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

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Staff Report

File #:26-343

PERIOD REPORT

DATE: September 28, 2026 Report No. ADM-26-048

TO: Mayor and Council

FROM: Dan Horan, Chief Administrative Officer

SUBJECT: CAO - 2026 Second Period Report

The following is a report on the activities pertaining to the CAO's office from May 1, 2026 to August 30, 2026.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

The CAO's priorities during this period were as follows:

- Finish this term of Council strong and deliver on staff's commitments for the current Council Priorities Plan
- Deliver an effective election process
- Prepare to deliver a solid orientation/onboarding for the new Council

Since 2012, Esquimalt has organized and hosted regional orientation sessions for elected officials and senior staff. Esquimalt will continue this practice, hosting two evenings of orientation shortly after the election. The Councils and senior staff of the 13 municipalities and the Regional District have already registered to attend the sessions. The two sessions provide an early opportunity to build relationships and create a common understanding of municipal governance.

Preparations for Esquimalt Council's onboarding and orientation continue into October, as staff work to develop a program that maximizes the new Council's opportunities to hit the ground running.

As noted in the May period report, the 2022-2026 Council Priorities Plan was a significant and ambitious body of work. It has been an essential tool to help staff focus on Council's desired outcomes while remaining adaptable to changing circumstances, including major changes to Provincial housing legislation and Council's new initiatives introduced in the 2024 mid-term refresh.

Nearly all the projects and initiatives in the plan have been completed or have reached the expected milestones at this stage of Council's term. This reflects a notable effort by Council and staff, particularly given the scale of the plan and the Township's available resources.

As also noted in May, some projects or initiatives could not be completed before the end of this Council term. The following resolutions will remain on the books and will inform development of the 2026-2030 Council Priorities Plan:

- From January 26, 2026: “That Council direct staff to prepare an impact assessment outlining detailed project scope, costs, processes, timelines, staff resources, and risks associated with proceeding with Development Cost Charges (DCCs) and Amenity Cost Charges (ACCs) bylaws.”

- From March 2, 2026: “That Council:
    - Direct staff to prepare a project backgrounder/impact assessment to initiate a 3rd party benchmarking analysis for revenue.
    - Direct staff to prepare a project backgrounder/impact assessment to initiate a 3rd party benchmarking analysis for operating budget/service delivery; and,
    - Direct staff to brief Council on staff’s potential initiatives on efficiency/effectiveness prior to development of Council’s 2026-2030 strategic plan.

In the last period report, the CAO committed to bring forward project backgrounders for the benchmarking analyses and efficiency/effectiveness brief in July 2026. The CAO’s unexpected medical leave in late May and June has delayed this work. Work is ongoing and the reports to Council will be carried forward for review in the development of the 2026-2030 Council Priorities Plan.

ATTACHMENTS:

1. Council Priorities Plan - Updated



COUNCIL PRIORITIES PLAN
2023–2026

UPDATED SEPTEMBER 2026



Climbers at Fleming Beach



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Gorge Waterway

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^{w}əŋən 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

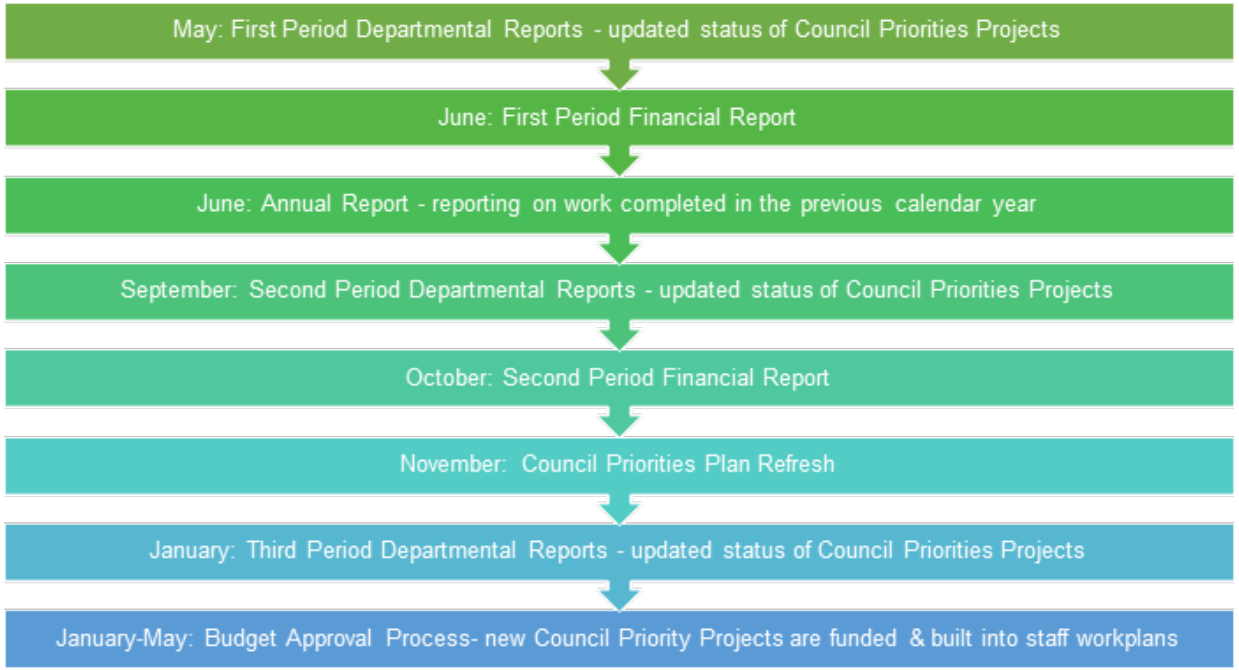
COUNCIL PRIORITY PROCESS

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.

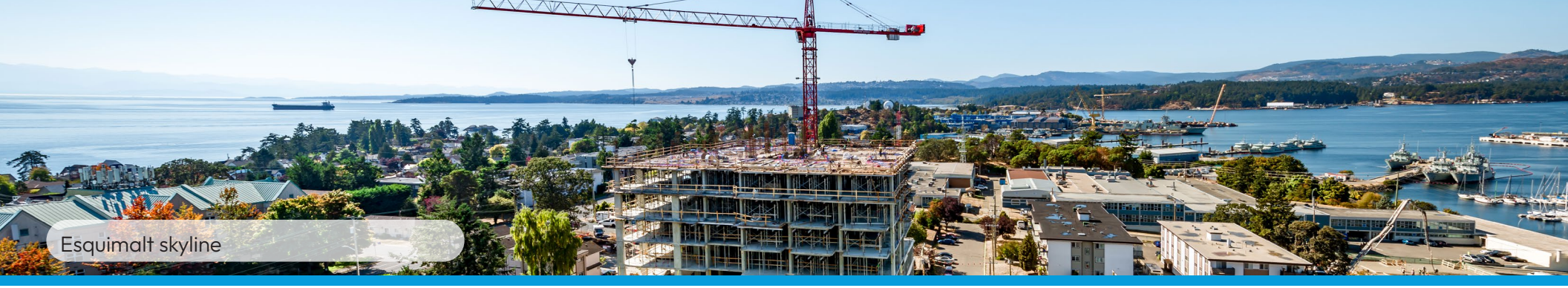


How do these priorities impact planning and work throughout the year?

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.

Township of ESQUIMALT



Esquimalt skyline

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 Rec	■	**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 Rec	■	**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	■	> **Complete** > Corporate Roadmap requirements laid out in Building Retrofit Feasibility Study; > Corporate GHG way ahead endorsed by Council September 14, 2026.	~~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	Strategic Initiatives	■	**Complete.** Staff provided update to Council in open session on September 21, 2026.	~~Q4 Q3 2024~~ ~~Q2 2025~~ ~~Q3 2025~~ ~~Q4 2025~~ Q3 2026
Business Façade Improvement Program	Financial Services and IT	■	**Complete**	Q1 2024
Short-term rental policy analysis	Development Services	■	**Complete –** Council has now provided staff with a framework for bylaw amendments. Staff and the consultant are currently working on an information package for Council outlining specific bylaw amendment options.	Q2 2026

● Proposed/Not yet funded ● On track ● Issues or concerns ● Project at risk ■ Complete

Township of ESQUIMALT

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/ 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	■	**Complete.** Auxiliary Bylaw Officer hired to implement Council direction.	~~Q2 Q4 2024~~ ~~Q1 2025~~ ~~Q2~~ Q3 2026
Partner and develop turf field for Esquimalt High School	Parks and Recreation	●	UBCM Strategic Priorities Grant submission unsuccessful. Additional grant funding opportunities are currently being pursued. Expression of Interest submitted for Building Canada Strong Fund. If approved, the grant application will be prepared in September.	~~Q2 Q3 2024~~ ~~Q1 Q4 2025~~ ~~Q1 Q2~~ Q3 2026
Police service model transition—Phase 2	Strategic Initiatives	■	**Complete.** Update provided to Council on July 20, 2026.	~~Q2~~ Q3 2026
Public safety building construction	Administration	●	Project remains on budget. Staff continue to work closely with general contractor to address risks and challenges to complete project within Q1 2027.	~~Q3 Q4 2026~~ Q1 2027

● Proposed/Not yet funded ● On track ● Issues or concerns ● Project at risk ■ Complete

Township of ESQUIMALT

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
Front Yard Deer Fencing Policy Development	Development Services	■	**Complete**	Q1 2026
Implement Active Transportation Network Plan	Engineering and Public Works	●	> New sidewalk on Kinver Street connecting Munro Street and Lyall Street: > Construction began in Q3 expected to end in Q3 > Esquimalt Road Active Transportation Improvements: > Phase 2: Construction began in Q3 on segments between Joffre and Fraser, and Admirals to Canteen. Significant work is expected to finish at the end of Q3 with remaining work to finish in Q4. > Traffic calming: > Speed humps were installed on Colville Road and Carrie Street in Q3.	Ongoing

● 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

Township of ESQUIMALT

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
Development Capacity Assessment	Development Services	■	**Complete.** Delivered to Council on September 21, 2026.	~~Q4 2024~~ ~~Q3 2025~~ ~~Q1~~ ~~Q2~~ Q3 2026
Doctor Density Bonusing	Development Services	■	Completed, Council has decided to delay implementing recommendations from the Health Needs Assessment Update and the Community Healthcare Play book until the next Council is in place.	~~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

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—Facilities Master Plan	Engineering and Public Works	■	**Complete.** Facilities Asset Management Plan presented to Council in Q2.	~~Q1 Q2 2025~~ ~~Q1~~ Q2 2026
Asset Management Program—Storm Sewer Master Plan	Engineering and Public Works	■	**Complete.** Presented to Council on September 21, 2026.	~~Q2 2025~~ ~~Q1 Q2~~ Q3 2026

Proposed/Not yet funded On track Issues or concerns Project at risk Complete

Township of ESQUIMALT

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	■	**Complete**	~~Q1 2026~~ Q2 2026
Pavement Condition Assessment and Management Plan	Engineering and Public Works	■	**Complete.** Pavement Management Plan presented to Council as part of the Capital Program Update in Q1.	~~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		Songhees Nation and Xwsepsum Nation have now both identified Council representatives to work with the Township on this signage. Content is in development.	~~Q3 2024~~ ~~Q3 2025~~ ~~Q1~~ ~~Q3 2026~~ Q2 2027
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		> Community to Community dinner & flag raising completed November 2024 - ongoing engagement incorporated into operational planning and outcomes. > Relationship Agreements in progress with both Songhees Nation and Xwsepsum Nation, which considers the establishment of regular leadership and staff meetings.	Ongoing

Proposed/Not yet funded | On track | Issues or concerns | Project at risk | Complete

Township of ESQUIMALT

POTENTIAL FUTURE PROJECTS

These projects have been identified by Council as candidates for the Council Priorities Plan.

They will be formally assessed by Council in upcoming strategic priorities discussion in the 2026-2030 term.

Project	Department	Council Priority
Ground-oriented small developments	Development Services	Housing
Parkland placement, acquisition and management	Parks and Recreation	Engaged & Healthy Community
Develop concept for Select Health Care Committee	Development Services	Engaged & Healthy Community
Official Community Plan Major Review	Development Services	Housing
Affordable Housing Strategy	Development Services	Housing
E&N Corridor Reconciliation Initiative	Strategic Initiatives	Strong Relationships and Partnerships
Development Cost Charges/Amenity Cost Charges – Assess and Implement	Development Services	Housing
Small Scale Multi-Unit Housing Zoning Bylaw Updates	Development Services	Housing
500 Park Place North (Short & Long Term Project Development)	Strategic Initiatives	Diversified and Thriving Economy

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.



Gorge Farmers Market



Bullen Field

STAY IN TOUCH

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CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Staff Report

File #:26-342

PERIOD REPORT

DATE: September 28, 2026 Report No. ADM-26-047

TO: Dan Horan, Chief Administrative Officer

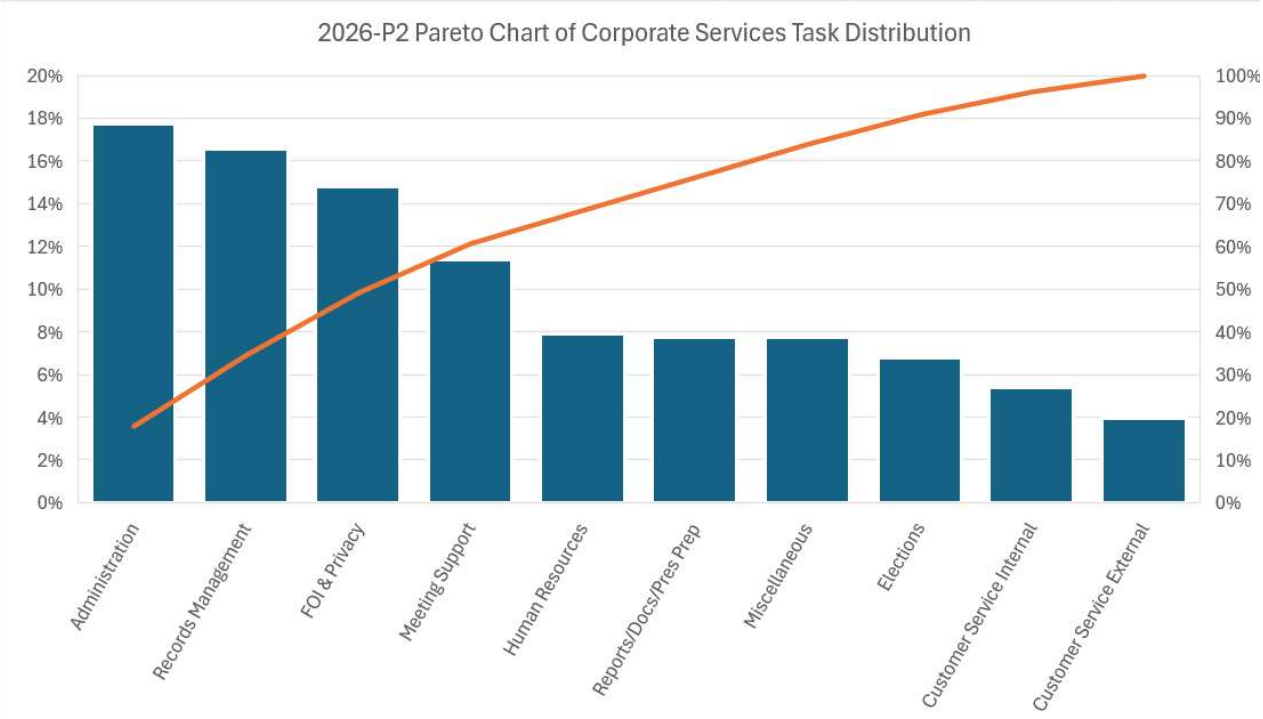
FROM: Deb Hopkins, Director of Corporate Services

SUBJECT: Corporate Services - 2026 Second Period Report

The following is a report on the activities pertaining to the Corporate Services Department from May 1, 2026 to August 31, 2026.

1. Staff Time Distribution

The table below illustrates how staff in Corporate Services spent their time during the second period of 2026. 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.

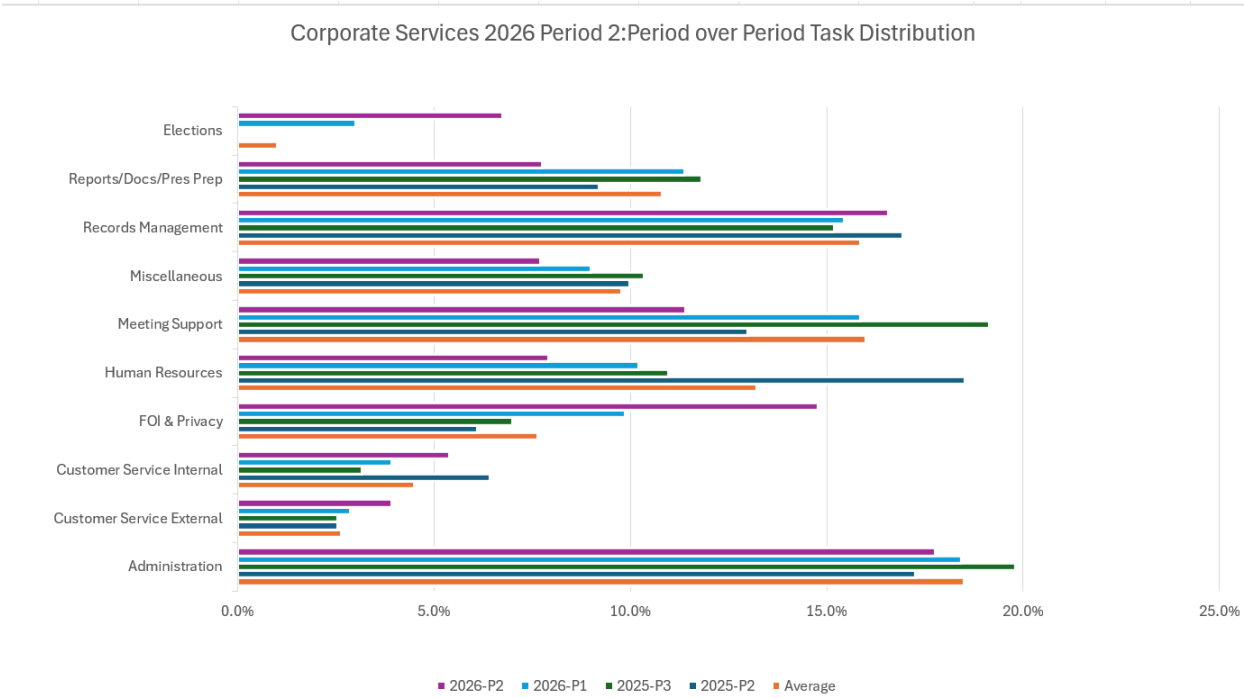


- Period 2 includes the Council summer recess, reducing Meeting Support metrics from typical levels.

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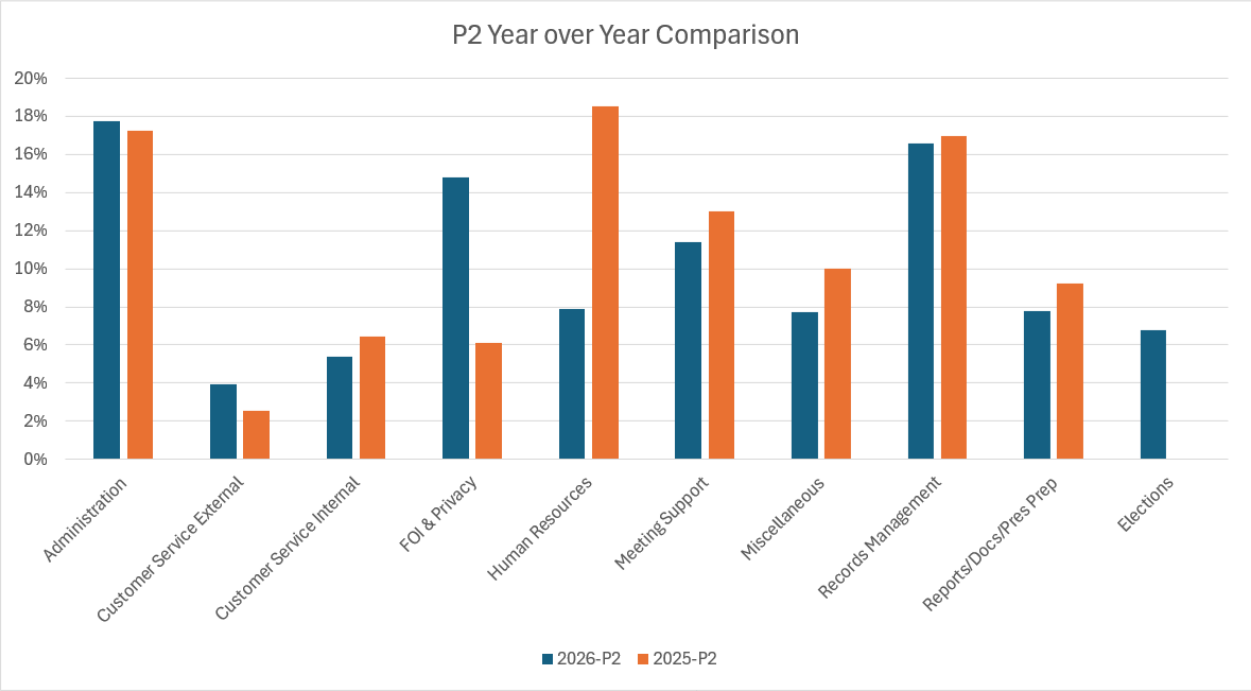
- Additional recess time was allocated to staff vacation, Records Management projects, training, and other miscellaneous projects and activities.

The chart below contains data from Period 2 and 3 of 2025 and Period 1 and 2 of 2026 and calculates the average time spent per category. It highlights the business cycles across periods while illustrating the average time spent per category.



This is the first report presenting metrics for a period-over-period comparison (P2 2026 vs P2 2025). The chart quantitively supports resourcing claims made in previous workforce plans. Most tasks and responsibilities fall into predictable and repeatable time allocations (e.g. Administration, Records Management), some tasks are predictable and non-repeatable (e.g. Elections), and some tasks are unpredictable black swan events (2025 Human Resources and 2026 FOI & Privacy).

The department is undertaking the quadrennial General Local Election internally, reducing overall election costs and doing so within the current department capacity. Increased requests for FOI & Privacy result in additional capacity requirements to provide responses within statutory deadlines. Although staff workloads are balanced, leadership continues to fill gaps when demand outpaces capacity. An increase in one area decreases the available resources to address the other service areas.



The comparison data below highlights the service demands for the department which helps to inform future workforce planning and better understand the impacts of the variability for informing future needs and efficient management of current resources.

P2 2025

Categories	Percent Time
Human Resources	18.5%
Administration	17.3%
Records Management	16.9%
Meeting Support	13.0%
Miscellaneous	10.0%
Reports/Docs/Pres Prep	9.2%
Customer Service Internal	6.4%
FOI & Privacy	6.1%
Customer Service External	2.5%
	100.0%

P3 2025

Categories	Percent Time
Administration	19.8%
Meeting Support	19.1%
Records Management	15.2%
Reports/Docs/Pres Prep	11.8%
Human Resources	11.0%
Miscellaneous	10.4%
FOI & Privacy	7.0%
Customer Service Internal	3.2%
Customer Service External	2.6%
	100.0%

P1 2026

Categories	Percent Time
Administration	18.4%
Meeting Support	15.9%
Records Management	15.4%
Reports/Docs/Pres Prep	11.4%
Human Resources	10.2%
FOI & Privacy	9.9%
Miscellaneous	9.0%
Customer Service Internal	3.9%
Elections	3.0%
Customer Service External	2.9%
	100.0%

P2 2026

Categories	Percent Time
Administration	17.8%
Records Management	16.6%
FOI & Privacy	14.8%
Meeting Support	11.4%
Human Resources	7.9%
Reports/Docs/Pres Prep	7.8%
Miscellaneous	7.7%
Elections	6.8%
Customer Service Internal	5.4%
Customer Service External	3.9%
	100.0%

2. Corporate Services

	Projected Total	2026 P3	2026 P2	2026 P1	2025 Total	2024 Total	2023 Total	2022 Total
Ads & Notices Prepared	119	-	41	38[+]	129	109	134	201
Agendas: Committees	21	-	6	8	21	24	24	25
Agendas: Council/COTW/IC	59[$]	-	18	25	65	66	69*	78
Committee Recruitments	5	-	2	2	5	3	2	3
Council Action Reports	23	-	7	9	22	22	27	35
Council Resolutions Passed	188[$]	-	59	66	199	208	244	264
Documents Commissioned	14	-	7	2	28	46	22	22
Elections/Assent Voting	1	-	0	0	1	0	0	1
Flag Raising/Lowering	11	-	1	5	11	11	9	8
LTSA Documents Registered	25	-	7	10	32	26	30	40
Mail Items Processed	2,055	-	720	650	1,866	2,103	1,940	1,234
Proclamations/Illuminations	21	-	8	6	26	26	24	15
Staff Reports Authored	40	-	13	14	50	44	20	24
Staff Reports Reviewed	263	-	80	95	204	162[#]	N/A	N/A

[+] P1 numbers restated from P1 2026 report as it did not include the weekly notice of meetings
* Reduced 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
[$] Number of meetings reduced in an election year (no meetings in summer recess or in month of the local election)

Highlights:

- Coordinated presentation of two Spirit Awards.
- Conducted recruitment for a Police Board Community Representative and Environment, Parks, and Recreation Advisory Committee Youth Representative.
- Developed General Local Elections Public Awareness Postcard to be delivered to Esquimalt residences, and launched a robust communications campaign promoting mail ballots, advanced voting to reduce lineups on General Voting Day and our inclusive and accessible voting options, all of which are new initiatives for the 2026 election to support voter awareness and engagement, and increase voter turnout.
- Staff attended conferences/training related to Strategizing for UBCM Ministers Meetings, TabFusionRMS SaaS training, Information Governance, Electronic Document and Records Management (EDRMS), SONAR Leadership Workshop, ARMS Canada Virtual Exchange 2026 Conference, Indigenous Cultural Awareness Workshop, and Esquimalt Alert training;

3. Communications

	Projected Total	2026 P3	2026 P2	2026 P1	2025 Total	2024 Total	2023 Total	2022 Total
Total Esquimalt Alert Registrations	5,117 (+662)	-	4,896 (+232)	4,664 (+209)	4,455 (+835)	3,620 (+555)	3,065 (+389)	2,676 (---)
Total Social Media Followers	13,363 (+1,493)	-	12,823 (+540)	12,283 (+413)	11,870 (+1,001)	10,869 (+952)	9,917 (+900)	9,017 (---)
Social Media Posts	885	-	285	305	1,085	1,450	1,654	1,482
Media Releases Issued	14	-	3	6	15	16	14	13
News Items Added to Website	32	-	10	11	55	51	38	41
E-Newsletters	23	-	6	9	30	23	14	13
Traffic Notices/Advisories	17	-	8	3	27	19	16	12

Highlights:

Please see Attachment 4 for an overview of Communications staff activities and achievements in Period 2.

4. Records, Information, and Privacy Management

	Projected Total	2026 P3	P2	P1	2025 Total	2024 Total	2023 Total	2022 Total
Audits Conducted*	66	-	14	30	91	N/A	N/A	N/A
FOI Requests	45	-	19	11	38	32	26	39
Privacy Impact Assessments	27	-	11	7	15	11	7	2
Staff Trained/Onboarded*	69	-	8	38	32	N/A	N/A	N/A

*New metric established

Highlights:

- Progressed Privacy Management Program with development of procedures for responding to an FOI for Managers and Directors, and reviewed the Township's index of available records (those records not requiring a formal FOI request).
- Collaborated with all municipal departments to complete the annual destruction and off-siting of records process.
- Developed a tip sheet to help staff clean up their email conversations for enhanced record keeping and realization of administrative efficiencies.
- There was a significant increase in FOI requests this period requiring considerable time and effort from Corporate Services staff. This was made more challenging by the complexity of the requests and the corresponding volume of responsive records. In addition, Corporate Services also had to locate and retrieve records for 6 of the requests in addition to processing all received requests and preparing the Township's response for each.
- Completed 10 records management projects for municipal departments this period.

5. Archives

	Projected Total	2026 P3	P2	P1	2025 Total	2024 Total	2023 Total	2022 Total
Community Events Attended	9	-	2	4	8	3	2	-
Demolitions Photographed	6	-	2	2	13	6	26	12
Donations of Materials	33	-	4	18	34	13	13	1
Exhibits Prepared	13	-	4	5	9	6	3	-
Municipal Transfers	30	-	22	4	4	6	1	-
Research Requests	186	-	60	64	130	85	132	98

Highlights:

- Provided research presentation "Unveiling Women in Archives" at the Association of Canadian Archivists Conference (CAC) 2026.
- Published article "Capturing Changing Esquimalt Neighbourhood 2025" in the Archives Association of British Columbia (AABC) Newsletter, Winter, 2026, vol. 28, no. 2, pp.11-15.
- Community outreach included hosting a pop-up exhibition at the annual Fort Macaulay Historic Interpretation Event and providing an interactive presentation to the Renaissance Retirement Residence on Esquimalt History Through Archives, and provided an article for the Township's spring newsletter, The Current, "Souvenir Plate Crafted From Esquimalt Clay has Deep

History”.

ATTACHMENTS:

1. Overview of CS Task Categorization
2. 2026 Period 2 Council Resolutions
3. Granicus Analytics Dashboard 2026 Period 2
4. Communications Activities & Highlights 2026 Period 2
5. FOI Request Dashboard 2026 Period 2

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.

2026 COUNCIL RESOLUTIONS 2nd PERIOD					
Resolution No.	**Meeting Type**	**Meeting Date**	**Reference**	**Resolution**	**Result**
26-124	Special Council	August 24, 2026	Rise and Report from the In Camera meeting of Council held on August 24, 2026	At the In Camera meeting held on August 24, 2026, Council passed the following resolution: That Council rise and report that Ken Armour was appointed as the community representative to the Victoria Esquimalt Police Board for a one-year term commencing August 24, 2026.	Carried Unanimously.
26-123	Regular Council	July 20, 2026	July 13, 2026 Committee of the Whole Resolutions to be Ratified	*Debt Analysis, Staff Report No. FIN-26-014* That Council approve the Debt Management Policy FIN-25 as attached to Staff Report FIN-26-014.	Carried Unanimously.
26-122	Regular Council	July 20, 2026	July 13, 2026 Committee of the Whole Resolutions to be Ratified	*Reserve Funds and Surplus, Staff Report FIN-26-015* That Council direct staff to provide potential options for annual and accumulated surplus amounts, including the creation of financial sustainability reserves and transfers to capital reserves, for Council's consideration.	Carried Unanimously.
26-121	Regular Council	July 20, 2026	July 13, 2026 Committee of the Whole Resolutions to be Ratified	*Gatherwell Sauna Pilot Program – Partnership Proposal for Esquimalt Gorge Park Staff Report No: P&R-26-008* That Council direct staff to discuss with Gatherwell the possibility of providing subsidy for lower income residents, such as through the L.I.F.E. pass program.	Carried Unanimously.
26-120	Regular Council	July 20, 2026	July 13, 2026 Committee of the Whole Resolutions to be Ratified	*Gatherwell Sauna Pilot Program – Partnership Proposal for Esquimalt Gorge Park Staff Report No: P&R-26-008* That Council direct staff to enter into a one-year trial agreement with Gatherwell for mobile sauna operations at Esquimalt Gorge Park and upon completion of the trial, return to Council for further direction; and	Carried Unanimously.
26-119	Regular Council	July 20, 2026	Council Remuneration Bylaw, Staff Report No. ADM-26-036	That Council give first, second, and third readings to Council Remuneration Bylaw, 2026, No. 3193.	Carried Unanimously.
26-118	Regular Council	July 20, 2026	Naming of the Township's New Fire and Emergency Management Facility, Staff Report No. FIRE-26-005	That Council approve naming the Township's new fire and emergency management facility as the Esquimalt Fire Hall.	Carried Unanimously.
26-117	Regular Council	July 20, 2026	Update on Policing Services and Policing Models Analysis, Staff Report No. SI-26-016	That Council receive Staff Report No. SI-26-016 "Update on Policing Services and Policing Models Analysis" for information and direct staff to include a comprehensive orientation and strategic discussion about policing early in the 2026-2030 term of Council, enabling decision making on future strategic direction for the Framework Agreement, regionalization opportunities, and exploration of alternative policing models.	Carried Unanimously.
26-116	Regular Council	July 20, 2026	Pool Dehumidification Replacement Tender Award, Staff Report No. P&R-26-011	That Council award the contract for the Esquimalt Recreation Centre Pool Dehumidifier Replacement to Archie Johnstone Plumbing & Heating for $943,171 (excluding GST) and reallocate up to $117,944 from the garbage bin enclosure project to the pool dehumidifier replacement project.	Carried Unanimously.
26-115	Regular Council	July 20, 2026	Housing Targets Report Form July 1, 2025 to June 30, 2026, Staff Report No.	That Council: 1. Pursuant to Section 4 (3) (a) of the Housing Supply Act, receive the Year Two Housing Target Progress Report Form attached as Appendix "A"	Carried Unanimously.

2026 COUNCIL RESOLUTIONS 2nd PERIOD					
Resolution No.	**Meeting Type**	**Meeting Date**	**Reference**	**Resolution**	**Result**
			DEV-26-035	to staff report DEV-26-035; 2. Authorize the Chief Administrative Officer or his delegate to, as soon as practicable, publish the report on the Township of Esquimalt's website; and 3. Authorize the Chief Administrative Officer or his delegate to, as soon as practicable, submit the report to the Minister of Housing and Municipal Affairs.	
26-114	Regular Council	July 20, 2026	Small-Scale Multi-Unit Housing Community Engagement Final Report, Staff Report No. DEV-26-036	That Council direct staff to begin preparations to establish a select Committee following the October 2026 municipal election, to work through the technical, legal and financial details behind targeted bylaw amendments; and that the newly struck Committee establish reporting deadlines.	Carried Unanimously.
26-113	Regular Council	July 20, 2026	Development Variance Permit Application - 1073 Colville Road - Staff Report No. DEV-26-033	That Council postpone the decision on Development Variance Permit application DVP00187 pending receipt of an engineering report, conducted in cooperation with the Capital Regional District, to look at the potential challenges with the bicycle-car interface and some possible mitigation measures.	Carried Unanimously.
26-112	Regular Council	July 20, 2026	Adoption of Tax Prepayment Plan Bylaw, 2026, No. 3186, Staff Report No. ADM-26-038	That Council adopt Tax Prepayment Plan Bylaw, 2026, No. 3186.	Carried Unanimously.
26-111	Regular Council	July 20, 2026	Adoption of Parks and Recreation Regulation Bylaw, 2007, No. 2665, Amendment Bylaw, 2026, No. 3192, Staff Report No. ADM-26-037	That Council adopt Parks and Recreation Regulation Bylaw, 2007, No. 2665, Amendment Bylaw, 2026, No. 3192.	Carried Unanimously.
26-110	Regular Council	July 20, 2026	Deer Fencing Regulations - Zoning Bylaw Amendment Public Hearing, Staff Report No. DEV-26-035	That Council adopt Zoning Bylaw, 1992, No. 2050, Amendment Bylaw, 2026, No. 3183 to incorporate regulations for Deer Fencing into the Zoning Bylaw.	Carried Unanimously.
26-109	Regular Council	July 20, 2026	Deer Fencing Regulations - Zoning Bylaw Amendment Public Hearing, Staff Report No. DEV-26-035	That Council give third reading to Zoning Bylaw, 1992, No. 2050, Amendment Bylaw, 2026, No. 3183 to incorporate regulations for Deer Fencing into the Zoning Bylaw.	Carried Unanimously.
26-108	Special Council	July 13, 2026	Tax Prepayment Plan Bylaw, 2026, No. 3186, Staff Report FIN-26-013	That Council give first, second and third reading to Tax Prepayment Plan Bylaw, 2026, No. 3186.	Carried Unanimously.
26-107	Special Council	July 13, 2026	Rezoning Application – 1140 & 1148 Esquimalt Road, Staff Report No. DEV-26-031	That Council give first, second, and third reading to, and adopt Zoning Bylaw, 1992, No. 2050, Amendment Bylaw, 2026, No. 3188.	Carried Unanimously.
26-106	Special Council	July 13, 2026	Development Variance Permit Application for 721 Aldebury Street, Staff Report	That Council approve the Development Variance Permit application DVP00188 to reduce the minimum required parking space and loading space supply for a scientific laboratory business at 721 Aldebury Street for	Carried Unanimously.

2026 COUNCIL RESOLUTIONS 2nd PERIOD					
Resolution No.	**Meeting Type**	**Meeting Date**	**Reference**	**Resolution**	**Result**
			No. DEV-26-028	the variances outlined in Staff Report No. DEV-26-028.	
26-105	Special Council	July 13, 2026	Selkirk Avenue – Traffic Analysis and Engagement Summary, Staff Report No.EPW-26-009	That Council direct staff to advance traffic calming measures on local roadways, north of Craigflower Road and east of Tillicum Road to reduce speeds and discourage cut-through traffic while maintaining two-way traffic access on Selkirk Avenue, as described in Staff Report EPW-26-009.	
26-104	Special Council	July 13, 2026	Subdivision – 1219 Old Esquimalt Road, Staff Report No. DEV-26-034	That Council, acting as the Approving Authority pursuant the *Strata Property Act*: 1) Approve the proposed strata subdivision of three dwelling units located at 1219/1217 Old Esquimalt Road into 2 strata lots, as indicated on Appendix "A" of Staff Report DEV-26-034; and 2) Designate the Mayor or Acting Mayor the authority to sign all relevant documents on behalf of the Approving Authority.	
26-103	Special Council	July 13, 2026	Development Variance Permit Application - 646 Head Street, Staff Report No. EPW-26-010	That Council approve Development Variance Permit No. DVP00186 for 646 Head Street for an additional driveway access for a proposed Small-Scale Multi-Unit Housing development.	Carried Unanimously.
26-102	Special Council	July 13, 2026	Mayor and Council Remuneration Review, Staff Report No. ADM-26-032	That Council direct staff to amend the Council Remuneration Bylaw, 2022, No. 3084 to raise the Mayor's rate to the median rate of $84,776 annually and to raise the Councillor's rate to be 40% of the mayor's salary at $33,910.	Carried Unanimously.
26-101	Regular Council	July 6, 2026	Parks and Recreation 2027 Fees and Charges Bylaw, Staff Report No. P&R-26-009	That Council give first, second, and third readings to Parks and Recreation Regulation Bylaw, 2007, No. 2665, Amendment Bylaw, 2026, No. 3192.	Carried Unanimously.
26-100	Regular Council	July 6, 2026	Esquimalt Road Phase 2 - Construction Contract Award - Staff Report No. EPW-26-007	That Council award a construction contract (ENG #26-03), including optional and provisional work and future change orders within the approved budget, to Hazelwood Construction Services Inc. in the amount of $3,616,759.80, for Esquimalt Road Phase 2 - Active Transportation Improvements and Underground Utility Renewals project, as described in Staff Report EPW-26-007.	Carried Unanimously.
26-99	Regular Council	July 6, 2026	Kinver Street, Heald Avenue and Swinford Street Sidewalk Upgrades - Construction Contract Award, Staff Report No. EPW-26-006	That Council award a construction contract (ENG #26-02), including provisional items and future change orders within the approved budget, to Sparker Construction Ltd. in the amount of $561,519.52, for Kinver Street, Heald Avenue and Swinford Street Sidewalk Upgrades, as described in Staff Report EPW-26-006.	Carried Unanimously.
26-98	Regular Council	July 6, 2026	Facilities Asset Management Plan, Staff Report No. EPW-26-008	That Council direct staff to prepare an impact assessment for an options analysis for Chafe House to be completed prior to the next Council's priority setting workshop.	Carried Unanimously.
26-97	Regular Council	July 6, 2026	Facilities Asset Management Plan, Staff Report No. EPW-26-008	Main Motion as Amended: That Council: a) receive the Facilities Asset Management Plan for information; b) direct staff to continue to request infrastructure funding as part of the annual budget process; c) direct staff to implement the Facilities Asset Management Plan based on	Carried Unanimously.

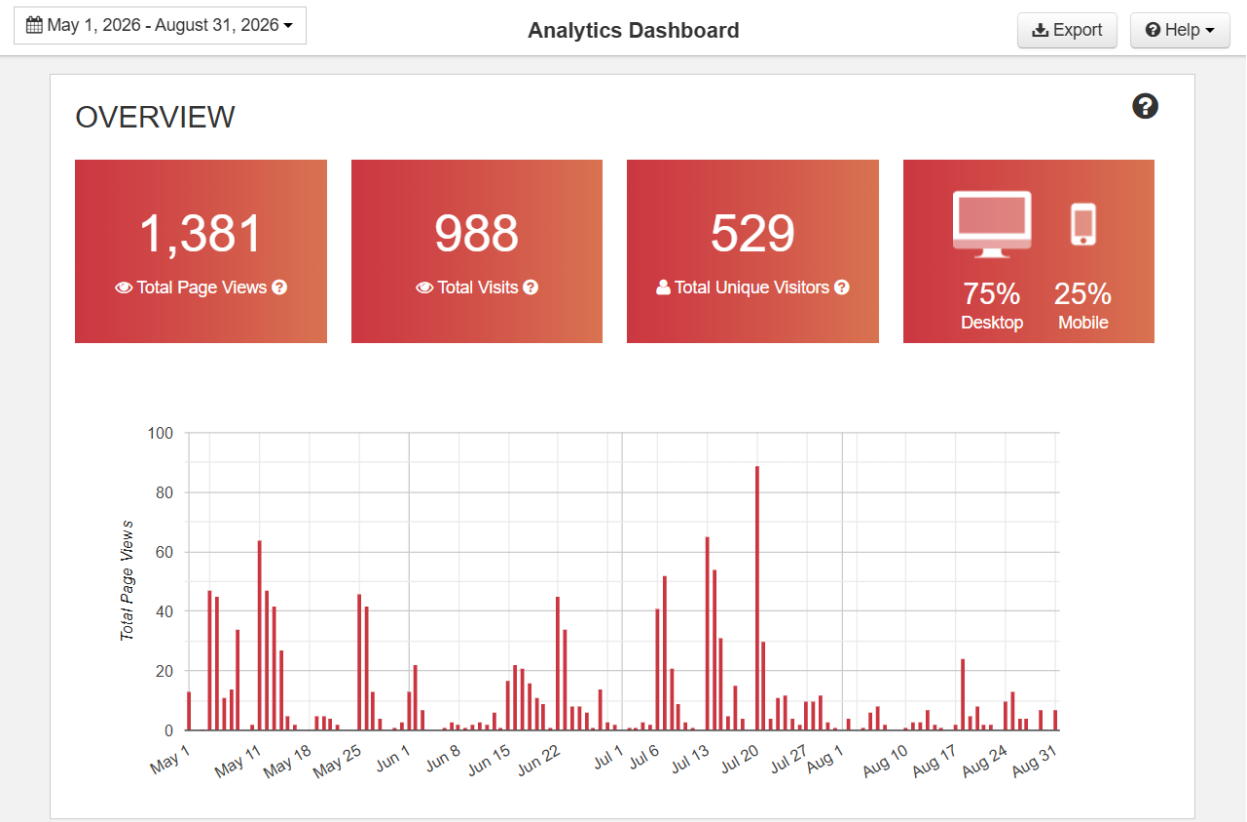
2026 COUNCIL RESOLUTIONS 2nd PERIOD					
Resolution No.	**Meeting Type**	**Meeting Date**	**Reference**	**Resolution**	**Result**
				available funding; d) direct staff to explore future uses of the Temporary Fire Hall; and e) direct staff to update the status of the Facilities Asset Management Plan Council Priority Project to complete; as described in Staff Report EPW-26-008.	
26-96	Regular Council	July 6, 2026	Facilities Asset Management Plan, Staff Report No. EPW-26-008	That section b) of the main motion be amended to add "continue to" before "request," and strike out "increased".	Carried Unanimously.
26-95	Regular Council	July 6, 2026	Development Permit Application - 903 Admirals Road - Staff Report No. DEV-26-030	That Council approve the development permit DP000266 authorizing the form and character of the proposed townhouse residential development consistent with the architectural plans provided by Adapt Design Inc and landscape plan provided by Greenspace Designs, to be located at 903 Admirals Road attached as Appendix “A” of staff report DEV-26-030.	Carried Unanimously.
26-94	Regular Council	July 6, 2026	Recreation Strategic Plan, Staff Report No. P&R-26-010	That Council receive the Recreation Strategic Plan presentation for information, and direct staff to incorporate the Strategic Plan directions and actions into future financial planning, capital planning, and service delivery frameworks.	Carried Unanimously.
26-93	Regular Council	July 6, 2026	Adoption of Development Application Procedures and Fees Bylaw, 2012, No. 2791, Amendment Bylaw, 2026, No. 3190, Staff Report No. ADM-26-033	That Council adopt Development Application Procedures and Fees Bylaw, 2012, No. 2791, Amendment Bylaw, 2026, No. 3190.	Carried Unanimously.
26-92	Regular Council	June 22, 2026	Bylaw Amendments for Community Sharing Boxes - Councillor Cavens - For Discussion	That Council direct staff to bring forward suggested bylaw amendments and a brief report on potential implications that would allow for sharing boxes as an ancillary use in residential areas in line with our existing zoning regulations for Home Occupation.	Carried Unanimously.
26-91	Regular Council	June 22, 2026	June 15th, 2026 Committee of the Whole Resolutions to be Ratified	*Presentation - West Bay Residence Association and Habitat Acquisition Trust - Interpretive Platform and Pollinator Park* That Council refer the presentation from the West Bay Residents Association and the Habitat Acquisition Trust regarding the proposed Interpretive Platform and Pollinator Park to staff for a report back to Council to allow for discussion and consideration of inclusion into future priority planning.	Carried Unanimously.
26-90	Regular Council	June 22, 2026	Bylaw Offence Notice, Penalty Updates, Staff Report No. SI-26-014	That Council: 1. Direct staff to proceed with modernizing Esquimalt’s BON penalty structure in accordance with a high deterrence, safety forward approach, option 1; and 2. Give first, second, and third readings to the Bylaw Notice Enforcement Bylaw, 2014, No. 2839, Amendment Bylaw, 2026, No. 3191.	Carried Unanimously.
26-89	Regular Council	June 22, 2026	Bylaw to amend Development Application	That Council give first, second, and third readings to Development Application Procedures and Fees Bylaw, 2012, No. 2791, Amendment	Carried Unanimously.

2026 COUNCIL RESOLUTIONS 2nd PERIOD					
Resolution No.	**Meeting Type**	**Meeting Date**	**Reference**	**Resolution**	**Result**
			Procedures and Fees Bylaw No. 2791, 2012, Staff Report No. DEV-26-027	Bylaw, 2026, No. 3190.	
26-88	Regular Council	June 22, 2026	Short Term Rental Proposed Regulatory Framework, Staff Report No. DEV-26-032	Main Motion as Amended: That Council direct staff to prepare amendments to the Zoning Bylaw, Business Licence Bylaw, and the Bylaw Notice Enforcement Bylaw, based on the proposed regulatory framework outlined in the Report attached as Appendix "A" to Staff Report DEV-26-032, with the exception of Recommendation 1.10 to be amended to strike out the word "prohibit" and replace with "allow" and add "for up to a maximum of 90 nights per calendar year within owner-occupied homes" at the end. And be it further resolved that: 1) All related bylaws including Sections 1.5, 1.5.1, and 1.5.2 as outlined in Staff Report No. DEV-26-032 pertaining to the Zoning Bylaw be changed to allow short-term rentals for secondary suites and garden suites to a maximum of 90 nights per year; 2) The cap of 90 nights on short-term rentals for secondary suites and garden suites be reviewed by Council one year from the date of implementation; and 3) Staff be directed to include a high-level estimate of potential costs and revenues for the first three years in the report when the Zoning Bylaw is brought forward for first reading.	Carried Unanimously.
26-87	Regular Council	June 22, 2026	Short Term Rental Proposed Regulatory Framework, Staff Report No. DEV-26-032	That the main motion be amended to include direction to staff to include a high-level estimate of potential costs and revenues for the first three years in the report when the Zoning Bylaw is brought forward for first reading.	Carried Unanimously.
26-86	Regular Council	June 22, 2026	Short Term Rental Proposed Regulatory Framework, Staff Report No. DEV-26-032	That the main motion be amended to reduce the cap from 120 to 90 nights.	Carried Unanimously.
26-85	Regular Council	June 22, 2026	2025 Statement of Financial Information, Staff Report FIN-26-016	That Council approve the 2025 Statement of Financial Information, as attached to Staff Report FIN-26-016.	Carried Unanimously.
26-84	Regular Council	June 22, 2026	Adoption of Inter-Community Business Licence Bylaw, 2026, No. 3189, Staff Report No. 26-ADM-029	That Council adopt Inter-Community Business Licence Bylaw, 2026, No. 3189.	Carried Unanimously.
26-83	Regular Council	June 1, 2026	May 25, 2026 Special Committee of the Whole Resolutions to be Ratified	*Development Services, First Period Report 2026, Staff Report No. DEV-26-024* Main Motion as Amended: That staff be directed to include tabular data on the number of housing types per category on future Development Services Period Reports, and	Carried Unanimously.

2026 COUNCIL RESOLUTIONS 2nd PERIOD					
Resolution No.	**Meeting Type**	**Meeting Date**	**Reference**	**Resolution**	**Result**
				that tabular data include trends over time.	
26-82	Regular Council	June 1, 2026	May 25, 2026 Special Committee of the Whole Resolutions to be Ratified	*Development Services, First Period Report 2026, Staff Report No. DEV-26-024* That the main motion be amended to direct staff to include trends over time.	Carried Unanimously.
26-81	Regular Council	June 1, 2026	Revising the Inter-Community Business Licence Bylaw, Staff Report No. SI-26-012	That Council: 1. Give three readings to Vancouver Island Inter-Community Business Licence Bylaw, 2026, No. 3189; and 2. Authorize the Mayor and Corporate Officer to execute the Vancouver Island Inter-Community Business Licence Agreement on behalf of the Township of Esquimalt upon adoption of Bylaw No. 3189.	Carried Unanimously.
26-80	Regular Council	June 1, 2026	2025 Annual Report, Staff Report No. ADM-26-027	That Council adopt the 2025 Annual Report as attached to Staff Report No. ADM-26-027.	Carried Unanimously.
26-79	Regular Council	June 1, 2026	Development Variance Permit Application – 604 Nelson Street, Staff Report No. DEV-26-026	That Council approve Development Permit No. DP000244 Amendment No. 1 and Development Variance Permit No. DVP00182 for the variances requested to accommodate an underground parkade at 604 Nelson Street as outlined in Staff Report DEV-26-026.	Carried Unanimously.
26-78	Regular Council	May 25, 2026	May 11, 2026 Committee of the Whole Resolutions to be Ratified	*Small-Scale Multi-Family Housing (SSMFH) Options Report Follow Up, Staff Report No. DEV-26-019* That the Committee of the Whole recommend that Council direct staff to proceed with hiring the necessary consultants and organizing a SSMUH workshop as outlined in this report and bring back a summary of input and recommended bylaw/policy updates for Council consideration no later than July 2026, and the comments made at the workshop be made available to the public at an open house and online.	Carried Unanimously.
26-77	Regular Council	May 25, 2026	May 11, 2026 Committee of the Whole Resolutions to be Ratified	*Review of the Preliminary Results of the Development Capacity Study, Staff Report No. DEV-26-21* That the Committee of the Whole recommend that Council receive the Esquimalt Development Capacity Study: Draft Findings Report Version 1.2 for information.	Carried Unanimously.
26-76	Regular Council	May 25, 2026	May 11, 2026 Committee of the Whole Resolutions to be Ratified	*Community Satisfaction Survey 2026, Staff Report ADM-26-023* That the Committee of the Whole recommend that Council receive the Citizen Satisfaction Survey for information as outlined in Staff Report No. ADM-26-023.	Carried Unanimously.
26-75	Regular Council	May 25, 2026	E&N Storm Sewer Replacement – Contract Award, Staff Report No. EPW-26-004	That Council award a construction contract to Allterra Construction Ltd. for $285,726 (excluding GST) and future change orders, within the approved budget funded from the Storm Sewer Infrastructure and Sanitary Sewer Infrastructure Programs, to replace a storm sewer main that crosses underneath the E&N Railway, as described in Staff Report EPW-26-004.	Carried Unanimously.
26-74	Regular Council	May 25, 2026	Deer Fencing Zoning Bylaw Amendment, Staff Report No. DEV-26-020	That Council give first and second readings to “Zoning Bylaw, 1992, No. 2050, Amendment Bylaw, 2026, No. 3183” to incorporate regulations for Deer Fencing and authorize staff to hold a Public Hearing at a later Council date.	Carried Unanimously.

2026 COUNCIL RESOLUTIONS 2nd PERIOD					
Resolution No.	**Meeting Type**	**Meeting Date**	**Reference**	**Resolution**	**Result**
26-73	Regular Council	May 4, 2026	Letter from the Island Corridor Foundation dated April 27, 2026 Re: E&N Reconciliation Corridor Initiative	That the E&N Reconciliation Corridor Initiative be included for consideration in next term's Council's Strategic Priorities Discussion.	Carried Unanimously.
26-72	Regular Council	May 4, 2026	Esquimalt Recreation Centre Roof Replacement Tender Award, Staff Report No. P&R-26-006	That Council award the contract for the Esquimalt Recreation Centre Roof Replacement Project to Thorpe Industries BC Ltd. in the amount of $412,437.80, excluding GST.	Carried Unanimously.
26-71	Regular Council	May 4, 2026	Development Variance Permit Application - 942 Wollaston Street, Staff Report No. DEV-26-009	That Council approve the Development Variance Permit application DVP00180 at 942 Wollaston Street to authorize the proposed building siting for the conversion of an accessory building to a principal building containing one dwelling unit, with the variance outlined in Staff Report No. DEV-26-009.	Defeated with Mayor Desjardins, and Councillors Armour, Cavens, and Helliwell Opposed.
26-70	Regular Council	May 4, 2026	Esquimalt Road Active Transportation and Underground Improvements - Phase 2 Update; Staff Report No. EPW-26-002	Main Motion as Amended: That Council: a. Receive the Esquimalt Road Active Transportation and Underground Improvements - Phase 2 What We Heard Report for information; b. Direct staff to continue with detailed design followed by construction tendering for: i. Protected bike lanes on Esquimalt Road between Lampson Street and Fraser Street; ii.Protected bike lanes on Esquimalt Road between Admirals Road and Canteen Road; iii. Crosswalk and lighting upgrades on Esquimalt Road at: 1. Fernhill Road; 2. 1188 Esquimalt Road (The Renaissance); 3. Fraser Street; 4. Constance Avenue; 5. Sturdee Street; 6. St Paul Street; iv. New signalized intersection at the Esquimalt Road and Nelson Street intersection; v. New bus stop on south side of Esquimalt Road east of Constance Avenue; and vi. Underground utility renewals and pavement restoration; as described in Staff Report EPW-26-002; and c. Direct staff to, where possible and feasible, prioritize parking for small retail businesses over traffic or flow, especially in front of retail locations on Esquimalt Road between Admirals and Constance.	Carried Unanimously.
26-69	Regular Council	May 4, 2026	Esquimalt Road Active Transportation and Underground Improvements -	That the main motion be amended to add the following: "c. Direct staff to, where possible and feasible, prioritize parking for small retail businesses over traffic flow, especially in front of retail locations on Esquimalt Road	Carried Unanimously

2026 COUNCIL RESOLUTIONS 2nd PERIOD					
Resolution No.	**Meeting Type**	**Meeting Date**	**Reference**	**Resolution**	**Result**
			Phase 2 Update; Staff Report No. EPW-26-002	between Admirals and Constance."	
26-68	Regular Council	May 4, 2026	2025 Audited Financial Statements, Staff Report FIN-26-011	That Council accept the 2025 audited financial statement for the year ended December 31, 2025, as attached to Staff Report No. FIN-26-01.	Carried Unanimously.
26-67	Regular Council	May 4, 2026	Adoption of Automated Vote Counting System Authorization and Procedures Bylaw, 2022, No. 3069, Amendment Bylaw, 2026, No. 3184, Staff Report No. ADM-026-022	That Council adopt Automated Vote Counting System Authorization and Procedures Bylaw, 2022, No. 3069, Amendment Bylaw, 2026, No. 3184.	Carried Unanimously.
26-66	Regular Council	May 4, 2026	Adoption of Financial Plan and Tax Rates Bylaw Nos 3180 & 3181, Staff Report No. ADM-26-021	That Council adopt: 1. Financial Plan Bylaw, 2026, No. 3180 2. Tax Rates Bylaw, 2026, No. 3181.	Carried Unanimously.



Meeting type	Live viewers	Archive viewers	Total viewers
Council (Regular and Special)	212	389	601
COTW (Regular and Special)	90	183	273
APC	17	50	67
EPRAC	0	8	8

2026 Period Report **P2**

Communications

This period report highlights communication activities from May 1 - Aug 30, 2026

HIGHLIGHTS

Social media focussed on supporting council meeting information, departmental news, community events, government collaboration, safety messages, light up requests and observances like the National Day of Awareness for Missing and Murdered Indigenous Women.
Notably, a collaborative post with VicPD reached 32,794 individual accounts. For the first time, we shared a wakey wakey map for Buccaneer Days and the public was very receptive to the information.

A significant milestone was achieved with 90 per cent completion of the township's Emergency Communications Plan. This action-oriented document was designed to guide the municipality through a variety of emergency communications situations while providing a thorough assessment of processes, redundancies and potential gaps in communications infrastructure.

Communications staff regularly met with senior leadership of all departments to plan and execute strategic messaging to support operational needs and public engagement with township activities.

Large projects like the Archie Browning Arena Floor, the Esquimalt Road Infrastructure Improvements, and bylaw enforcement changes also required more complex media and public information support.

New staff, where relevant, are trained on the Esquimalt website on an ongoing basis. Four new staff were given access to the website in this period. Communications regularly evaluates website content and formatting to alert departments of training gaps or outdated content. Communications staff also organized training for several staff on Esquimalt Alert adding needed redundancy in emergency communication abilities.

Ramping up for the 2026 election required design and planning of digital assets as well as posters and other hard-copy materials to help promote the election.

Communications supported Development Services with the planning and execution of the Small Scale Multi-Unit Housing public engagement process including RFP review, graphic design, survey marketing and staffing the open house.

2026 Period Report **P2**

Communications

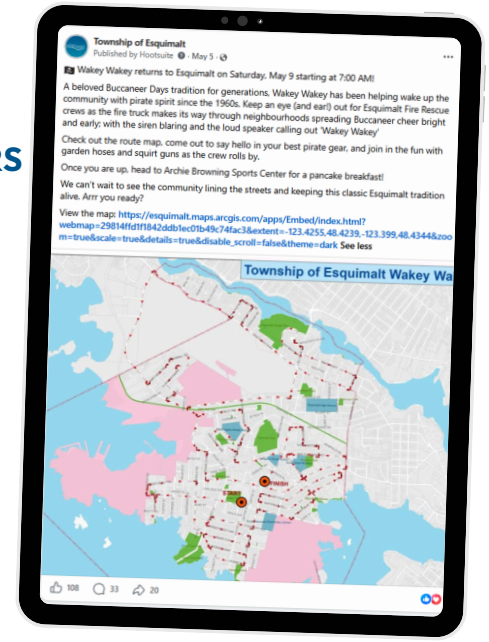
Township of ESQUIMALT

SOCIAL MEDIA Facebook | Instagram | LinkedIn |

4.4%
TOTAL # OF FOLLOWERS

4.1%
TOTAL # OF LIKES/REACTIONS

6.6%
TOTAL # OF POSTS



Most **popular post:**
WAKEY WAKEY MAP
for Buccaneer Days

51,952
POST VIEWS

3,598
LIKES, CLICKS, SHARES

* Likes/reactions: the number of times posts receive a reaction on a Facebook or LinkedIn account, or receive a like on an Instagram account.

Public information

- **3** media releases issued
- **10** total news items added to the website
- **8** traffic notices and public advisories issued

Newsletters

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

6 e-newsletters sent to ~600 subscribers **(60% open rate)**

MADE ~550 EDITS TO ESQUIMALT.CA

Esquimalt ALERT

5.7% increase
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?



48.8% desktop

51.2% mobile & tablet

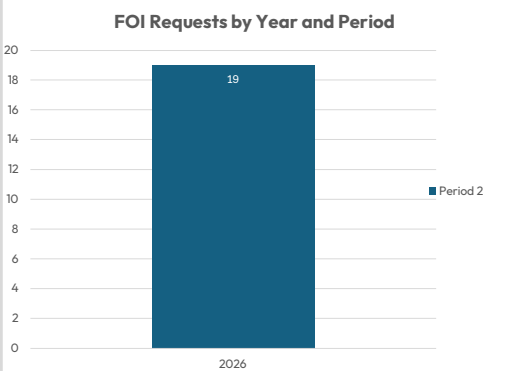
Township of ESQUIMALT Freedom of Information Request Dashboard

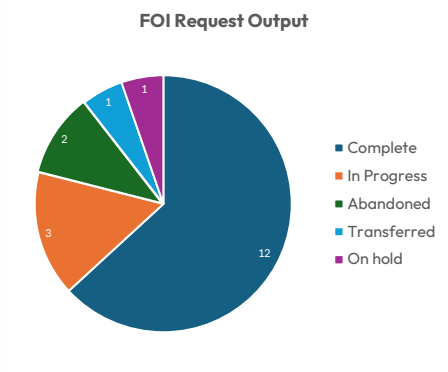
Choose one year to display

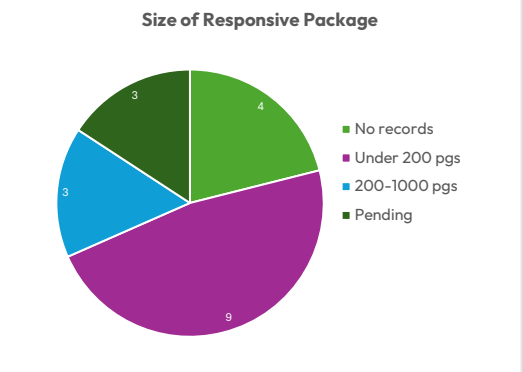
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- 2026

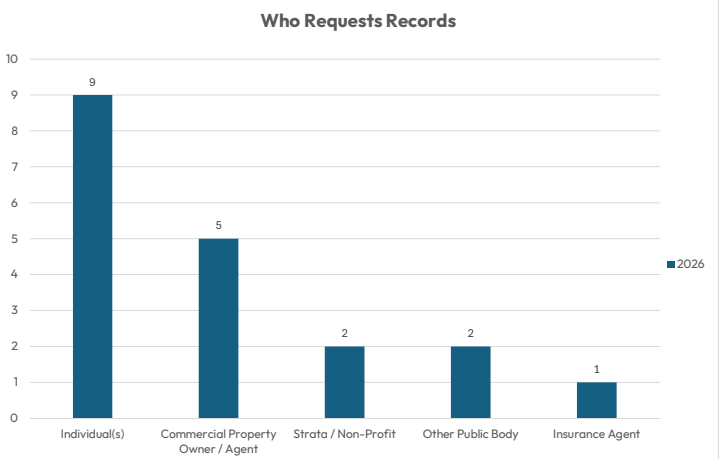
Period

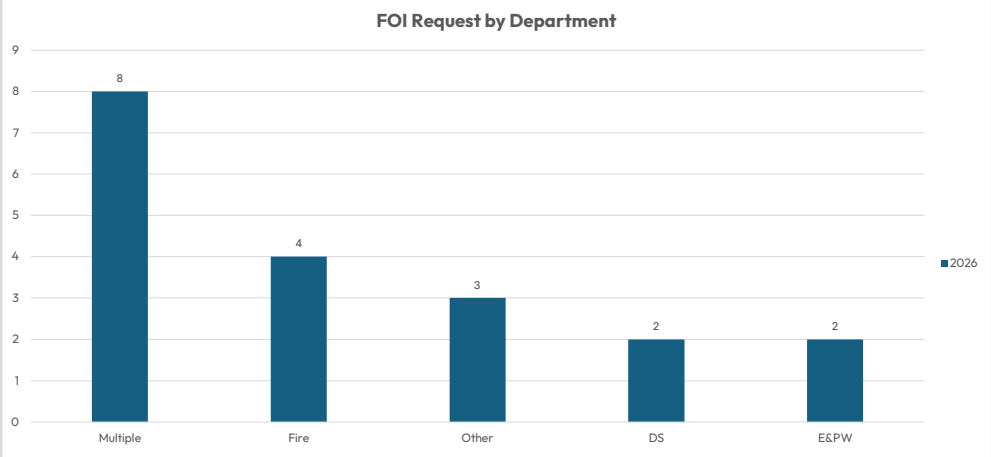
- Period 1
- Period 2











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

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

Other is for those requests that were transferred, withdrawn or abandonned.
Multiple Departments is when more than one department is involved in responding to the request.

Note for 2023 only - Multiple Departments is why there are no DS specific requests in 2023 as any 2023 relevant requests included either CSS or E&PW

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

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Staff Report

File #:26-339

PERIOD REPORT

DATE: September 28, 2026 Report No. DEV-26-045

TO: Dan Horan, Chief Administrative Officer

FROM: Bill Brown, Director of Development Services

SUBJECT: Development Services- 2026 Second Period Report

The following is a report on the activities pertaining to the Development Services Department from May 1, 2026 to August 31, 2026.

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 one new rezoning or Official Community Plan amendment applications in the second period.

- 474 Admirals Road - Amending the zoning to allow a Group Daycare use.

2. Development Permit (DP) Applications

In addition to the existing development permit applications that staff continued to process (Appendix “B”), the department received five new applications in the second period:

- 1124 Colville Road - (Delegated) proposed Small-Scale Multi-Family Housing (SSMFH) development of three dwelling units in one principal building.
- 734 Sea Terrace - 17-unit Multi-Family development
- 846 Viewfield Road - Installation of a prefabricated bottle and can recycling station.
- 1221 Rockcrest Place - (Delegated) proposed Small-Scale Multi-Family Housing (SSMFH) development of three dwelling units in two principal buildings.
- 1037 Wychbury Avenue - proposed conversion of parking spaces to new multifamily units (incomplete application).

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 four new applications in the second period:

- 1073 Colville Road - variance to reduce minimum lot size for 2-lot subdivision, and variance to permitted driveway accesses from one to two.
- 721 Aldebury Street - variance to reduce parking and loading requirements for a scientific laboratory business.
- 899 Esquimalt Road - variance to reduce minimum area required to be dedicated to Health Clinic use to allow a temporary leasing office.
- 1221 Rockcrest Place - (Delegated) variance to reduce rear yard setback for SSMFH development .

4. Board of Variance Application (BOV)

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

5. Heritage Alteration Permits (HAP)

No new applications were received in the second period. See Appendix “B” for ongoing applications.

6. Subdivision Applications

In addition to the existing subdivision applications that staff continued to process (Appendix “B”), the department received one new application in the second period:

- 1219 Old Esquimalt Road - Strata conversion

7. Temporary Use Permit (TUP) Applications

No new applications were received in the second period. See Appendix “B” for ongoing applications.

8. Liquor License Applications

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

9. Legal Documents

622 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

- Development Capacity Study - Met weekly with the project manager to ensure study is progressing on time and on budget. Hosted an in-person and on-line open house to gather public input. Presented preliminary findings of the data analysis to the Committee of the Whole on May 11, 2026.
- Prepared, presented, and posted the Housing Targets Report.
- Short Term Rentals Study - Consultant presented an outline of a proposed framework for regulating short-term rentals in Esquimalt at the June 22, 2026, Council meeting.
- DCCs and ACCs report - began research for potential project related to DCC and ACC bylaws.
- Assisted the Strategic Initiatives Department with research on docks.
- Prepared and presented a Zoning Bylaw amendment related to deer fencing.
- Worked with Royal Roads University and Strategic Initiatives to prepare course material for one of the University's business courses.
- Planned and executed an all-day workshop to discuss Small Scale Multi-Unit Housing.

12. Consultation

- 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 the Climate Action Plan Annual Report.
- Prepared and submitted the Local Government Climate 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

- Welcomed our new Planning Technician to the team.
- Reviewed numerous Building Permit applications for compliance with development permits and zoning regulations.
- Reviewed Business Licence Applications for Zoning Compliance.
- Responded to numerous property information requests.
- Processed a number of requests for building plans.
- Attended Emergency Management Committee meeting.

16. Training

Staff attended the following training sessions:

- Attended a Planning Institute of BC webinar on the delivery of small-scale housing.
- Attended an earthquake workshop at the Pacific Geoscience Centre.

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 second period and reviewed eight applications.

Design Review Committee:

- The Design Review Committee did not meet in the second period.

Board of Variance:

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

Housing Matrix May 12, 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	Development Permit	0	8	0	8	0	Townhouse
469 Admirals Road	Development Permit	0	3	0	3	0	SSMUH
664 Admirals Road	Building Permit	83	0	0	83	6	Apartment
1007 Arcadia	Building Permit	0	4	0	4	0	SSMUH
1149 Bewdley Avenue	Development Permit	0	3	0	3	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	Building Permit	0	4	0	4	0	SSMUH
878 Colville Road	Rezoning	0	6	0	6	0	Townhouse
1124 Colville Road	Development Permit	0	3	0	3	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
861 Esquimalt Road	Building Permit	59	0	0	59	0	Apartment
605 Fernhill	Rezoning	0	34	0	34	0	Apartment (co-housing)
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
646 Head Street	Development Permit	0	4	0	4	0	SSMUH
809 Intervale Avenue	Building Permit	0	4	0	4	0	SSMUH
861 Kindersley Road	Rezoning	0	5	0	5	0	Townhouse
421 Lampson Street	Building Permit	0	6	0	6	0	Townhouse
527 Lampson Street	Building Permit	0	3	0	3	0	SSMUH
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	Building 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
1114 Munro	Development Permit	0	4	0	4	0	SSMUH
604 Nelson Street	Building Permit	235	0	0	235	23	Apartment (affordable units approximate)
868 Old Esquimalt Road	Building Permit	0	6	0	6	0	Townhouse
525 Paradise Street	Building Permit	0	4	0	4	0	SSMUH

1121 Rockcrest Place	Development Permit	1	0	0	1	0	
1340 Sussex Street and 1337 Saunder 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
958 Wollaston	Building Permit	0	4	0	4	0	Townhouse
Total		1130	793	0	1923	29	
Percent		59%	41%		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 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	Final	198	0	0	198	0	Apartment
899 Esquimalt Road	Final		66		66	0	Strata Apartment
910 Old Esquimalt Road	Final (April 28, 2025)	0	5	0	5	0	Townhouse
1102 Esquimalt Road	Final	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	Final (September 15, 2025)	0	58	0	58	0	Apartment/Townhouse
429 Lampson Street - English Inn	Final (March 25, 2026)	0	54	0	54	0	Strata Apartment
429 Lampson Street - English Inn	Final (June 29, 2026)	0	48	0	48	0	Apartment
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
1075 Tillicum Road	Final		99		99		Strata Apartment
Total		546	442	0	988	151	
Percent		55%	45%		100%	15%	

Table 3 - Number of dwelling units by type for housing target (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	210	0	227
Development Permit	629	288	0	917
Building Permit	483	291	0	774
Completed (from January 2020 to June 30, 2024)	381	269	48	698
Complete from July 1, 2024 (Housing Target Units)	546	442	0	988
Total	2056	1500	48	3604
Percent	57%	42%	1%	

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

APPENDIX B

Ongoing Application Status as of August 31, 2026

Address	Type of Application	Description	Status
REZONING APPLICATIONS			
614-618 Grenville Avenue	Rezoning	To amend the zoning to allow 132 multifamily units	Waiting for revisions from applicant
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
621 Constance Avenue	Rezoning	To amend the zoning to allow a six-storey multifamily building with 17 rental units	Application being processed
912 McNaughton Avenue	Rezoning	To amend the zoning to allow 4-unit SSMFH in tsunami hazard area (incomplete application)	Application on hold
474 Admirals Road	Rezoning	To amend the zoning to allow Group Daycare use	Application being processed

Address	Type of Application	Description	Status
DEVELOPMENT PERMIT APPLICATIONS			
815/825 Selkirk Ave	Development Permit	46-unit, six-storey condominium	Waiting for revised drawings
914 McNaughton Avenue	Delegated Development Permit	Duplex with secondary suites	Application being processed
1004 Gosper Crescent	Delegated Development	SSMFH 4-dwellings	Application being processed after changing to SSMFH approach, waiting for revised drawings
1158 Heald Avenue	Delegated Development Permit	DADU	Application being processed, waiting for revised drawings
889 Tillicum Road	Delegated Development Permit	SSMFH 4-dwellings	Approved by Director
891 Tillicum Road	Delegated Development Permit	SSMFH 4-dwellings	Approved by Director
445 Grafton Street	Development Permit	New single-family dwelling and landscaping	Application being processed
942 Wollaston Street	Delegated Development Permit	SSMFH 3-dwellings	Application withdrawn by applicant
469 Admirals Road	Delegated Development Permit	SSMFH 3-dwellings	Application being processed
1149 Bewdley Avenue	Delegated Development Permit	SSMFH 3-dwellings	Application being processed

322 Plaskett Place	Delegated Development Permit	Steps and landings to waterfront	Application being processed
646 Head Street	Delegated Development Permit	SSMFH 4-dwellings	Application being processed
475 Grafton Street	Delegated Development Permit	SSMFH 4-dwellings	Application being processed

Address	Type of Application	Description	Status
DEVELOPMENT VARIANCE PERMIT APPLICATIONS			
1004 Gosper Crescent	Development Variance Permit	Rear yard setback reduction for 4-unit SSMFH development	Application being processed
942 Wollaston Street	Development Variance Permit	Rear yard setback reduction for 3-unit SSMFH development	Denied by Council
604 Nelson Street (proposed address)	Development Variance Permit	Setback reduction for below grade parking structure	Approved by Council
1196 Wychbury Avenue	Delegated Development Variance Permit	Front yard setback reduction for front deck	Approved by Director
322 Plaskett Place	Development Variance Permit	Rear yard and waterfront setback reductions for steps and landings to waterfront	Application being processed
646 Head Street	Development Variance Permit	Variance to allow 3 driveways for a 4-unit SSMFH development	Application approved by Council

Address	Type of Application	Description	Status
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.
SUBDIVISION APPLICATION			
1238 Lyall Street	Subdivision	Subdivision to create two residential lots	In process
1073 Colville Road	Subdivision	Subdivision to create two residential lots	In process – variance required
533 Admirals	Subdivision	Subdivision to create two commercial lots	In process
1219 Old Esquimalt Road	Subdivision	Subdivision to create two residential strata lots from an existing building	Approved by Council
LEGAL DOCUMENTS			
1004 Gosper Crescent	Legal	S219 Covenant and Housing Agreement (DADU)	Application withdrawn after changing to SSMFH approach

Building Stats- May 1- August 31, 2026

	Comparable		Current Year		Current Year	
Permit Type Issued	**2025 - 2nd Period**		**2026 - 2nd Period**		**2026 Total for Year**	
	No.	**Value ($)**	**No.**	**Value ($)**	**No.**	**Value ($)**
Commercial	2	$350,000.00	3	$499,265.00	6	$1,271,265.00
Commercial-Demolition	1	$1,000.00	0	$0.00	0	$0.00
Industrial	0	$0.00	2	$250,000.00	2	$250,000.00
Institutional	2	$28,012,000.00	0	$0.00	0	$0.00
Duplex- Demolition	0	$0.00	0	$0.00	0	$0.00
Duplex Alterations / Additions	0	$0.00	0	$0.00	2	$93,000.00
Duplex New	2	$1,540,000.00	0	$0.00	0	
Single Family New	0	$0.00	0	$0.00	1	
Single Family Alterations	4	$193,000.00	4	$83,000.00	11	$451,000.00
Single Family Additions	3	$495,000.00	2	$400,000.00	3	$550,000.00
Single Family Accessory	1	$4,500.00	0	$0.00	0	$0.00
Single Family Accessory- Demo	0	$0.00	0	$0.00	0	$0.00
Single Family Demolitions	2	$2,000.00	2	$2,000.00	4	$4,000.00
Multiple Family New	3	$56,495,927.00	1	$15,000,000.00	5	$20,000.00
Multiple Family Alterations	2	$3,500.00	0	$0.00	2	$131,000.00
Multiple Family Demolitions	1	$1,000.00	0	$0.00	0	$0.00
Sign Permit	2	$10,000.00	3	$1,660.45	4	$28,922.11
Miscellaneous (Chimney/Insert)	1	$8,000.00	0	$0.00	0	$0.00
*Plumbing Permits	36		31		58	
Total Permits Issued	**62**	**$87,115,927.00**	**48**	**$16,235,925.45**	**98**	**$23,409,187.11**
Building Permit Fees Collected		**$658,124.80**		**$147,021.90**		**$217,946.35**

Permits issued over $250,000.00

Commercial - BP014731- 111-1075 Tillicum Rd ($360,000.00)

Residential MFD - New
BP014639- 863 Esquimalt Rd ($15,000,000.00)

Residential SFD- New
BP014721- 825 Hutchinson Ave ($300,000.00)

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

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Staff Report

File #:26-340

PERIOD REPORT

DATE: September 28, 2026 Report No. EPW-26-012

TO: Dan Horan, Chief Administrative Officer

FROM: Joel Clary, Director of Engineering & Public Works

SUBJECT: Engineering & Public Works Departments - 2026 Second Period Report

The following is a report on the activities pertaining to the Engineering & Public Works Departments from May 1, 2026 to August 31, 2026.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Sanitary Sewer

- 7 new service laterals installed this period (11 total for the year).
- 7 service laterals replaced (due to blockages) this period; compared with 5 in the same period of 2025 (17 total for the year; compared with 21 in 2025).
- Test and clear inspections as and when required.
- 2 new manhole installed this period (3 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 second period.
- Program also includes coordinating similar activities for View Royal pump stations.
- 0 overflow events occurred in the second period (0 total for the year).

3. Storm Drains

- 8 new service laterals installed this period (12 total for the year).
- 1 service laterals replaced (due to blockages) this period; compared with 2 in the same period of 2025 (5 total for the year; compared with 8 in 2025).
- Test and clear inspections as and when required.
- 1 new manholes installed this period (1 total for the year).
- 4 catch basin replaced this period (5 total for the year).
- 1 new catch basins installed this period (1 total for the year).

4. **Liquid Waste Management Plan**
   - Participated on the Esquimalt Liaison Committee with community group representatives and CRD staff regarding the Sewer Treatment Plant. There are now two meetings per year, along with two email updates by the CRD. The 2026 meetings are in March 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 continuing throughout 2026 and into 2027.

5. **Roads**
   - Pothole repairs being carried out as required.
   - Painting of curbs, driveway tips, crosswalks and stop bars continued in the second period.
   - Centre line painting on roads occurred in the second period.
   - Major repair/minor capital works to begin in the third period with several locations requiring repairs via asphalt removal and replacement.
   - Approximately 129.78 tonnes of asphalt placed in the second period (264.38 tonnes total for the year).

6. **Traffic Management**
   - Staff continue to action traffic signal and crosswalk maintenance that was identified in the 2025 maintenance inspections.
   - Staff will explore opportunities in the third period of 2026 to update traffic signal timing at select locations.
   - Traffic Calming implementation for 2026 started in the second period with the following projects in progress or completed:
     - Speed Humps:
       - (4) Colville Road between Lampson and Carrie
       - (2) Carrie Street between Colville and Ellery
       - (2) Arm Street between Selkirk and Craigflower
   - As a part of the lower posted speed limits, staff are reviewing the sizing, application and condition of traffic signage in the Township. Staff will look to reduce sign clutter where warranted.

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 second period (62.8 cubic meters total for the year).
   - Approximately 53 linear meters was replaced in the second period (115 linear meters total for the year).
   - Approximately 41 linear meters of new sidewalk installed in the second period (84 linear meters total for the year).

8. **Sidewalk Ramps**
   - 2026 locations for annual accessibility improvements have been identified within the Esquimalt Road Phase 2 project. This includes upgraded ramps at the following

intersections:

- Esquimalt Road and Constance Street
- Esquimalt Road and Sturdee Street
- Esquimalt Road and St Paul Place

9. Trip Hazards

- As per Council Policy PLAN-17 Sidewalk Maintenance, trip hazard inspection is scheduled for the southern section of the Township in 2026 as part of the 3-year review cycle.
- Work completed:
  - 0 - No.1 trip hazards completed this period (31 for the year).
  - 0 - No. 2 trip hazards completed this period (0 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.
- Graffiti removal continues at bus shelters, as resources allow.
- Bus shelter cleaning is ongoing.

11. Solid Waste Management

Garbage and Kitchen Scraps Collection

- Operations normal.
- Number of additional garbage and organics bins purchased to the end of period = 12 (total additional bins purchased since 2014 = 621).
- Tonnage of garbage waste stream collected for period = 400.02 (total for the year = 766.3).
- Tonnage of kitchen scraps stream collected for period = 162.14 (total for the year = 322.29).
- Tonnage for garbage and kitchen scraps streams for the year = 1088.29 (total for same period 2025 = 928.17).
- Garbage bins from initial 2014 program rollout are failing. 400 new waste bins were purchased in the second period.

Yard and Garden

- Usage of transfer station during period:
  - Esquimalt residents = 6,314 (10,046 total for the year).
  - View Royal residents = 5,832 (8,977 total for the year).
  - Commercial = 16 (27 total for the year).
  - Tonnage removed from site = 769.52 (1202.56 total for the year).
  - Tonnage removed in 2025 second period = 726.05 (total for 2025 = 1,649.92).
  - Contract ends at the end of the 2026 third period. Staff preparing Request for Proposal to be issued/awarded in third period.

Recycling

- Operations normal for second period.
- A new five-year recycling contract was established in the second period for all municipal facilities.

12. Fleet

- Operations normal.
- Pricing for EV charging infrastructure at the Public Works Yard obtained through a Request For Proposals (RFP) process in the second period but was overbudget. Staff to explore further design options in the third period of 2026.
- Vehicles to be purchased in third period 2026:
  - EV survey van
  - Concrete formwork trailer
- Procured vehicles in progress:
  - Garbage truck purchased in first period of 2025 and awaiting delivery in first period of 2027.

13. Work Orders

- Work orders for call outs and/or repairs at View Royal pump stations for the period = 5 (total for the year = 8).
- Work orders issued for asphalt/sidewalk repairs following work by other utilities for the period = 22 (total for the year = 28).
- Work orders issued for new sanitary and storm services to accommodate new development in the period = 4 (total for the year = 4).
- Work orders issued for new curb/gutter/sidewalk in preparation for new development in the period = 2 (total for the year = 4).
- Work orders issued to cap sanitary and storm services in preparation for new development in the period = 6 (total for the year = 7).

14. Public Works Calls For Service

- Number of Calls for Service assigned to Public Works this period = 431; compared with 584 in the same period of 2025 (total for 2026 = 840).
- Number of Calls for Service completed by Public Works this period =395; compared with 552 in the same period of 2025 (total for 2026 = 799).

15.00. Capital Projects

15.01. Bi-Annual Traffic Counts

- Bi-annual traffic counts at 33 historic locations to be completed in the third 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.
- A structural assessment is expected to start in the third period of 2026 and continue into 2027.

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.
- A new Project Manager was hired in the second period of 2026. One of the projects they are starting on is the actions in the Parking Action Plan, particularly exploring transitioning Residential Parking to Permit Parking. A Project Charter for Council's consideration is expected late 2026 to better define the scope of this work.

15.06. Street Light Replacement Program

- Staff work with a consultant to calculate required lighting levels when each light is installed. For 2026 the following upgrades have been identified for installation in the third period:
    - 35 standard LED replacements are expected
    - 32 ornamental LED replacements are expected
    - 7 new street light locations are being identified
- No new purple lights have been identified in the second period of 2026. Staff will complete a Township wide review in the third period of 2026 to identify any further deficient lights.

15.07. Active Transportation Network Plan Implementation

- Pedestrian Facilities:
    - Construction to establish a sidewalk connection between Lyall and Munro on Swinford Street, Heald Avenue and Kinver Street (ATNP Update - #1 Priority) is substantially completed.
    - Staff are completing conceptual designs and cost estimates for budget consideration for the following sidewalk projects
        - Constance Avenue - East Side - Esquimalt Road to Astle
        - Devonshire Road - South Side - Lampson to Fairview Road - Sidewalk

- Cycling Facilities:
    - Bike/Scooters traffic counts on Tillicum Rd south of Gorge Point Park are as follows:
        - Second Period of 2025: 53,778; 94% bikes and 6% scooters.
        - Second Period of 2026: 65,620; 94% bikes and 6% scooters.
    - Bike/Scooters Traffic counter was installed on Esquimalt Road at Dunsmuir in

early March 2026.
    - Second Period of 2026: 71,934; 94% bikes and 6% scooters.

- Esquimalt Road Phase 2 - Joffre to Fraser, Admirals to Canteen - Active Transportation and Underground Infrastructure Upgrades
    - Construction started in the second period and is anticipated to continue into the third period of 2026.

- Complete Street, Complete Intersections:
    - Devonshire/Fairview (ATNP Action 3D)
        - A change in right of way to establish a four-way stop at this intersection is warranted, staff are working with Island Corridor Foundation to complete an at grade rail crossing review prior to implementation of the pavement marking. Staff anticipate the work be completed in the third period of 2026.
        - Implementation procedures, coordination and communications will be in place prior to the change taking place.

- 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.

15.08. ETAG (Esquimalt Together Against Graffiti)

- In coordination with VicPD, an ETAG kickoff event took place in the second period of 2025. 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 in coordination with VicPD have scheduled another ETAG event to occur in the third period of 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.

15.09. Sewer and Drain Capital / I&I

- Uganda Pump Station Upgrades including pump, electrical and controller upgrades along with a backup generator were substantially completed in the second period.
- Work to repair the failed storm sewer main underneath the E&N Railway is well underway with a large portion of the works completed with the risk of flooding being mitigated with the new main in place. Coordination with the Esquimalt Graving Dock to complete the tie in and final restoration are underway and are expected to be complete in the early third period.
- A tender will be posted in the third period to replace the remaining sewer and drain mains on Gosper Crescent to address aging infrastructure and contamination levels at the

adjacent outfall.

- A Request For Proposals (RFP) will be posted in the third period to hire a consultant to complete options analysis and detailed design for the next priority sanitary sewer projects identified in the asset management plan. The project will be phased and address priority main renewals, starting at the connection to the CRD trunk main at the intersection of Devonshire Road and Dominion Road and continuing to the pump station on Lampson Street beside Lampson Park.

15.10. Sewer Asset Management Plan

- In the first period of 2025, Council received the Sewer Asset Management Plan. Implementation of the plan to continue on an ongoing basis. Additional resources will be required to implement the plan and will be considered as part of the annual budget process, including consideration in the workforce planning.

15.11. Storm Asset Management Plan

- The Storm Sewer Asset Management Plant finished in the second period and was presented to Council on September 21, 2026. Implementation of the plan to continue on an ongoing basis. Additional resources will be required to implement the plan and will be considered as part of the annual budget process, including consideration in the workforce planning.

15.12. Facilities Asset Management Plan

- The Facilities Asset Management Plan was presented to Council in the second period of 2026. Implementation of the plan to continue on an ongoing basis. Additional resources will be required to implement the plan and will be considered as part of the annual budget process, including consideration in the workforce planning.

15.13. Pavement Condition Assessment & Management Plan

- The Pavement Management Plan was presented to Council in the first period of 2026 as part of the Capital Program Update. Implementation of the plan to continue on an ongoing basis. Additional resources will be required to implement the plan and will be considered as part of the annual budget process, including consideration in the workforce planning.

16.0 Traffic Orders

- Number of Traffic Orders issued this period = 2; compared with 25 in the same period in 2025 (total for 2026 = 4).

17.0. Development Applications

- Number of development applications for Engineering comments this period = 10; compared with 20 in the same period in 2025 (total in 2026 = 28). This number includes rezoning and subdivision applications.
- Number of building permit applications for Engineering comments this period = 20; compared with 26 in the same period in 2025 (total in 2026 = 45). 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

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Esquimalt, B.C. V9A 3P1

Staff Report

File #:26-333

PERIOD REPORT

DATE: September 28, 2026 Report No. FIN-26-020

TO: Dan Horan, Chief Administrative Officer

FROM: Ian Irvine, Director of Financial Services

SUBJECT: Financial Services and Information Technology Departments - 2026 Second Period Report

The following is a report on the activities pertaining to the Financial Services and Information Technology Departments from May 1, 2026 to August 31, 2026.

1. DIVISION ACHIEVEMENTS AND ACTIVITIES

Budgeting, Accounting and Financial Reporting

- The 2025 financial statements were approved by Council in May. The Township's auditors, KPMG, addressed Council regarding the statements and outlined the basis for their clean audit opinion.
- The Township's 2025 Statement of Financial Information (SOFI) was approved by Council in June and was forwarded to the provincial government in advance of the annual statutory reporting deadline.
- There has been an accelerated effort to set up suppliers and other payees via electronic fund transfer (EFT) since the ability was established in 2023. Currently only 16% of payments are made by cheque and this has resulted in cost and time savings within the finance department.

Property Taxation

The following property tax statistics are analysed each year, and the 2026 results remain consistent with the previous two years.

- Property tax folios fully collected as of July 2 - 71.3%; August 31 - 94.6%.
- Homeowner grants claimed as of September 1, 2026 - 4,221.
- The total number of deferments and the related payments dropped by 41% from last year. While the reason for the significant decrease is unknown, it is suspected that it could be related to changes in the program made by the provincial government.
- An amount of $23,572,491 was received from Public Services and Procurement Canada (PSPC) for payment in lieu of taxes. This amount, which consists of the municipal

amount and those amounts collected on behalf of third parties, is approximately $56,008 less than the amount in the Township's application. The Township does not anticipate receiving any additional payments during the year and due to the potential costs, an appeal in 2026 is not anticipated.

- Efforts have been made to collect all delinquent property taxes with the intention of avoiding a tax sale. At the date of preparation of this report, there are 2 properties which will be sold at a public auction if delinquent amounts are not received prior to September 28.
- During the period of July 3 and September 1 there were 266 regular and 150 additional homeowner grants claimed. In these instances, the associated 10% penalty was reversed in accordance with the Township's alternate tax collection scheme bylaw. The total amount reversed was $27,837, which represents a 14% increase from the amount forgiven in the 2025 taxation year.
- The Township continues to provide online functionality for property tax payments by credit card. For the 2026 taxation year, taxpayers made 315 payments totalling $1,153,076 through the online application. This represents a 15% increase in number of payments and a 48% increase in the amounts collected when compared to the 2025 taxation year.

Information Technology

- Help desk tickets increased from 669 to 730 which represents a 9% increase over the same period in 2025.
- Esquimalt's AI usage policy was officially released with staff given access to approved applications that are centralized and monitored on our network.
- The primary firewalls in the municipal hall were replaced as the previous versions were reaching end of life. As the first line of security, these firewall updates ensure that the network remains secure.

2. COMMITTEES

As multi-year permissive tax exemptions were previously reviewed and approved by Council, there was no Local Grant Committee meeting held during this period.

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Esquimalt, B.C. V9A 3P1

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Staff Report

File #:26-331

PERIOD REPORT

DATE: September 28, 2026 Report No. FIRE-26-006

TO: Dan Horan, Chief Administrative Officer

FROM: Matt Furlot, Fire Chief

SUBJECT: Fire Department & Emergency Management Program - 2026 Second Period Report

The following is a report on the activities pertaining to the Fire Department and the Emergency Management Program from May 1, 2026 to August 31, 2026.

I. FIRE DEPARTMENT DIVISION ACHIEVEMENTS AND ACTIVITIES

1. OPERATIONS

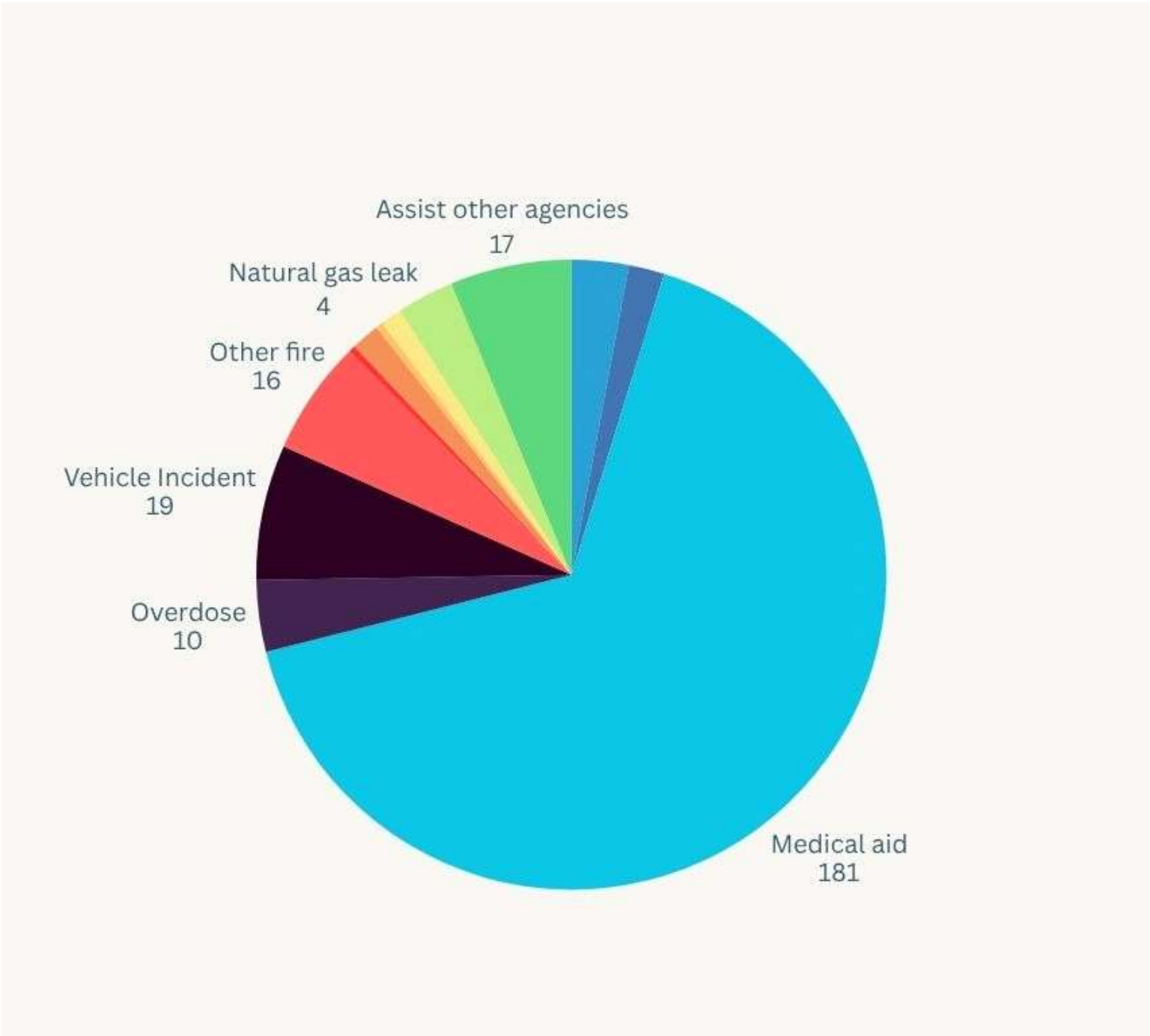
During this reporting period, Esquimalt Fire Rescue Services continued to respond to a wide range of emergency incidents while maintaining operational readiness through training, equipment upgrades, and staffing development. Call volumes remain consistent with projected trends. The data for this period, along with comparisons to the last period and the same period last year, is summarized below:

Emergency Response	This Period	Last Period	Last Year	Routine Activities	This Period	Last Period	Last Year
Alarm calls	49	41	60	Lift assist	8	14	34
Burning complaint	8	4	8	Assist other agencies	17	18	9
Hazardous material	5	6	4	Oil tank inspections	7	6	5
Medical aid	181	168	198	New building plan review	6	2	4
Overdose	10	9	6	Public ed. / hall tour	12	9	6
Vehicle Incident	19	15	15	Fire investigations	1	1	5
Other fire	16	14	20	Business licenses	53	77	35
Structure fire	1	4	12	Car seat inspection	4	7	4
Natural gas leak	4	2	4	Fire Safety Plan Review	9	12	8
Vehicle fire	1	1	1	Life Safety Inspections	142	132	99
Brush fire	3	5	8	Re-Inspections	51	64	16

Increased / Decreased relative to Last Period

Life Safety Inspections and re-inspections are not keeping pace with demand. Despite completing

142 inspections and 51 re-inspections this period, current staffing capacity is insufficient to provide timely, risk-based compliance monitoring across more than 700 inspectable premises in the Township of Esquimalt. As a result, the department continues to fall short of its statutory responsibilities under the *Fire Safety Act*.



2. COMMUNITY SERVICES

Esquimalt Fire Rescue Services continued to support community safety through inspections, public education, and community engagement. Business licence inspections were prioritized and completed as capacity allowed, with administrative support helping to maintain timely service. Occupancy inspections and associated fire safety plan reviews also continued as new developments came online.

Community engagement and public education activities included:

- Hall tours
- Child car seat inspections
- McHappy Day, with crews serving guests
- Wakey Wakey annual event kickoff
- Buccaneer Days Luncheon, with crews serving volunteers
- Coffee with a First Responder, in partnership with Victoria Police Department
- Rainbow Kitchen dinner service
- Rockheights Middle School year-end event
- Co-hosting Island Ignite, an all-women firefighter boot camp, and providing a member to assist with instruction
- Participation in the Fire Chiefs' Association of BC Conference, where the temporary fire hall was showcased as an innovative solution and the Fire Chief presented at several leadership workshops

3. DEPARTMENT SERVICES

Fleet, Facilities and Equipment

Annual hose testing was completed to confirm the operational readiness of the department's hose inventory. New rope rescue equipment was also acquired to enhance firefighter safety and support technical rescue operations.

Operational Guidelines and Administration

Several operational guidelines and internal processes were developed or updated to improve safety, consistency, and accountability. Department guidelines were also reviewed alongside those of mutual aid partners to support regional alignment where operationally appropriate, improve firefighter safety, and achieve better outcomes for the public. An Officer Daily Report was developed to strengthen communication between Company Officers and the Duty Chief regarding staffing, training, equipment, facilities, and operational readiness.

Training Initiatives

Training continued to focus on operational readiness, specialized response capabilities, and

leadership development. Key initiatives included:

- Two days of Public Safety Unit training
- Active Deadly Threat and Rescue Task Force training for all four crews
- Two nine-month and two eleven-month probationary firefighter assessments
- Three-day Low to Steep Slope Rescue Instructor course
- Joint wildland firefighting training with View Royal Fire Rescue, delivered to all four crews
- Fire Ground Survival training for all four crews
- Two days of confined space rescue training for each crew
- High-rise operations training with B and C Platoons
- Driver Training Program development
- Introduction to Reception Centre training, led by Kulpreet Munde and delivered to all four crews
- Return-to-work training and operational reintegration
- Low-slope rescue training at Saxe Point with three crews
- Quarterly skills assessments

Training Hours in this Period	
Combined Training Hours	2,758 hrs
Total Staff Trained	32 Suppression Firefighters

4. ESQUIMALT FIRE HALL

Through Council resolution, the Public Safety Building was officially named the Esquimalt Fire Hall. The facility will house Esquimalt Fire Rescue Services, the Emergency Operations Centre, and the Emergency and Resiliency Program.

Construction continues to progress within the approved budget and remains scheduled for completion in the first quarter of 2027. Interior finishing work is underway, including painting, millwork installation, and flooring. Planning for technology equipment, signage, artwork, and the transition into the new facility is also progressing, with Indigenous artists being engaged to submit proposals.

During the reporting period, the Fire Chief participated in media interviews to update the community on the project’s progress and highlight Council’s investment in community safety and emergency preparedness.

5. COMMITMENT TO REGIONAL COOPERATION

Esquimalt Fire Rescue Services continued to work with regional partners to strengthen interoperability and coordinated emergency response. Key initiatives included:.

- Meeting with Langford, Colwood, and View Royal fire departments to review and align mutual aid operational procedures, with a focus on firefighter safety and effective public outcomes.
- Working with Victoria, Saanich, and Oak Bay fire departments to engage Dave Mitchell & Associates in planning and modelling more coordinated and efficient regional emergency responses.
- Continuing the joint recruitment process with Oak Bay, Saanich, and Victoria fire departments, including several preliminary recruitment events to support the development of firefighter eligibility lists.

6. COMMITTEES

Esquimalt Fire Rescue Services members continue to contribute to local, regional, and provincial initiatives through participation on committees and associations, supporting leadership, training, and operational excellence across the fire service:

- **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**
  - Zone 1 Deputy Director (F/C Furlot)
  - Financial and Elections Committees (F/C Furlot)
  - Education 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

Partners and Collaboration:

- Ongoing participation in the Local Government Emergency Partnership Advisory Committee.
- Ongoing participation in the Regional Emergency Management Partnership.
- Ongoing participation in the Regional Emergency Coordinators Advisory Commission.
- Continued participation in regional working groups focused on operational frameworks, emergency mutual aid, evacuations, and Indigenous engagement requirements.
- Participated in a regional cold weather forum.
- Met virtually with Esquimalt Nation to better understand its emergency management program and identify opportunities for collaboration.

Grants:

- Received approval for Emergency Operations Centre grant funding to support training, equipment, and operational readiness.
- Submitted an application to the Green Municipal Fund for climate risk assessment mapping.

Operational Readiness, Plans and Tools:

- Began updating the Township's Business Continuity Plan in collaboration with Human Resources and Occupational Health and Safety.
- Supported Occupational Health and Safety with fire drills at Township facilities.
- Convened the Emergency Management Committee, with a focus on community recovery and a presentation from the New Westminster Emergency Management Program.
- Submitted three regional project proposals to the Regional Emergency Management Partnership. All three were accepted with support from five other municipalities.

2. Emergency Support Services (ESS)

Training, Exercises and Capacity Building:

- Continued monthly Emergency Support Services volunteer training.
- Participated in joint Group Lodging training with Oak Bay Emergency Support Services.
- Delivered Reception Centre training to all four Esquimalt Fire Rescue Services crews.
- Continued planning with Oak Bay, Saanich, and Victoria for a regional Emergency Support Services workshop scheduled for October 14.

Operational Readiness, Plans and Tools:

- Continued refinement of the Group Lodging Plan.
- Hosted a Community Partners Workshop on August 20 to strengthen relationships with organizations that may support emergency response and recovery. Langford and Oak Bay participated, with additional support from Colwood, View Royal, and Central Saanich.

3. Resilient Community Program (Formerly NEPP)

Training, Exercises and Capacity Building:

- Organized a Songhees cultural walking tour for Esquimalt and Oak Bay emergency program volunteers using provincial grant funding.
- Coordinated an Indigenous awareness workshop for Township staff.

Partners and Collaboration:

- Continued participation in the Greater Victoria Community FireSmart and Resiliency Collaborative.
- Continued collaboration with regional emergency programs and community organizations to strengthen response and recovery capacity.

Community Engagement and Public Education:

- Initiated FireSmart public education and home assessments.
- Continued emergency preparedness and community resilience messaging through social media.
- Began planning with the Parks Department for a community chipping event.

Strategic Projects:

- Onboarded a FireSmart Coordinator on August 2 for an approximately four-month term fully funded through the 2025 FireSmart grant.
- Onboarded a Royal Roads University student for a three-month internship focused on community partnerships and recovery planning.
- Continued review of the draft Recovery Plan and preparations for a recovery exercise planned for late 2026 or early 2027.

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CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Staff Report

File #:26-336

PERIOD REPORT

DATE: September 28, 2026 Report No. ADM-26-045

TO: Dan Horan, Chief Administrative Officer

FROM: Mark Jeckway, Senior Human Resources Manager

SUBJECT: Human Resources - 2026 Second Period Report

The following is a report on the activities pertaining to the Human Resources Department from May 1, 2026 to August 31, 2026.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

See Attachment 1 for report.

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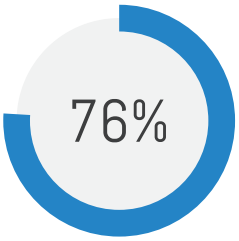
Human Resources

This period report summarizes key human resources activities from May to August 2026, including recruitment, classification, occupational health and safety, administration and labour relations.

Recruitment

Positions Posted

1. Events and Ice Programs Supervisor
2. Cashier/Receptionist (Auxiliary)
3. Community Development Programmer
4. Summer Camp Leader (Auxiliary)
5. Arborist I
6. Engineering Technologist II
7. Manager of Public Works
8. Events and Ice Programs Supervisor
9. Bylaw Officer (Auxiliary)
10. Aquatic Supervisor
11. Youth Program Leader
12. Arborist I
13. Bartender



Completion rate in filling posted positions.

In Progress

1. Lifeguard Swim Instructor
2. Financial Analyst
3. Personal Trainer/Wellness Attendant/Fitness Instructor
4. Child, Youth and Family Programmer

Labour Relations & IAFF 4264

- Successfully completed collective bargaining with the International Association of Fire Fighters (IAFF) Local 4264 in June 2026, with a newly ratified Collective Agreement in place for a 2-year term (January 1, 2025 - December 31, 2026).
- 2025-26 IAFF Collective Agreement was ratified **July 14, 2026**

Administration

Reports Presented to Council

- ADM-26-032: Mayor and Council Remuneration Review

Indigenous Cultural Workshop - June 10th

- 20 Employees from the Township of Esquimalt attended, with plans to host two more sessions

Joint Occupational Health and Safety Committee

- Recruitment for new committee members for Municipal Hall and Public Works commenced

Township of ESQUIMALT

Human Resources

This period report summarizes key human resources activities from May to August 2026, including recruitment, classification, occupational health and safety, administration and labour relations.

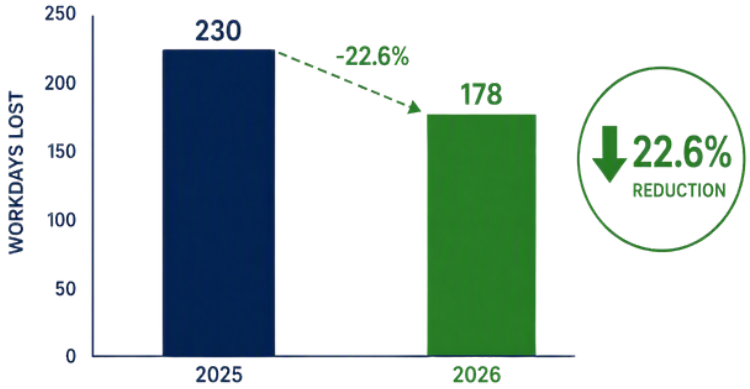
Classification & Job Evaluation

The **Job Evaluation Plan** is being reviewed by HR team and receiving necessary updates for consistent and efficient processes to be followed.

Occupational Health & Safety

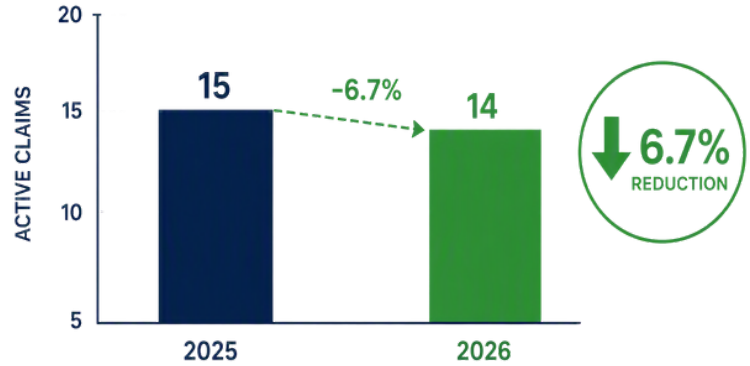
Work Safe BC Statistics:

- **Workdays Lost in Period 2**
  - 2025: 230
  - 2026: 178



52 **fewer lost workdays in 2026**

- **Active Claims in Period 2**
  - 2025: 15
  - 2026: 14



Township of ESQUIMALT

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

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Staff Report

File #:26-338

PERIOD REPORT

DATE: September 28, 2026 Report No. P&R-26-012

TO: Dan Horan, Chief Administrative Officer

FROM: Steve Knoke, Parks and Recreation Director

SUBJECT: Parks and Recreation Second- 2026 Period Report

The following is a report on the activities pertaining to the Parks and Recreation Department from May 1, 2026 to August 31, 2026.

I. DIVISION ACHIEVEMENTS AND ACTIVITIES

1. Parks Services

Publicly owned trees

- Trees pruned - 70
- Trees removed - 20
- Trees planted - 0

Invasive Removal

- Total cubic meters of invasive plants removed: 60.5m3
- Total square meters of park land cleared: 220m2

Privately owned trees (tree permit/developments)

- Trees approved for removal - 17
- Trees denied for removal - 6
- Trees approved for pruning - 9
- No permit required (not protected tree) - 11
- Total number of tree cutting permits waiting for more information or cancelled - 11
- Total tree cutting permits applied for - 39

Parks Highlights

- Refinished 15 picnic tables
- Refinished 10 benches
- Added 36 yards of fibar wood chips to Paradise playground surfacing
- Cleared sidewalk of weeds from admirals to tillicum on Craigflower
- Top-dressed and seeded Brodeur field
- Top-dressed and seeded Memorial park lawn
- A flail mower contractor was hired to clear invasives at Macaulay Point Park, Wurtele boulevard.
- 550 bulbs were ordered and planted for the summer and fall displays.
- 3,700 annuals were planted for the summer/fall displays.

- Prepped Macaulay Point Park for 13th Annual Fort Macaulay Days.
- 2 Branch Out Community Stewardship events occurred at Esquimalt Gorge Park.
- Coastal Flood Adaptation Strategy, underway alongside municipal partners
- Adventure Park Splashpad opened for the season on May 17th 2026.

Parks Bookings

Saxe Point:

- Total Bookings- 50
- Weddings - 30
- Picnic - 13
- Filming - 3
- School - 2
- Summer story series - 9
- Summer Camps - July and August 5 days a week

Esquimalt Gorge Park:

- Total Bookings - 41
- Wedding - 21 (2 under willow tree, 19 Pavilion Garden)
- Picnic - 19
- Special Event - 2 (Japanese Cultural Fair, Tsukino Matsuri)
- School - 7
- Esquimalt Farmers Market - 12

Macaulay Point Park:

- Total bookings - 6

Memorial Park:

- Total bookings - 30
- Picnic - 1
- Special Event - 10
- Esquimalt Farmers Market - 17
- TCAC Music Fest - 8 days
- School - 1
- Summer Camps - July and August 5 days a week

Bullen Field:

- Total bookings - 180
- Sports - Grass Volleyball, Softball
- Special Events - 17 (Buccaneer Days, Jazz fest, Neighbourhood Party)
- Outdoor movie - 4

Brodeur Field:

- Total bookings - 85

Lampson Park:

- Total Bookings - 131
- Users - Lions Minor Baseball Association, Hampton Little League, GVBA

2. Maintenance Department

Sports Centre

- Scrubbed both barrel roofs, removing all of the lichen, dirt and debris
- Repainted all interior spaces including hallways and bathrooms
- All exterior walls were pressure washed and painted

- Pickleball courts were installed and repainted
- HVAC units serviced
- Flashing and gutter repairs
- Set up and support for multiple community events
- Capital and Supplemental projects:
    - Arena refrigerated slab project (ongoing)
    - EV charger parking spots installed in conjunction with BC Hydro

Recreation Centre

- Acid pump for the main pool was replaced
- Sink replaced in the accessible washroom
- UV system serviced
- All HVAC units serviced
- Serviced chemical pumps and lines
- Minor repairs and daily cleaning
- Completed painting of:
    - Constance Cove
    - Pioneer A & B
    - All storage rooms
    - Splash Park washrooms
- Capital and Supplemental projects:
    - Reception Desk safety enclosure complete
    - Sauna heater redesign
    - Pool windows maintenance
    - Recreation Centre roof work underway, section replaced through priority planning

Pavilion

- Solar Panels and roof cleaned
- Child accessible stairs installed in lower washrooms
- New flush valves installed in lower washrooms
- Flooring repairs completed in upper and lower halls
- Partition walls steam cleaned
- Lower Hall C repainted
- All HVAC serviced
- Minor repairs and daily cleaning
- Set up and support for multiple weddings and major events

3. Recreation Services

Gorge Park Pavilion

- Gorge Park Pavilion Bookings: The Pavilion hosted 299 bookings during this reporting period compared to 338 last year. There were less individual room bookings but an increase from 17 to 28 full facility bookings.
- BC Association of IB World Schools Spring Conference: A three-day professional development conference for 100 attendees was hosted at the Pavilion from May 29 to 31
- Interesting People 4: On July 28, the pavilion hosted one day of the Interesting People conference again this year which is an annual invitation-only event that focuses on encouraging attendees to build personal connections with interesting people in interesting venues across Victoria.
- Tsukino Matsuri: On August 9, the Pavilion hosted the Tsukino Matsuri event for a celebration of animation and culture. People could pay to attend the activities in the Pavilion, but there was also a market area set up along a path in the park which was free for anyone to visit.
- 26th Annual Japanese Cultural Fair: On August 29, the Pavilion hosted the 26th annual Japanese

Cultural Fair, attracting over 1,000 attendees. The free event featured a variety of demonstrations, performances, and presentations celebrating Japanese cultural traditions in both the Pavilion and the park.
- Wedding Season Rentals: The Pavilion saw steady bookings for the 2026 wedding season, with 38 weddings and receptions of various sizes scheduled.
- The Pavilion continued its successful partnership with the Esquimalt Farmers Market for its fifth consecutive year, operating on Mondays from June to September 2026.

Sport Centre and Recreation Centre Facility Rentals
- 354 contracts were issued for rentals at the Esquimalt Recreation Centre compared to 236 in 2025.
- 327 contracts were signed for rentals at the Archie Browning Sports Centre compared to 153 in 2025.

Fitness and Sports
- Registration for fitness programs remained strong with 836 participants, an increase from 680 registrants in the second period of 2025.
- Drop-in fitness classes rose to 8,122 in 2026 from 7,329 in 2025.
- Participation in drop-in sports increased to 3,113 from 2,796 in 2025.
- Visits to the Wellness Centre increased to 30,808 from 26,793 in 2025.
- A total of 20 youths completed the youth weight room orientation compared to 53 in the second period of 2025.
- Staff collaborated with contractors, offering a total of 10 pickleball programs per week compared to 16 registered programs per week in 2025. 226 participants registered in programs compared to 451 in 2025.
- In 2026, there were a total of 201 court rentals booked for the May-August period.

Aquatics
- 119 community lessons with 451 participants. An increase compared to 108 community lessons with 457 participants in 2025.
- 13 advanced aquatics courses with 144 participants. Compared to 17 advanced aquatics courses with 174 participants during this period in 2025.
- 20 water fit classes per week with an average of 36 participants, compared to an average of 24 participants during this period in 2025.
- The pool continued to run at normal hours of operation (119hrs/week).
- 8 new aquatics staff were hired for the fall, bringing our staff total to 88 Lifeguards and Swim Instructors.

Memberships/Swim Shop Sales/Drop-in Admissions

	Child/Youth		Student		Adult		Senior		Family	
May-August	**2026**	2025	**2026**	2025	**2026**	2025	**2026**	2025	**2026**	2025
1 Month	31	21	24	27	261	182	56	55	5	5
3 Month	19	9	21	36	171	157	95	76	5	6
6 Month	5	5	9	7	38	59	33	26	2	7
1 Year	13	18	13	15	134	135	144	143	25	18
10 Admissions	57	42	29	28	365	399	280	286	6	5
25 Admissions	10	8	23	13	117	93	168	181	4	-
+Total Sold	**135**	103	**119**	126	**1,086**	1,025	**776**	767	**47**	41
Total scans	**2,744**	2,820	**3,110**	3,119	**25,345**	24,157	**31,409**	29,220	**3,858**	4,631

Total Memberships sold	**2026: 2,163**	2025: 2,062
Total Membership scans	**2026: 66,466**	2025: 63,947

	2026	**2025**
Regional memberships sold	**33**	27
Regional memberships scans	**2,835**	3,360
Products sold (goggles, swim caps, towels etc)	**574**	761
Total product revenue	**$8,110**	$9127
Single admissions sold (including toonie and showers)	**31,055**	32,183
Single admissions revenue	**$152,695**	$155,305
Pre-registration into drop-in programs (non pass holders)	**2,550**	2,441
Registered programs	**3,800**	3,324

Marketing

- Esquimalt Parks & Recreation social media platforms continue to have a strong following; 4,025 followers on X (formerly Twitter) (down from 4,059 last period), 8,200 on Facebook (up from 7,763 last period) and 3,310 on Instagram (up from 3,067 last period).
- The parks/recreation section of the municipal website continues to be the most predominantly viewed content on the website with three of the top five pages being parks and recreation related content.
- Parks & Recreation continues to work with Roger's media to promote programs and events via radio on both Ocean (98.5) and Jack (103.1).
- Parks & Recreation has continued to use targeted advertising through demographic-based podcasts, with Roger's media.

Licensed Out of School Care

- Program capacities remained unchanged from 2025, with 78 spaces available in Before School Care

and 79 spaces available in After School Care.
- After School Care remained at full capacity throughout May and June with 79/79 participants enrolled, demonstrating continued strong demand for licensed out of school care spaces.
- Before School Care maintained stable enrollment throughout May and June with 58/78 participants enrolled, consistent with registration trends experienced in previous years.
- The Early Dismissal Day program on April 30, 2026 had 37/40 participants.
- The Pro-D Day program on May 15, 2026 had 34/40 participants.

Preschool

- Licensed Preschool (M/W/F) class: 15/16 participants which was the same as in 2025
- Licensed Nature Preschool (Tu/Thu): 13/14 participants which was higher in comparison to 6/16 in 2025
- Preschool camps ran 8/10 weeks of summer with a consistently full roster of children (15/15)

Youth and Leadership Programs

- ETC Teen Night programs continued to run throughout the summer on Tuesdays, Thursdays, Fridays, and Saturdays. Friday was our most popular evening, followed closely by Saturday.
- The May-June attendance average for our ETC drop-in programs:
    - Tuesdays (LGBTQIOA+ Community and Allies Night) averaged 10 youth compared to 17 in 2025
    - Wednesdays Raven's Club at Rockheights ended on June 3rd with an average attendance of 5 youth
    - Thursdays averaged 13 youth compared to 22 youth in 2025
    - Fridays averaged 68 youth compared to 55 youth in 2025
    - Saturdays averaged 54 youth compared to 60 youth in 2025
- Between May-June we ran drop-in programs at Victor Brodeur (newly offered in April 2026).
- Our July-August attendance average for our drop-in programs:
    - Tuesdays (LGBTQIOA+ Community and Allies Night) averaged 14 youth compared to 22 in 2025
    - Thursdays averaged 16 youth compared to 18 youth in 2025
    - Fridays averaged 54 youth compared to 56 youth in 2025
    - Saturdays averaged 54 youth compared to 63 youth in 2025
- We offered 2 Youth Programs:
    - Year-Long Youth Leadership (STEP 1) Jan - June: 11/16 participants
    - Whisk It Up! Baking: 12/12 participants
- We offered 10-weeks of summer camp programming for youth
    - Camps ran from 12 - 4 PM daily with 15 youth
    - Two of the weeks belonged to our Youth Leadership Program training wherein youth were in camp from 9 - 4 with the Youth Services Supervisor.
    - Our most popular camps were Youth Leadership STEP 1 (waitlist of 7), Youth Art Studio (waitlist of 2), and Camp 4 Foodies (waitlist of 10)
    - One week of youth camp was cancelled (week 10) due to low registration
- The Youth Leadership Training Program (STEP 1 & 2) successfully ran again.
    - We had 38 volunteer youth leaders this summer. 15 youth completed their Leadership course(s) and volunteered their time, while 23 were returning volunteers from previous courses or summers. Compared to 10 youth volunteers returning from previous training programs in 2025.
    - Youth completed between 80 - 120 hours volunteering with our summer camps and events.

Martial Arts and Sports (Child, Youth, Adult)

- MIJO Taekwondo ran 7 programs for preschool, children, youth and adults.
    - Saturdays saw 60 participants as compared to 63 in 2025
    - Tuesdays saw 77 participants as compared to 40 in 2025

    - ADDED Thursdays 68 participants as compared to 0 in 2025
- Badi-Star Badminton ran 7 programs for children, youth, and adults
    - The programs had 47 participants compared to 55 in 2025
- Kids Soccer ran 3 classes in 2026
    - 3-5 years: 12/12 participants same as in 2025
    - 6-8 years: 12/12 participants (with waitlist) same as in 2025
    - 9-12 years: 5/12 participants compared to 12/12 in 2025
- KATS Tennis ran 2 school-aged programs (same as in 2025):
    - 5-8 years: 16/16 with a waitlist (same as in 2025)
    - 9-12 years: 16/16 with a waitlist (same as in 2025)
- H.A.P.P.Y - Home Alone Program ran 1 school-aged program
    - 21/25 participants comparable to 22/25 participants in 2025
- Island Rhythmic Gymnastics ran 1 school-aged program
    - 6-12 years: 8/12 participants compared to 12/12 in 2025
- LittlUniverse ran 2 school-aged programs
    - 8-14 years: 7/16 participants compared to 8/8 in 2025
    - 6-9 years: 17/17 participants (with waitlist) compared to 17/17 in 2025

School-Aged Summer Camps

- Camp programming expanded from 9 weeks to 10 weeks in 2026. Capacity was also increased in several program areas, including morning and afternoon unlicensed extended care and all outdoor camps, with registration limits increasing from 20 to 24 participants. In addition, a new Inclusion Program registration option was introduced to better support children with diverse needs and enhance access to camp programming for participating families.
- All licensed camps ran at or near capacity throughout the summer, averaging 20/20 participants per week.
- Morning and afternoon unlicensed extended care capacities were increased from 20 to 24 participants per week to accommodate growing demand. Afternoon extended care averaged 20/24 participants weekly, with weeks 1, 3, and 7 experiencing lower registration levels at 11/24.
- Morning licensed extended care also averaged 20/24 participants weekly, with several weeks reaching full capacity. The lowest registration occurred in Week 3, with 11 vacant spaces, followed by Week 7 with 9 vacant spaces.
- Specialty Camps (ages 6-7) maintained 20 participants and operated at or near capacity throughout the summer.
- Specialty Camps (ages 8-11) ran at 19/20 or 20/20 participants. Capacity was increased to 21 participants in some older specialty camp offerings to help accommodate demand.
- Adventure Kids (ages 9 - 11) operated at full capacity in 6 out of 10 weeks.
- Trekkers (ages 8 - 9) reached full capacity in 4 out of 10 weeks.
- Funseekers (ages 6 - 7) experienced lower registration compared to other outdoor camps, averaging between 2 and 7 available spaces per week. Registration improved toward the end of the summer, with Week 10 reaching full capacity at 24/24 participants.

Arts, Culture, Social & Special Interest Programs

- 50+ Weekly Drop-In Programs have seen steady numbers throughout the spring and summer
    - Music Jam enjoyed an end of year party late June and then took their annual summer break
- New program Longsword Flow Fundamentals had 8 people registered for the summer session.
- Shoshinkai Iaido continued to see strong registration with 19 people registered for the spring session and 14 people for the summer session
- Summer Paint Nights were very successful with 23 in July’s session and 19 in August’s session
- May and June programs saw high registration to end the school year

- Kids Cooking classes had full registration at 20 kids for each spring session
- Dance classes saw 22 kids registered for school age and 45 in preschool
- Guitar classes saw steady numbers with 23 people registered for school age, youth, and adult
- Beginner's Watercolour had 14 people registered between two sessions

Community Development and Events

- Buccaneer Day BBQ - The annual Buccaneer Day BBQ kicked off the lively Buccaneer weekend. This Pirate themed lunch was celebrated with the dedicated planning committee with burgers, a live performance from Macaulay Elementary School, and the Bilge Water Band. Volunteers from the Fire Department and VicPD assisted with food service during the event. 54 people attended this historical event, compared to 55 last year, including Mayor and members of our Township Council.
- Buccaneer Day Pirate's Den -The events team turned Bullen Field into a Pirate's Den (Kid Zone) for the Buccaneer weekend. We offered free family-friendly activities such as a bouncy castle, lawn games, photo booth, pirate hats, button making station, and a fruit table (generously donated by Country Grocer). Theatre Al Dente attended on Saturday to promote their services and offer a green screen photo booth along with costumes. The Military Family Resource Centre attended on Sunday to host a craft booth. In addition to the Kid Zone- the Rec staff along with youth volunteers, ran the Little Buc's Olympics on Bullen field. Participants were timed as they ran through a series of obstacles.
- Social Saturdays- We hosted 3 Social Saturday in the lounge events in the spring/early summer;
  - Music Bingo - 59 people attended
  - Pub Quiz with Benji Duke - 100 people attended (sold out)
  - Murder Mystery Night with Enigmatic Events - 39 people attended
- Neighborhood Party - the event took place on Bullen Field. It was a vibrant event with local community groups, live performances, a Lion's Club BBQ, ice cream food trucks, and Urban Rec Volleyball, along with a kid's zone hosted by the Rec team. We hosted a Kid's Market where we provided 10 local youth with a table and chairs under the market tent to sell their handmade goods. There were performances from Rhythmic Gymnastics demos, musical theatre, and music from our in-house Ukulele Club. Approx. 250 people attended the event with 800 attending the previous year.
- Four Esquimalt Summer Outdoor movies happened on Bullen Field with 300 attendees at each movie. The movies were sponsored by Flying Squirrel. Each week there was a food truck (Country Crepes, the Hot Dog Guys, Lexi's Ice Cream and Treats). Flying Squirrel attended weekly with popcorn, mini donuts and a prize wheel.
- Park Activation Series - we hosted two free family-friendly events in our local parks in July and August.
  - Teddy Bear Picnic - This is a free event for families located in Captain Jacobson Park. It consisted of lawn games, temporary tattoos, teddy bear story time, teddy bear picnic, themed music, crafts, and a stuffy show and tell. We offered iced tea and juice boxes. Around 65 people attended, with children aged 1-8 years with their families/caregivers and their stuffed animals.
  - Play Time - Families of all ages were invited to join us at Memorial Park to try out an assortment of sports equipment, lawn games, and a craft station run by youth volunteers. 20 community members attended the event and 3 summer camps were at the park, bringing around 50 kids to the event. This was a free event with participants ranging in ages from 1-12 years old along with their caregivers.
- Stories in the Park entered its 4th year, taking place in Saxe Point Park. This year we featured stories by Canadian authors followed by a themed activity. We saw 40-50 people attend each week (345 total) which is consistent with numbers from 2025.
- We supported 6 Community Block Parties between June and August.
- The Community Development department functioned in a support role for the following community events:
  - Buccaneer Days
  - Fort Macaulay Historical Tour

- Esquimalt Farmers market every Thursday in Memorial Park and every Monday in Esquimalt Gorge Park
- Memorial Park Music Fest - every Tuesday night in Memorial Park over the summer
- TD Victoria International Jazz Fest
- SNAFU-Unexpected Spectacles
- Alectoria Theatre
- Japanese Cultural Fair

Arena Programs

The dry floor was removed for construction.

II. COMMITTEES

The Environmental, Parks & Recreation Advisory Committee met on June 24, 2026.

- Recreation Strategic Planning complete and presented to council July, 2026

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

CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Staff Report

File #:26-337

PERIOD REPORT

DATE: September 28, 2026 Report No. SI-26-023

TO: Dan Horan, Chief Administrative Officer

FROM: Judy Kitts, Director, Strategic Initiatives

SUBJECT: Strategic Initiatives- 2026 Second Period Report

The following is a report on the activities pertaining to the Department of Strategic Initiatives from May 1, 2026 to August 31, 2026.

The Strategic Initiatives Department has completed its first year of operation and continues to evolve as organizational needs change. Since August 2025, the department has focused on building a cohesive team, establishing foundational processes, and strengthening internal and external relationships. Over the past year, the department's mandate has expanded to include responsibilities for economic development, volunteer services, and First Nations engagement and reconciliation initiatives, in addition to its existing oversight of bylaw enforcement, the policing model and Framework Agreement with VicPD, and the Council Priorities Plan process.

Highlights:

- **Began work on a municipal facilities and property options analysis** to inform future Council decisions regarding the Temporary Fire Hall, Municipal Hall, and long-term civic space requirements.
- **Advanced the Industrial Lands Study** in partnership with Royal Roads University, helping identify opportunities to strengthen Esquimalt's industrial economy, support local employment, and inform future economic development decision-making.
- **Advanced reconciliation initiatives** through development of Relationship Agreements and collaboration on Lekwungen placemaking projects and cultural installations.
- **Expanded community safety and bylaw enforcement capacity** through the recruitment of an auxiliary bylaw officer, enabling Saturday parking enforcement and additional enforcement presence at Township events.

Department Activities:

1. Bylaw Enforcement
    - Bylaw Offence Notices (BONs), Warnings, & Disputes
        - In this period 57 warnings and 234 BONs were issued.

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- 97.5% of BONs were related to parking violations.
- In this period, 15 BON's were referred to the screening officer level. Of those, 7 were cancelled and 6 were upheld for payment. One matter was referred for adjudication.

- Animal Control
  - During this period, VACS investigated 129 incidents.
  - During this period, 185 dog licenses were sold: 36 from Municipal Hall, 121 from vendors and 28 online.
- Collections
  - During the reporting period, staff advanced implementation of the collections program by reviewing and preparing outstanding BON files from 2023, 2024, and 2025.
- After Hours Enforcement
  - VicPD continues to provide after-hours bylaw enforcement and is working with the Township to enhance service through clearer metrics and reporting.
  - In response to Council direction provided in March, the Township has successfully recruited an auxiliary bylaw officer to support expanded Saturday parking enforcement and enforcement at community events. The new position provides additional enforcement capacity while offering flexibility as the Department evaluates longer-term staffing requirements and service levels.
- Bylaw Modernization
  - The Department continues to advance modernization initiatives, including the implementation of a mobile ticketing application and online payment functionality. These improvements, intended to be operationalized by the end of the calendar year, will modernize service delivery, support more efficient enforcement operations, and improve customer access to payment service.

See Appendix A: Bylaw Contraventions and Complaints, BONs and Animal Management Report.

2. First Nations Engagement
   - Development of Nation Relationship Agreements with Songhees Nation and Xwsepsum Nation has continued, with discussions focused on establishing a framework for collaboration, communication, and mutual priorities.
   - The Township has advanced several Lekwungen placemaking initiatives in partnership with Songhees Nation, Xwsepsum Nation, CFB Esquimalt, and the Esquimalt Graving Dock.
   - Planning and design work for the Gorge Midden interpretive signage project has progressed with guidance from Songhees and Xwsepsum representatives.
   - Township developed draft concepts for native planting signage which incorporates Lekwungen language, culture and traditional uses. Signs to be developed and implemented in Township parks following input from the Nations.
3. Policing
   - The Township continues to work with the Victoria Esquimalt Police Board and Victoria Police Department on matters related to public safety, policing priorities, and governance.
   - Collaboration between VicPD's Esquimalt Division and the Township's Bylaw Team continues to support coordinated enforcement, communication, and service delivery.

- Esquimalt Councillor Ken Amour has stepped down from his position on Council and has been appointed as a community representative on the Victoria Esquimalt Police Board for a one-year term commencing August 24, 2026.

4. Economic Development
   - Launched Esquimalt's participation in the Economic Nutrition program in partnership with the Shorefast Institute, providing local businesses with tools to better understand and communicate their economic impact within the community.
   - Strengthened regional, provincial, and federal partnerships through participation in the Federation of Canadian Municipalities Defence Task Force, helping position Esquimalt to identify opportunities and prepare for future defence-related growth and investment
   - Additional economic development accomplishments are outlined in Appendix B.

5. Strategic Initiatives
   - Procurement was completed for the Municipal Facilities Options Analysis project, which will support Council's consideration of future uses of the Temporary Fire Hall, Municipal Hall, and other civic facilities.
   - Preliminary work commenced on a long-term approach to municipal property and facility planning to help inform future Council decision-making.
   - Development of Esquimalt Forward continued during the reporting period, including a September workshop with directors and managers. The plan is intended to provide a framework for advancing strategic priorities, improving organizational effectiveness, cross-departmental coordination, and continuous improvement.

Attachments:

1. Appendix A: P2 Bylaw Enforcement Report
2. Appendix B: P2 Economic Development Report

Bylaw Enforcement
2026 – 2nd Period

	2025 2nd Period	**2026 2nd Period**	2025 Year to Date	**2026 Year to Date**
Total Bylaw Contraventions and Complaints Investigated	290	**253**	545	**485**
➢ Streets and Traffic	206	**171**	400	**334**
➢ General Bylaw Inquiries	15	**14**	31	**29**
➢ Maintenance/Nuisance Property/Noise Bylaw	56	**55**	91	**95**
➢ Zoning Bylaw	8	**3**	9	**10**
➢ Business License	0	**0**	1	**1**
➢ Building	1	**2**	2	**4**
➢ Animal Control	1	**0**	5	**0**
➢ Park Maintenance & Tree Protection	2	**6**	4	**10**
➢ Assist Third Party Agencies	1	**2**	2	**2**
➢ Secondary Suites	0	**0**	0	**0**
Concluded Investigations	256	**221**	491	**436**
Active Investigations	34	**31**	54	**49**

	2025 2nd Period	**2026 2nd Period**	2025 Year to Date	**2026 Year to Date**
BON's & MTI's Issued	350	**234**	641	**561**
➢ Total Maximum Fine Value	$ 22,336	**$ 16,612**	$ 42,346	**$ 39,952**
➢ Total Paid	$ 5,187	**$ 3,472**	$ 9477	**$ 7,762**
➢ Total Outstanding (Max Fine)	$ 14,099	**$ 15,862**	$ 26,934	**$ 25,325**
➢ Tickets Cancelled	8	**8**	18	**25**
➢ Warning Tickets (not included in "issued" total above)	113	**57**	173	**133**

	2025 2nd Period	**2026 2nd Period**	2025 Year to Date	**2026 Year to Date**
BON & MTI Adjudication				
➢ Disputed Matters to Screening Officer	23	**15**	40	**38**
➢ Disputed tickets – cancelled	11	**7**	22	**19**
➢ Disputed tickets – confirmed by Screening Officer	10	**6**	16	**13**
➢ Sent to adjudication	0	**1**	0	**2**

Bylaw Enforcement
2026 – 2nd Period

BON's & MTI's Issued By Infraction	2025 2nd Period	**2026 2nd Period**	2025 Year to Date	**2026 Year to Date**
➢ Use any park/public land in contravention of sign or bylaw 2665(3.1.1)	0	**0**	1	**1**
➢ Owner/Occupier permit accumulation 2826 (8)(1)	0	**1**	0	**1**
➢ Owner/Occupier permit to become or remain unsightly 2826(8)(2)	0	**2**	0	**4**
➢ Owner/Occupier permit or cause health, fire or other hazard 2826 (8)(3)	0	**1**	0	**1**
➢ Construction outside of permitted hours 2826(18)	0	**0**	0	**3**
➢ Owner/Occupier make noise that disturbs 2826(33)(1)(a)	1	**1**	1	**1**
➢ Failure to care for animal 2841(9)(4)	0	**1**	0	**1**
➢ Animal confined in enclosed space without adequate ventilation / water / shade 2841(14)	1	**0**	1	**0**
➢ Unleashed dog 2841(21)(1)	7	**2**	10	**2**
➢ Other animal in public – not under effective control 2841(22)(2)	1	**0**	1	**0**
➢ Allow animal to chase/harass/attack person or animal 2841(26)	4	**0**	7	**4**
➢ Dangerous dog not leashed or muzzled in public 2841(43)(1)	2	**0**	3	**1**
➢ Failure to display dangerous dog sign 2841(44)(1)	1	**0**	1	**0**
➢ Failure to comply with duties of owner of dangerous dog 2841(45)	0	**0**	4	**0**
➢ Failure to licence dog 2841(46)	8	**1**	8	**3**
➢ Noisy dog causing a nuisance 2841(50)	2	**0**	3	**0**
➢ Intentionally feed wildlife 2841(52)	1	**0**	1	**0**
➢ Obstruct Animal Control Officer 2841(65(1))	1	**0**	1	**0**
➢ No stopping zone 2898(15)	8	**6**	8	**9**
➢ No parking zone 2898(17)	10	**4**	14	**9**
➢ Limited time parking zone 2898(18)	30	**32**	61	**149**
➢ Loading zone 2898(19)	11	**0**	18	**0**
➢ Special parking 2898(26)	1	**2**	1	**2**

Bylaw Enforcement

2026 – 2nd Period

BON's & MTI's Issued By Infraction	2025 2nd Period	**2026 2nd Period**	2025 Year to Date	**2026 Year to Date**
➢ Residential parking only zone 2898(29)	109	**80**	256	**169**
➢ Residential parking permit zone 2898(31)	4	**23**	11	**36**
➢ Handicap parking 2898(32)	1	**0**	1	**5**
➢ No insurance / abandoned vehicle 2898(33)	0	**16**	0	**54**
➢ Restricted parking for commercial vehicle 2898(35)	7	**1**	7	**1**
➢ Trailer parking 2898(38)	4	**0**	4	**1**
➢ Miscellaneous stopping, standing & parking prohibitions 2898(39)	5	**8**	8	**12**
➢ Park blocking sidewalk 2898 (39)(1)(a)	0	**1**	0	**1**
➢ Park within 1M of driveway 2898(39)(1)(b)	4	**4**	5	**11**
➢ Park within 5M of any fire hydrant 2898(39)(1)(d)	0	**0**	3	**1**
➢ Park in front of hydrant 2898(39)(1)(i)	0	**1**	0	**1**
➢ Park contrary to sign 2898 (39)(1)(n)	2	**6**	4	**14**
➢ Curb parking 2898(40)	4	**6**	5	**17**
➢ Yellow curb 2898(41)	117	**87**	184	**165**
➢ Recreational vehicles 2898(42)	4	**9**	6	**20**
➢ Chattels on street 2898(49)	0	**0**	0	**1**
➢ Cause any street to be fouled, encumbered, obstructed or damaged 2898(50)(1)	0	**1**	0	**2**
➢ Sleeping in vehicle 2898 (52)	0	**1**	0	**1**
➢ Cutting any structure or anchoring roots of a protected tree 3076(4.3)(b))	0	**0**	1	**0**
➢ Esquipment over roots of protected tree inside drip line 3076(4.3)(d))	0	**0**	1	**0**
➢ Fail to install tree protection barriers 3076(8)(10))	0	**0**	1	**0**
➢ Conduct business without licence 3144(12)(1)	0	**0**	0	**1**

Bylaw Enforcement
2026 – 2nd Period

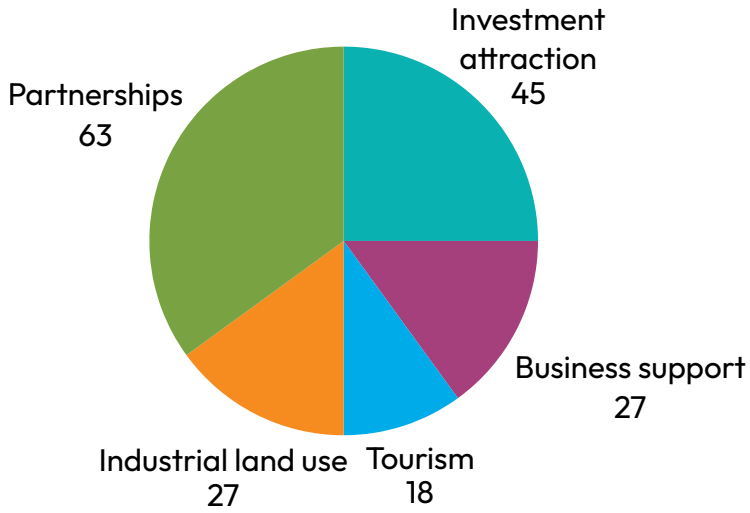
Animal Control	2025 2nd Period	**2026 2nd Period**	2025 Year to Date	**2026 Year to Date**
➢ Dog Tags Sold	165	**185**	1497	**1441**
Incidents Investigated by Victoria Animal Control	273	**129**	431	**529**
➢ Dogs at Large	17	**11**	30	**18**
➢ No Leash	19	**23**	11	**40**
➢ No License	138	**5**	214	**322**
➢ Barking/Noisy Dogs	9	**10**	15	**16**
➢ Dog Attacks (on animals)	7	**4**	8	**10**
➢ Dog Attacks (on humans)	6	**4**	10	**5**
➢ Cats at Large	6	**7**	12	**13**

Actions taken by VACS	2025 2nd Period	**2026 2nd Period**	2025 Year to Date	**2026 Year to Date**
➢ Verbal Warnings	30	**22**	36	**52**
➢ Written Notices	25	**21**	38	**53**
➢ BON Written	20	**2**	30	**6**
➢ Animals Impounded	39	**20**	65	**32**
➢ Contacts – With Dogs - No Violation	328	**462**	542	**829**
➢ Contacts – Without Dogs	103	**331**	177	**756**

ECONOMIC DEVELOPMENT | MAY - AUGUST

Advancing Esquimalt's position as an investment-ready community through targeted engagement, sector development, and strategic partnerships.

Engagement by Focus Area



180

Key Takeaway: Approximately 180 stakeholder touchpoints advanced economic development priorities, with a strong focus on regional partnerships, investment attraction, business support, industrial land use planning, and tourism development. These efforts helped strengthen relationships, identify opportunities, and support Esquimalt's continued economic growth.

BUSINESS OUTREACH & COMMUNICATIONS

Economic development communications continued to support business awareness and engagement during the reporting period.

- A targeted e-mail campaign on navigating tariffs and economic uncertainty was distributed to 654 businesses and stakeholders, achieving a 47% open rate.
- An invitation to the Economic Nutrition event was distributed to 485 businesses and stakeholders, achieving a 47% open rate.
- Four monthly Economic Development newsletters were distributed between May and August to approximately 1,100 subscribers, with an average open rate of 54%.

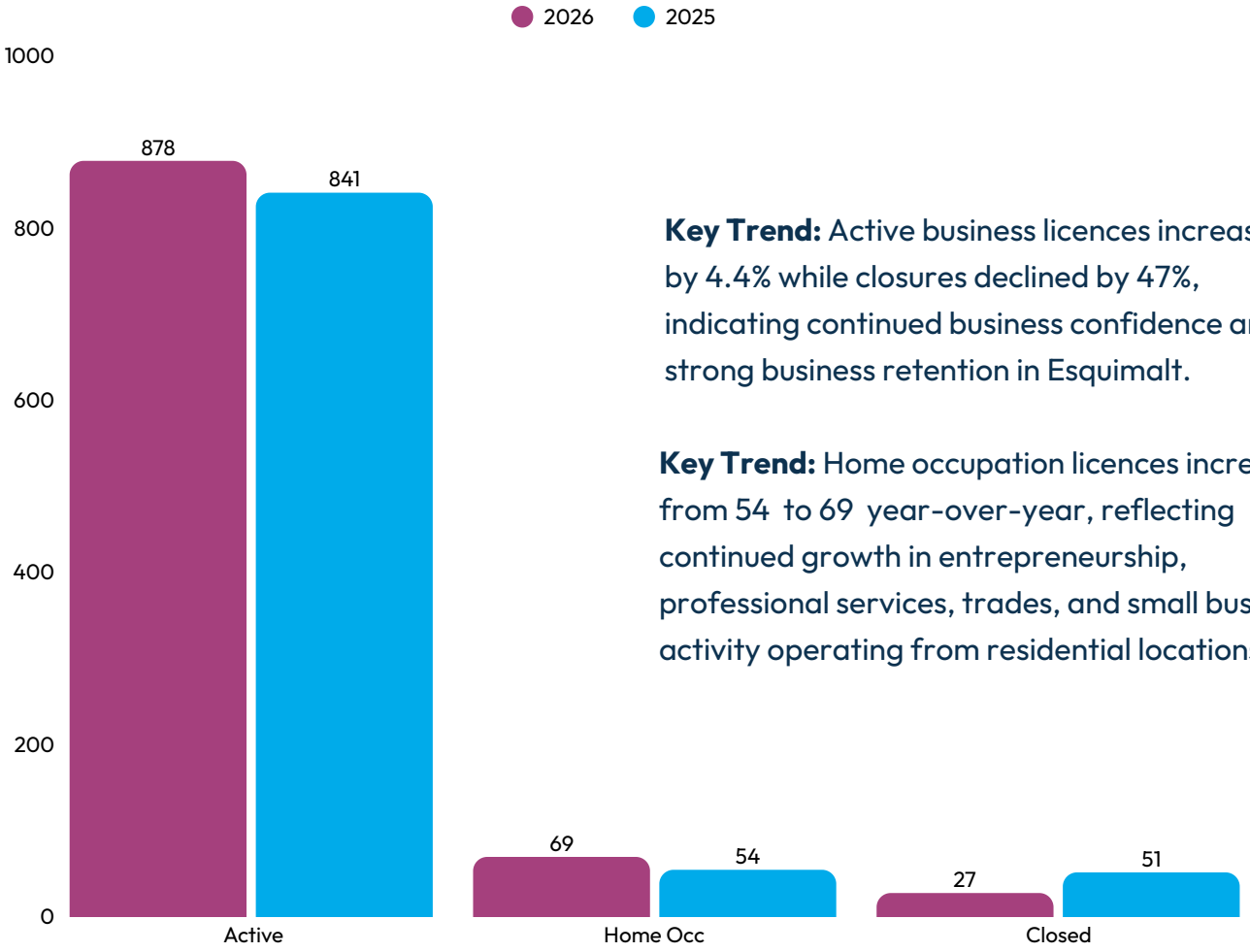
Monthly Newsletters

1,100 Subscribers

54% open rate

ESQUIMALT
THE PLACE TO BE

BUSINESS LICENCE TRENDS



Key Trend: Active business licences increased by 4.4% while closures declined by 47%, indicating continued business confidence and strong business retention in Esquimalt.

Key Trend: Home occupation licences increased from 54 to 69 year-over-year, reflecting continued growth in entrepreneurship, professional services, trades, and small business activity operating from residential locations.

KEY OUTCOMES

- Advanced the Industrial Park Market Study and Land Use Plan.
- Strengthened regional partnerships through defence-sector engagement.
- Launched Esquimalt's participation in the Economic Nutrition program in partnership with the Shorefast Institute, providing local businesses with tools to better understand and communicate their economic impact within the community.
- Supported continued business growth, reflected by an increase in active business licences.

Economic Nutrition[CM]
A Shorefast Initiative

Know where your money goes.

Apply to join your region's cohort today