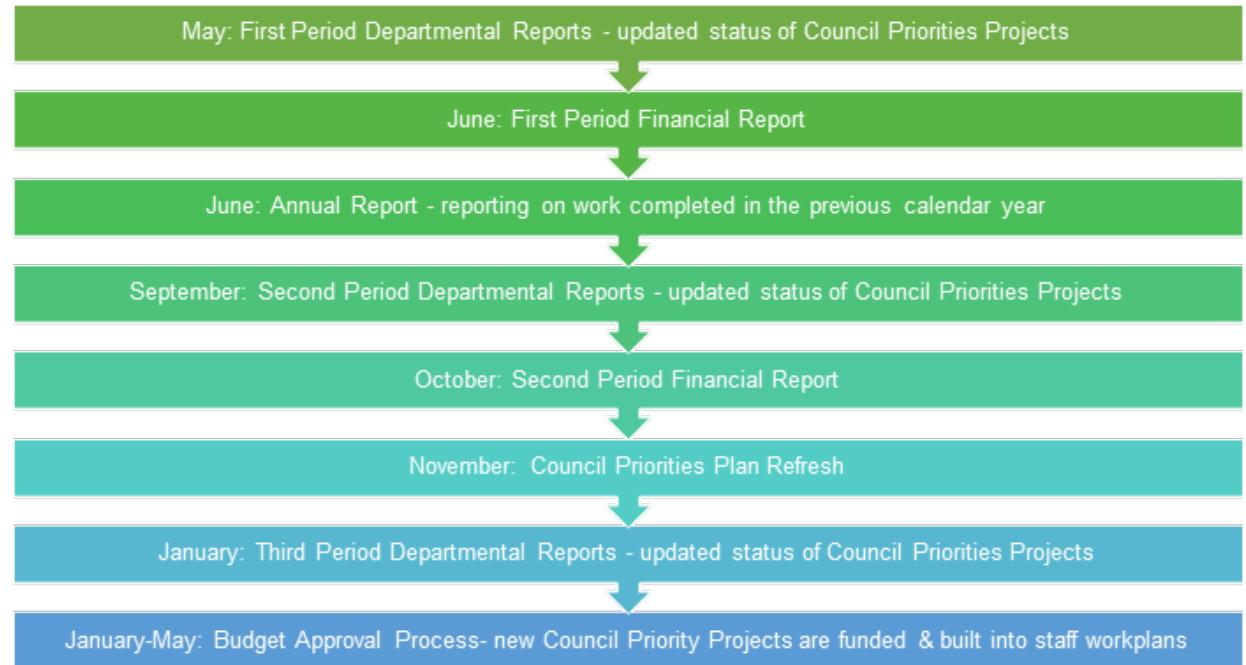
COUNCIL PRIORITY PROCESS

Financial planning

Staff present a draft budget to Council and the public for feedback and adjustments in the spring. This budget outlines both operational needs and capital projects.

Council takes council priorities into account when approving the budget to ensure initiatives are responsibly funded. The resulting Five-Year Financial Plan provides funding for core services as well as the Council Priorities Plan. To keep Council, staff and community expectations aligned, it is important to recognize that Council does not normally add new projects or initiatives to the Council's Priorities Plan without understanding the required funding, staff resources, and impact to current commitments.

The Township has adopted a best practice where new or unfunded projects are referred to the Council Priorities Plan Refresh scheduled to occur each November. Staff would prepare decision notes for Council consideration that would include information about the potential projects (scope, budget, impact assessment, etc.) to enable prioritization of the new projects within existing plans and resources.



How do these priorities impact planning and work throughout the year?

The Chief Administrative Officer and senior leadership group then use these council priorities to develop operational strategies and work plans to support the direction set by Council.

The Period Financial Reports share budget variance updates, including insight on Council Priorities Projects. Progress is reported to Council and the public through Department Reports three times a year and is summarized in the Township's annual report published each June.



VISION, MISSION & VALUES

VISION

The Township of Esquimalt is a leader that is recognized as a vibrant, distinct, resilient and diverse community for people to discover, feel welcome and belong.

MISSION

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

VALUES

Accountability - We are transparent and take responsibility for our policies, our decisions and our actions.

Integrity - We demonstrate high standards of ethical behaviour and open communication that inspires trust.

Respect - We value people and treat everyone with dignity and fairness.

Service Excellence - We meet community needs and achieve high-quality results through responsiveness, creativity, teamwork and partnerships.

Passion - We approach our work with conviction and enthusiasm.

Equity, Diversity and Inclusiveness - We share in the responsibility to create a positive culture, honour differences, and safeguard equity, inclusion and dignity for all.

COUNCIL PRIORITIES



CLIMATE RESILIENCE & ENVIRONMENTAL STEWARDSHIP



DIVERSIFIED & THRIVING ECONOMY



ENGAGED & HEALTHY COMMUNITY



GOOD GOVERNANCE & ORGANIZATIONAL EXCELLENCE



HOUSING



STRONG RELATIONSHIPS & PARTNERSHIPS



Esquimalt Gorge Park



PROJECTS & INITIATIVES

CLIMATE RESILIENCE & ENVIRONMENTAL STEWARDSHIP

Project	Department	Status	Status Details	Completion
Tree Protection Bylaw Update	Parks and Recreation		Complete	Q1 2023
Priority Development Workshop—Climate Resilience and Environmental Stewardship	Development Services		Complete	Q2 2023
Climate Action Workshop Initiative: Update Council report templates to include climate action (mitigation and adaptation) considerations	Corporate Services		Complete	Q3 2023
Climate Action Workshop Initiative: Develop an annual progress report that ties to specific strategies within the climate plan	Development Services		Complete	Q2 2024 Q4 2024
Low Carbon Energy Systems Bylaw	Development Services		Complete	Q3 2023
Integrated Resource Management	Engineering and Public Works		Complete. Township is not pursuing IRM at this time; instead supporting a regional approach led by the CRD. Future work by the Township will be considered as a Potential Future Project for consideration by future Councils.	Q2 Q4 2024 Q2 2025 Q3 2025
Green Teams Partnership	Parks and Recreation		Complete	Q3 2023
Develop concrete action plan to reduce corporate greenhouse gas emissions by 45% from 2010 levels by 2030 including: 1. Electric vehicle fleet plan 2. GHG emission municipal building audit 3. GHG corporate roadmap	Development Services		> The Electric vehicle fleet plan is ongoing. > The municipal building audit was delayed: extended completion date > The GHG Corporate Roadmap will be completed once the municipal building audit has been completed.	Q1 2025 Q1 2026 Q4 2026



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

DIVERSIFIED & THRIVING ECONOMY

Project	Dept	Status	Status Details	Completion
Develop Economic Development Action Plan	HR and Community Relations		Complete	Q3 2023
Options Analysis - Park Place & Esquimalt Road	HR and Community Relations		Complete	Q4 2024 Q3 2024 Q2 2025 Q3 2025 Q4 2025
Business Façade Improvement Program	Financial Services and IT		Complete	Q1 2024
Short-term rental policy analysis	Development Services		Consultant has been selected. Work is in progress.	Q2 2026



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

ENGAGED & HEALTHY COMMUNITY

Project	Department	Status	Status Details	Completion
Options Analysis – Arm Street Park Dock	Parks and Recreation		Complete	Q4 2023
Volunteer Recognition Policy	HR and Community Relations		Complete	Q1 2024
Macaulay Elementary Crossing Guard MOU	Financial Services and IT		Complete	Q1 2024
Impact Assessment—Report on Undergrounding of Mainline of Overhead Utilities (Esquimalt Rd (Constance to Dominion)	Engineering and Public Works		Complete	Q1 2024
Family Doctor Shortage & Incentives	Development Services		Complete	Q1 2024
Implement Public Art Plan	Parks and Recreation		Complete	Q2 2024
Public Safety Building—Design Phase	Community Safety Services		Complete	Q2 2024
Police Service Model Transition—Phase I	Community Safety Services		Complete	Q2 2024



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

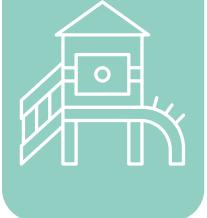
ENGAGED & HEALTHY COMMUNITY

Project	Department	Status	Status Details	Completion
Revise "Maintenance of Property and Nuisance Bylaw" with respect to Construction Noise	Corporate Services		Complete	Q2 2024
Esquimalt Together Against Graffiti	Engineering and Public Works		Initiation complete and operationalized.	Q4 2025
Refresh & Replace Esquimalt Road Banners	HR and Community Relations		Complete and operationalized.	Q1 Q4 2024
Health Needs Assessment	Development Services		Completed in Q4 2025; presented to Council Q1 2026.	Q4 2024 Q1 2025 Q3 Q4 2025
Level of Service Review - Enhance evening and weekend bylaw enforcement	Strategic Initiatives		Council was briefed; after-hours will be trialed and a report to Council in 2026	Q2 Q4 2024 Q1 2025 Q2 2026
Partner and develop turf field for Esquimalt High School	Parks and Recreation		UBCM Strategic Priorities Grant submission complete - waiting on results of grant application. Announcement expected in the spring of 2026	Q2 Q3 2024 Q1 Q4 2025 Q1 2026
Police service model transition—Phase 2	Strategic Initiatives		Progress report to be provided to Council in Q2 2026.	Q2 2026
Public safety building construction	Administration		As of January 2026, project is on track and on budget.	Q3 Q4 2026



PROJECTS & INITIATIVES

ENGAGED & HEALTHY COMMUNITY



Project	Department	Status	Status Details	Completion
Dock Analysis	Parks and Recreation		Assigned to Parks & Recreation for capital project development.	Q3 Q4 2024 Q1 2025
Implement Active Transportation Network Plan	Engineering and Public Works		<ul style="list-style-type: none"> > In December 2025, Council reset the ATNP priorities for pedestrian, cycling, and intersection improvements to guide the upcoming ATNP priority projects. > Esquimalt Road Active Transportation Improvements: <ul style="list-style-type: none"> > Phase 1: Substantial completion was achieved in Q4 2025, with deficiencies being addressed in Q1 2026. > Phase 2: Detailed design engagement on segments between Joffre and Fraser, and Admirals to Canteen planned for Q1 2026 > Craigflower Crosswalk Improvements: <ul style="list-style-type: none"> > Substantial completion was achieved in Q4 2025, with deficiencies being addressed in Q1 2026. 	Ongoing
Front Yard Deer Fencing Policy Development	Development Services		Initial report expected to Council in Q1 2026.	Q1 2026



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

HOUSING

Project	Department	Status	Status Details	Completion
Construction Protocol Review	Development Services		Complete	Q1 2023
Priority Development Workshop—Housing	Development Services		Complete	Q2 2023
Rent Bank Program Information Brief	Development Services		Complete	Q2 2023
Parking Strategy and Updated Parking Bylaw	Development Services		Complete	Q1 Q4 2024 Q1 2025 Q3 2025
GIS Census Analysis	Development Services		Complete	Q3 2023
Tenant Relocation Policy	Development Services		Complete	Q4 2023
Subdivision & Development Bylaw Update (including sidewalk requirements)	Engineering and Public Works		Complete; Updated Bylaw approved by Council January 15 2024	Q1 2024



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

HOUSING

Project	Department	Status	Status Details	Completion
Prepare Zoning Bylaw Amendments to bring the Zoning Bylaw into conformance with recent amendments to the <i>Local Government Act</i>	Development Services		Complete - Bylaw adopted June 2024	Q2 2024
Development Process Improvements	Development Services		Complete	Q2 2024
Affordable Housing Strategy Report	Development Services		Project funded, not yet started	Q2 2027
Development Capacity Assessment	Development Services		Consultant contract awarded; project underway.	Q4 2024 Q3-2025 Q1 Q2 Q3 2026
Doctor Density Bonusing	Development Services		Pending Council discussion of tools	Q4 2024 Q4 2025 Q2 2026
Prepare new Housing Needs Assessment	Development Services		Complete	Q4 2024
Official Community Plan 2025 Updates	Development Services		Complete	Q4 2025
Official Community Plan Major Review	Development Services		Project scope document being developed for Council decision in Q1 2026.	



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

GOOD GOVERNANCE & ORGANIZATIONAL EXCELLENCE

Project	Department	Status	Status Details	Completion
Council Code of Conduct	Corporate Services		Complete	Q2 2023
Sign Bylaw Amendments	Development Services		Complete	Q3 2023
Staff report—B.C. Growing Communities Fund Options Analysis	Development Services		Complete	Q2 2023
Accessibility Plans—Accessibility British Columbia Act Compliance	Corporate Services		Complete December 2, 2024	Q3 Q4 2024
Long Term Financial Planning Update – Infrastructure Asset Management Strategy	Financial Services and IT		Complete	Q4 2023
Asset Management Program—Recreation Inventory and Plan Development	Parks and Recreation		Complete ; Results to be incorporated into the Facilities Master Plan	Q3 2024
Improved budget documentation	Financial Services and IT		Complete	Q2 2025
Asset Management Program—Storm Sewer Master Plan	Engineering and Public Works		Work by a consultant began in Q4 2025, with flow monitoring in place, background information reviewed, and preliminary modeling underway during this quarter. Project status shifted to yellow due to delay in expected project completion date.	Q2 2025 Q1 Q2 2026
Asset Management Program—Facilities Master Plan	Engineering and Public Works		Consultant hired in Q4 2025 to build off the condition assessments that finished in Q3 and to develop an overall asset management plan for all Township facilities. Project status shifted to yellow due to delay in expected project completion date.	Q1 Q2 2025 Q1 Q2 2026



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

GOOD GOVERNANCE & ORGANIZATIONAL EXCELLENCE

Project	Department	Status	Status Details	Completion
Asset Management Program—Sanitary Sewer Master Plan	Engineering and Public Works		Complete; received by Council in February 2025	Q2-Q4 2024 Q1 2025
Recreation Strategic Plan	Parks and Recreation		RFP consultant retained and strategic planning is underway. Final report will be completed in May of 2026. Project status shifted to yellow due to delay in expected project completion date.	Q1 2026 Q2 2026
Pavement Condition Assessment and Management Plan	Engineering and Public Works		Final report from consultant was received by staff in Q4 2025. Staff will be including this information for Council's consideration as part of the 2026 capital planning process in Q1 2026.	Q3 Q1 2026



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

STRONG RELATIONSHIPS & PARTNERSHIPS

Project	Department	Status	Status Details	Completion
Gorge Bridge Midden Site Signage	Strategic Initiatives	●	Staff are working with Songhees Nation and Xwsepsum Nation regarding the status of the current signage. This topic is scheduled to be discussed February 9 at the Nations' joint meeting.	Q3 2024 Q3 2025 Q1 2026
Community to Community Engagement (Songhees Nation and Xwsepsum Nation)	Strategic Initiatives	■	Community to Community dinner & flag raising completed November 2024 - ongoing engagement incorporated into operational planning and outcomes.	Ongoing
Develop opportunities for service agreements with Songhees and Esquimalt Nations	Strategic Initiatives	●	Departments working in applicable areas (e.g., archaeological requirements)	Ongoing
Community to Community Engagement (Songhees Nation and Xwsepsum Nation)	Strategic Initiatives	●	Xwsepsum Nation and the Township are working together on the development of a draft MOU for leadership review in Q2 2026. Staff are working to organize a Chief and Council meeting with Songhees Nation for Q2 2026.	Q2 2026



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete

POTENTIAL FUTURE PROJECTS

These projects were considered by Council in 2024 and were deferred for future consideration.

They will be implemented as projects near completion and as staff capacity allows.

Project	Department	Council Priority
Ground-Oriented Small Developments	Development Services	Housing
Parkland Placement, Acquisition and Management	Parks and Recreation	Engaged & Healthy Community

RELATED DOCUMENTS

- > Official Community Plan
- > 2025 Financial Plan Bylaw
- > 2024 Annual Report
- > Period reports
- > Active Transportation Network Plan
- > Climate Action Plan
- > Art in Public Spaces Plan

Find these and other corporate documents on Esquimalt.ca or visit Esquimalt Municipal Hall at 1229 Esquimalt Rd.





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esquimalt.ca

IN PERSON

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

250-414-7100

Council Priorities Plan Update 3rd Period (Aug 31-Dec 31)

Council Priorities Plan

What goes into the Council Priorities Plan?

- A special project or initiative that is assigned to staff that falls outside of their day-to-day operational or service level commitments
- Roughly 90% of staff effort is devoted to operations
- Roughly 10% of staff effort available for projects that will go into the Council Priorities Plan

Council Priorities Plan

What goes into the Council Priorities Plan?

- Council completed the work to prioritize the full list of potential projects in April 2023
- Some projects were selected for the Council Priorities Plan (the “now” projects) and some were put on hold or deferred (“next” or “later” projects)
- How are changes or updates to the Council Priorities Plan made?

Council Priorities Plan

The following 9 slides are an excerpt of the Council Priorities Plan. The  symbol is used to denote a newly completed item, and the  symbol is used to denote an item of interest (changes or updates of note) to be provided by CAO or staff during the presentation





PROJECTS & INITIATIVES

CLIMATE RESILIENCE & ENVIRONMENTAL STEWARDSHIP

Project	Department	Status	Status Details	Completion
Tree Protection Bylaw Update	Parks and Recreation		Complete	Q1 2023
Priority Development Workshop—Climate Resilience and Environmental Stewardship	Development Services		Complete	Q2 2023
Climate Action Workshop Initiative: Update Council report templates to include climate action (mitigation and adaptation) considerations	Corporate Services		Complete	Q3 2023
Climate Action Workshop Initiative: Develop an annual progress report that ties to specific strategies within the climate plan	Development Services		Complete	Q2 2024 Q4 2024
Low Carbon Energy Systems Bylaw	Development Services		Complete	Q3 2023
Integrated Resource Management	Engineering and Public Works		Complete. Township is not pursuing IRM at this time; instead supporting a regional approach led by the CRD. Future work by the Township will be considered as a Potential Future Project for consideration by future Councils.	Q2-Q4 2024 Q2 2025 Q3 2025
Green Teams Partnership	Parks and Recreation		Complete	Q3 2023
Develop concrete action plan to reduce corporate greenhouse gas emissions by 45% from 2010 levels by 2030 including: 1. Electric vehicle fleet plan 2. GHG emission municipal building audit 3. GHG corporate roadmap	Development Services		> The Electric vehicle fleet plan is ongoing. > The municipal building audit was delayed: extended completion date > The GHG Corporate Roadmap will be completed once the municipal building audit has been completed.	Q1 2025 Q1 2026 Q4 2026

Proposed/Not yet funded

On track

Issues or concerns

Project at risk

Complete



PROJECTS & INITIATIVES

DIVERSIFIED & THRIVING ECONOMY

Project	Dept	Status	Status Details	Completion
Develop Economic Development Action Plan	HR and Community Relations		Complete	Q3 2023
Options Analysis - Park Place & Esquimalt Road	HR and Community Relations		Complete	Q4 2024 Q3 2025 Q2 2025 Q3 2025 Q4 2025
Business Façade Improvement Program	Financial Services and IT		Complete	Q1 2024
Short-term rental policy analysis	Development Services		Consultant has been selected. Work is in progress.	Q2 2026



Proposed/Not yet funded

On track

Issues or concerns

Project at risk

Complete

PROJECTS & INITIATIVES

ENGAGED & HEALTHY COMMUNITY



Project	Department	Status	Status Details	Completion
Options Analysis – Arm Street Park Dock	Parks and Recreation		Complete	Q4 2023
Volunteer Recognition Policy	HR and Community Relations		Complete	Q1 2024
Macaulay Elementary Crossing Guard MOU	Financial Services and IT		Complete	Q1 2024
Impact Assessment—Report on Undergrounding of Mainline of Overhead Utilities (Esquimalt Rd (Constance to Dominion)	Engineering and Public Works		Complete	Q1 2024
Family Doctor Shortage & Incentives	Development Services		Complete	Q1 2024
Implement Public Art Plan	Parks and Recreation		Complete	Q2 2024
Public Safety Building—Design Phase	Community Safety Services		Complete	Q2 2024
Police Service Model Transition—Phase I	Community Safety Services		Complete	Q2 2024



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete

PROJECTS & INITIATIVES

ENGAGED & HEALTHY COMMUNITY



Project	Department	Status	Status Details	Completion
Revise "Maintenance of Property and Nuisance Bylaw" with respect to Construction Noise	Corporate Services		Complete	Q2 2024
Esquimalt Together Against Graffiti	Engineering and Public Works		Initiation complete and operationalized.	Q4 2025
Refresh & Replace Esquimalt Road Banners	HR and Community Relations		Complete and operationalized.	Q1 Q4 2024
Health Needs Assessment	Development Services		Completed in Q4 2025; presented to Council Q1 2026.	Q4 2024 Q1 2025 Q3 Q4 2025
Level of Service Review - Enhance evening and weekend bylaw enforcement	Strategic Initiatives		Council was briefed; after-hours will be trialed and a report to Council in 2026	Q2 Q4 2024 Q1 2025 Q2 2026
Partner and develop turf field for Esquimalt High School	Parks and Recreation		UBCM Strategic Priorities Grant submission complete - waiting on results of grant application. Announcement expected in the spring of 2026	Q2 Q3 2024 Q1 Q4 2025 Q1 2026
Police service model transition—Phase 2	Strategic Initiatives		Progress report to be provided to Council in Q2 2026.	Q2 2026
Public safety building construction	Administration		As of January 2026, project is on track and on budget.	Q3 Q4 2026



Proposed/Not yet funded



On track



Issues or concerns



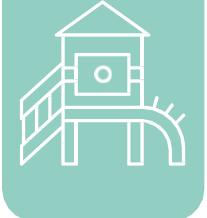
Project at risk



Complete

PROJECTS & INITIATIVES

ENGAGED & HEALTHY COMMUNITY



Project	Department	Status	Status Details	Completion
Dock Analysis	Parks and Recreation		Assigned to Parks & Recreation for capital project development.	Q3-Q4 2024 Q1 2025
Implement Active Transportation Network Plan	Engineering and Public Works		<ul style="list-style-type: none"> > In December 2025, Council reset the ATNP priorities for pedestrian, cycling, and intersection improvements to guide the upcoming ATNP priority projects. > Esquimalt Road Active Transportation Improvements: <ul style="list-style-type: none"> > Phase 1: Substantial completion was achieved in Q4 2025, with deficiencies being addressed in Q1 2026. > Phase 2: Detailed design engagement on segments between Joffre and Fraser, and Admirals to Canteen planned for Q1 2026 > Craigflower Crosswalk Improvements: <ul style="list-style-type: none"> > Substantial completion was achieved in Q4 2025, with deficiencies being addressed in Q1 2026. 	Ongoing
Front Yard Deer Fencing Policy Development	Development Services		Initial report expected to Council in Q1 2026.	Q1 2026



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

HOUSING

Project	Department	Status	Status Details	Completion
Construction Protocol Review	Development Services		Complete	Q1 2023
Priority Development Workshop—Housing	Development Services		Complete	Q2 2023
Rent Bank Program Information Brief	Development Services		Complete	Q2 2023
Parking Strategy and Updated Parking Bylaw	Development Services		Complete	Q1 Q4 2024 Q1 2025 Q3 2025
GIS Census Analysis	Development Services		Complete	Q3 2023
Tenant Relocation Policy	Development Services		Complete	Q4 2023
Subdivision & Development Bylaw Update (including sidewalk requirements)	Engineering and Public Works		Complete; Updated Bylaw approved by Council January 15 2024	Q1 2024



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

HOUSING

Project	Department	Status	Status Details	Completion
Prepare Zoning Bylaw Amendments to bring the Zoning Bylaw into conformance with recent amendments to the Local Government Act	Development Services		Complete - Bylaw adopted June 2024	Q2 2024
Development Process Improvements	Development Services		Complete	Q2 2024
Affordable Housing Strategy Report	Development Services		Project funded, not yet started	Q2 2027
Development Capacity Assessment	Development Services		Consultant contract awarded; project underway.	Q4 2024 Q3 2025 Q1 Q2 Q3 2026
Doctor Density Bonusing	Development Services		Pending Council discussion of tools	Q4 2024 Q4 2025 Q2 2026
Prepare new Housing Needs Assessment	Development Services		Complete	Q4 2024
Official Community Plan 2025 Updates	Development Services		Complete	Q4 2025
Official Community Plan Major Review	Development Services		Project scope document being developed for Council decision in Q1 2026.	



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

GOOD GOVERNANCE & ORGANIZATIONAL EXCELLENCE

Project	Department	Status	Status Details	Completion
Council Code of Conduct	Corporate Services		Complete	Q2 2023
Sign Bylaw Amendments	Development Services		Complete	Q3 2023
Staff report—B.C. Growing Communities Fund Options Analysis	Development Services		Complete	Q2 2023
Accessibility Plans—Accessibility British Columbia Act Compliance	Corporate Services		Complete December 2, 2024	Q3 Q4 2024
Long Term Financial Planning Update – Infrastructure Asset Management Strategy	Financial Services and IT		Complete	Q4 2023
Asset Management Program—Recreation Inventory and Plan Development	Parks and Recreation		Complete ; Results to be incorporated into the Facilities Master Plan	Q3 2024
Improved budget documentation	Financial Services and IT		Complete	Q2 2025
Asset Management Program—Storm Sewer Master Plan	Engineering and Public Works		Work by a consultant began in Q4 2025, with flow monitoring in place, background information reviewed, and preliminary modeling underway during this quarter. Project status shifted to yellow due to delay in expected project completion date.	Q2 2025 Q1 Q2 2026
Asset Management Program—Facilities Master Plan	Engineering and Public Works		Consultant hired in Q4 2025 to build off the condition assessments that finished in Q3 and to develop an overall asset management plan for all Township facilities. Project status shifted to yellow due to delay in expected project completion date.	Q1 Q2 2025 Q1 Q2 2026

Proposed/Not yet funded

On track

Issues or concerns

Project at risk

Complete



PROJECTS & INITIATIVES

GOOD GOVERNANCE & ORGANIZATIONAL EXCELLENCE

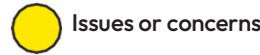
Project	Department	Status	Status Details	Completion
Asset Management Program—Sanitary Sewer Master Plan	Engineering and Public Works		Complete; received by Council in February 2025	Q2 Q4 2024 Q1 2025
Recreation Strategic Plan	Parks and Recreation		RFP consultant retained and strategic planning is underway. Final report will be completed in May of 2026. Project status shifted to yellow due to delay in expected project completion date.	Q1 2026 Q2 2026
Pavement Condition Assessment and Management Plan	Engineering and Public Works		Final report from consultant was received by staff in Q4 2025. Staff will be including this information for Council's consideration as part of the 2026 capital planning process in Q1 2026.	Q3 Q1 2026



Proposed/Not yet funded



On track



Issues or concerns



Project at risk



Complete



PROJECTS & INITIATIVES

STRONG RELATIONSHIPS & PARTNERSHIPS

Project	Department	Status	Status Details	Completion
Gorge Bridge Midden Site Signage	Strategic Initiatives	●	Staff are working with Songhees Nation and Xwsepsum Nation regarding the status of the current signage. This topic is scheduled to be discussed February 9 at the Nations' joint meeting.	Q3 2024 Q3 2025 Q1 2026
Community to Community Engagement (Songhees Nation and Xwsepsum Nation)	Strategic Initiatives	■	Community to Community dinner & flag raising completed November 2024 - ongoing engagement incorporated into operational planning and outcomes.	Ongoing
Develop opportunities for service agreements with Songhees and Esquimalt Nations	Strategic Initiatives	●	Departments working in applicable areas (e.g., archaeological requirements)	Ongoing
Community to Community Engagement (Songhees Nation and Xwsepsum Nation)	Strategic Initiatives	●	Xwsepsum Nation and the Township are working together on the development of a draft MOU for leadership review in Q2 2026. Staff are working to organize a Chief and Council meeting with Songhees Nation for Q2 2026.	Q2 2026

● Proposed/Not yet funded

● On track

● Issues or concerns

● Project at risk

■ Complete

POTENTIAL FUTURE PROJECTS

These projects were considered by Council in 2024 and were deferred for future consideration.

They will be implemented as projects near completion and as staff capacity allows.

Project	Department	Council Priority
Ground-Oriented Small Developments	Development Services	Housing
Parkland Placement, Acquisition and Management	Parks and Recreation	Engaged & Healthy Community



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:26-029

PERIOD REPORT

DATE: January 26, 2026 **Report No.** ADM-26-005

TO: Dan Horan, Chief Administrative Officer

FROM: Deb Hopkins, Director of Corporate Services

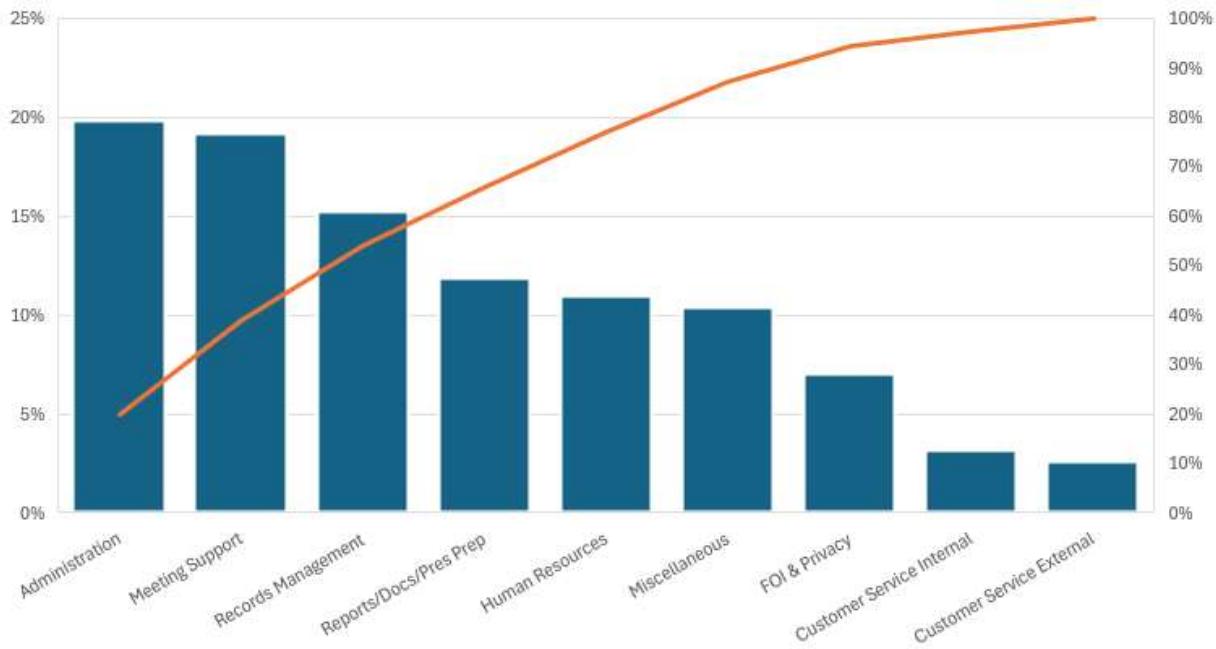
SUBJECT: Corporate Services - 2025 Third Period Report

The following is a report on the activities pertaining to the Corporate Services Department from September 1, 2025 to December 31, 2025.

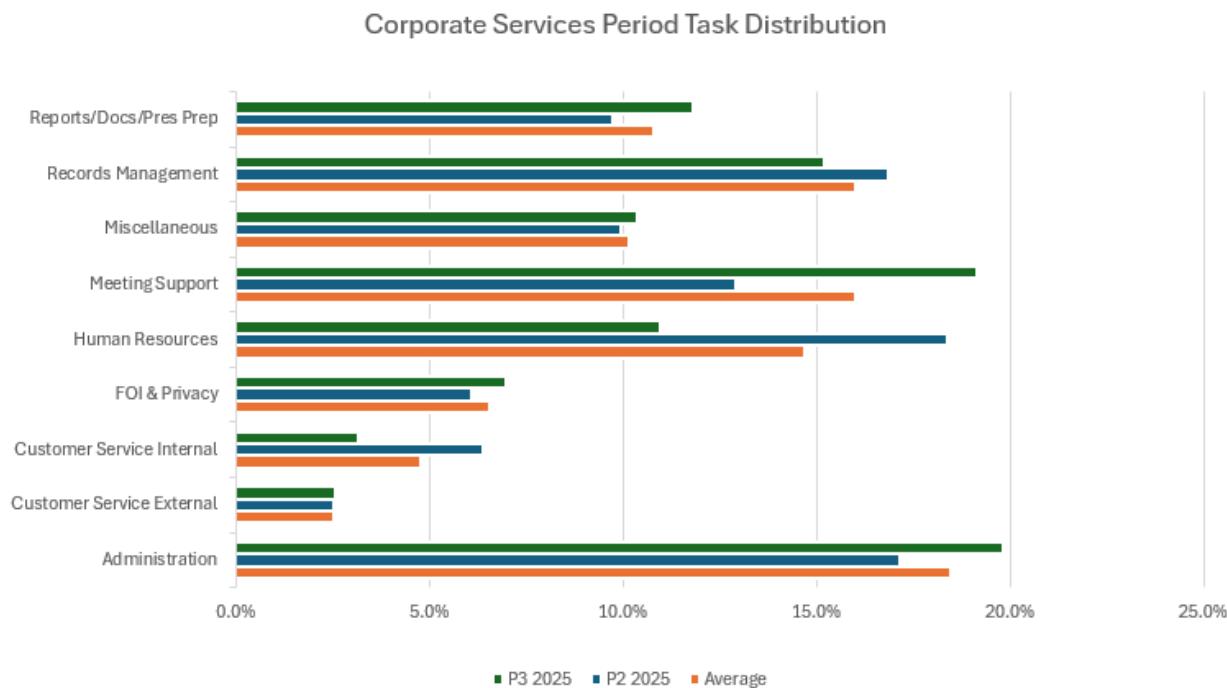
1. Staff Time Distribution

The table below illustrates how staff in Corporate Services spent their time during the third period of 2025. This is intended to provide information on the main areas of focus for the team. While not an exhaustive list of all tasks undertaken, the identified categories include activities outlined in Attachment 1.

P3 2025 Pareto Chart of Corporate Services Task Distribution



Period 2 of 2025 was the first time that Corporate Services reported out on time distribution of departmental activities. Now, with another data set to include, the department can also report on trends over time. The chart below contains data from Period 2 and Period 3 of 2025 and calculates the average time spent per category. This will help us to identify trends over time and can highlight black swan events and their impacts.



As expected, there is variability in the order of the categories and the allotted percentage of time between the two periods based on the annual business cycles. Period 2 illustrates a dramatic drop in meeting support time as it includes the Council summer recess when there are no regular Council or Committee of the Whole meetings taking place, although some advisory body meetings continue to meet throughout the summer without a scheduled break.

P3 2025		P2 2025	
Categories	Percent Time	Categories	Percent Time
Administration	19.8%	Human Resources	18.4%
Meeting Support	19.1%	Administration	17.2%
Records Management	15.2%	Records Management	16.8%
Reports/Docs/Pres Prep	11.8%	Meeting Support	12.9%
Human Resources	11.0%	Miscellaneous	9.9%
Miscellaneous	10.4%	Reports/Docs/Pres Prep	9.7%
FOI & Privacy	7.0%	Customer Service Internal	6.4%
Customer Service Internal	3.2%	FOI & Privacy	6.1%
Customer Service External	2.6%	Customer Service External	2.5%

2. Corporate Services

	2025				2024	2023	2022	2021
	Total	P3	P2	P1	Total	Total	Total	Total
Ads & Notices Prepared	129	45	41	43	109	134	201	186
Agendas: Committees	21	7	8	6	24	24	25	31 ⁺
Agendas: Council/COTW/IC	65	25	19	21	66	69*	78	90
Committee Recruitments	5	2	3	0	3	2	3	2
Council Action Reports	22	8	7	7	22	27	35	25
Council Resolutions Passed	199	89	54	56	208	244	264	246
Documents Commissioned	28	8	11	9	46	22	22	48
Elections/Assent Voting	1	0	0	1	0	0	1	1
Flag Raising/Lowering	11	4	1	6	11	9	8	7
LTSA Documents Registered	32	9	20	3	26	30	40	22
Mail Items Processed	1,866	693	618	555	2,103	1,940	1,234	986
Proclamations/Illuminations	26	11	12	3	26	24	15	15
Staff Reports Authored	50	24	15	11	44	20	24	13
Staff Reports Reviewed	204	87 [^]	74	43	162 [#]	N/A	N/A	N/A

⁺ Number of Committees reduced from five in 2021 to four in 2022

^{*} Reduced the number of agendas produced when there is a closed meeting scheduled prior to an open meeting by combining them into one

[#] New metric added in 2024

[^] Revised process for Advisory Body agendas to include Corporate Services staff review

Highlights:

- Recruited and onboarded staff for the Municipal Hall Reception pilot project.
- Completed annual advisory body recruitment and conducted annual orientation session.
- Prepared comprehensive amendments to Council Procedure Bylaw, 2022, No. 3081 and developed Council Policies for Fundraising and TAG Days and for Proclamations and Ceremonial requests.
- Coordinated development of Roles and Responsibilities Guidelines document for the Capital West Accessibility Advisory Committee and participated in a special orientation session for appointed members.
- Presented the 2026 Annual Meeting Schedule, and the 2026 Council Internal and External Appointments to Committees, Commissions, and Boards.
- Initiated planning for the 2026 General Local Election.
- Attended conferences/training including LGMA Corporate Officers Forum, Records Management technology information sessions, Signs of Lekwungen Walking Tour, TabFusion Administrators training, de-escalation training provided by VicPD, Parliamentary Procedure, BC Human Rights Code, BC Human Rights Introduction to Systemic Discrimination, BC Ombudsperson Fairness in Practice.

3. Records, Information, and Privacy Management

	2025				2024	2023	2022	2021
	Total	P3	P2	P1	Total	Total	Total	Total
Audits Conducted*	91	41	36	14	N/A	N/A	N/A	N/A
FOI Requests	38	10	19	9	32	26	39	32
Privacy Impact Assessments	15	6	5	4	11	7	2	2
Staff Trained/Onboarded*	32	4	16	12	N/A	N/A	N/A	N/A

^{*} New metric established

Highlights:

- Completed the Township's revised Records Classification and Retention Schedule (RCRS) and introduced it to municipal staff.
- Updated and prepared current TAB 9.4 for upgrade to TabFusionRMS Software as a Service environment; Conducted User Acceptance Training and created new admin manager and end user training materials.
- Made substantial progress to the Privacy Management Program including approval and implementation of new Freedom of Information Bylaw No. 3177, new Privacy Policy ADMN-84, new Video Surveillance Policy M-ADM-16, implementation of new Strategic Threat and Risk Assessment (STRA), updated Privacy Breach and Correction of Personal Information procedures and forms, and regular communications established with municipal staff containing relevant information, training, and tips.

4. Archives

	2025				2024	2023	2022	2021
	Total	P3	P2	P1	Total	Total	Total	Total
Community Events Attended	8	3	3	2	3	2	-	-
Demolitions Photographed	13	6	2	5	6	26	12	17
Donations Received	34	15	13	6	13	13	1	7
Exhibits Prepared	9	3	4	2	6	3	-	-
Municipal Transfers	4	1	2	1	6	1	-	-
Research Requests	130	73	33	24	85	132	98	98

Highlights:

- Provided images to Fort Rodd Hill and Fisgard Lighthouse in response to a research request. Images were used on newly installed lighthouse information signs enabling collective storytelling with credit given to the Township of Esquimalt.
- Initiated two special projects: Making Women Visible: Reclaiming the Female Identity in Archival Photo Records and Changing Esquimalt Neighborhood 2025 (photographic recording).
- Participated in three very successful community outreach activities/events including a historical presentation to the Esquimalt Seniors Community Centre, the Archives Interactive Open House with over 100 attendees, and a display at the Bay Street Armoury Open House for the 150th Commemorative Celebration of General Sir Arthur Currie.
- Attended training and development including the following workshops, conferences, and seminars: Managing an Oral History Program, Archival Innovations: Archives in the 21st Century, Collections 2030 and Beyond: Activating Heritage Collections for Sustainable Development, From Boxes to Browsers: A Digitization Roadmap for Small Institutions and Storing Paper Collections with Limited Resources.

ATTACHMENTS:

1. Overview of CS Task Categorization
2. 2025 Period 3 Council Resolutions
3. 2021-2025 FOI Request Dashboard

Attachment 1

Illustrative Overview of Corporate Services Task Categorization*

Human Resources		
• Recruiting and onboarding of new hires	• Preparing and updating annual workforce plans	• Drafting job descriptions and postings
• Conducting departmental staff meetings	• Meeting weekly with direct reports	• Discussing other HR-related and Collective Agreement matters
Records Management		
• Training internal staff	• Auditing program areas	• Managing departmental files
• Managing individual email and files	• Managing the corporate record life cycles	• Coordinating the corporate records and information management program
• Supporting TabFusion	• Providing guidance to municipal departments	• Liaising with the offsite storage provider
Meeting Support		
• Preparing and publishing agendas	• Coordinating late agenda items	• Transcribing minutes
• Attending meetings	• Preparing action reports	• Tracking council resolutions
• Publishing meeting videos	• Completing required Council directions	• Preparing correspondence
• Scheduling business items	• Managing online meeting calendars	• Setting and clearing meeting spaces and equipment
Administration		
• Managing correspondence	• Managing invoices	• Preparing and overseeing annual budgets
• Managing staff attendance	• Lowering/raising of flags and related communications	• Accessioning and digitizing archival materials
• E-filing LTSA documents	• Preparing annual statutory notices (Schedule of Meetings, Annual Report)	• Updating departmental web content
Reports/Documents/Presentations		
Drafting, developing, disseminating, and tracking of:		
• Staff reports	• Memoranda	• Bylaws
• Policies	• Guidance documents	• Presentations
Miscellaneous		
• Conducting special projects	• Training and professional development of departmental staff	• Completing other extraordinary tasks not falling within another category
FOI & Privacy		
• Providing internal staff training	• Developing and implementing policies and procedures	• Assisting departments with FOI & privacy matters
• Auditing program areas	• Coordinating and responding to formal access to information (FOI) requests	• Administering the Township's Privacy Management Program
Customer Service - Internal		
Responding to requests for assistance from municipal departments, CAO, Council, or internal committees including:		
• Researching meeting minutes	• Locating and retrieving historical staff reports	• Aggregating historical background information
• Providing technical and procedural guidance	• Reviewing draft bylaws and policies	• Certifying municipal documents and Council resolutions
Customer Service – External		
• Providing service to members of the public, external groups, or organizations	• Completing or assisting with research requests to the Archives	• Commissioning documents (foreign pensions and proof of life) for residents

* Tasks listed are illustrative of the task types associated with each category.

2025 COUNCIL RESOLUTIONS
3rd PERIOD

Resolution No.	Meeting Type	Meeting Date	Reference	Resolution	Result
25-211	Regular Council	December 15, 2025	Letter from Mary Lynn McKenna, Esquimalt Neighbourhood House re: Request to Ministry of Health and Addictions	That Council direct staff to send a letter in support of the Esquimalt Neighbourhood House's funding request to the Minister of Health, and Parliamentary Secretary for Mental Health and Addictions.	Carried Unanimously.
25-210	Regular Council	December 15, 2025	Letter from View Royal Mayor Sid Tobias dated November 27, 2025 Re: Bill M-216 Professional Reliance Act	That Council direct the Mayor to write a letter to the Minister of Housing and Municipal Affairs providing Council's input regarding Bill M-216.	Carried Unanimously.
25-209	Regular Council	December 15, 2025	December 8, 2025 Committee of the Whole Resolutions to be Ratified	That Council direct staff to initiate a major review of the Official Community Plan based on the Impact Assessment attached as Schedule "A" to staff report DEV-25-062, subject to funding approvals in the 2026 budget process.	Carried Unanimously.
25-208	Regular Council	December 15, 2025	Rezoning First, Second, Third Reading, and Adoption – 868 Old Esquimalt Road, Staff Report No. DEV-25-044	That Council give first, second, and third reading, and adopt Zoning Bylaw, 1992, No. 2050, Amendment Bylaw, 2025, No. 3172.	Carried with Councillor Brame opposed.
25-207	Regular Council	December 15, 2025	Additional Amendments to the Capital West Accessibility Advisory Committee Terms of Reference, Staff Report No. ADM-25-065	That Council approve the amendments to the Capital West Accessibility Advisory Committee's Terms of Reference to include public participation at the meetings and that the public participation period be limited to a maximum duration of 30 minutes, with each speaker provided up to five minutes as outlined in Staff Report No. ADM-25-065.	Carried Unanimously.
25-206	Regular Council	December 15, 2025	Active Transportation Network Plan Refresh and Esquimalt Road Phase 2 Update, Staff Report No. EPW-25-018	That Council endorse the priority list for Complete Streets, Complete Intersections, Policies & Programs as outlined in Staff Report EPW-25-018..	Carried Unanimously.
25-205	Regular Council	December 15, 2025	Active Transportation Network Plan Refresh and Esquimalt Road Phase 2 Update, Staff Report No. EPW-25-018	That Council direct staff to: a. Proceed with detailed design engagement on Esquimalt Road Active Transportation and Underground Improvements - Phase 2, excluding the segment between Fraser Street and Admirals Road, and report back to Council with a What We Heard Report, anticipated in spring 2026; and b. Continue to pause on design work on protected bike lanes on Esquimalt Road between Fraser Street and Admirals Road in consideration of the Esquimalt Road Urban Design Guidelines, City of Victoria watermain upgrade and the next Council's priorities planning; as described in Staff Report EPW-25-018.	Carried Unanimously.
25-204	Regular Council	December 15, 2025	Active Transportation Network Plan Refresh and Esquimalt Road Phase 2 Update, Staff Report No. EPW-25-018	That Council direct staff to: a. Proceed with detailed design engagement on Esquimalt Road Active Transportation and Underground Improvements - Phase 2, excluding the segment between Fraser Street and Canteen Road, with the exception of approved developer-contributed works at 602 Nelson Street, and report back to Council with a What We Heard Report, anticipated in spring 2026; and b. Continue to pause on design work on protected bike lanes on Esquimalt Road between Fraser Street and Canteen Road, with the exception of approved developer-contributed works at 602 Nelson Street, in consideration of the Esquimalt Road Urban Design Guidelines, City of Victoria watermain upgrade and the next Council's priorities planning; as described in Staff Report EPW-25-018.	Defeated with Mayor Desjardins, and Councillors Armour, Boardman, Brame, and Cavens opposed.
25-203	Regular Council	December 15, 2025	Active Transportation Network Plan Refresh and Esquimalt Road Phase 2 Update, Staff Report No. EPW-25-018	That Council endorse the priority list for Cycling Facilities, Policies & Programs as outlined in Staff Report EPW-25-018, with an amendment to move Macaulay Road up to #3 and renumbering the list accordingly.	Carried Unanimously.
25-202	Regular Council	December 15, 2025	Active Transportation Network Plan Refresh and Esquimalt	Main Motion: That Council endorse the priority list for Pedestrian Facilities, Policies & Programs as outlined	Carried Unanimously.

2025 COUNCIL RESOLUTIONS
 3rd PERIOD

Resolution No.	Meeting Type	Meeting Date	Reference	Resolution	Result
			Road Phase 2 Update, Staff Report No. EPW-25-018	in Staff Report EPW-25-018, with an amendment to move Wychbury Avenue up to #5 and renumbering the list accordingly.	
25-201	Regular Council	December 15, 2025	Active Transportation Network Plan Refresh and Esquimalt Road Phase 2 Update, Staff Report No. EPW-25-018	That the main motion be amended to also include an amendment to move Lyall Street to #3, and Devonshire Road to #4.	Defeated with Mayor Desjardins, and Councillors Armour, Boardman, Brame, and Cavens opposed.
25-200	Regular Council	December 15, 2025	Cunningham Road – Residential Parking Only – Staff Report No. EPW-25-019	That Council direct staff to place a moratorium on Residential Parking applications, to be reviewed by Council after one year.	Carried Unanimously.
25-199	Regular Council	December 15, 2025	Cunningham Road – Residential Parking Only – Staff Report No. EPW-25-019	That Council approve the implementation of Traffic Order 1387 for "Residential Parking Only" signage to be installed on both sides of Cunningham Road commencing 9m north of the intersection of Cunningham Road and Kindersley Road and extending north to 9m south of the intersection of Cunningham Road and Parklands Drive as set out in EPW-25-019.	Carried with Mayor Desjardins opposed.
25-198	Regular Council	December 15, 2025	Parks and Recreation - Community Dock Grant Application - Staff Report No. P&R-25-011	That Council direct staff to apply for the 2026 Wave Prize; and that staff be directed to continue the capital project work to bring this project forward for approvals when ready.	Carried Unanimously.
25-197	Regular Council	December 15, 2025	Esquimalt Urban Deer Project, Staff Report No. CSS-25-008	That Council direct staff to write a letter to the Minister of Environment and Parks and MLA Darlene Rotchford requesting support for wildlife management responsibilities and funding.	Carried Unanimously.
25-196	Regular Council	December 15, 2025	Esquimalt Urban Deer Project, Staff Report No. CSS-25-008	Main Motion as amended: That Council direct staff to shift to a monitoring-only approach for deer management, conduct a deer management and social carrying capacity survey, work with a contractor to prepare a comprehensive immunocontraception (IC) program proposal for Council's consideration in Q3 2026, and work with other municipalities and the CRD to pursue a regional approach.	Carried with Mayor Desjardins opposed.
25-195	Regular Council	December 15, 2025	Esquimalt Urban Deer Project, Staff Report No. CSS-25-008	That the main motion be amended to also direct staff to work with other municipalities and the CRD to pursue a regional approach.	Carried Unanimously.
25-193	Regular Council	December 15, 2025	Development Variance Permit Application – 622 Admirals Road, Staff Report No. DEV-25-053	That Council approve Development Variance Permit No. DVP00167 for 622 Admirals Road to allow a wall sign to be orientated towards a side lot line for the variance outlined in Staff Report No. DEV-25-053.	Carried with Councillor Morrison opposed.
25-192	Regular Council	December 15, 2025	Official Community Plan Project – Adoption of Bylaw No. 3176, Staff Report No. DEV-25-061	That Council adopt Official Community Plan Bylaw, 2018, No. 2922, Amendment Bylaw, 2025, No. 3176.	Carried Unanimously.
25-191	Regular Council	December 1, 2025	Rise and Report from the In Camera Council meeting held on November 17, 2025	1. Advisory Committee Interviews, Staff Report No. ADM-25-063 That Council re-appoint TJ Schur and Mark Seebaran to the Advisory Planning Commission for a two year term from January 1, 2026 - December 31, 2027. That Council appoint Zak Zawaduk to the Advisory Planning Commission for a two year term from January 1, 2026 - December 31, 2027. That Council re-appoint Tara Todesco to the Advisory Planning Commission Design Review Committee for a two year term from January 1, 2026 - December 31, 2027. That Council re-appoint Elyse Norgaard Kituri to the Board of Variance for a two year term from January 1, 2026 - December 31, 2027. That Council re-appoint Elyse Norgaard Kituri and Kyler Nurmsoo to the Environment, Parks and Recreation Advisory Committee for a two year term from January 1, 2026 - December 31,	

2025 COUNCIL RESOLUTIONS
3rd PERIOD

Resolution No.	Meeting Type	Meeting Date	Reference	Resolution	Result
				2027. That Council appoint Shona Lawson and David Nicol to the Environment, Parks and Recreation Advisory Committee for a two year term from January 1, 2026 - December 31, 2027.	
25-190	Regular Council	December 1, 2025	Council Policy Update PER-02 Employee Recognition, Staff Report No. ADM-25-061	That Council approve the amendments to Council Policy PER-02 Employee.	Carried Unanimously.
25-189	Regular Council	December 1, 2025	Review of Local Grant Funding and Policy Options, Staff Report No. ADM-25-47	Main Motion as Amended: That Council place a moratorium on future local grant applications for 2026.	Carried with Councillors Cavens and Boardman opposed.
25-188	Regular Council	December 1, 2025	Review of Local Grant Funding and Policy Options, Staff Report No. ADM-25-47	That the main motion be amended to limit the moratorium to 2026	Carried with Councillors Armour and Morrison opposed.
25-187	Regular Council	December 1, 2025	Review of Local Grant Funding and Policy Options, Staff Report No. ADM-25-47	That Council rescind Council Policy No. FIN-20 Local Grants Policy and approve Council Policy No. ADMIN-83 Local Grants Policy and receive the Local Grant Guidelines as attached to Staff Report No. ADM-25-047.	Carried Unanimously.
25-186	Regular Council	December 1, 2025	Financial Analysis, Staff Report No. FIN-25-014	That Council receive Staff Report FIN-25-014 for information.	Carried Unanimously.
25-185	Regular Council	December 1, 2025	Animal Control Services Contract Award, Staff Report No. CSS-25-007	That Council award the contract to provide animal control services to the Township for a three-year period to Victoria Animal Control Services commencing January 1, 2026, with options to extend two additional years on mutual agreement.	Carried Unanimously.
25-184	Regular Council	December 1, 2025	Official Community Plan Project – Public Hearing and 3rd Reading of Bylaw, Staff Report No. DEV-25-060	That Council give third reading to Official Community Plan Bylaw, 2018, No. 2922, Amendment Bylaw, 2025, No. 3176.	Carried Unanimously.
25-183	Regular Council	November 17, 2025	Rise and Report from the In Camera meeting of Council held on November 3, 2025	1. That Council re-appoint Doran Musgrove to the Advisory Planning Commission Design Review Committee as a representative of the Architectural Institute of British Columbia for a two-year term from January 1, 2026 to December 31, 2027. 2. That Council appoint Paul de Greeff, Landscape Architect to the Advisory Planning Commission Design Review Committee as a representative of the BC Society of Landscape Architects for a two-year term from January 1, 2026 to December 31, 2027.	
25-182	Regular Council	November 17, 2025	Rezoning Application - 903 Admirals Rd, Staff Report No. DEV-25-051	That Council give first, second, and third readings, and adopt Zoning Bylaw, 1992, No. 2050, Amendment Bylaw, 2025, No. 3178.	Carried Unanimously.
25-181	Regular Council	November 17, 2025	2025 Climate Action Annual Report, Staff Report No. DEV-25-056	That Council receive the 2024 Climate Action Annual Report as outlined in Attachment 1 and the 2024 Esquimalt Local Government ClimateAction Program (LGCAP) survey as described in Attachment 2 of Staff Report DEV-25-056 for information.	Carried Unanimously.
25-180	Regular Council	November 17, 2025	Development Permit Extension Request – 1205 Carlisle Avenue, Staff Report No. DEV-25-058	That Council extend the expiry date for Development Permit No. DP000210 from December 18, 2025, to December 18, 2026.	Carried Unanimously.
25-179	Regular Council	November 17, 2025	Official Community Plan Project - rescind 2nd Reading of Bylaw and read anew as amended, Staff Memorandum No. DEV-25-059	That Council: 1. Rescind 2nd reading of the "Official Community Plan Bylaw, 2018, No. 2922, AMENDMENT BYLAW, 2025, No. 3176"; 2. Amend Section 4.7 by striking out the section in its entirety and replacing with the following: "Policies identifying a certain number of storeys should be considered as guidelines and not regulations for height. Council may consider development proposals that exceed these guideline heights (without amendment of the OCP) where, in its judgment, the proposal advances other objectives and policies of this OCP, as reflected through a zoning amendment, and Council is satisfied that one or more opportunities for public engagement have been provided."; and 3. Give second reading to OFFICIAL COMMUNITY PLAN BYLAW, 2018, No. 2922, AMENDMENT BYLAW, 2025, No. 3176, as amended.	Carried Unanimously.

2025 COUNCIL RESOLUTIONS
3rd PERIOD

Resolution No.	Meeting Type	Meeting Date	Reference	Resolution	Result
25-178	Regular Council	November 3, 2025	Email from Kiersten Fisher, Ministry of Education and Child Care re: Request for Feedback - Proposed Variance to School District 61 Trustee Electoral Areas	That the Township of Esquimalt fully supports the School District 61 Trustee Electoral Area proposal and urges the Minister to provide ministerial approval.	Carried Unanimously.
25-177	Regular Council	November 3, 2025	Council Policy ADMIN-84 Privacy, Staff Report No. ADM-25-058	That Council approve Policy ADMIN-84 Privacy.	Carried Unanimously.
25-176	Regular Council	November 3, 2025	Rescind Council Policy ADMIN-76 Video Surveillance, Staff Report No. ADM-25-057	That Council rescind Policy ADMIN-76 Video Surveillance.	Carried Unanimously.
25-175	Regular Council	November 3, 2025	2026 Council Appointments to Internal and External Committees, Commissions, and Boards, Staff Report No. ADM-25-060	Main Motion as amended: That Council approve the 2026 Council Appointments to Internal and External Committees, Commissions, and Boards as outlined in Staff Report No. ADM-25-060, with the following amendments: - Councillor Tim Morrison as Council representative to the Buccaneer Days Committee; - Councillor Andrea Boardman as Council representative to Esquimalt Ribfest; and - Councillor Duncan Cavens as Acting Mayor for May-June 2026.	Carried Unanimously.
25-174	Regular Council	November 3, 2025	2026 Council Appointments to Internal and External Committees, Commissions, and Boards, Staff Report No. ADM-25-060	That the main motion be amended to include the following revisions to the 2026 Council Appointments to Internal and External Committees, Commissions, and Boards: - Councillor Tim Morrison as Council representative to the Buccaneer Days Committee; - Councillor Andrea Boardman as Council representative to Esquimalt Ribfest; and - Councillor Duncan Cavens as Acting Mayor for May-June 2026.	Carried Unanimously.
25-173	Regular Council	November 3, 2025	2026 Schedule of Regular Council and Committee of the Whole Meetings, Staff Report No. ADM-25-040	That Council approve the 2026 Schedule of Regular Council and Committee of the Whole Meetings as outlined in Attachment 1 to Staff Report No. ADM-25-040.	Carried Unanimously.
25-172	Regular Council	November 3, 2025	Development Variance Permit Application – 429 Lampson St, Staff Report No. DEV-25-050	That Council approve Development Variance Permit No. DVP00171 to vary Parking Bylaw, 2025, No. 3089 to permit 93% (up from a permitted maximum of 40%) of permitted parking on an adjacent parcel as described in Staff Report No. DEV-25-050.	Carried Unanimously.
25-171	Regular Council	November 3, 2025	Official Community Plan Project – 1st and 2nd Readings of Bylaw, Staff Report No. DEV-25-049	That Council give second reading as amended to Official Community Plan Bylaw, 2018, No. 2922, Amendment Bylaw, 2025, No. 3176.	Carried Unanimously.
25-170	Regular Council	November 3, 2025	Official Community Plan Project – 1st and 2nd Readings of Bylaw, Staff Report No. DEV-25-049	That Council amend Schedule 1 of Bylaw No. 3176 to replace the words "Commercial/Commercial Mixed-Use - Tall" with "Sussex/Saunders Mixed-Use" throughout the text of the OCP and make corresponding amendments to Schedule B - <i>Proposed Land Use Designation Map</i> to reflect this change.	Carried Unanimously.
25-169	Regular Council	November 3, 2025	Official Community Plan Project – 1st and 2nd Readings of Bylaw, Staff Report No. DEV-25-049	That Council amend Schedule 1 of Bylaw No. 3176 to replace section 4.7 with "Policies identifying a certain number of storeys should be considered guidelines and not regulations for height. Council may consider development proposals that exceed these guideline heights where, in its judgment, the proposal advances other objectives and policies of this Official Community Plan, as reflected through a zoning amendment. A proposal that exceeds the storey guidelines should not be considered consistent with the OCP for purposes of Section 464(3)(b) of the <i>Local Government Act</i> ."	Carried Unanimously.
25-168	Regular Council	November 3, 2025	Official Community Plan Project – 1st and 2nd Readings of Bylaw, Staff Report No. DEV-25-049	That Council amend Bylaw No. 3176 to change the title of Figure 3 on page 10 to Esquimalt Population by Median Age.	Carried Unanimously.

2025 COUNCIL RESOLUTIONS
3rd PERIOD

Resolution No.	Meeting Type	Meeting Date	Reference	Resolution	Result
25-167	Regular Council	November 3, 2025	Official Community Plan Project – 1st and 2nd Readings of Bylaw, Staff Report No. DEV-25-049	That Council give first reading to Official Community Plan Bylaw, 2018, No. 2922, Amendment Bylaw, 2025, No. 3176.	Carried Unanimously.
25-166	Regular Council	November 3, 2025	Adoption of Bylaw Notice Enforcement Bylaw, 2014, No. 2839, Amendment Bylaw, 2025, No. 3175, Staff Report ADM-25-062	That Council adopt Bylaw Notice Enforcement Bylaw, 2014, No. 2839, Amendment Bylaw, 2025, No. 3175.	Carried Unanimously.
25-165	Regular Council	October 27, 2025	Email from Marnie Essery, Access West Shore Society dated October 20, 2025 Re: Indigenous Disability Awareness Month Proclamation Request	That Council proclaim November, 2025 as Indigenous Disability Awareness Month.	Carried Unanimously.
25-163	Regular Council	October 27, 2025	Bylaw Notice Enforcement Bylaw, 2025, No. 3175, Staff Memorandum No.CSS-25-005	That Council give three readings to Bylaw Notice Enforcement Bylaw, 2025, No. 3175.	Carried Unanimously.
25-162		October 27, 2025	Council Policies ADMIN-85 Fundraising and Tag Days and ADMIN-86 Proclamations, Illuminations and Ceremonial Requests, Staff Report No. ADM-25-056	Main Motion as Amended: That Council approve: - Council Policy ADMIN-85 Fundraising and Tag Days; and - Council Policy ADMIN-86 Proclamations, Illuminations and Ceremonial Requests, with revised sections (4) and (5) under the heading Process as follows: (4) The Corporate Services Department shall forward the illumination request for review to the Mayor and for information to the rest of Council and subject to approval by the Mayor. (5) The Corporate Services Department shall draft the proclamation for review by Mayor and distribute it for information to the rest of Council and subject to approval by the Mayor.	Carried Unanimously.
25-161	Regular Council	October 27, 2025	Council Policies ADMIN-85 Fundraising and Tag Days and ADMIN-86 Proclamations, Illuminations and Ceremonial Requests, Staff Report No. ADM-25-056	That the main motion be amended to revise sections (4) and (5) of ADMIN-86 under the heading Process as follows: (4) The Corporate Services Department shall forward the illumination request for review to the Mayor and for information to the rest of Council and subject to approval by the Mayor. (5) The Corporate Services Department shall draft the proclamation for review by Mayor and distribute it for information to the rest of Council and subject to approval by the Mayor.	Carried Unanimously.
25-160	Regular Council	October 27, 2025	Adoption of Freedom of Information Bylaw, 2025, No. 3177, Staff Report No. ADM-25-055	That Council adopt Freedom of Information Bylaw, 2025, No. 3177.	Carried Unanimously.
25-159	Regular Council	October 27, 2025	Adoption of Council Procedure Bylaw, 2022, No. 3081, Amendment Bylaw, 2025, No. 3170, Staff Report No. ADM-25-054	That Council adopt Council Procedure Bylaw, 2022, No. 3081, Amendment Bylaw, 2025, No. 3170.	Carried Unanimously.
25-158	Regular Council	October 27, 2025	Adoption of Permissive Tax Exemption (Non-Profit Organizations) Bylaw, 2025, No. 3169, Staff Report FIN-25-012	That Council adopt Permissive Tax Exemption (Non-Profit Organizations) Bylaw, 2025, No. 3169.	Carried Unanimously.
25-157	Regular Council	October 6, 2025	Email from Sylvia Vink dated October 1, 2025 re: 2025	That Council authorize the request by the Esquimalt-Dockyard Branch 172 Legion to distribute Remembrance Day poppies within the Township of Esquimalt, from October 24 - November	Carried Unanimously.

2025 COUNCIL RESOLUTIONS
3rd PERIOD

Resolution No.	Meeting Type	Meeting Date	Reference	Resolution	Result
25-156	Regular Council	October 6, 2025	Proposed Amendments to the Capital West Accessibility Advisory Committee Terms of Reference, Staff Report No. ADM-25-052	That Council approve the amendments to the Capital West Accessibility Advisory Committee Terms of Reference by adding "7) Roundtable Discussion" to Section 5.4 and renumbering the subsequent order of business, and adding Section 5.5 outlining provisions for the roundtable discussion and renumbering the remainder of the section, as outlined in Staff Report No. ADM-25-052.	Carried Unanimously.
25-155	Regular Council	October 6, 2025	Freedom of Information Bylaw, Staff Report No. ADM-25-051	That Council give three readings to Freedom of Information Bylaw, 2025, No. 3177.	Carried Unanimously.
25-154	Regular Council	October 6, 2025	Zoning Bylaw Amendment – Removal of Temporary Use Permit Section, Staff Report No. DEV-25-046	That Council gives three readings and adopts Zoning Bylaw, 1992, No. 2050, Amendment Bylaw, 2025, No. 3174.	Carried Unanimously.
25-153	Regular Council	October 6, 2025	Council Procedure Bylaw Amendments, Staff Report No. ADM-25-044	That Council give second and third reading to Council Procedure Bylaw, 2022, No. 3081, Amendment Bylaw, 2025, No. 3170, as amended.	Carried Unanimously.
25-152	Regular Council	October 6, 2025	Council Procedure Bylaw Amendments, Staff Report No. ADM-25-044	That Bylaw No. 3170 be amended to remove sections 9, 11, 12 and 13.	Carried Unanimously.
25-151	Regular Council	October 6, 2025	Council Procedure Bylaw Amendments, Staff Report No. ADM-25-044	That Council give first reading to Council Procedure Bylaw, 2022, No. 3081, Amendment Bylaw, 2025, No. 3170.	Carried Unanimously.
25-150	Regular Council	October 6, 2025	2026 Permissive Tax Exemptions, Staff Report No. FIN-25-009	That Council give second and third reading to Tax Exemption (Non-Profit Organizations) Bylaw 2025 No. 3169, as amended.	Carried Unanimously.
25-149	Regular Council	October 6, 2025	2026 Permissive Tax Exemptions, Staff Report No. FIN-25-009	That Bylaw No. 3169 be amended to include approval for tax exemptions requested by the Island Corridor Foundation for 2026 and 2027.	Carried Unanimously.
25-148		October 6, 2025	2026 Permissive Tax Exemptions, Staff Report No. FIN-25-009	That Council give first reading to Tax Exemption (Non-Profit Organizations) Bylaw 2025 No. 3169.	Carried Unanimously.
25-147	Regular Council	October 6, 2025	Covenant Modification – 622 Admirals, Staff Report No. DEV-25-048	That Council direct staff to modify the existing S.219 Covenant CA3608095 to permit commercial space within the 180m ² of first floor space as described within Staff Report No. DEV-25-048.	Carried Unanimously.
25-146	Regular Council	October 6, 2025	Temporary Use Permit - 533 Admirals, Staff Report No. DEV-25-047	That Council approve the Temporary Use Permit for 533 Admirals Road to allow the temporary use of Commercial Parking as outlined in Staff Report DEV-25-047.	Carried Unanimously.
25-145	Regular Council	September 29, 2025	Email from Ben Geselbracht, AVICC dated September 11, 2025 Re: 2026 AVICC AGM & Convention - CRD Member Contribution Opportunity	That Council provide options for a study tour or local entertainment.	Carried Unanimously.
25-144	Regular Council	September 29, 2025	Email from Mike Manhas, Construction Foundation of	That staff be directed to refer the requestor to the annual Local Grant process.	Carried Unanimously.

2025 COUNCIL RESOLUTIONS
3rd PERIOD

Resolution No.	Meeting Type	Meeting Date	Reference	Resolution	Result
			British Columbia dated August 26, 2025 Re: The Forge funding request		
25-143	Regular Council	September 29, 2025	September 15, 2025 Committee of the Whole Resolutions to be Ratified	That the resolutions from the September 15, 2025 Committee of the Whole be ratified: 1. Official Community Plan Project – Council Workshop, Staff Report No. DEV-25-041 That the Committee of the Whole recommend that Council restrict the Floor Area Ratio (FAR) of townhomes to 0.7 with no density bonusing; That the Committee of the Whole recommend that Council allow commercial development in all residential areas throughout the Township, with appropriate guidelines; That the Committee of the Whole recommend that Council direct staff to amend the Official Community Plan Bylaw, 2018, No. 2922 based on comments provided by the Committee.	Carried Unanimously.
25-142	Regular Council	September 29, 2025	Rezoning Application - 922 Forshaw Road, Staff Report No. DEV-25-024	That Council give first, second, and third reading, and adopt Zoning Bylaw, 1992, No. 2050, Amendment Bylaw, 2025, No. 3164.	Carried Unanimously.
25-141	Regular Council	September 29, 2025	Integrated Resource Management, Staff Report No. EPW-25-016	That Council direct staff to not pursue further exploration of Integrated Resource Management (IRM) at this time in the Township and instead support a regional approach to IRM led by the CRD, as described in Staff Report No. EPW-25-016.	Carried Unanimously.
25-140	Regular Council	September 29, 2025	Update on 2023-2025 Economic Development Action Plan and SIPP Review, Staff Report No. ADM-25-028	That Council receive the review of the Township's membership in the South Island Prosperity Partnership and the update on the 2023-2025 Economic Development Action Plan for information, and direct that a decision on renewing South Island Prosperity Partnership (SIPP) membership for five years be considered during the 2026 budget process following receipt of SIPP's Fall Rising Economy 2030 Plan.	Carried Unanimously.
25-139	Regular Council	September 29, 2025	FireSmart Community Funding & Supports Program, Staff Report No. FIRE-25-009	That Council approve the acceptance of funding under the 2025 FireSmart Community Funding & Supports Program in the amount of \$138,003.65, and that the Mayor and Corporate Officer be authorized to execute any required grant agreements related to the successful application, as outlined in Staff Report No. FIRE-25-009.	Carried Unanimously.
25-138	Regular Council	September 29, 2025	Official Community Plan Amendment and Rezoning Application – 1340 Sussex Street & 1337 Saunders Street, Staff Report No. DEV-25-032	That Council adopt Official Community Plan Bylaw, 2018, No. 2922, Amendment Bylaw, 2025, No. 3157 and Zoning Bylaw, 1992, No. 2050, Amendment Bylaw, 2025, No. 3158.	Carried Unanimously.
25-137	Regular Council	September 8, 2025	Rise and Report from the In Camera meeting of September 8, 2025	1. That Council appoint Maggie Thompson as the Township of Esquimalt's community representative to the Capital West Accessibility Advisory Committee for a term effective immediately and concluding December 31, 2026. 2. That Council appoint Doran Musgrove, Architect, to the APC Design Review Committee as the representative of the Architectural Institute of British Columbia for a partial term commencing immediately and concluding December 31, 2025.	
25-136	Regular Council	September 8, 2025	Rise and Report from the In Camera meeting of July 21, 2025	1. That Council rise and report on the appointment of Kody Thomson to the Advisory Planning Commission Design Review Committee effective immediately with the term appointment ending December 31, 2027. 2. That Council rise and report on the appointment of Judy Kitts, Director of Strategic Initiatives, as an Officer of the Township of Esquimalt.	
25-135	Regular Council	September 8, 2025	Letter from Scouts Canada dated August 18, 2025 Re: Scouts Canada Apple Day	That Council approve the request for Scouts Canada to conduct the 2025 Apple Day fundraising drive on October 4 and 5, 2025 between 9 AM and 4 PM each day.	Carried Unanimously.

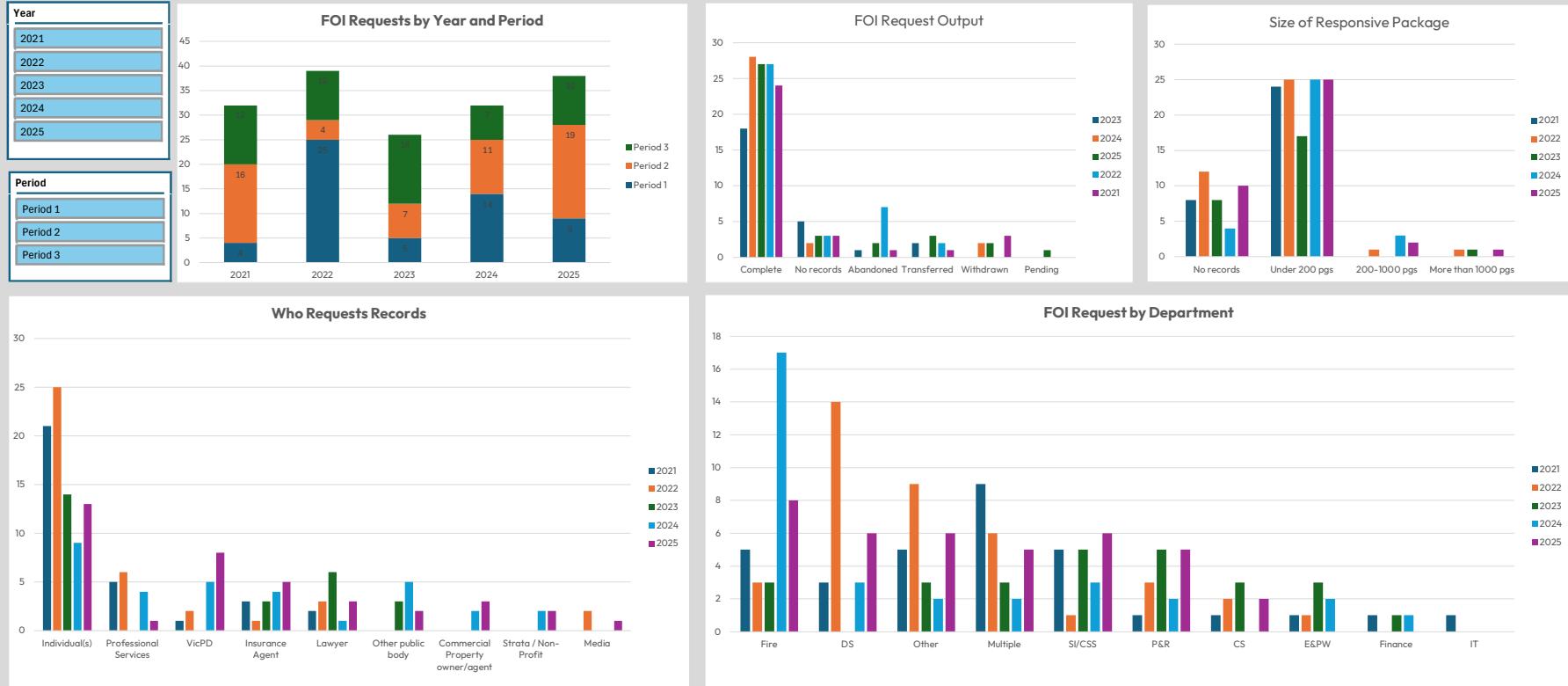
2025 COUNCIL RESOLUTIONS
 3rd PERIOD

Resolution No.	Meeting Type	Meeting Date	Reference	Resolution	Result
			Fundraiser		
25-134	Regular Council	September 8, 2025	Email from Miriam Ticsay Re: World Sepsis Day Illumination Request	That Council direct staff to illuminate the Archie Browning Sports Centre and Waterpark fuchsia on September 13, 2025, in recognition of World Sepsis Day.	Carried Unanimously.
25-133	Regular Council	September 8, 2025	Letter from Kavithra Karalasingham, Inflame Alliance (IBA) Re: World PANS PANDAS Awareness Day Illumination Request	That Council direct staff to illuminate the Archie Browning Sports Centre and Waterpark green on October 9, 2025, in recognition of World PANS PANDAS Awareness Day.	Carried Unanimously.
25-132	Regular Council	September 8, 2025	Email from Debbie Kennedy, Commissionaires Victoria, The Islands and Yukon Re: Commissionaires Centennial Day Proclamation Request	That Council proclaim September 15, 2025, as Commissionaires Centennial Day.	Carried Unanimously.
25-131	Regular Council	September 8, 2025	Announcement from School District No. 61 dated August 5, 2025 Re: Trustee Electoral Areas Public Engagement Session	That Council supports the proposed trustee electoral area model for School District No. 61.	Carried Unanimously.
25-130	Regular Council	September 8, 2025	Rezoning Application and Housing Agreement Bylaw - 1007 Arcadia Street, Staff Report No. DEV-25-040	That Council direct staff to bring forward a project impact assessment for a review of SSMUH zoning and procedures in order to streamline and adjust requirements, including consideration of the impacts on neighbours, future tree canopy, parking, and alignment with the Official Community Plan.	Carried Unanimously.
25-129	Regular Council	September 8, 2025	Rezoning Application and Housing Agreement Bylaw - 1007 Arcadia Street, Staff Report No. DEV-25-040	That Council defeat Amendment Bylaw Nos. 3155 and 3156.	Carried Unanimously.
25-128	Regular Council	September 8, 2025	Development Variance Permit Application – 527 Lampson Street, Staff Report No. DEV-25-038	That Council approves the Development Variance Permit application DVP00170 to authorize the proposed building siting and parking dimensions at 527 Lampson Street with the variances outlined in staff report no. DEV-25-038.	Carried Unanimously.
25-127	Regular Council	September 8, 2025	Development Variance Permit Application – 1050 Dunsmuir Street, Staff Report No. DEV-25-039	That Council approves the Development Variance Permit application DVP00169 to authorize the proposed building siting and parking dimensions at 1050 Dunsmuir Street with the variances outlined in staff report no. DEV-25-039.	Carried Unanimously.
25-126	Regular Council	September 8, 2025	Development Variance Permit Application - 301-503 Park Place, Staff Report No. DEV-25-037	That Council direct staff to initiate a review of Sign Regulation Bylaw, 1996, No. 2252 to: a) Consider introducing signage provisions for upper-storey tenants in mixed-use developments; b) Clarify whether logos and brand marks are considered part of the "business name"; and c) Consider introducing tiered flexibility for sign coverage percentages based on context and zoning.	Carried Unanimously.
25-125	Regular Council	September 8, 2025	Development Variance Permit Application - 301-503 Park Place, Staff Report No. DEV-25-037	Main Motion: That Council approve the Development Variance Permit application DVP00168 to allow Window Signs to be located above the second storey of a building at 301-503 Park Place as outlined in Staff Report No. DEV-25-037.	Carried Unanimously.
25-124	Regular Council	September 8, 2025	Development Variance Permit Application - 301-503 Park Place, Staff Report No. DEV-	That the main motion be amended to include conditions requiring signage to only include text and neutral tones.	Defeated with all of Council opposed.

2025 COUNCIL RESOLUTIONS
3rd PERIOD

Resolution No.	Meeting Type	Meeting Date	Reference	Resolution	Result
25-123	Regular Council	September 8, 2025	25-037 Development Variance Permit - 640 Lampson St - Staff Report No. DEV-25-043	That Council approve DVP00161 to vary the applicable provisions of the Subdivision and Development Servicing Bylaw for certain frontage works and services for the proposed Small-Scale Multi-Family Residential project at 640 Lampson Street as outlined in Staff Report No. DEV-25-043.	Carried Unanimously.
25-122	Regular Council	September 8, 2025	Uganda Pump Station Upgrades – Construction Contract Award, Staff Report No. EPW-25-014	That Council award a construction contract (ENG #25-04), optional and provisional work and future change orders within the approved budget, to Don Mann Excavating Ltd. in the amount of \$718,053.71 excluding GST, for Uganda Pump Station Upgrades, as described in Staff Report EPW-25-014.	Carried Unanimously.

Freedom of Information Request Dashboard



When the FOI was requested
 Period 1 January to April
 Period 2 May to August
 Period 3 September to December

Professional Services Includes:
 Real Estate Agents
 Developers
 Engineering Consultants
 Fire Investigators
 Coroner

Other is for those requests that were transferred, withdrawn, or abandoned
 Multiple Departments is when more than one department is involved in responding to the request
 Multiple Departments is why there are no DS specific requests in 2023 as any 2023 relevant requests included either CSS or E&PW



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:26-030

PERIOD REPORT

DATE: January 26, 2026 **Report No.** DEV-26-003

TO: Dan Horan, Chief Administrative Officer

FROM: Bill Brown, Director of Development Services

SUBJECT: Development Services- 2025 Third Period Report

The following is a report on the activities pertaining to the Development Services Department from September 1, 2025 to December 31, 2025.

1. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Rezoning Application / Official Community Plan Amendments

In addition to processing rezoning applications submitted previously (Appendix "B"), the Department received two new rezoning or Official Community Plan amendment applications in the third period.

- 1140-1148 Esquimalt Road (34-unit residential development)
- 851 Old Esquimalt Road (Addition of Group Children's Day Care Centre Use to a single-family dwelling)

2. Development Permit (DP) Applications

In addition to the existing development permit applications that staff continued to process (Appendix "B"), the department received three new applications in the third period:

- 950 Lampson Place - (Delegated) proposed Small-Scale Multi-Family Housing (SSMFH) development of three dwelling units in two principal buildings
- 1007 Arcadia Street - (Delegated) proposed 4-unit Small-Scale Multi-Family Housing development
- 1340 Sussex Street & 1337 Saunders Street - 21-storey, 335-unit purpose built rental residential building including 240 m² of commercial space

3. Development Variance Permit (DVP) Applications

In addition to the existing development variance permit applications that staff continued to process (Appendix "B"), the department received nine new applications in the third period:

- 429 Lampson Street - Variance for Site A to use Site B parking spaces
- 429 Lampson - (delegated) Variance to building height on Site B
- 870 Lampson Street - (Delegated) Variance to reduce rear yard setback and building separation for SSMFH development.
- 950 Lampson Place - Variance to reduce rear yard setback for SSMFH development.
- 884 Lampson Street - Variance to reduce parking to match Parking Bylaw requirements.
- 1004 Gosper Crescent - Variance to reduce rear yard setback for SSMFH development.
- 860 Esquimalt Road - (delegated) Variance to increase the maximum allowable animated Sign Area that moves or changes and to increase the maximum allowable Sign Area devoted to automatic changeable Copy.
- 445 Grafton Street - Variance to reduce front and side yard setbacks for new single-family dwelling.
- 640 Lampson St - variance to Subdivision and Development Servicing bylaw for required frontage works and services

4. Board of Variance Application (BOV)

No new applications were received in the third period. There are no ongoing applications.

5. Heritage Alteration Permits (HAP)

No new applications were received in the third period. See Appendix "B" for ongoing applications.

6. Subdivision Applications

One new application was received in the third period.

- 533 Admirals Rd - Development of the excess land located at the rear of the property.

7. Temporary Use Permit [TUP] Applications

No new applications were received in the third period. See Appendix "B" for ongoing applications.

8. Liquor License Applications

No new applications were received in the third period. There are no ongoing applications.

9. Legal Documents

- 633 Admirals - Section 219 covenant modification to permit additional retail on the ground floor.

10. Building Inspections

- Details are shown in Appendix C.

11. Other Planning Projects

- Official Community Plan - organized a Council workshop, undertook community consultation, presented to the Advisory Design Panel and the Design Review Committee, prepared amending bylaw and presented bylaw to Council for adoption.
- Development Capacity Study - reviewed proposals, selected preferred proponent, met with preferred proponent for project kick-off, commenced study, provided data to proponent, meet weekly with the project manager to ensure study is progressing on time and on budget.
- Short Term Rentals Study - Engaged consultant, attend project kick-off, provided consultant with background material, helped consultant prepare for the open house, attended the open house.
- Health Needs Assessment - met with consultant, reviewed draft report, prepared staff report.
- Worked on an Omnibus Amending Bylaw for the Zoning Bylaw, 1992, No. 2050.
- DCCs and ACCs report - began research for potential project related to DCC and ACC bylaws.
- Prepared a “Strategic Levels of Service” presentation for Council.
- Assisted the Strategic Initiatives Department with research on docks.
- Did research on deer fencing in preparation of a presentation to Council.
- Prepared and published job posting for Planning Technician.

12. Consultation

- Met with staff from CFB Esquimalt to discuss future development on the Base.
- Staff participated in several pre-application consultations with various property owners, developers, and architects actively preparing submissions for multiple family residential projects.
- Fielded a significant volume of landowner, realtor, appraiser, developer, and potential home buyer inquiries regarding properties in Esquimalt, particularly those eligible for the new RSM-1 and RSM-2 zoning.
- Fielded a significant volume of inquiries about Short-Term Rentals in Esquimalt.
- Attended the UDI Liaison Committee meeting.

13. Sustainability

- Prepared and presented the Climate Action Plan Annual Report to Council.
- Prepared and submitted the Local Government Climate Action Plan greenhouse gas inventory for the province.
- Staff continue to work with the CRD Climate Action Inter-Municipal Working Group.

- Supported Parks and Recreation with the greenhouse gas reduction building retrofit study.

14. Geographic Information System (GIS)

- Provided digital data to the Integrated Cadastral Information Society.
- Created and updated online maps and specific thematic maps for staff.
- Provided mapping services to other departments as requested.
- Enhanced routine data maintenance tasks with scripting.

15. Other

- Reviewed numerous Building Permit applications for compliance with development permits and zoning regulations.
- Reviewed Business Licence Applications for Zoning Compliance.
- Responded to 26 property information requests.
- Processed 10 requests for building plans.
- Attended Emergency Management Committee meeting.

16. Training

Staff attended the following training sessions:

- Attended several Planning Institute of BC webinars.

17. Statistics

See Appendix "A" for housing statistics.

See Appendix "B" for status of development applications.

See Appendix "C" for building permit statistics

2. COMMITTEES

Advisory Planning Commission:

- The Advisory Planning Commission met three times in the third period and reviewed six applications.

Design Review Committee:

- The Design Review Committee met twice in the third period and reviewed three applications.

Board of Variance:

- The Board of Variance did not meet in the third period.

Housing Matrix January 8, 2026

Project Address	Application Type	Number of Rental Units	Number of Owner Units	Number of Institutional Units	Total Number of Units	Number of Affordable Units Within the Total	Housing Type
903 Admirals Road	Rezoning (Approved)	0	8	0	8	0	Townhouse
664 Admirals Road	Building Permit	83	0	0	83	6	Apartment
1007 Arcadia	Building Permit	0	4	0	4	0	SSMUH
1205 Carlisle Avenue (14-lot consolidation)	Development Permit (Approved)	198	0	0	198	TBD	Apartment
1223 Carlisle Avenue	Rezoning	0	22	0	22	0	Apartment
900 Carlton Terrace/900 Esquimalt Road	Development Permit and Development Variance Permit	96	176	0	272	TBD	Apartment
842 Carrie Street	Development Permit	0	4	0	4	0	SSMUH
878 Colville Road	Rezoning	0	6	0	6	0	Townhouse
1073 Colville	Rezoning	0	6	0	6	0	SSMUH
621 Constance Avenue	Rezoning	17	0	0	17	0	Apartment
1006 + 1010 Craigflower	Building Permit	0	134	0	134	TBD	Apartment
1050 Dunsmuir Road	Building Permit	0	3	0	3	0	SSMUH
817 Esquimalt Road	Building Permit	104	0	0	104	TBD	Apartment
820 Esquimalt Road	Building Permit	135	0	0	135	0	Apartment
861/865 Esquimalt Road	Development Permit	0	59	0	59	TBD	Apartment
899 Esquimalt Road - Pacific House	Building Permit	0	66	0	66	0	Apartment (Strata)
1102 Esquimalt Road	Building Permit	0	89	0	89	0	Apartment / Townhouse
1140 - 1148 Esquimalt Road	Rezoning	0	34	0	34	0	Apartment (Co-housing)
880 Fleming Street	Development Permit	42	0	0	42	24	Apartment
1079 Gosper Crescent	Development Permit	0	4	0	4	0	SSMUH
614 Grenville	Rezoning	0	132	0	132	TBD	123 Condo Apartments and 9 Townhouses
460 to 464 Head Street - West Bay Quay	Development Permit	0	12	0	12	0	Apartment
809 Intervale Avenue	Building Permit	0	4	0	4	0	SSMUH
861 Kindersley Road	Rezoning	0	5	0	5	0	Townhouse
950-952 Lampson Place	Development Permit	0	2	0	2	0	
429 Lampson Street - English Inn	Building Permit	0	156	0	156	0	Apartment/Townhouse
527 Lampson Street	Development Permit	0	3	0	3	0	
640 Lampson Street	Development Permit	0	4	0	4	0	SSMUH
756/758 Lampson Street	Rezoning	0	11	0	11	0	Townhouse
870 Lampson Street	Development Permit	2	0	0	2	0	SSMUH
884 Lampson Street	Building Permit	0	119	0	119	0	Apartment
914 McNaughton Ave	Development Permit	0	4	0	4	0	Duplex with Suites
604 Nelson Street	Development Permit	235	0	0	235	23	Apartment (affordable units approximate)
868 Old Esquimalt Road	Development Permit	0	6	0	6	0	Townhouse
525 Paradise Street	Development Permit	0	4	0	4	0	SSMUH

1340 Sussex Street and 1337 Saundar Street	Development Permit	335	0	0	335	TBD	Apartment
734 Sea Terrace	Development Permit	0	17	0	17	TBD	Apartment
815 & 825 Selkirk Avenue	Development Permit	0	46	0	46	0	Apartment
889 Tillicum Road	Development Permit	0	4	0	4	0	SSMUH
891 Tillicum Road	Development Permit	0	4	0	4	0	SSMUH
1075 Tillicum Road	Building Permit	0	99	0	99	0	Apartment
958 Wollaston	Building Permit	0	4	0	4	0	Townhouse
Total		1247	1251	0	2498	53	
Percent		50%	50%		100%	2%	

Table 1 - Number of dwelling units as per active rezoning applications, development permit applications, and building permit applications

Project Address	Application Type	Number of Rental Units	Number of Owner Units	Number of Institutional Units	Total Number of Units	Number of Affordable Units	Housing Type
622 Admirals Road - Esquimalt Legion	Completed July 14, 2023	95	38	48	181	0	Apartment Seniors
687 Admirals Road	Completed (Oct. 26, 2022)	48	0	0	48	0	Apartment
838- 842 Admirals Road	Completed (Jan. 2021)	28	0	0	28	0	Apartment
937 Colville Road	Completed (Dec 16, 2021)	0	6	0	6	0	Townhouse
955 Colville Road	Completed (Apr 17, 2021)	0	10	0	10	0	Townhouse
638 Constance	Completed (Feb 23, 2020)	71	0	0	71	7	Apartment
632 (formerly 636) Drake Ave	Completed (units 4 + 5 March 20, 2023) (units 6 + 7 March 31, 2023) (Units 1,2, + 3 June 5, 2023)	0	7	0	7	0	Townhouse
820 Dunsmuir Road	Completed (June 21, 2024)	0	7	0	7	0	Townhouse
835 Dunsmuir Road	Completed (Nov. 18, 2020)	0	32	0	32	0	Apartment
876 Dunsmuir Road	Completed October 20, 2023	0	4	0	4	0	Townhouse
1235 Esquimalt Road - Esquimalt Town Square	Completed (Bld A July 27, 2020; Bld B Nov 9, 2020; Bld C Sept 1, 2021; Bld D March 23, 2021)	34	68	0	102	0	Apartment
615 Fernhill Road	Completed (Nov 3, 2021)	0	10	0	10	0	Townhouse
474 Head Street - Triangle Lands	Completed (Nov 14, 2022)	0	73	0	73	0	Apartment
851 Lampson	Completed March 8, 2024	0	4	0	4	0	Townhouse
1052 Tillicum Road	Completed April 9, 2020	0	5	0	5	0	Townhouse
1048 & 1050 Tillicum Road	Completed April 13, 2023	0	5	0	5	0	Townhouse
540 West Bay Terrace	Completed March 27, 2024	105	0	0	105	0	Apartment
Total		381	269	48	698	7	
Percent		55%	39%	7%	100%		

Table 2 Number of completed units by tenure prior to July 1, 2024

Project Address	Application Type	Number of Rental Units	Number of Owner Units	Number of Institutional Units	Total Number of Units	Number of Affordable Units	Housing Type
612 Constance Avenue	Final (May 8, 2025)	129	0	0	129	8	Apartment
812 Craigflower	Final (July 12, 2024)	10	0	0	10	0	Apartment
770 Dominion Road	Final (March 28, 2025)	0	8	0	8	0	Stacked Townhouse
852 (formerly 856/858) Esquimalt Road	Building Permit (May 4, 2023)	198	0	0	198	0	Apartment
910 Old Esquimalt Road	Final (April 28, 2025)	0	5	0	5	0	Townhouse
1102 Esquimalt Road	Building Permit	0	89	0	89	0	Apartment (Strata)/ Townhouse
874 Fleming Street (net 60)	Final (Nov. 25, 2024)	137	0	0	137	137	Apartment
485 Joffre Street South	Final (June 23, 2025)	0	6	0	6	0	
429 Lampson Street - English Inn	Building Permit	0	71	0	71	0	Apartment/Townhouse
906 Old Esquimalt Road	Final (Duplex April 28, 2025 and Triplex April 25, 2025)	0	5	0	5	0	Townhouse
836 Parklands Drive	Building Permit		4	0	4	0	SSMUH
1310 Saunders Street (formerly 1338 to 1350 Saunders Street)	Final (Dec. 12, 2024)	72	0	0	72	6	Apartment
Total		546	188	0	734	151	
Percent		74%	26%		100%	21%	

Table 3 - Number of dwelling units by type (note this does not include demolitions or properties with less than 2 units that are not SSMUH units).

Application Type	Number of Rental Units	Number of Owner Units	Number of Institutional Units	Total Number of Units
Rezoning	17	224	0	241
Development Permit	908	349	0	1257
Building Permit	322	678	0	1000
Completed (from January 2020 to June 30, 2024)	381	269	48	698
Complete from July 1, 2024 (Housing Target Units)	546	188	0	734
Total	2174	1708	48	3930
Percent	55%	43%	1%	

Table 4 - Number of units by tenure since January 2020.

APPENDIX B
Ongoing Application Status as of December 31, 2025

Address	Type of Application	Description	Status
REZONING APPLICATIONS			
1073 Colville Road	Rezoning	Two Triplexes and two with secondary suites	Application withdrawn (applicant is instead taking the subdivision and SSMFH approach)
614-618 Grenville Avenue	Rezoning	To amend the zoning to allow 132 multifamily units	Waiting for revisions from applicant
1209 Lyall Street	OCP & Rezoning Amendment	Tasting room for small brewery	Application being processed
1005 Tillicum Road	Rezoning & OCP amendment	To amend zoning to allow 34-unit multi-family residential and amend the OCP from townhouse to multi-family land	Application being processed
903 Admirals Road	Rezoning	To amend the zoning to allow eight townhouse units	Approved by Council
1340 Sussex Street and 1337 Saunders Street	Rezoning & OCP amendment	To amend the zoning to allow for a 335-unit rental apartment	Approved by Council
1007 Arcadia Street	Rezoning	To amend the zoning to allow six townhouse units	Denied by Council
621 Constance Avenue	Rezoning	To amend the zoning to allow a six-storey multifamily building with 17 rental units	Application being processed
922 Forshaw Road	Rezoning	Amend zoning to allow for Bed & Breakfast use	Approved by Council
868 Old Esquimalt Road	Rezoning	Rezoning to a new Comprehensive Development [CD] zone to allow the development of 6 townhouse dwellings	Approved by Council

Address	Type of Application	Description	Status
DEVELOPMENT PERMIT APPLICATIONS			
815/825 Selkirk Ave	Development Permit	46-unit, six-storey condominium	Waiting for revised drawings
842 Carrie Street	Delegated Development Permit	Four-unit SSMUH	Approved by Director
533 Admirals Road	Development Permit	To allow for the addition of a storage area to an existing commercial liquor store.	Approved by Council
904 Admirals Road	Delegated Development Permit	Duplex with suites	Approved by Director
914 McNaughton Avenue	Delegated Development Permit	Duplex with secondary suites	Application being processed
1034 Dunsmuir Road	Delegated Development Permit	DADU	Application being processed
958 Wollaston Street	Delegated Development Permit	Four-unit stacked townhouse	Application approved by Director
809 Intervale Ave	Delegated Development Permit	Four-unit townhouse	Application approved by Director
861-865 Esquimalt Avenue	Development Permit	59-unit six-storey rental apartment building	Approved by Council
640 Lampson Street	Delegated Development Permit	Two duplex SSMFH residential (four units)	Application being processed
863 Parklands Drive	Delegated Development Permit	SSMFH adding duplex to rear yard (four units total)	Approved by Director
1219 Old Esquimalt Road	Delegated Development Permit	SSMFH application (addition of one unit for three total)	Application approved by Director
453 Admirals Road	Delegated Development Variance Permit	Minor front setback	Approved by Director
1004 Gosper Crescent	Delegated Development	Triplex and single-unit SSMFH residential (four units total)	Application being processed after changing to SSMFH approach, waiting for revised

			drawings
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	Permit		
1158 Heald Avenue	Delegated Development Permit	DADU	Application being processed, waiting for revised drawings
842 Carrie Street	Delegated Development Variance Permit	Reduction in rear yard setback for four-unit SSMUH development	Approved by Director
1028 Gosper Crescent	Development Variance Permit	Minor changes to site	Application being processed
942 Wollaston Street	Delegated Development Variance Permit	Accessory building, increase height, reduce setback	Approved by Director
889 Tillicum Road	Delegated Development Permit	SSMFH 4-dwellings	Application being processed, waiting for revised drawings
891 Tillicum Road	Delegated Development Permit	SSMFH 4-dwellings	Application being processed, waiting for revised drawings
870 Lampson Street	Delegated Development Permit	SSMFH adding duplex to rear yard (three units total)	Approved by Director
527 Lampson Street	Delegated Development Permit	SSMFH 3-dwellings	Approved by Director
527 Lampson Street	Development Variance Permit	Reduction in front and side setbacks, reduction in drive aisle width for 3-unit SSMFH	Approved by Council
1050 Dunsmuir Street	Delegated Development Permit	SSMFH 3-dwellings	Approved by Director
1050 Dunsmuir Street	Development Variance Permit	Reduction in front and side setbacks, reduction in drive aisle width for 3-unit SSMFH	Approved by Council
500 Admirals Road	Delegated Development Variance Permit	Increasing lot coverage for addition	Approved by Director

622 Admirals Road	Development Variance Permit	To allow wall sign to face side lot line	Approved by Council
301-503 Park Place	Development Variance Permit	To allow window signs on third floor	Approved by Council

HERITAGE ALTERATION PERMIT

429 Lampson Street (Rosemead House)	Heritage Alteration Permit	Proposed changes to windows and addition to terrace on east elevation.	Reviewed by the Design Review Committee on December 11, 2019. Waiting for revised plans.
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SUBDIVISION APPLICATION

429 Lampson Street	Subdivision	Subdivision to create two lots – one commercial (boutique hotel and spa) and one multi-family residential	Approved by Approving Officer
615 Bryden Court	Subdivision	Subdivision Application to create two residential lots.	Approved by Approving Officer
1238 Lyall Street	Subdivision	Subdivision to create two residential lots	In process
1073 Colville Road	Subdivision	Subdivision to create two residential lots	In process

LEGAL DOCUMENTS

1004 Gospers Crescent	Legal	S219 Covenant and Housing Agreement (DADU)	Application withdrawn after changing to SSMFH approach
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**Building Department
Building Permit Statistics
Period 3 - Sep - Dec 2025**

Permit Type Issued	Comparable		Current Year		Current Year	
	No.	Value (\$)	No.	Value (\$)	No.	Value (\$)
Commercial	2	\$938,460.00	1	\$10,000.00	4	\$1,910,000.00
Commercial-Demolition		\$0.00		\$0.00	0	\$0.00
Industrial		\$0.00	1	\$10,000.00	0	\$10,000.00
Institutional		\$0.00	1	\$27,000.00	1	\$1,127,000.00
Duplex- Demolition		\$0.00	2	\$2,000.00	0	\$2,000.00
Duplex Alterations / Additions		\$0.00		\$0.00	1	\$400,000.00
Duplex New	1	\$900,000.00	2	\$2,000,000.00	1	\$2,350,000.00
Single Family New	2	\$199,800.00	1	\$150,000.00	0	\$150,000.00
Single Family Alterations	3	\$305,000.00	7	\$1,043,500.00	9	\$1,696,973.00
Single Family Additions	1	\$115,200.00			2	\$800,000.00
Single Family Accessory		\$0.00	3	\$356,250.00	1	\$436,250.00
Single Family Accessory- Demo		\$0.00	1	\$1,000.00	0	\$1,000.00
Single Family Demolitions	1	\$0.00	1	\$1,000.00	3	\$4,000.00
Multiple Family New	3	\$21,331,908.00	1	\$1,000,000.00	2	\$3,450,000.00
Multiple Family Alterations	5	\$907,000.00	7	\$172,500.00	3	\$827,500.00
Multiple Family Demolitions		\$0.00		\$0.00	1	\$1,000.00
Sign Permit	4	\$15,220.00	5	\$29,260.00	3	\$47,755.00
Miscellaneous (Chimney/Insert)	1	\$7,370.56			0	\$0.00
*Plumbing Permits	22		31		66	
Total Permits Issued	45	\$24,719,958.56	64	\$4,802,510.00	97	\$13,213,478.00
Building Permit Fees Collected		\$228,672.05		\$64,681.05		\$166,219.60

* [Note- number of plumbing permits issued only]

Permits issued with a value of construction of \$250,000 and over

Residential Duplex New

BP014662 - 1114 Munro St \$1,000,000.00
BP014663 - 1114 Munro St \$1,000,000.00

Residential MFD New

BP014659 - 640 Lampson St \$1,000,000.00

Residential SFD Alt

BP014674 - 888 Dunsmuir Rd \$500,000.00
BP014677 - 481 Constance Ave \$350,000.00

Residential SFD Accessory

BP014670 - 1215 Colville Rd \$300,000.00



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:26-028

PERIOD REPORT

DATE: January 26, 2026

Report No. EPW-26-001

TO: Dan Horan, Chief Administrative Officer

FROM: Joel Clary, Director of Engineering & Public Works

SUBJECT: Engineering & Public Works Departments - 2025 Third Period Report

The following is a report on the activities pertaining to the Engineering & Public Works Departments from September 1, 2025 to December 31, 2025.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Sanitary Sewer

- 3 new service laterals installed this period (14 total for the year).
- 11 service laterals replaced (due to blockages) this period (32 total for the year).
- Test and clear inspections as and when required.
- 0 new manhole installed this period (1 total for the year).

2. Pump Stations

- Crews have been carrying out routine maintenance activities.
- Annual pump maintenance/controls inspections of kiosks were completed in the third period.
- Program also includes coordinating similar activities for View Royal pump stations.
- 1 overflow event occurred December 10 at Grafton pump station (1 total for the year).

3. Storm Drains

- 1 new service lateral installed this period (6 total for the year).
- 3 service laterals replaced (due to blockages) this period (11 total for the year).
- Test and clear inspections as and when required.
- 0 new manholes installed this period (0 total for the year).
- 0 catch basins replaced this period (7 total for the year).
- 0 catch basins repaired this period (1 total for the year).
- 0 new catch basins installed this period (1 total for the year).

4. Liquid Waste Management Plan

- Participated on the Esquimalt Liaison Committee. There are now two meetings per year, along with two email updates by the CRD. The 2025 meetings were in February and September. CRD continues to receive and investigate odour complaints.
- CRD completing update to the I&I section of the Core Area Liquid Waste Management Plan with ongoing work by CRD throughout 2025 that will carry into 2026.
- Reallocation of 0.07 ML/day of allocated sewer capacity from the Township to the Xwsepsem Nation finalized in the second period of 2025.

5. Roads

- Pothole repairs being carried out as required.
- Painting of curbs, driveway tips, crosswalks and stop bars were carried out in the second period.
- Centre line painting on roads completed in the second period.
- Crack sealing completed in the third period of 2025.
- Major repair/minor capital works began in the third period with several locations requiring repairs via asphalt removal and replacement.
- Approximately 179.78 tonnes of asphalt placed for the third period (435.04 tonnes total for the year).

6. Traffic Management

- The traffic signal and crosswalk maintenance review program was completed by a contractor in the third period. Staff expect to receive the review summary in the first period of 2026 and will use this information identify and implement any required maintenance or replacements.
- Traffic Calming implementations completed in the third period:
 - Speed Humps:
 - (4) Dominion Road between Devonshire and Craigflower
 - (2) Selkirk Avenue between Arcadia and Uganda
 - Speed Reader Signs (2 per location):
 - Colville Road between Lampson and Pheonix - Playground Zone
 - Fraser Street between Esquimalt and Lyall - Playground Zone
 - Old Esquimalt Road between Head and Aldebury - School Zone
 - Intersection Traffic Calming
 - Old Esquimalt Road and Aldebury Road - Stop sign relocation, median curb and pavement marking renewals

7. Sidewalk Maintenance

- Carried out surface restoration for third parties.
- Approximately 46.2 cubic meters of concrete (includes curb and gutter and sidewalk panels) was placed in the third period (137.6 cubic meters total for the year).
- Approximately 24 linear meters was replaced in the third period (123 linear meters total for the year).
- Approximately 30 linear meters of new sidewalk installed in the third period (163 linear meters total for the year).

8. Sidewalk Ramps

- Lyall and Swinford was identified as the location for 2025 accessibility improvements and work was completed in the third period. 2026 location(s) for annual accessibility improvements will be identified in the first period.

9. Trip Hazards

- As per Council Policy PLAN-17 Sidewalk Maintenance, trip hazard inspection survey continued in the third period as part of the 3-year review cycle.
- Work completed:
 - 5 - No. 1 trip hazards completed this period (48 for the year).
 - 2 - No. 2 trip hazards completed this period (3 for the year).
 - 0 - No. 3 trip hazards completed this period (0 for the year).

10. Bus Shelters

- Maintenance is ongoing, including refuse collection and graffiti removal.
- Due to increased demands on resources and increased graffiti, cleanliness at bus shelters has decreased. Staff are exploring options to increase capacity to address cleanliness of bus shelters, including piloting residential garbage bins at select location to increase safety and frequency of collection. Graffiti removal continues at bus shelters, as resources allow. In the third period, staff increased frequency of refuse collection and graffiti removal at the bus shelters.

11. Solid Waste Management

Garbage and Kitchen Scraps Collection

- Operations normal.
- Number of additional garbage and organics bins purchased to the end of period = 4 (total additional bins purchased since 2014 = 587).
- Tonnage of garbage waste stream collected for period = 370.21 (total for the year = 1033.96).
- Tonnage of kitchen scraps stream collected for period = 187.06 (total for the year = 529.75).
- Tonnage for garbage and kitchen scraps streams for the year = 1563.71 (total for same period 2024 = 1566.48).
- Garbage bins from initial 2014 program rollout are failing. Purchase of new waste bins occurred in the third period.

Yard and Garden

- Usage of transfer station during period:
 - Esquimalt residents = 5,030 (14,755 total for the year).
 - View Royal residents = 4,439 (12,283 total for the year).
 - Commercial = 32 (65 total for the year).
 - Tonnage removed from site = 657.38 (1,649.92 total for the year).
 - Tonnage removed in 2024 third period = 834.76 (total for 2024 = 2,169.32).

Recycling

- Operations normal for third period.
- Staff preparing a new contract for tender in 2026 for municipal facilities.

12. Fleet

- Operations normal.
- Council approved the Fleet Electrification Plan in the second period of 2024. In the third period of 2025, staff worked with a consultant to develop a phased plan for charging infrastructure at the Public Works Yard.
- Specifications preparation underway for procurement:
 - EV Survey van
- Procured vehicles in progress:
 - Used garbage packer (curbster) acquired from District of Saanich and put into service in third period.
 - Garbage truck purchased in first period of 2025 and awaiting delivery in 2026.

13. Work Orders

- Work orders for call outs and/or repairs at View Royal pump stations for the period = 2 (total for the year = 11).
- Work orders issued for asphalt/sidewalk repairs following work by other utilities for the period = 13 (total for the year = 42).
- Work orders issued for new sanitary and storm services to accommodate new development in the period = 2 (total for the year = 13).
- Work orders issued for new curb/gutter/sidewalk in preparation for new development in the period = 1 (total for the year = 6).
- Work orders issued to cap sanitary and storm services in preparation for new development in the period = 2 (total for the year = 8).

14. Public Works Calls For Service

- Number of Calls for Service assigned to Public Works this period = 415 (total for the year = 1390).
- Number of Calls for Service completed by Public Works this period = 391 (total for the year = 1320).

15.00. Capital Projects

15.01. Aerial Photograph

- Coordination with CRD complete for bi-annual aerial photo fly over. Orthophoto expected in the first period of 2026.

15.02. Review of SCADA Upgrade System

- The Township relies on CRD's SCADA system for sanitary sewer pump station monitoring. A review and formalized agreement with CRD on this system is required. Staff expect to meet with the CRD to discuss updating the SCADA system in 2026.

15.03. Coastal Infrastructure Management

- No actions completed in this period. A review on priority structures is expected in 2026.

15.04. Westbay Walkway Design

- The wooden structure is showing its age and requires increased maintenance.
- In coordination with the Parks Department, staff developed a scope of work in the third period for a structural assessment of the walkway to identify recommendations for maintenance and capital repairs. The assessment is expected to begin in the first period of 2026.

15.05. Parking Study

- The Integrated Parking Management Plan was endorsed by Council in the first period of 2024. The corresponding Action Plan that provides priorities and impacts was endorsed by Council in the second period of 2024.
- As part of the 2025 budget process, a Project Manager was identified to begin implementation of the actions in the Action Plan, starting with transitioning Residential Parking to Permit Parking. The position wasn't funded, and the delivery of this program continues to be delayed. A Project Manager funded through capital funding will be included in the 2026 budget process for consideration, along with capital funding for this project.

15.06. Integrated Resource Management Business Case Development

- Staff provided Council with an update in September and Council directed staff to "not pursue further exploration of Integrated Resource Management (IRM) at this time in the Township and instead support a regional approach to IRM led by the CRD."

15.07. Street Light Replacement Program

- Staff work with a consultant to calculate required lighting levels when each light is installed.
- 86 LED replacements were installed in 2025.
- One purple light was replaced in the third period of 2025. Staff completed a Township wide review in the third period of 2025 to identify any further deficient lights. Two purple lights were identified that will be replaced in 2026. These lights will be replaced under warranty by a third-party contractor.

15.08. Banners

- Banner replacement program being managed by a staff working group led by Human Resources and Community Relations staff. Public Works continues to support this program through replacements when new banners arrive.

15.09. Active Transportation Network Plan Implementation

- Active Transportation Network Plan (ATNP) Refresh:
 - In December 2025, staff provided Council with proposed ATNP priority project lists for pedestrians, cyclists, and intersection improvements. Council approved modified lists for each of these aspects of the plan to reset the upcoming priority projects in the ATNP.

- Pedestrian Facilities:
 - Staff continue to refine concepts for the sidewalk connections between Lyall and Munro (ATNP Action 1D) on Swinford Street, Heald Avenue and Kinver Street. Staff will look to retain a consultant to administer tender/construction in 2026.
- Cycling Facilities:
 - Bike/Scooters Traffic Counts on Tillicum Rd south of Gorge Point Park are as follows:
 - Third Period of 2024: 30,758; 90% bikes and 10% scooters.
 - Third Period of 2025: 41,540; 94% bikes and 6% scooters
 - Esquimalt Road Phase 1 - Dominion to Joffre - Active Transportation Improvements
 - Construction is ongoing and nearing substantial completion. Project is on schedule to be complete in the first period of 2026.
 - Esquimalt Road Phase 2 - Joffre to Canteen - Active Transportation Improvements
 - Staff received 60% designs and will be completing detailed design engagement on Phase 2 in the first period of 2026. Staff will complete a What We Heard Report for Council's review in spring 2026.
- Complete Street, Complete Intersections:
 - Esquimalt and Dunsmuir Intersection Review (ATNP Action 3B)
 - Intersection improvements are nearing completion as a part of Esquimalt Road phase 1 project.
 - Craigflower Crossing Improvements (ATNP Action 3C)
 - Crosswalks along the corridor are now operational and staff are currently reviewing project deficiencies with the contractor.
 - Devonshire/Fairview (ATNP Action 3D)
 - Staff retained a consultant to review the 4-way stop warrant in the third period of 2025. A change in right of way to establish a four-way stop at this intersection is warranted and staff will look to implement this change in the second period of 2026. Implementation procedures and communications will be in place prior to the change taking place.
 - Conduct Minor Intersection Reviews (ATNP Action 3F)
 - Further reviews to occur as a part of traffic calming opportunities and newly revised priorities.
 - Admirals/Colville Intersection Review (ATNP Action 3G)
 - Staff to review signal timing and phasing and explore opportunities for minor intersection changes in 2026. This work will inform detailed design work and budget requests in 2027 for construction in 2028.
 - Esquimalt/Head Intersection Review (ATNP Action 3H)
 - Sidewalk/corner ramps and traffic signal cabinet/controller upgrades currently identified to be completed in first period of 2026 with Esquimalt Road Phase 1.
 - Esquimalt/Admirals Intersection Review (ATNP Action 3J)
 - Sidewalk/corner ramps and traffic signal cabinet/controller upgrades currently identified for inclusion in Esquimalt Road Phase 2.

- Lower Speeds (ATNP Action 3M):
 - Staff continue to monitor speeds within the Township and utilize the annual traffic calming budget to identify/implement temporary and permanent improvements. Staff work with ICBC for grant support when eligible.

15.10. ETAG (Esquimalt Together Against Graffiti)

- In coordination with VicPD, an ETAG kickoff event took place in the second period. Interested volunteers registered with Public Works and were provided paint kits to paint over graffiti.
- To date, two volunteers have formally registered with Public Works and four paint kits have been provided.
- Staff are working with VicPD to schedule another ETAG event in 2026.
- Public Works will continue to support ETAG, with support from VicPD.
- Public Works and Parks Departments continue to carry out work on the public realm as required.

15.11. Sewer and Drain Capital / I&I

- Uganda Pump Station Upgrades were awarded to Don Mann Excavating Ltd. In the third period of 2025. Construction to begin in the first period of 2026 on Uganda Pump Station upgrades after the procurement of the required equipment is complete.

15.12. Sewer Asset Management Plan

- In the first period of 2025, Council received the Sewer Asset Management Plan, the final deliverable for this project. Implementation of the plan to continue on an ongoing basis.

15.13. Storm Asset Management Plan

- This project is to develop an overall asset management plan for the storm sewer network that identifies long term funding requirements in order to maintain current levels of service. Staff awarded a contract to a consultant to complete this work in the third period. This project is anticipated to finish in spring/summer 2026.

15.14. Facilities Asset Management Plan

- This project is to develop an overall asset management plan for municipal facilities. Facility condition assessments finished in the second period of 2025. Staff awarded a contract to a consultant in the third period to use the condition assessment information and develop an asset management plan. This project is anticipated to finish in spring/summer 2026.

15.15. Pavement Condition Assessment & Management Plan

- The purpose of this project is to collect updated condition data on all roads in the Township. The condition data that was collected in the second period was used to develop a pavement management plan that prioritizes repairs by individual road segments and determines necessary funding to maintain service levels. This information will be used to

update the department's 20-year capital plan.

16.0 Traffic Orders

- Number of Traffic Orders issued this period = 5 (total for the year = 31).

17.0. Development Applications

- Number of development applications for Engineering comments this period = 16 (total for the year = 51). This number includes rezoning and subdivision applications.
- Number of building permit applications for Engineering comments this period = 33 (total for the year = 64). This number includes demo permits.

II. COMMITTEES

- No Engineering staff is appointed to sit on any Council appointed committees.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:26-021

PERIOD REPORT

DATE: January 26, 2026 **Report No.** FIN-26-002

TO: Dan Horan, Chief Administrative Officer

FROM: Ian Irvine, Director of Financial Service

SUBJECT: Financial Services and IT Departments - 2025 Third Period Report

The following is a report on the activities pertaining to the Financial Services and IT Departments from September 1, 2025 to December 31, 2025.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Budgeting, Accounting and Financial Reporting

- In preparation for the 2026-2030 Financial Plan, capital and operating budget information was submitted by each department. Financial information was reviewed and consolidated in preparation for Council consideration during the first period of 2026.
- Interim audit work by the Township's auditors was completed during November. The year end requirements, reconciliations and analyses are being completed in preparation for the annual financial statement audit scheduled for March and April 2026.
- The ability to remit amounts to suppliers, employees and other payees via electronic fund transfer was implemented and more are added to the program as they are identified. To date, more than 85% of payees have been set up for these payments.

2. Property Taxation

- As of December 31, 2025, more than 96% of all folios were paid in full and nearly 92% of the total tax levy was collected. These numbers remain consistent with previous years.
- The total 2025 amount received from Public Works and Government Services Canada (PWGSC) for Property in Lieu of Taxes (PILT) was \$5,300 less than the budgeted amount. This discrepancy was considered immaterial and no PILT appeal was filed as a result.
- All delinquent property taxes were fully collected prior to the tax sale deadline and, as a result, the Township did not hold a tax sale at the end of September.
- Under the alternative tax scheme in place, penalties relating to homeowner grants claimed between July 3 and September 2 were reversed. During this period, 412 regular and additional homeowner grants were claimed which resulted in penalties of \$28,049 being reversed.
- The Township continues to provide online functionality for property tax payments made with a

credit card. For the 2025 year, taxpayers made 294 payments totalling \$797,781 through the online application. This represented a 28% increase in the number of payments and a 46% increase in the total payments received.

3. Information Technology

- Important upgrades were made to the Archives database as the previous version was no longer supported with security updates.
- Improved operational workflow for the finance department through the development of a secure solution for viewing documents. This ability was disabled as part of recent Windows updates.
- Identified and implemented a resolution to address an issue which was impacting the annual renewal process for dog and business licences as well as the generation of property tax reminder notices.
- Worked with the project manager for the new public safety building to plan for access point deployment and installation.
- There were 643 tickets closed in this period, compared to 676 tickets during the same period last year. This represents a 5% decrease which is partially attributed to an increased number of in-person requests received from staff.

II. COMMITTEES

The Local Grant Committee met in September to review permissive tax exemption applications for the 2026 taxation year. Recommendations were made by the Committee to grant exemptions at varying percentages for several not for profit organizations. These recommendations were reviewed and approved by Council and the bylaws were adopted in advance of the October 31 deadline.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:26-027

PERIOD REPORT

DATE: January 26, 2026 **Report No.** FIRE-26-001

TO: Dan Horan, Chief Administrative Officer

FROM: Matt Furlot, Fire Chief

SUBJECT: Fire Department & Emergency Management Program - 2025 Third Period Report.

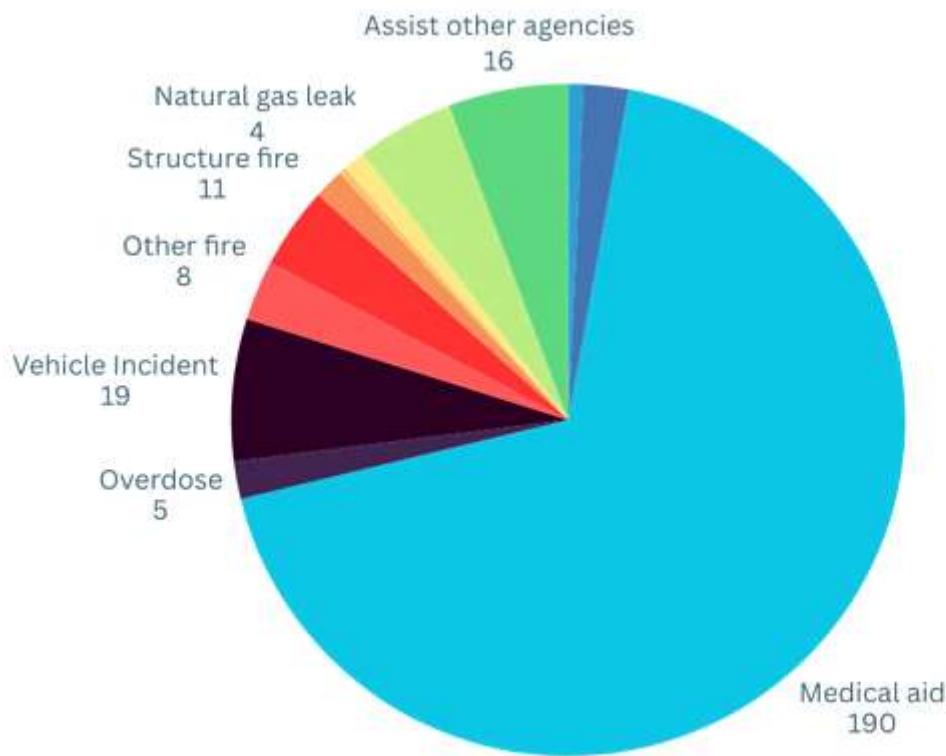
The following is a report on the activities pertaining to the Fire Department and the Emergency Management Program from September 1, 2025 to December 31, 2025.

I. FIRE DEPARTMENT DIVISION ACHIEVEMENTS AND ACTIVITIES

1. OPERATIONS

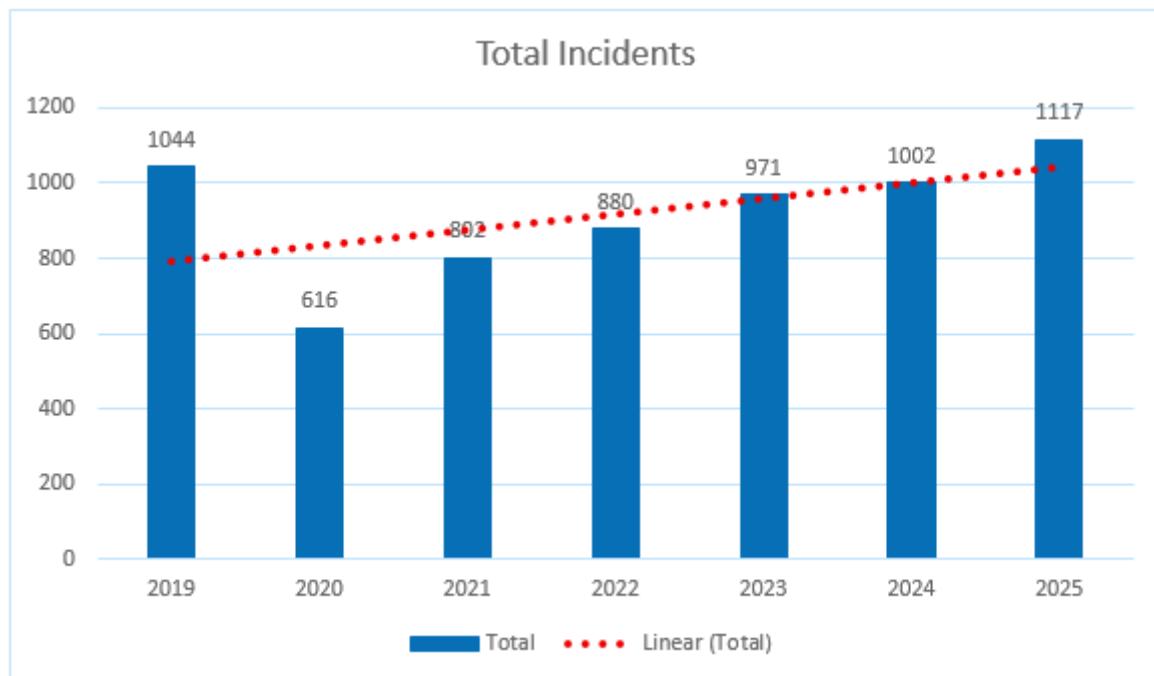
During the third period of 2025, Esquimalt Fire Rescue Services responded to a variety of emergency incidents and completed numerous routine activities.

Emergency Response	This Period	Last Period	Last Year	Routine Activities	This Period	Last Period	Last Year
Alarm calls	84	60	56	Lift assist	13	34	26
Burning complaint	2	8	7	Assist other agencies	16	9	11
Haz Mat	6	4	11	Oil tank inspections	10	5	3
Medical aid	190	198	189	New building plan review	3	4	12
Overdose	5	6	11	Public ed. / hall tour	6	6	2
Vehicle Incident	19	15	11	Fire investigations	2	5	8
Other fire	8	20	4	Business licenses	51	35	39
Structure fire	11	12	6	Car seat inspection	13	4	5
Natural gas leak	4	4	7	Fire Safety Plan Review	3	8	6
Vehicle fire	1	1	2	Life Safety Inspections	209	99	136
Brush fire	3	8	4	Re-Inspections	21	16	304



Operational Observations:

- Medical aid calls remain consistently high, continuing to account for a significant portion of frontline workload and reinforcing sustained operational pressure on suppression crews.
- Alarm calls increased notably during this period. Although many do not involve an active fire, each requires a full emergency response, drawing critical resources away from other service demands. This trend may reflect increased development, higher occupancy, or aging alarm systems and warrants further analysis.
- New business licenses rose significantly, with each application requiring fire department review and inspection to ensure life safety and occupancy standards are met. While this growth reflects a healthy local economy, it places increasing pressure on inspection capacity at a time when crews are already stretched to maintain existing workloads.
- Burning complaints declined sharply, likely reflecting the effectiveness of targeted public communication on the Fire Control and Fireworks Bylaws. This demonstrates how proactive education can reduce enforcement-related demand on operational crews.



The volume of calls continues to gradually increase, from 340 incidents this period in 2024, to 371 incidents for the same period in 2025. Total incidents continue to rise year after year, with 2025 being a record year for Call Volume.

Temporary Suppression Firefighter Pilot:

The Temporary Suppression Firefighter Pilot was introduced in response to a sustained and escalating staffing strain that was driving significant overtime and fatigue across the department. In the first half of 2025, overtime reached critical levels, peaking at 750 hours in March and averaging approximately 530 hours per month. This trend was not situational but structural, reflecting a workforce operating below the level required to reliably absorb leave, training, illness, and unplanned absences while maintaining service delivery.

The pilot began in September with the addition of two temporary suppression firefighters, increasing staffing to 31. Overtime immediately fell to an average of 245 hours per month, less than half of the previous level.

In December, the final temporary firefighter was added, bringing suppression staffing to the target of 32 FTEs. In the first two weeks of January 2026, overtime has totaled just 12 hours. While this reflects only a partial month and the full evaluation will be presented to Council in February 2026, the early indicators are encouraging. Initial results suggest that establishing the full complement of suppression firefighters has the potential to meaningfully influence system performance, with observable improvements in service reliability, financial stability, and firefighter wellness and sustainability.

2. COMMUNITY ENGAGEMENT, FIRE PREVENTION, FLEET & FACILITIES

Esquimalt Fire Rescue Services remained actively engaged across prevention initiatives throughout this reporting period, balancing core service delivery with community presence. Highlights included:

- **Fire Prevention:** Business licences continued to be received regularly, with required inspections prioritized and typically completed within days to support safe and timely business openings. Occupancy inspections rose as new developments came online, along with associated fire safety plan reviews.
- **Community Engagement:** Crews and staff participated in a wide range of public education and outreach activities, including hall tours, car seat inspections, RibFest support, Coffee with a Cop/Firefighter, seniors' fire safety talks, Seniors Appreciation Tea, Rainbow Kitchen dinner service, Tour de Rock events, Woofability training exposure, the Halloween Firehall Spooktacular and Kosapsum events, the Poppy Campaign, Remembrance Day, and participation in the Esquimalt Celebration of Light Christmas Parade. The department also delivered targeted social media campaigns focused on fireworks safety and bylaw compliance, lithium-ion battery hazards, and seasonal safety messaging.
- **Fleet, Facilities, and Equipment:** A new Command truck was placed into service, and work continued on the new Light Rescue unit. All annual pump and ladder testing was completed, along with required SCBA flow testing, ensuring operational readiness and compliance with safety standards.
- **Public Safety Building:** Construction continued on schedule and within the approved budget. Key milestones included the erection of structural walls, concrete pours for floors, commencement of the exterior building envelope, and the start of roofing. These visible advancements mark the transition into vertical construction and the formation of the operational spaces that will serve public safety for decades to come.

3. **STAFF DEVELOPMENT**

A total of **3005 training hours** were delivered across **27 training events**.

Significant initiatives included:

- Occupational Health & Safety training
- HazMat regional training
- Officer Development - Auto extrication
- Fire Officer courses - Emergency Scene Management Levels I and II
- Building Effective Teams - Bullying/Harassment training
- Instructor Development - Technical Rope Rescue
- Emergency Management Refresher
- Chief Officer Emergency Scene Management
- 3, 6, & 9-month Probationer Assessments
- Digital Vehicular Repeater System (DVRS) training all members

4. **COMMITMENT TO REGIONAL COOPERATION**

EFRS continues to place strong emphasis on regional collaboration to enhance interoperability, safety, and training across the South Island.

- **Canadian Forces Base:** Joint training in Emergency Scene Management
- **View Royal, Colwood, & Langford:** Chief Officer professional development in Incident Command.
- **Saanich:** Digital Vehicle Repeater System crew training.
- **Victoria:** Joint firefighter recruitment planning for 2026.
- **South Vancouver Island:** Regional Mayday Operational Guidelines and planned training.
- **Capital Regional Fire Chief's Association:** High Rise Working Group to collaborate and coordinate a regional response to high rise structure fires.

Through these joint initiatives, EFRS demonstrates its ongoing commitment to fostering consistent standards, safe practices, and strong partnerships across Greater Victoria. The Fire Chief meets with neighbouring departments on a regular basis and continues to promote and advance collaborations that enhance mutual aid for the Township of Esquimalt and the region.

5. **COMMITTEES**

Esquimalt Fire Department members are actively involved with numerous local and regional initiatives through the following associations:

- **Capital Region Fire Chiefs' Association** (Chair: F/C Furlot)
- **Greater Vancouver Fire Chief's Association**
 - Technical High Angle Rope Rescue Program (THARRP) (Chair: F/C Furlot)
- **Canadian Fire Chief's Association**
 - Leadership, Mental Health, and Executive Chief Fire Officer Programs (F/C Furlot)
- **Fire Chiefs' Association of BC**
 - Financial and Elections Committees (F/C Furlot)
 - Education Planning Committee (F/C Furlot)
- **CRD Regional Hazardous Materials Response Planning Committee** (F/C Furlot)
- **Fire Training Officers' Association of BC** (A/C Swan)
- **Fire Prevention Officers' Association of BC** (A/C Widdifield)
- **Greater Victoria Fire Prevention Officers' Association** (A/C Widdifield)
- **Department Occupational Health & Safety Committee**
- **BC Burn Fund**
- **BC Professional Firefighters Association**
- **Greater Victoria Public Safety Unit Joint Management Team**

II. **EMERGENCY MANAGEMENT PROGRAM ACHIEVEMENTS AND ACTIVITIES**

1. ADMINISTRATION

Significant progress has been made in advancing Esquimalt's emergency management planning and resilience-building initiatives during this period:

- Continued engagement and development of the Community Partners Group to support in response and recovery.
- Active Participation in Climate Care Community of Practice. This group is lead by University of Victoria Research Team.
- Continued membership of the Indigenous Engagement Requirements (IER) working group. This is a regional working group with the intent to move forward with the agreement requirements.
- Continued participation of Local Government Emergency Program Advisory Commission (LGEPAC) and Regional Emergency Management Partnership (REMP); both forums are to advance coordination and cooperation within the regional for cross boundary issues.
- Participation on Regional Emergency Coordinators Advisory Commission (RECAC). This group expands coordinators membership to all industries in the region.
- Participation and inclusion in Greater Victoria Community FireSmart & Resiliency Collaborative. Consisting of 16 municipalities and Nation Communities working together on public education and sharing resources and information. This collaborative is required to meet funding requirements.
- Continued participation in the Regional Work Experience for Youth.
- Fire Smart Application has been approved, working with HR to create job posting. Hiring intended for the new year.
- Submission of ESS Grant for Group Lodging supplies and volunteer retention initiatives.
- Participated in EOC tabletop exercise lead by IT on cyber security incident. The tabletop exercise provided better clarity on risks and also supports to IT from the EOC when dealing with an incident.
- Supporting the creation of Communications Plan. A consultant has been hired to create this plan.

2. EMERGENCY SUPPORT SERVICES (ESS)

- Continued training and refinement of Group Lodging Plan and in ESS fundamentals.
- Supported Oak Bay ESS team in their Reception Centre exercise. Volunteers acted as evacuees and provided feedback to their team. It was a very positive, relationship building exercise between volunteers.
- Two volunteers responded to Level One ESS event. One person and their pet was displaced. View Royal ESS supported in confirming hotel for evacuee.

3. RESILIENT COMMUNITY PROGRAM (formerly NEPP)

- The Resilient Community Program advanced both outreach and public education during this period:
- Set up booth at Fire Department open house. Created custom ERP colouring books for children; books contained child friendly images of emergency kits and puzzles.
- Provided safety in winter weather presentation to Admirals Gate Strata.

4. EMERGENCY RADIO COMMUNICATIONS

EFRS continued to strengthen radio communication capacity through regular training and system improvements:

- Reprogramming radio channels in older radios to facilitate change of ve7eep simplex frequency.
- Testing and programming new vhf/uhf radios that are to be installed.
- Updating spare laptop computers from emergency radio go-kits.
- Training radio team on new procedures for sending packets to more distant stations.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:26-020

PERIOD REPORT

DATE: January 26, 2026

Report No. ADM-26-006

TO: Dan Horan, Chief Administrative Officer

FROM: Terése Finegan Acting Director of Human Resources & Community Relations

SUBJECT: Human Resources & Community Relations - 2025 Third Period Report

The following is a report on the activities pertaining to the Human Resources & Community Relations department from September 1, 2025 to December 31, 2025.

1. DIVISION ACHIEVEMENTS AND ACTIVITIES

Communications

Please find attached Appendix 1 - 2025 P3 - Communications that reports on the activities of the division for the period of between September and December 2025.

Economic Development

Please find attached Appendix 2 - 2025 P3 - Economic Development that reports on the activities of the division for the period of between September and December 2025.

Human Resources

Please find attached Appendix 3 - 2025 P3 Human Resources that reports on the activities of the division for the period of between September and December 2025.

Occupational Health and Safety

Please find attached Appendix 4 - 2025 P3 OH&S that reports on the activities of the division for the period of between September and December 2025.

Communications



This period report highlights communication activities from Sept. 1 to Dec. 31, 2025.

HIGHLIGHTS

ENG/PW: Processed, designed and printed 14 new memorial banners for 2025 (42 total displayed); supported the annual community food drive with external communications and media outreach; created custom icons for ARCGIS map tool

CORPORATE SERVICES: Supported Archives with public open house media outreach & event promotion; promoted Archives initiative, "Making Women Visible"; promoted committee recruitment campaigns

PARKS + REC: Created turf field project overview for website

PUBLIC SAFETY/BYLAW: Digitized bylaw offense notice form adding an online option rather than paper only; added seasonal flood safety information to social/website; shared a number of related emergency preparedness & fire information from external agencies

DEVELOPMENT SERVICES: Supported Short Term Rental public engagement work including graphic campaign and liaising with consultant for public open house (online & in person)

HR + COMMUNITY RELATIONS: Promoted Small Business Week; advanced community survey project to 80% completion; facilitated staff team building events for United Way including chili cookoff and BBQ; issued quarterly staff newsletter; created business-focussed ads promoting WhyEsquimalt; published quarterly "Experience Esquimalt" insert in the TC

Supported staff and community event promotion including Mayor's Open Door, annual levée, Curl BC event, Tour de Rock and Spirit Awards

Prepared public communication updates and designed advertisements (when relevant) for significant dates including Truth and Reconciliation, Indigenous Veterans Day, Remembrance Day, Firefighter Memorial Day and proclaimed observation days.

OTHER COMMUNICATIONS STAFF SUPPORT:

- **Completed** IAP2 Certificate in Public Participation as part of organizational capacity-building in public engagement
- **Coached** 3 staff on interview skills in response to media requests (Recreation, Archives and Parks)
- Met with **department heads regularly** for communications planning



HONOURING OUR VETERANS.

We extend our sincere gratitude and appreciation to all of our country's Veterans, in recognition of their contributions past and present.

Township of
ESQUIMALT



Communications

SOCIAL MEDIA [Facebook](#) | [Instagram](#) | [LinkedIn](#) |

 **4.5%**
TOTAL # OF FOLLOWERS

 **9.9 %**
TOTAL # OF IMPRESSIONS

 **6.2%**
TOTAL # OF POSTS



Most popular post: promoting Ribfest and Port Angeles flag

POST VIEWS **3,694**
136 LIKES

* Impressions: the number of times posts on a Facebook, Instagram or LinkedIn account appeared on someone's screen.

Note: as of August 2025, EFRS and the Emergency Manager under EFRS supervision are now creating fire and emergency-related Facebook posts.

Public information

- 6** media releases issued
- 15** total news items added to the website
- 7** traffic notices and public advisories issued



Newsletters

Designed & issued the fall/winter edition of The Current via hard copy (**11,000 copies**) and digital newsletter

9 e-newsletters sent to ~600 subscribers (**68% open rate**)

MADE ~740 EDITS TO ESQUIMALT.CA



3.2% increase

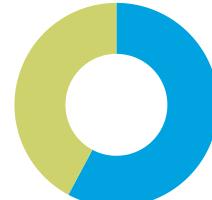
4,576 to 4,728 subscribers
in this period

TOP WEB PAGES

1. Parks and Recreation
2. Homepage
3. Drop-in schedules



WHAT TECH DO PEOPLE USE TO ACCESS OUR WEBSITE?



58.5% desktop

41.5% mobile & tablet

Economic Development

This period report summarizes key economic development activities from September to December 2025, including actions and metrics in alignment with the 2023-2025 Economic Development Action Plan initiatives.



Focus areas this period

Served as Acting Director of HR & Community Relations from September to December 2025, resulting in reduced availability for business walks, one-to-one calls and deeper engagement follow-up.

Continued implementation of the Economic Development Action Plan across the four themes: Infrastructure & Land, Marketing & Communications, Business Development and Partnerships.

Maintenance of core tools and channels, including the CRM, business newsletter, EDM campaigns and WhyEsquimalt.ca, ensuring businesses remained connected to Township information and opportunities.

Progress by Action Plan Theme

MARKETING & COMMUNICATIONS



Core digital communications continued with 4 business newsletters sent to a subscriber list of 878 businesses, achieving an average open rate of 53% and maintaining engagement levels consistent with earlier periods.



A targeted **Electronic Direct Marketing** (EDM) campaign was delivered to 206 Esquimalt Business Park businesses, achieving a 55% open rate and generating 5 responses from businesses indicating they had space available for lease or sublease.



WhyEsquimalt.ca, launched in July 2025, continued to serve as the central hub for investment attraction and **business information**, with over 450 businesses already registered and a target of 850.

Several businesses reached out for assistance and advice on marketing.

FROM STREET BANNERS TO COMMUNITY GIFTS



Every bag has a story... *and a second life.*

WHAT YOU'RE BUYING

- A one-of-a-kind gift
- A piece of Esquimalt history
- A product with social impact
- A handcrafted, eco-conscious bag

Whether it's a stocking stuffer, a gift for a neighbour, or something to carry your market finds, your purchase supports waste reduction, local creativity, and community resilience.



INFO

Township of **ESQUIMALT** |  **ESQUIMALT**

WhyEsquimalt.ca/Banners2Bags

The Banner to Bag initiative transformed retired nylon street banners into reusable shopping bags, which were sold at a community Christmas market, reinforcing Esquimalt's commitment to sustainability and the "Esquimalt – The Place to Be" brand.

The program received positive media coverage and external interest, including an inquiry from the City of Penticton on how to replicate the model, positioning Esquimalt as a leader in creative circular-economy branding.

Economic Development

Business Development

867

Business licence renewal notices

867 business licence renewal notices issued for 2026, helping sustain a stable and well-informed local business base.

8

2025 approvals



[LEARN MORE!](#)



Human Resources

This period report summarizes key human resources activities from September to December 2025, including recruitment outcomes, organizational changes, pay transparency work and labour relations.



Recruitment

Regular hires

1. Refuse Collector
2. Mechanic
3. Reception Leader (RPT)
4. Senior Manager of Human Resources
5. Municipal Hall Receptionists (two auxiliary – pilot project)

Departures

1. Director of HR&CR
2. Occupational Health & Safety Manager
3. Planning Technician

Postings & competitions

1. Occupational Health & Safety Manager
2. Planning Technician

Labour Relations & CUPE 374

- CUPE Local 374 elected new leadership, with John McNaughton as Vice-President and Rebeka Manson as alternate Vice-President.
- Collective bargaining preparations advanced, with negotiations scheduled for November 26–27 and Township representation by Dan Horan & Vicki Gannon.
- Work continued on amendments to the Letter of Agreement for Building Maintenance Workers related to 10-hour shifts and statutory holidays to achieve a more balanced solution for employees and the Township.
- One Human Rights complaint was resolved.

Classification, compensation & job evaluation

New positions were classified, including Labourer III at pay band 6 and Street Sweeper at pay band 7.

Job evaluation outcomes included a reclassification of Refuse Collector from pay band 4 to 5 and the Office Administrator, Parks and Recreation (formerly Program Support) from pay band 8 to 10.

COMPLETE
Pay Transparency Report
under BC's Pay
Transparency Act

Human Resources

This period report summarizes key human resources activities from September to December 2025, including recruitment outcomes, organizational changes, pay transparency work and labour relations.



Employee recognition & leadership development

On October 23, 2025, the Township recognized 16 employees for 10, 15, 20 and 35 years of service, reinforcing a strong sense of belonging, enjoyment and satisfaction among long-serving staff.



An October leadership session at the Pavilion brought together directors and the CAO for team building, collaborative planning, and support of the Township's strategic direction.

Strategic projects & FireSmart Coordinator

HR collaborated with the Emergency Resiliency Manager to design the position, including a detailed job description, consideration of part-time versus full-time hours, and a mix of office-based and community outreach duties.

\$138,003.65
FireSmart
Funding received
from UBCM



Occupational Health & Safety

This period report summarizes key occupational health and safety activities from September to December 2025, including claims management, first aid coverage, and updates to safety programs.



OH&S was overseen by an external consultant during this time, with daily tasks managed alongside the HR team.

Claims management & return to work

Managed all active WorkSafeBC and Long-Term Disability (LTD) claims during the period.

WorkSafeBC claims: 2 active at the start of the period and 4 active as of December 31, 2025.

LTD claims: 2 active at the start of the period and 1 active as of December 31, 2025.

One WorkSafeBC employee appeal was active at the start of the period, with 0 appeals being managed as of December 31, 2025.

Managed 2 non-compensable return-to-work files, supporting safe and timely returns for employees whose conditions were not accepted by WorkSafeBC.

\$21,109

Secured \$21,109 in WorkSafeBC claims cost relief through detailed file audit.

Safety programs & Municipal Hall coverage

Audited and updated the Township's confined space program to ensure compliance and safe work practices for affected departments.





CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:26-024

PERIOD REPORT

DATE: January 27, 2025 **Report No.** P&R-26-002

TO: Dan Horan, Chief Administrative Officer

FROM: Steve Knoke, Parks and Recreation Director

SUBJECT: Parks and Recreation Third - 2024 Period Report

The following is a report on the activities pertaining to the Parks and Recreation Department from September 1, 2025 to December 31, 2025.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Parks Services

Parks Highlights

- Lampson Forest: Site prepared; 6 trees and 11 shrubs planted; irrigation and pathways installed; lighting plans ongoing.
- Peony Garden: Beds designed, installed, and irrigated; 32 yards of soil and mulch applied; 10 tree peonies and 7 herbaceous peonies donated; 49 perennials and grasses planted.
- Garden Renovations:
 - Rhododendron Garden (north-facing bed)
 - Memorial Park (north and south beds)
 - Ken Hill Park sign bed
- Seasonal Displays: 12 flats of winter annuals (approximately 432 plants) at Municipal Hall.
- Community Engagement: Native plant education at École Victor Brodeur (155 students); invasive species removal; BranchOut event at Saxe Point Park.
- Sports Field Improvements:
 - Bullen Park: Removed and sodded 3 diamond infields; created 2 soccer fields; spiked and reseeded post-Ribfest.
 - Brodeur Sports field: Top-dressed with sand and seed.
- Infrastructure and Amenities:
 - Repaired and refinished 10 benches
 - Prepared 14 new boards for Lacrosse box
 - Installed new pathways
 - Topped up woodchip paths

- Replaced 4 garden boxes
- Purchased Electric Truck as per Fleet Replacement Plan
- Cleared vegetation at Rec Centre
- Major Projects: Greenshores for Shoreline Development finalized; certification underway.
- Event Support: Ribfest, Celebration of Lights, Remembrance Day.
- Environmental Stewardship: Ongoing collaboration with GWAS on Salt Marsh improvements in Gorge Park.

Urban Forestry

- Public Trees
 - Pruned: 47
 - Removed: 11
 - Planted: 48 (36 boulevard, 12 natural area)

Invasive Removal

- Total Volume Removed: 109 m³
- Total Area Removed: 336 m²
- Breakdown:
 - Original: 29 m³, 286 m²
 - Macaulay Point: 16 m³, 50 m²
 - Gorge: 24 m³
 - General Parks: 40 m³

Private Tree Permits

- Removal Approved: 32
- Removal Denied: 8
- Pruning Approved: 8
- No Permit Required: 10
- Pending/Cancelled: 3
- Total Applications: 31

Park Bookings

- Saxe Point Park - 7 weddings
- Esquimalt Gorge Park - 23 (farmers market, 5 filming, 5 picnic, 5 special events, 2 schools)
- Bullen Field - 7 (4 sports user groups, 2 special events, 1 picnic)
- Memorial Park - 6 (farmers market, 1 picnic, 1 special event)
- E-Trailer - 1 special event

2. Facility Maintenance

Maintenance staff continue to work on the overall cleanliness of all our facilities, continually aiming for a higher standard. Work continues to occur on asset management and long-term capital planning. Facility maintenance worked with our GHG consultant to develop strategies to reduce GHG emissions from the Sports Centre and the Recreation Centre.

Sports Centre

- Support of the Annual Ribfest Event:

- Transported and set up 250 tables and 1200 chairs to field
- Set up large marquee tents and pop-up tents
- Supplied and set up power throughout the field
- Supported the event and assisted with requests during the event
- Teardown of all tents, tables, chairs, and power units supplied after the event
- Installation of arena hockey ice was completed
- Support of the annual Celebration of Lights event
- Crowsnest lighting project completed
- Christmas lights and decorations installed
- Support of the Curl BC event
 - Leveled and edged main arena ice over two nights to ensure flat ice
 - Unloaded all event supplies and equipment, and loaded it into the building
 - Hands on support throughout the event while also keeping the building clean and safe
- Pickleball courts were removed and stored away for the off season
- Curling hallway scrubbed and waxed in preparation for curling season
- All air handling units serviced (belts & filters)
- Compressor #3 and drive motor were rebuilt

Recreation Centre

- The annual maintenance period, pool shutdown was busy this year. Staff completed a long list of work including:
 - Removal and installed new tots pool and hot tub filters, including new gravel and sand in both
 - The lifestyle pool circulation pump replaced
 - Steam room was retiled and cleaned and sanitized
 - Steam room generator rebuilt
 - Repaired and retiled many sections of the main pool deck
 - Grouted all three changerooms
 - Painted and repaired all benches in the pool area
 - Repaired door frames in pool area
 - Refinish stair railings
 - Rebuilt pool ladders
- RJC Structural Engineers completed and assessment of the main pool tank and provide an opinion of probable costs report. This report provided us with short-term, intermediate-term, and long-term recommendations for the main pool tank.

Work undertaken during this assessment was:

- Tile surface review
- Acoustic sounding
- Hazardous materials
- Sealant review
- Concrete review
- Electrical review

- Reception Desk - safety enclosure project was started

- Removed wall and installed new door in Reception Programmer office
- Planning of project design completed
- New glass and doors ordered
- Tots pool pump was replaced
- Scrubbed and waxed Fernhill, Kanaka, and Craigflower room floors
- All air handling units serviced (belts and filters)
- Kitchen ceiling was repaired after water damage from a failed pipe
- Christmas lights installed around exterior of building and at the adventure park
- 30 Christmas trees were built and staged in preparation for Christmas Tree Village
- New TV's were installed in the weightroom and atrium

Gorge Park Pavilion

- Support of the Winter Bazaar
- Support of annual Esquimalt Lantern Festival
- Support of the Island Fitness Conference
- Installed new hydraulic child steps in both lower bathrooms
- Steam cleaned partition walls and cloth chairs
- Replaced the transition strips on the flooring in lower and upper halls
- New compound and odour control system installed for sewage pump station
- All exterior doors throughout the building repaired and reinforced with rivets
- Replaced failed toilet and urinal sensors on 3 toilets
- Serviced all air handling units (filters)
- Weddings and events, including set up, take down, and hands on support

3. Recreation Services

Marketing and Registration

Pass Sale for this period	2024	2025
Single Admission	31,786	29,589
10 Admission	889	781
25 Admission	328	355
1 Month	312	264
3 Month	318	320
6 Month	148	129
Annual	485	505
Regional	56	41

- Esquimalt Parks & Recreation social media platforms continue to have a strong following; 4044 followers on Twitter (down from 4185 last period), 7871 on Facebook (up from 7472 last period) and 3140 on Instagram (up from 2653 last period).

Fitness

- Registration for Fitness Programs for Children, Youth and Adults was 1271 participants. This is up 762 from the 2024 3rd period.

- The weightroom had 33,497 drop-ins. This is down from 34,350 in the 2024 3rd period.
- Drop-in Fitness classes had 7666 attendants.
- Drop-in Sports had 2421 drop-ins, down 160 compared to the 2024 3rd period.
- 40 youth participated in the Regional Weightroom Orientation, educating them on safety in the weightroom, as well as gym etiquette and some basic fitness knowledge. This is on par with the 2024 3rd period which had 36 Youth participants.
- The Ultra (Slow) Triathlon went ahead for the second year with 17 participants. The goal was to complete 42.2 kms of running, 4kms of swimming, and 180 kms of biking in the month of October.
- Fitness continued the holiday initiative, “12 Days of Fitmas” to increase awareness of Esquimalt Rec’s drop-in fitness classes. Over 40 people participated. This year, Fitmas Party classes were introduced. In this class, instructors rotated every 15 minutes for an hour and a half giving participants a chance to experience different teachers.

Arts, Culture, Social & Special Interest Programs

- Music Together - 107 registrations vs 65 in the same time period of 2024.
- Guitar Lessons - 34 registrations vs 43 in the same time period of 2024.
- Adult Art Classes - 61 registrations vs 50 in the same time period of 2024.
- Japanese Language, Culture and Cooking Classes - 47 registrations vs 23 in 2024
- NEW Beginners Watercolour - 14 registrations
- Preschool Dance - 67 registrations vs 59 in 2024.
- School Age Dance - 24 registrations vs 22 in 2024.
- School age art classes - 94 registrations vs 81 in 2024.
- Drop-in attendance numbers maintained strong for the 50+ Weekly Drop-in Programs, including: Conversation Café/ Mah Jong/ Bridge - 3 times a week/ Musica Jam - had 90+ people attend their holiday sing along in December/ Mexican Train Dominoes/ Ukulele Club/ Knit & Crochet/ Writer’s Group/ Euchre/ Scrabble/ Cribbage/ Painting

Child, Youth and Family Services

- After school care was full with 78/78 participants. Before school care had an average of 52/78 children over this period.
- 2 camps were run over the winter break. The camps averaged 38/40 participants over the 5 days of camp. This is up from the 33/40 averaged participants registered in the 2024 winter break camps.
- Esquimalt Licensed Preschool ran with 16/16 children in our Mon/Wed/Fri class compared to 10/16 children in 2024.
- The Japanese Immersion program ran weekly at the Gorge Park Pavilion with an average of 5 children compared to 3 children in 2024.
- Tues/Thurs Licensed Nature preschool class started September with 14/14 children and ended December with 12/14 children. This program did not run during this period in 2024 due to lack of registration.
- Everyone Welcome Playgroup with the Esquimalt Neighborhood House continued to run each Thursday.
- MIJO Taekwondo ran 2 programs between Sept-Dec for preschoolers and were at capacity

and over capacity at 22/22 and 23/22 children compared to 2024 with 15/22 children in each.

- Preschool Soccer ran 2 programs between Sept-Dec with 12/12 and 11/12 children enrolled compared to 12/12 and 9/12 children in 2024.

Children's Programs

- Kindergym Birthday Parties were fully booked with a waitlist on each Saturday/Sunday during this period.
- Child soccer ran for ages; 6-8yrs with 12/12 children and 9-12yrs with 10/12 children compared to 12/12 and 7/12 children in 2024.
- KATS Tennis free program ran at full capacity in both 5-8yr and 9-11yr programs.
- The Rhythmic Gymnastics program dropped to 5/12 participants from 12/12 in 2024.
- Home Alone class ran in October and November at full capacity with 20/20 participants.
- Vic City Basketball at L'école Brodeur, ran an extra program making it 4 programs at 10/10, 9/10, 9/10 and 4/10 children slightly increasing numbers from 2024.
- Badi-Star Badminton at L'école Brodeur ran 2 child, youth and adult programs at 20/20 each increasing from 14/20 participants in 2024.
- MIJO Taekwondo ran 19 programs for children, youth and adults at the Rec Centre between Sept-Dec including 2 new Boxfit courses increasing from 14 programs last year

Youth Programs

- Teen Night programs continued to run on Thursday, Friday, and Saturday evenings, with Saturdays remaining the most popular night. Attendance averaged 18 youth on Thursdays, 75 youth on Fridays, and 65 youth on Saturdays. While Thursday and Saturday teen nights have remained consistent with 2024, Friday numbers are up from the 55 average participants in 2024.
- LGBTQ+ Social Night continues to run every Tuesday Night in the Teen Centre from 7:00-9:00 pm with an average attendance of 15 youth.
- Raven's Club at Rockheights Middle School restarted this year and ran every Wednesday after school from 3:00-5:00 PM, with an average of 11 youth participants. This program did not run last year.
- Several new registered youth programs were introduced:
 - A Youth Culinary Cuisine with 9 participants.
 - A Comic and Zine Making Youth Workshop with 6 participants.
 - An Improv program with 3 participants.
- Two new youth leadership initiatives were successfully introduced:
 - Youth Leadership Training Step 2, including Standard First Aid certification and employment readiness training with 15 youth participants.
 - Youth Leadership Special Events Training with engaged 17 youth participants. Many of these youth have already volunteered at events such as the Celebration of Lights.

Aquatics

- 0 new auxiliary lifeguards/swim instructors were hired, lowering our staff to 75 from 85 in 2024.
- Swimming lessons were provided to 822 participants in 2025 up from 782 in 2024.
- 65 candidates took part in advanced aquatics training courses in 2025. Similar to the 68 candidates in 2024.

- Waterfit classes averaged 35 participants. Similar to the 32 average participants in 2024.
- The pool continued full hours of operation (119 hours a week).
- The pool was rented out to 6 regular groups for swim clubs, sport training and free diving courses. This is the same as 2024.

Arena and Curling Programs

- The Introduction to Hockey child program ran 2 classes of 6 participants.
- Noon Hour Drop-In Hockey program ran with 525 total participants and 24 participants signed up on the waitlists.
- The Learn to Skate program had 61 total participants and 8 private skating lessons. This is down 6 participants from the 2024 3rd period report.
- The Learn to Skate program ran with 74 total participants and 3 private skating lessons. This is up 13 participants from the 2024 3rd period report.
 - This includes our new Adult Learn to Skate Program that had 7 participants in our first course.
 - School Age level 1 was the most popular with 15 participants and 14 waitlisted.
- The weekend Everyone Welcome Skates averaged 145 skaters, up 20 compared to 2024 3rd period.
- Cougars Pond Hockey had 63 participants, down 46 compared to 2024 3rd period.
- The Stick & Puck Hockey program had 106 participants, up 1 compared to 2024 3rd report.
- The Halloween Skate ran on Oct 30th and kids in full costume receive free admission to this event.
- The Skate with Santa event was held on Saturday December 6th, with approximately 200 people in attendance. Santa, Elsa, and Anna also attended the event.
- The Saturday and Sunday Skating Birthday party rentals ran with 16 total bookings and 3 waitlisted
- Over the holiday break, 5 additional daytime and evening everyone welcome skates were offered. These skates had between 75-115 participants attend each ice time.
- The BC Curling Provincials were hosted at the Archie Browning Sports Centre. The event ran December 26 - January 5. This event made use of the entire Sports Centre and had games running on both the Curling Arena and Arena.
- The Learn to Curl Program ran at full capacity with 24/24 participants. This is the same as 2024.
- 2025's Curling ice rental hours remained consistent with 2024's 1085.50 hours of curling activity.
- Wheelchair Curling league was offered this October with good participation, ranging between 5 - 10 curlers each week.
- Arena ice rentals remain highly popular, attracting a diverse range of user groups. Each day, the ice is used by a variety of participants, including the Victoria Cougars, minor and adult hockey leagues, ringette teams, speed-skating, and private bookings.

Community Development and Events

- Ribfest returned to Bullen Field from Sept 5-7, 2025. The event consisted of live entertainment and food + beverage vendors. Esquimalt Parks and Recreation hosted the Kid zone, offering free activities such as a bouncy castle, crafts, lawn games, and facepainting. Island Elite

Cheerleading joined the Kid Zone on Saturday to provide demos.

- Story Fest returned to Esquimalt Town Square on September 27th, 2025. This event was in partnership with the Greater Victoria Public Library and the Esquimalt Lion's Club. We hosted 9 performers and 6 community groups throughout the day. The Lion's Club offered a by donation BBQ, and we received a generous donation of over 200 books by 1000x5 community literacy group.
- The Township Community Arts Council hosted Lantern Fest at Esquimalt Gorge Park on September 26th. The Pavilion and park were decorated with lanterns and puppets created by local artists. The event included live music, a lantern procession, and food trucks.
- The Senior's Appreciation Tea ran on October 1st with 69 participants in attendance. Seniors were invited for tea, coffee, and light snacks, served by Esquimalt Fire, VicPD, and the Recreation staff team. The event was moved into the Jubilee Hall to allow for more space and dancing. Macaulay school choir and the Esquimalt Ukulele Club performed for this event.
- In collaboration with Esquimalt Fire Rescue Services, the Halloween Spooktacular was run at the Fire Hall on Oct 31st. In addition to the bouncy castle, photo booth, crafts, and movie, we added a Trick or Treat alley. 4 Local community groups decorated tents and handed out treats to the community. The Esquimalt Community Garden joined with their giant pumpkin to run a "guess the weight" contest sponsored by Country Grocer. The Lions Club ran a by-donation BBQ, serving hotdogs and hot chocolate to attendees.
- On Nov 11th, a Remembrance Day procession and ceremony was held in Memorial Park run by CFB.
- The Holiday Celebration Lunch was held on December 6th, with 88 attendees, marking an increase from 86 in 2024. To enhance accessibility, the Esquimalt Neighbourhood House generously sponsored 12 tickets for senior community members. The event featured a locally sourced menu, catered by an Esquimalt-based provider, with volunteers assisting in serving food and beverages, including the Mayor, members of Council, Esquimalt Fire, Esquimalt Neighbourhood House, Esquimalt Recreation Team, and VicPD. The entertainment included a performance by the Macaulay School Choir and the Esquimalt Ukulele Club. Country Grocer made a generous donation of the event's centerpieces.
- Esquimalt Parks and Recreation hosted the Annual Christmas Tree Village throughout December, featuring 33 decorated trees by local community groups & businesses in the Recreation Centre atrium and Sports Centre lobby, up from 26 trees in 2024. Voting took place online via the Esquimalt Parks and Recreation Facebook page and in person at the Rec Centre. The People's Choice Award went to the Eves of Destruction Roller Derby Club.
- The Celebration of Lights event took place on Sunday, December 7th. The event began with performances by students from Macaulay and Brodeur schools, hosted by Theatre al Dente, followed by the parade. Afterward, attendees enjoyed a visit with Santa, hot chocolate, hot dogs, popcorn, and live entertainment. The parade featured around 25 entries, and approximately 800 people participated in the after-parade activities.
- The Holiday season was wrapped up with two festive events; photos with Santa and the Jolly Jingle Story Mingle, both were held at the Recreation Centre.
- A volunteer group that formed from the Summer Branch Out Social events has been meeting on the first Monday of each month to remove invasive plants at Saxe Point Park. In addition, we hosted 19 volunteers from CFB Esquimalt in early October who assisted the parks team with invasive plant removal.
- The Social Saturdays Series continued to run in the Archie Browning Lounge. This series

remains popular with the 19yr+ community.

- Pub Quiz Night w/ Benji Duke: 79/100 attendees
- Wine & Paint Night w/ Barbara Morris: 32/32 Participants
- Murder Mystery w/ Enigmatic Events: 49/50 participants
- Karaoke Night w/ Theatre al Dente: 23 attendees

Gorge Park Pavilion

- During this period there were 401 Bookings in the Pavilion. These included weddings, celebrations of life, birthday parties, church and community group gatherings, wedding anniversaries, retirement parties, conferences, symposiums, annual general meetings, and holiday parties. This is up from 298 bookings in the 3rd period of 2024.
- Several special events took place in the fall including the Island Fitness Conference, Head & Tail of the Gorge Regatta, and the Winter Bazaar with over 110 vendors that attracted 3000 people to the Pavilion.
- 90 parking lot bookings were made with Abstract as they come close to completing the new residential building across from Gorge Park.

II. COMMITTEES

The Environmental, Parks and Recreation Committee met on Wednesday November 26th 2025 at 630pm



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:26-033

PERIOD REPORT

DATE: January 26, 2026 Report No. SI-26-002

TO: Dan Horan, Chief Administrative Officer

FROM: Judy Kitts, Director of Strategic Initiatives

SUBJECT: Strategic Initiatives - 2025 Third Period Report

The following is a report on the activities pertaining to the Strategic Initiatives Department from September 1, 2025 to December 31, 2025.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

The Department has recently transitioned from Community Safety Services to Strategic Initiatives under a new Director, who joined the Township in August 2025. This newly established department has oversight of bylaw enforcement, the policing model and Framework Agreement with VicPD, First Nations engagement and reconciliation initiatives, and the Council Priorities Plan process.

Highlights:

- The 4-year study on immunocontraception in black-tailed deer was concluded with the delivery of a final report in September 2025.
- A new 3-year contract was awarded to Victoria Animal Control Services following a comprehensive RFP process.
- 17 staff members, along with Inspector King of VicPD and two Council members, participated in the Signs of Lekwungen Walking Tour on October 9.
- Esquimalt's Fire Department attended the Xwsepsum Nation Halloween Party on October 31, meeting community members and providing fire safety education.
- A historic partnership was announced on December 11 regarding the Island Rail Corridor in Greater Victoria. The Township of Esquimalt is a proud signatory.

1. Department Activities

- **Bylaw Enforcement**
 - Bylaw Offence Notices (BONs), Warnings, & Disputes
 - In this period, 111 warnings and 465 BONs were issued.
 - 98% of BONs were related to parking violations.
 - This is an increase from 350 BONs in the previous period, primarily due to the recent implementation of time-limited parking.

- In this period, 17 BONs were disputed. Of those, 7 were cancelled, 9 were upheld for payment, and 1 is in process. No matters were referred for adjudication.
- After Hours Enforcement:
 - VicPD provides the Township's after-hours bylaw enforcement.
 - The Township's Bylaw Officer worked additional shifts to better understand our after-hours bylaw needs.
 - A full report will be presented to Council this spring.
- Collections
 - Advanced Collection Services has been retained to collect on unpaid BONs on behalf of the Township.
 - 248 unpaid BONs from 2022 (valued at \$ 13,152.00) were forwarded for collection during this period.
 - The agency's fee is 33.34% plus 5% GST.
 - Payments have been received on 62 unpaid BON's from 2022 for a net recovery of \$2,015.00.
 - Work is ongoing and 2023 unpaid BONs will be sent to the collection agency this spring.
- Animal Control
 - Following an RFP process, the Township of Esquimalt awarded a 3-year contract to Victoria Animal Control Services effective January 1, 2026.
 - During this period, VACS investigated 273 incidents.
 - During this period, 70 dog licenses were sold: 18 from Municipal Hall, 45 from vendors and 7 online.
 - 2025 saw a total of 1567 tags sold (608 from Municipal Hall, 365 from vendors and 594 online).
 - Renewals were sent out on December 3rd, with the option to renew dog licences online through MyEsquimalt.

Attachments: 2025 Bylaw Enforcement, Period 3 Report

2. Deer Study

- The 4-year study on immunocontraception in black-tailed deer was concluded with the delivery of a final report in November 2025.
- On December 15, Council approved the following motions:
 - "That Council direct staff to shift to a monitoring-only approach for deer management, conduct a deer management and social carrying capacity survey, and work with a contractor to prepare a comprehensive immunocontraception (IC) program proposal for Council's consideration in Q3 2026, and work with other municipalities and the CRD to pursue a regional approach."
 - "That Council direct staff to write a letter to the Minister of Environment and Parks and MLA Darlene Rotchford and requesting support for wildlife management responsibilities and funding."
- Staff are working to move forward with these actions.

3. First Nations Engagement

- The South Island Powwow was held on September 30. The Township was a proud sponsor of

the event.

- On December 11, 2025, a historic partnership was announced regarding the Island Rail Corridor in Greater Victoria. The agreement, known as the Reconciliation Corridor Initiative, was signed by Xwsepsum Nation and Songhees Nation alongside local governments including the Township of Esquimalt, the City of Victoria, the Town of View Royal, the City of Colwood, the City of Langford, and the Capital Regional District.
- The Township of Esquimalt, CFB Esquimalt, and the Esquimalt Graving Dock are seeking to work collaboratively with Songhees Nation and Xwsepsum Nation on placemaking initiatives in the region. A letter expressing our joint interest was sent to the Nations on January 9.
- Xwsepsum Nation has directed their new Director of Operations to work with the Township to develop a framework agreement to guide collaboration on shared priorities and initiatives.
- The Township is working to schedule a meeting with Songhees Nation Chief and Council for this February. Topics will include MOU, the Gorge midden, placemaking, and staff training.
- The Gorge midden is tentatively on the agenda for Songhees Nation and Xwsepsum Nation's joint meeting. The focus will be on next steps regarding interpretative signage.

4. Policing

- In October, VicPD released their 2026 Police Budget.
- VicPD presented the budget to Esquimalt Council on Monday November 10.
- The proposed budget increases 9.82%. This represents a proposed increase to the Township's police budget of \$1,060,116.
- The proposed budget includes additional resources for four traffic officers, one logistics officer, and eight officers for the Crime Reduction Unit, which is independently funded by the City of Victoria under Section 5 of the Framework Agreement.
- Budget discussions are ongoing.

5. Public Safety Building

- The construction phase of the Public Safety Building began in June 2024 and continues on budget and on schedule. Council received a project governance touchpoint update in December 2025.

2025 Bylaw Enforcement, Period 3 Report

	2024 3rd Period	2025 3rd Period	2024 Year to Date	2025 Year to Date
Total Bylaw Contraventions and Complaints Investigated	305	175	858	720
➤ Streets and Traffic	233	123	646	523
➤ General Bylaw Inquiries	22	6	57	37
➤ Maintenance/Nuisance Property/Noise Bylaw	37	34	112	125
➤ Zoning Bylaw	4	4	12	13
➤ Business License	0	0	0	1
➤ Building	2	1	4	3
➤ Animal Control	3	1	10	6
➤ Park Maintenance & Tree Protection	4	5	15	9
➤ Assist Third Party Agencies	0	1	2	3
➤ Secondary Suites	0	0	0	0
Concluded Investigations	284	150	804	661
Active Investigations	21	25	54	59

	2024 3rd Period	2025 3rd Period	2024 Year to Date	2025 Year to Date
BON's & MTI's Issued	311	465	907	1106
➤ Total Maximum Fine Value	\$ 21,137	\$ 24,450	\$ 57,497.50	\$ 66,871
➤ Total Paid	\$ 6,630	\$ 5,354	\$ 14,656.50	\$ 15,436
➤ Total Outstanding (Max Fine)	\$ 12,562	\$ 17,575	\$ 36,361.00	\$ 42,810
➤ Tickets Cancelled	16	13	35	31
➤ Warning Tickets (not included in "issued" total above)	75	111	245	184

	2024 3rd Period	2025 3rd Period	2024 Year to Date	2025 Year to Date
BON & MTI Adjudication				
➤ Disputed Matters to Screening Officer	17	17	48	57
➤ Disputed tickets – cancelled	13	7	31	29
➤ Disputed tickets – confirmed by Screening Officer	4	9	16	25
➤ Sent to adjudication	0	0	0	0

2025 Bylaw Enforcement, Period 3 Report

BON's & MTI's Issued By Infraction	2024 3rd Period	2025 3rd Period	2024 Year to Date	2025 Year to Date
➤ Use any park/public land in contravention of sign or bylaw 2665(3.1.1)		0		1
➤ Owner/Occupier permit accumulation 2826(8)(1))		1		1
➤ Owner/Occupier permit to become or remain unsightly 2826(8)(2))		1		1
➤ Owner/Occupier permit or cause health, fire or other hazard 2826(8)(3))		1		1
➤ Construction outside of permitted hours 2826(18)		0		3
➤ Owner/Occupier make noise that disturbs 2826(35(1)(b))		0		1
➤ Animal confined in enclosed space without adequate ventilation / water / shade 2841(14)		0		1
➤ Unleashed dog 2841(21(1))		5		15
➤ Other animal in public – not under effective control 2841(22(2))		0		1
➤ Allow animal to chase/harass/attack person or animal 2841(26)		0		7
➤ Dangerous dog not leashed or muzzled in public 2841(43(1))		0		3
➤ Failure to display dangerous dog sign 2841(44(1))		0		1
➤ Failure to comply with duties of owner of dangerous dog 2841(45)		0		4
➤ Failure to licence dog 2841(46)		2		10
➤ Noisy dog causing a nuisance 2841(50)		0		3
➤ Intentionally feed wildlife 2841(52)		0		1
➤ Obstruct Animal Control Officer 2841(65(1))		0		1
➤ No stopping zone 2898(15)		9		17
➤ No parking zone 2898(17)		12		26
➤ Limited time parking zone 2898(18)		244		303
➤ Loading zone 2898(19)		10		28
➤ Bus zone 2898(22)		1		1
➤ Special parking 2898(26)		0		1

2025 Bylaw Enforcement, Period 3 Report

BON's & MTI's Issued By Infraction	2024 3rd Period	2025 3rd Period	2024 Year to Date	2025 Year to Date
➤ Residential parking only zone 2898(29)		41		297
➤ Residential parking permit zone 2898(31)		1		12
➤ Handicap parking 2898(32)		4		5
➤ No insurance / abandoned vehicle 2898(33)		10		10
➤ Restricted parking for commercial vehicle 2898(35)		21		28
➤ Trailer parking 2898(38)		1		5
➤ Miscellaneous stopping, standing & parking prohibitions 2898(39)		1		9
➤ Park on a sidewalk, boulevard or multi-use pathway 2898(39(1)(a))		2		2
➤ Park within 1M of driveway 2898(39(1) (b))		4		9
➤ Park within 5M of any fire hydrant 2898(39)(1)(d)		0		3
➤ Park contrary to sign 2898 (39(1)(n))		13		17
➤ Curb parking 2898(40)		2		7
➤ Yellow curb 2898(41)		67		251
➤ Recreational vehicles 2898(42)		12		18
➤ Cutting any structure or anchoring roots of a protected tree 3076(4.3)(b))		0		1
➤ Equipment over roots of protected tree inside drip line 3076(4.3)(d))		0		1
➤ Fail to install tree protection barriers 3076(8)(10))		0		1

2025 Bylaw Enforcement, Period 3 Report

Animal Control	2024 3rd Period	2025 3rd Period	2024 Year to Date	2025 Year to Date
➤ Dog Tags Sold	56	70	1651	1567
Incidents Investigated by Victoria Animal Control	56	49	275	478
➤ Dogs at Large	2	7	23	37
➤ No Leash	8	27	68	38
➤ No License	0	0	27	214
➤ Barking/Noisy Dogs	3	2	20	17
➤ Dog Attacks (on animals)	3	0	15	8
➤ Dog Attacks (on humans)	1	2	6	12
➤ Cats at Large	4	3	7	15

Actions taken by VACS	2024 3rd Period	2025 3rd Period	2024 Year to Date	2025 Year to Date
➤ Verbal Warnings	9	3	81	39
➤ Written Notices	4	6	36	44
➤ BON Written	0	5	33	35
➤ Animals Impounded	6	6	31	71
➤ Contacts – With Dogs - No Violation	516	295	1024	837
➤ Contacts – Without Dogs	237	133	644	410

*These numbers represent the number of contacts with people that VACS officers have while patrolling the parks. These statistics were not captured in previous years; however they represent an important part of the work that VACS officers do during their preventative patrol time in Esquimalt. VACS reports that the vast majority are positive encounters, and people are appreciative of the presence of the Animal Control Officers in the parks and trails.