



## **CORPORATION OF THE TOWNSHIP OF ESQUIMALT**

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Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1  
Telephone (250) 414-7100 Fax (250) 414-7111

File 0550-06

March 1, 2012

### **NOTICE**

**A REGULAR MEETING OF COUNCIL WILL BE HELD ON  
MONDAY, MARCH 5, 2012 AT 7:00 PM, IN THE COUNCIL  
CHAMBERS, ESQUIMALT MUNICIPAL HALL, 1229  
ESQUIMALT ROAD.**

**ANJA NURVO  
CORPORATE OFFICER**



**CORPORATION OF THE TOWNSHIP OF ESQUIMALT**

**A G E N D A**  
**REGULAR MEETING OF COUNCIL**

Monday, March 5, 2012  
7:00 p.m.  
Esquimalt Council Chambers

**1. CALL TO ORDER**

**2. LATE ITEMS**

**3. APPROVAL OF THE AGENDA**

**4. MINUTES**

- (1) Minutes of the Regular Meeting of Council, February 20, 2012 Pg. 1 – 9

**5. PRESENTATION**

- (1) Suzanne Steffler, Ali Gaul and Mary-Ann Scott, 7<sup>th</sup> Raven Guides  
(2) Recognition of Bev Hopkins, Esquimalt Garden Club, Victoria Flower Count Launch

**6. PUBLIC INPUT (On items listed on the Agenda)**

*Excluding items which are or have been the subject of a Public Hearing.*

**7. DELEGATIONS**

- (1) Dino P. Fiorin, Celebration of Lights Committee, Presentation to Council and Municipal Departments Pg. 10  
(2) Darwin Robinson, Tax Payer Concern Pg. 11

**8. PUBLIC HEARING**

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

**(1) PUBLIC HEARING – DEVELOPMENT PERMIT [521 – 529 COMERFORD STREET]**

- i) Notice of Hearing Pg. 12 – 13  
ii) Background Information – *Available for Viewing Separately*
  - Staff Report No. DEV-11-066
  - Staff Report No. DEV-11-077
  - Staff Report No. DEV-11-090
  - Staff Report No. DEV-12-012

**PUBLIC INPUT**

**ADJOURNMENT OF HEARING**

9. PUBLIC HEARING STAFF REPORT

- (1) Development Permit, 521 – 529 Comerford Street, [Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854], [Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854], Staff Report No. DEV-12-015 Pg. 14 – 65

**RECOMMENDATION:**

That the application for a Development Permit limiting the form and character of development to that shown on architectural plans provided by Vic Davies Architect stamped “Received January 10, 2012”, and sited as detailed on the survey plan prepared by Powell and Associates, BC Land Surveyors, stamped “Received December 2, 2011”, and including the following relaxations to Zoning Bylaw, 1992, No. 2050 and Parking Bylaw, 1992, No. 2011, be **approved, issued and registered** on the title of Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854 and Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854 [521-529 Comerford Street],

**Zoning Bylaw, 1992, No. 2050, Section 24 (1) – Visibility at Intersections** – an exemption from the requirement that there shall be no obstruction to the line of vision by Buildings, Structures or vegetation between the heights of 1 metre and 3 metres above the established grade of streets within an area bounded by the centre lines of intersecting streets and a line joining a point on each of the centre lines 25 metres from their intersection.

**Parking Bylaw, 1992, No. 2011, Section 11(1) – Visitor Parking** – a reduction in the required number of dedicated visitor parking spaces from 1 of every 4 to 1 of every 8 [i.e. from a total of 12 visitor spaces to 6 visitor spaces]

**Parking Bylaw, 1992, No. 2011, Section 13(1)(a)(v) – Number Of Off-Street Parking Spaces** – a reduction in the required number of parking spaces from 1.3 spaces per dwelling unit to 0.64 spaces per dwelling unit [i.e. from a total of 45 spaces to 22 spaces].

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10. STAFF REPORTS

*Administration*

- (1) 2012 Strategic Priorities Report, Staff Report No. ADM-12-015 Pg. 66 – 87

**RECOMMENDATION:**

That the Draft 2012 Strategic Priorities Report be approved in principle; that opportunity is provided for public input and that the Draft Report be returned to Council for consideration at the Regular Council meeting on April 2<sup>nd</sup>, 2012.

11. MAYOR’S AND COUNCILLORS’ REPORTS

- (1) Report from Councillor David Schinbein, Re: Greater Victoria Public Library Report, CEO Report to the Board, February 2012 Pg. 88 – 89

**12. REPORTS FROM COMMITTEES**

- (1) Adopted minutes from the Centennial Celebrations Select Committee meeting, January 24, 2012 Pg. 90 – 93
- (2) Adopted minutes from the Heritage Advisory Committee meeting, January 25, 2012 Pg. 94 – 100
- (3) Draft minutes from the Advisory Planning Commission meeting, February 21, 2012 Pg. 101 – 105

**13. COMMUNICATIONS**

- (1) Letter from Union of British Columbia Municipalities, dated February 20, 2012, Re: RCMP Contract – Issues Update Pg. 106 – 116
- (2) Letter from Bev Highton, The CRD Business & Residential Taxpayer’s Association, dated February 20, 2012, Re: 2012 Property Taxes Pg. 117 – 119
- (3) Letter from Karen Felker, British Columbia Honors and Awards Secretariat, dated February 20, 2012, Re: Order of British Columbia – 2012 Call for Nominations Pg. 120
- (4) Letter from Union of British Columbia Municipalities, dated February 21, 2012, Re: Local Government Awareness Week & National Public Works Week: May 20 – May 26, 2012 Pg. 121

**14. RISE AND REPORT**

- (1) Report from the *In Camera* Meeting of Council, February 20, 2012, Re: 2012 Appointments to Advisory Committees, Commission and Board Pg. 122
- (2) Report from the *In Camera* Meeting of Council, February 27 & 28, 2012, Re: 2012 Appointments to Advisory Committees, Commission and Board Pg. 123 – 124

**15. PUBLIC QUESTION AND COMMENT PERIOD**

*Excluding items which are or have been the subject of a Public Hearing.  
Limit of two minutes per speaker.*

**16. ADJOURNMENT**





# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

MINUTES  
**REGULAR MEETING**  
OF MUNICIPAL COUNCIL  
MONDAY, FEBRUARY 20, 2012

7:00 P.M.  
COUNCIL CHAMBERS

**PRESENT:**

Acting Mayor Meagan Brame  
Councillor Dave Hodgins  
Councillor Lynda Hundleby  
Councillor Robert McKie  
Councillor Tim Morrison  
Councillor David Schinbein

**REGRETS:**

Mayor Barbara Desjardins

**STAFF:**

Jeff Miller, Acting Chief Administrative Officer  
Barbara Snyder, Director of Development Services  
Louise Payne, Recording Secretary

1. **CALL TO ORDER**

Acting Mayor Brame called the Regular Meeting of Council to order at 7:00 p.m.

2. **LATE ITEMS**

The following late items were added to the Agenda:

- Added to Item 9. Communications – (6) Catch the Wave 100 – Tristan Taylor Trust Fund and Benefit; and
- Add to Item 12. Motion to go *In Camera* – Pursuant to Section 90 of the *Community Charter* to discuss:
  - Labour relations or other employee relations; and
  - The security of the property of the municipality; in accordance with Section 90 (1) c) and (d) of the *Community Charter*, and that the general public be excluded.

3. **APPROVAL OF THE AGENDA**

**MOTION:** Moved by Councillor Hodgins/Councillor McKie:  
That the Agenda be approved as amended.

**CARRIED UNANIMOUSLY.**

4. **MINUTES**

**MOTION:** Moved by Councillor Schinbein/Councillor McKie:  
That the minutes of the following meetings be approved as circulated:  
(a) Special Meeting of Council, February 6, 2012;  
(b) Regular Meeting of Council, February 6, 2012; and  
(c) Special Meeting of Council, February 13, 2012.

**CARRIED UNANIMOUSLY.**

5. **PUBLIC INPUT**

There was no public input.

6. **STAFF REPORTS**

*Administration*

- (1) Committee Appointment – Extensions, Staff Report No. ADM-12-016

**MOTION:** Moved by Councillor Hundleby/Councillor Brame:  
That Council extend the terms of all existing members of the community currently appointed to any of the Township's existing Committees, the Advisory Planning Commission and the Board of Variance to March 31<sup>st</sup>, 2012.

**Council comments:**

- Concern with number of applications – 30 vacancies but only 25 applications to date;
- May be one or two committees not attracting interest but don't want to hold up all committee recruitment;

- Concerned about APC not meeting and delaying development applications;
- Chamber of Commerce has sent out requests for applicants;
- Option to allow residents to sit on more than one committee;
- Those who have applied have not heard anything about the recruitment process; therefore need to let everyone know that the recruitment deadline has been extended;
- Consider an honorarium for committee participants.

**MOTION:** That the motion be amended to add the following:  
*“and that Council proceed with the interview and selection process scheduled for February 27<sup>th</sup> and 28<sup>th</sup>, and fill unappointed positions on committees at a later date.”*

**CARRIED** (Acting Mayor Brame and Councillor Hundleby opposed).

The question was called on the motion as amended and declared **CARRIED**, with Acting Mayor Brame opposed.

*Development Services*

- (2) Rezoning Application and Development Permit, 856 Esquimalt Road, [Lot A, Section 11, Esquimalt District, Plan VIP80973], 858 Esquimalt Road, [Lot 2, Section 11, Esquimalt District, Plan 23904], Staff Report No. DEV-12-011

**MOTION:** Moved by Councillor Hundleby/Councillor Hodgins:

1. That Zoning Bylaw, 1992, No. 2050, Amendment Bylaw [No. 205], 2011, No. 2772 which provides for changes to the zoning of Lot A, Section 11, Esquimalt District, Plan VIP80973 [856 Esquimalt Road] and Lot 2, Section 11, Esquimalt District, Plan 23904 [858 Esquimalt Road] shown cross-hatched on Schedule 'A', attached hereto, from C-6 [Licensed Liquor Establishment] and C-2 [Neighbourhood Commercial] respectively to CD No. 80 [Comprehensive Development District No. 80], be **adopted**; and
2. That Development Permit No. 16/2011, limiting the form and character of the proposed development to that shown on architectural plans provided by Douglas P. J. Millar Architect, stamped “Received October 5, 2011”, and on the landscape plan prepared by Eckford and Associates Landscape Architecture, stamped “Received October 5, 2011”, and sited as detailed on the survey plan prepared by Richard J. Wey and Associates Land Surveyors Inc., stamped “Received October 5, 2011”, be **approved, issued and registered** on the property titles of Lot A, Section 11, Esquimalt District, Plan VIP80973 [856 Esquimalt Road] and Lot 2, Section 11, Esquimalt District, Plan 23904 [858 Esquimalt Road].

**CARRIED UNANIMOUSLY.**

- (3) Comprehensive Economic Development Planning, Staff Report No. DEV-12-014

**MOTION:** Moved by Councillor Hundleby/Councillor Hodgins:  
 That the issue of tax exemptions (incentives) be considered in the

context of a comprehensive economic development plan developed in consultation with the business community.

**Council comments:**

- Important how economic development is encouraged in the community;
- Consultation process with business community is important; however the public should have an opportunity to participate;
- Concern that revenue forfeited, to stimulate economic development, must be found elsewhere;
- New Director of Development Services will aid Council with development of a comprehensive economic development plan;
- Need to maintain a level playing field so that new businesses (given tax incentives) are not in competition with existing businesses.

**CARRIED UNANIMOUSLY.**

**7. MAYOR'S AND COUNCILLORS' REPORTS**

There were no reports.

**8. REPORTS FROM COMMITTEES**

(1) Committee of the Whole Report, February 13, 2012

**MOTION:** Moved by Councillor Hodgins/Councillor McKie:  
That Council ratify and confirm the following recommendations from the Committee of the Whole meeting of February 13, 2012:

1. Posting of Agendas on Website, Staff Report No. ADM-12-012

That staff continue with their current practice of posting complete Agenda packages for Council and Committee of the Whole meetings on the Township's website, severing personal information as appropriate in compliance with the *Freedom of Information and Protection of Privacy Act*.

In addition to posting the full Agenda packages online prior to meetings, Council directs staff to also provide options for the videotaping of full Council and Committee of the Whole meetings for the purpose of allowing for meetings to be viewed by the general public online.

2. Fire Services Mutual Aid Agreement with DND, Staff Report No. FIRE-12-003

That Council approve entering into a Memorandum of Understanding (MOU) between the Department of National Defence (as represented by Canadian Forces Base Esquimalt) and the Township of Esquimalt, and authorizes the execution of the MOU substantially in the form attached to Staff Report No. FIRE-11-009.

3. Amendment to Subdivision and Development Control Bylaw No. 2175, Staff Report No. DEV-12-008
  - (a) That Bylaw No. 2175, cited as "Subdivision and Development Control Bylaw 1997" be amended by the addition of the following words and figures in Part 4 – Approvals:

*"7.04 Each application for subdivision shall include Civil Engineering drawings showing the proposed location of any required works and services and demonstrating that the servicing can be achieved in accordance with the Municipality's standards. This requirement for Civil Engineering drawings also applies to building permit applications where any new works and services are required."*
  - (b) That staff be directed to prepare the necessary amending bylaw, information brochure and policy document on Page 2 of Staff Report No. DEV-12-008.
4. Development Permit, 521-529 Comerford Street [Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854], [Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854], Staff Report No. DEV-12-012

That the application for a Development Permit limiting the form and character of development to that shown on architectural plans provided by Vic Davies Architect stamped "Received January 10, 2012", and sited as detailed on the survey plan prepared by Powell and Associates, BC Land Surveyors, stamped "Received December 2, 2011", and including the following relaxations to Zoning Bylaw, 1992, No. 2050 and Parking Bylaw, 1992, No. 2011, for the proposed development located at Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854 and Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854 [521-529 Comerford Street], be forwarded to Council with a recommendation of approval subject to appropriate notification being completed, a Variance Hearing being held, and a Development Permit being returned to Council for consideration:

Zoning Bylaw, 1992, No. 2050, Section 24(1) – Visibility at Intersections – an exemption from the requirement that there shall be no obstruction to the line of vision by Buildings, Structures or vegetation between the heights of 1 metre and 3 metres above the established grade of streets within an area bounded by the centre lines of intersecting streets and a line joining a point on each of the centre lines 25 metres from their intersection;

Parking Bylaw, 1992, No. 2011, Section 11(1) – Visitor Parking – a reduction in the required number of dedicated visitor parking

spaces from 1 of every 4 to 1 of every 8 [i.e. from a total of 12 visitor spaces to 6 visitor spaces]; and

Parking Bylaw, 1992, No. 2011, Section 13(1)(a)(v) – Number of Off-Street Parking Spaces – a reduction in the required number of parking spaces from 1.3 spaces per dwelling unit to 0.64 spaces per dwelling unit [i.e. from a total of 45 spaces to 22 spaces].

5. Limiting Certain Types of Commercial Businesses, Staff Report No. DEV-12-002

That the recommendation set out in Staff Report No. DEV-12-002, as follows, **not be approved**:

*“That Council direct staff to prepare the bylaws necessary to amend Zoning Bylaw No. 2050 to define ‘commercial use’, ‘cheque cashing facility’, and ‘financial institution’ so as to prohibit additional cheque cashing businesses from locating in Esquimalt’s commercial core.”*

**CARRIED UNANIMOUSLY.**

- (2) Draft minutes from the Advisory Planning Commission meeting, December 20, 2011

**MOTION:** Moved by Councillor Hundleby/Councillor McKie:

That the draft minutes from the Advisory Planning Commission meeting, December 20, 2011 be received.

**CARRIED UNANIMOUSLY.**

- (3) Draft minutes from the Access Awareness Advisory Committee meeting, January 22, 2012

**MOTION:** Moved by Councillor Hodgins/Councillor Schinbein:

That the draft minutes from the Access Awareness Advisory Committee meeting, January 22, 2012 be received.

**CARRIED UNANIMOUSLY.**

- (4) Memorandum from the Access Awareness Advisory Committee, dated February 6, 2012, Re: Request for Proclaim Access Awareness Day

**MOTION:** Moved by Councillor Morrison/Councillor Hundleby:

That the memorandum from the Access Awareness Advisory Committee dated February 6, 2012 be received; and

That the request to proclaim *Access Awareness Day*, on a yearly basis, as the first Saturday in June, be approved.

**CARRIED UNANIMOUSLY**

- (5) Draft minutes from the Environmental Advisory Committee meeting, January 25, 2012

**MOTION:** Moved by Councillor McKie/Councillor Hodgins:  
That the draft minutes from the Environmental Advisory Committee meeting, January 25, 2012 be received.

**CARRIED UNANIMOUSLY.**

Councillors Hodgins and Hundleby declared a conflict of interest with the next Agenda item, as retired BC Government employees, and left the meeting at 7:43 p.m.

9.

## **COMMUNICATIONS**

- (1) Letter from Sarjit K Manhas, BC Government Retired Employees Association, dated February 6, 2012, Re: Request to Pass Resolution

**MOTION:** Moved by Councillor McKie/Councillor Morrison:  
That the letter from the BC Government Retired Employees Association dated February 6, 2012 regarding a request to pass a resolution regarding MSP premiums be received for information.

**CARRIED UNANIMOUSLY.**

Councillors Hodgins and Hundleby rejoined the meeting at 7:45 p.m.

- (2) Email from Lily Wallace, Creative Peace Mural Society, dated February 14, 2012, Re: Invitation to Mural Exhibition at Westminster Hall, London, England

**MOTION:** Moved by Councillor Hundleby/Acting Mayor Brame:  
That the email from the Creative Peace Mural Society dated February 14, 2012 regarding an invitation to the Mural Exhibition at Westminster Hall, London, England, be received for information.

**CARRIED UNANIMOUSLY.**

- (3) Email from John Rowlandson, Velo Village Team Lead, dated February 15, 2012, Re: Provincial Investment in Rural Cycling Infrastructure

**MOTION:** Moved by Councillor Schinbein/Councillor Hundleby:  
That the email from Velo Village Team Lead dated February 15, 2012 regarding Provincial Investment in Rural Cycling Infrastructure be received for information.

**CARRIED UNANIMOUSLY.**

- (4) Letter from Peter Ronald, Local Government Program Services, UBCM, dated February 3, 2012, Re: 2012 Age-friendly Community Projects & Planning Grant – Approval and Terms & Conditions

**MOTION:** Moved by Councillor Hodgins/Councillor Schinbein:  
That the letter from Local Government Program Services, UBCM dated February 3, 2012 regarding the 2012 Age-friendly Community Projects and Planning Grant's approval and terms and conditions be received.

**CARRIED UNANIMOUSLY.**

- (5) Letter from CA Baines, Captain (Navy), Base Commander, National Defence, dated February 13, 2012, Re: Request for Freedom of the City – Township of Esquimalt Centennial 2012

**MOTION:** Moved by Councillor McKie/Councillor Schinbein:  
That the letter from the Base Commander, National Defence dated February 13, 2012 accepting the Township's invitation to exercise their right to Freedom of the Township on June 7<sup>th</sup>, 2012 be received.

**CARRIED UNANIMOUSLY.**

- (6) Catch the Wave 100 – Tristan Taylor Trust Fund and Benefit

**MOTION:** Moved by Councillor Hundleby/Councillor Hodgins:  
That the information brochure entitled "Catch the Wave 100" for the Tristan Taylor Trust Fund and Benefit be received for information.

**CARRIED UNANIMOUSLY.**

10.

#### **RISE AND REPORT**

- (1) Report from the Special *In Camera* Meeting of Council, February 13, 2012, Re: Esquimalt Policing and Law Enforcement Panel

At the Special *In Camera* meeting of Council held on February 13, 2012, Council passed the following resolution:

"That Council direct the Esquimalt Policing and Law Enforcement Advisory Panel to add a public input component to their meeting agenda, and further direct that the public notification process followed for committees of Council also be followed for all further Panel meetings; and

That Council issue a media advisory outlining the updated timeline for 2012 and advising of the changes to the Esquimalt Policing and Law Enforcement Advisory Panel meeting agendas and public notification process."

11.

#### **PUBLIC QUESTION AND COMMENT PERIOD**

*Rod Lavergne, resident*, expressed concern over the loss of the Director of Financial Services and requested that the municipality keep a record of any resulting legal costs. He also expressed concern with the conflict of interest statements for Agenda Item 9(1), noting that the letter from the BC Government Retired Employees Association stated that the Association's resolution requested the Provincial Government remove MSP premiums for seniors and all citizens of British Columbia.

*Peter Ryan, resident*, stated his understanding regarding Agenda Item 9(1) was that the Association's resolution was for all seniors, not just BC Government retired employees. He pointed out that British Columbia is the only province in Canada that makes seniors pay MSP premiums, and he asked for Council's support of this initiative.



*Muriel Dunn, resident*, expressed her concern for residents in their 40's and 50's not getting relief on medical or dental premiums. She also stated that tax exemptions were a difficult issue for a small community, and expressed her confusion in light of last week's resolution against prohibiting additional cheque cashing businesses.

**12. MOTION TO GO IN CAMERA**

**MOTION:** Moved by Councillor Schinbein/Councillor Hundleby:  
That Council convene *In Camera* pursuant to Section 90 of the *Community Charter* to discuss:

- Personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality; and
- Labour relations or other employee relations; and
- The security of the property of the municipality; and
- The acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality; and
- Litigation or potential litigation affecting the municipality;

in accordance with Section 90(1) (a), (c), (d), (e), and (g) of the *Community Charter*, and that the general public be excluded.

**CARRIED UNANIMOUSLY.**

**16. ADJOURNMENT**

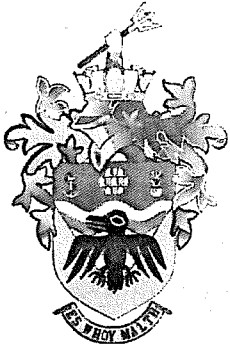
**MOTION:** Moved by Councillor Schinbein/Councillor Hundleby:  
That the Regular Meeting of Council be adjourned at 7:53 p.m.

**CARRIED UNANIMOUSLY.**

\_\_\_\_\_  
ACTING MAYOR OF THE CORPORATION OF  
THE TOWNSHIP OF ESQUIMALT  
THIS DAY OF MARCH, 2012

CERTIFIED CORRECT:

\_\_\_\_\_  
G. LOUISE PAYNE  
ACTING CORPORATE OFFICER



# Corporation of the Township of Esquimalt

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C., V9A 3P1  
Website: www.esquimalt.ca

Phone: (250) 414-7100  
Fax: (250) 414-7111

## APPLICATION FOR DELEGATION TO MUNICIPAL COUNCIL MEETING

Pursuant to *Council Procedure Bylaw, No. 2715, 2009*, Section 20, Delegations and Petitions, **(see reverse side)** Council may allow an individual or a delegation to address Council at the meeting provided written application has been received by the Corporate Officer **by 12 Noon on the Wednesday prior to the meeting**. Each address must be limited to five minutes unless a longer period is agreed to by unanimous vote of those members present.

DATE OF COUNCIL MEETING: 05 MARCH 2012

NAME: DINO P. FIORIN

ORGANIZATION: CELEBRATION OF LIGHTS COMMITTEE

ADDRESS: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_ FAX: \_\_\_\_\_

REASONS FOR APPEARING: PRESENTATION TO COUNCIL AND OTHER MUNICIPAL DEPTS

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input type="checkbox"/> CAO	<input type="checkbox"/> Mayor/Council	
<input type="checkbox"/>		
RECEIVED: FEB 27 2012		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input checked="" type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

27 FEB 2012  
Date

Dino P. Fiorin  
Signature



# Corporation of the Township of Esquimalt

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C., V9A 3P1  
Website: www.esquimalt.ca

Phone: (250) 414-7100  
Fax: (250) 414-7111

Received Feb. 28<sup>th</sup>  
Raise  
Agenda

## APPLICATION FOR DELEGATION TO MUNICIPAL COUNCIL MEETING

Pursuant to *Council Procedure Bylaw, No. 2715, 2009*, Section 20, Delegations and Petitions, **(see reverse side)** Council may allow an individual or a delegation to address Council at the meeting provided written application has been received by the Corporate Officer **by 12 Noon on the Wednesday prior to the meeting**. Each address must be limited to five minutes unless a longer period is agreed to by unanimous vote of those members present.

DATE OF COUNCIL MEETING: \_\_\_\_\_

NAME: DARWIN ROBINSON

ORGANIZATION: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_ FAX: \_\_\_\_\_

REASONS FOR APPEARING: TAX PAYER CONCERN

<b>CORPORATION OF THE TOWNSHIP OF ESQUIMALT</b>		
For Information:		
<input type="checkbox"/> CAO	<input type="checkbox"/> Mayor/Council	
<input type="checkbox"/>		
RECEIVED: FEB 28 2012		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

28 FEB 2012  
Date

DARWIN ROBINSON  
Signature



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1  
Website: www.esquimalt.ca Email: info@esquimalt.ca

Voice: (250) 414-7100  
Fax: (250) 414-7111

February 21, 2012

## NOTICE OF HEARING

An application for a Development Permit including Variances has been received from Leonard Cole on behalf of Robert and Marlene Lewis, the registered owners 521/529 Comerford Street [Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854 and Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854].

### Purpose of the Application:

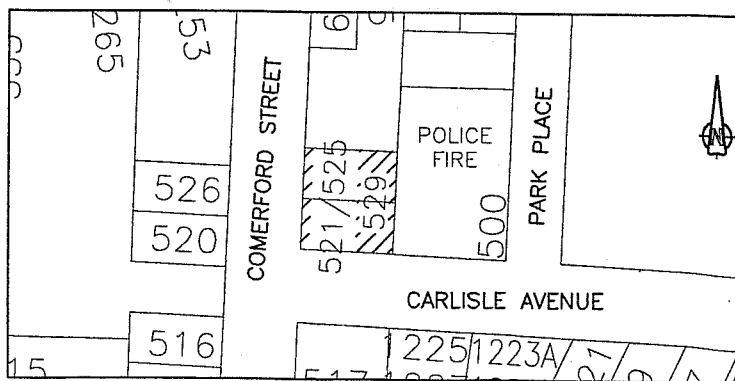
The applicant is requesting a Development Permit including Variances to Zoning Bylaw, 1992, No. 2050 and Parking Bylaw, 1992, No. 2011, in order to construct a commercial mixed use building, including 34 residential units and one commercial unit. This use of the lands is permitted under the C-3 [Core Commercial] zone.

Authorization of the following variances to Zoning Bylaw, 1992, No. 2050 and Parking Bylaw, 1992, No. 2011 is required before a Development Permit can be issued:

**Zoning Bylaw, 1992, No. 2050, Section 24 (1) – Visibility at Intersections** – an exemption from the requirement that there shall be no obstruction to the line of vision by Buildings, Structures or vegetation between the heights of 1 metre and 3 metres above the established grade of streets within and area bounded by the centre lines of intersecting streets and a line joining a point on each of the centre lines 25 metres from their intersection.

**Parking Bylaw No. 2011, Section 11(1) – Visitor Parking** – a reduction in the required number of dedicated visitor parking spaces from 1 of every 4 to 1 of every 8 [i.e. from a total of 12 visitor spaces to 6 visitor spaces].

**Parking Bylaw No. 2011, Section 13(1)(a)(v) – Number Of Off-Street Parking Spaces** – a reduction in the required number of parking spaces from 1.3 spaces per dwelling unit to 0.64 spaces per dwelling unit [i.e. from a total of 45 spaces to 22 spaces].



### Site Location:

Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854  
Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854  
[521-529 Comerford Street]

“Please turn over”



Should these variances be approved, a Development Permit limiting the form and character of development to that shown on architectural plans provided by Vic Davies Architect stamped "Received January 10, 2012", and sited as detailed on the survey plan prepared by Powell and Associates, BC Land Surveyors, stamped "Received December 2, 2011",, would be registered on the property titles of Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854 and Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854 [521/529 Comerford Street].

The Municipal Council will consider this application at **7:00 p.m., Monday, March 5, 2012, in the Council Chambers, Municipal Hall, 1229 Esquimalt Road, Esquimalt B.C.** Affected persons may make representations to Council at that time or submit a written submission prior to that date.

Information related to this application may be reviewed at the Development Services counter, Municipal Hall, 1229 Esquimalt Road, from 8:30 a.m. until 4:30 p.m., Monday to Friday (excluding Saturdays, Sundays, Statutory Holidays) until March 5, 2012.

**BARBARA SNYDER, DIRECTOR  
DEVELOPMENT SERVICES**

*Personal information contained in communications to Council and its Committees is collected under the authority of the Community Charter and Local Government Act and will be used to assist Council members in decision making. Please note that your comments relating to this matter will form part of the Township's public record and may be included in a public agenda and posted on our website.*



## CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1  
Telephone (250) 414-7100 Fax (250) 414-7111

Council Meeting: March 5, 2012

### STAFF REPORT

**DATE:** February 28, 2012 Report No. DEV-12-015

**TO:** Laurie Hurst, Chief Administrative Officer

**FROM:** Karen Hay, Planning Technician  
Bill Brown, Director of Development Services

**SUBJECT: DEVELOPMENT PERMIT**  
**521-529 Comerford Street**  
**[Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854]**  
**[Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854]**

#### RECOMMENDATION:

That the application for a Development Permit limiting the form and character of development to that shown on architectural plans provided by Vic Davies Architect stamped "Received January 10, 2012", and sited as detailed on the survey plan prepared by Powell and Associates, BC Land Surveyors, stamped "Received December 2, 2011", and including the following relaxations to Zoning Bylaw, 1992, No. 2050 and Parking Bylaw, 1992, No. 2011, be **approved, issued and registered** on the title of Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854 and Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854 [521-529 Comerford Street],

**Zoning Bylaw, 1992, No. 2050, Section 24 (1) – Visibility at Intersections** – an exemption from the requirement that there shall be no obstruction to the line of vision by Buildings, Structures or vegetation between the heights of 1 metre and 3 metres above the established grade of streets within an area bounded by the centre lines of intersecting streets and a line joining a point on each of the centre lines 25 metres from their intersection.

**Parking Bylaw, 1992, No. 2011, Section 11(1) – Visitor Parking** – a reduction in the required number of dedicated visitor parking spaces from 1 of every 4 to 1 of every 8 [i.e. from a total of 12 visitor spaces to 6 visitor spaces]

**Parking Bylaw, 1992, No. 2011, Section 13(1)(a)(v) – Number Of Off-Street Parking Spaces** – a reduction in the required number of parking spaces from 1.3 spaces per dwelling unit to 0.64 spaces per dwelling unit [i.e. from a total of 45 spaces to 22 spaces].

#### BACKGROUND:

**Purpose of the Application:** The applicant is proposing to assemble two parcels and build a

new 35 unit [34 residential, 1 commercial], 4 storey, mixed-use, building at the northeast corner of Comerford Street and Carlisle Avenue including 9 accessible residential units. This site is located within Development Permit Area No. 2 – Commercial; therefore a development permit is required to ensure the application meets the intent of the guidelines contained in Section 2.3 and Section 9.4 of the Township's Official Community Plan.

**Comments from Advisory Planning Commission:** This application was considered at the regular meeting of APC held on January 17, 2012. Members indicated the form and character of the building was acceptable however, the majority of members raised concerns relating to the proposed reduction to the parking requirement. Members commented that the area currently has limited on-street parking available. Members indicated that it was overly optimistic to hope that buyers would not require parking and that vehicles associated with this building would add congestion to the local streets and create conflicts with existing residents. Concerns regarding the effect parking congestion would have on the economic development of the area were also raised. The application was forwarded to Council with a **recommendation of denial**.

**Committee of the Whole [COTW]:** The Committee of the Whole considered this proposal at the meeting of February 13, 2012 COTW supported the staff recommendation that the application be forwarded to Council with a recommendation of approval subject to the Development Permit with Variances being returned to Council for consideration.

**Council:** The report from the Committee of the Whole was received at the regular meeting of Council held on February 20, 2012. Staff was directed to schedule a Variance Hearing, complete appropriate notification, and prepare a Development Permit for Council consideration.

#### **Comments from Other Departments**

The plans for this proposal were circulated to other departments and the following comments were received:

**Parks Services:** Parks staff have reviewed the updated streetscape plan. Tree removal permits will be required for three municipal boulevard trees. Tree removal must be completed by the municipal arborist. Tree replacement with species approved by the Parks Manager in the locations identified on the approved site plan will be required.

**Police Services:** Victoria Police have no objections to the proposed development, however, Police staff have confirmed that the Victoria Police Canine Unit resides within the Esquimalt Public Safety Building and there are no plans to move this unit in the foreseeable future. Police staff recommend appropriate noise mitigation measures be taken as part of the proposed design and that the applicant be made aware that the dogs are exercised at night.

**Engineering Services:** Engineering staff have completed a preliminary evaluation of Works and Services that would be required for the 35 unit, commercial mixed use building, proposed to be located at 521-529 Comerford Street. Staff confirm that the design appears achievable on the site and that appropriate works and services are available in the immediate area. Additional comments will be provided should the application be approved and detailed civil engineering drawings are submitted as part of a building permit application.

*Note: All projects are subject to compliance with the building, electrical and plumbing codes; Subdivision and Development Control Bylaw No. 2175; and fire and safety standards.*

**ISSUES:****Zoning**

**Lot Coverage, Siting and Setbacks:** The following chart compares the setbacks, lot coverage and floor area ratio of this proposal with the requirements of the C-3 [Core Commercial] zone.

	<b>C-3 Zone</b>	<b>521-529 Comerford Street</b>
<b>Lot Coverage</b>	100% [80% above 2 <sup>nd</sup> Floor]	100% [80%]
<b>Building Height</b>	13 m	13 m
<b>Setbacks</b>		
• <b>Front</b>	0 m [Subject to Visibility at Intersection Requirement]	0 m
• <b>Rear</b>	0 m	0 m
• <b>Side</b>	0 m	0 m
<b>Minimum Unit Size</b>	30 sqm	30 sqm
<b>Off Street Parking</b>	46 spaces	23 spaces

The parking analysis revealed that the proposed commercial unit would require 1 dedicated parking space and the 34 residential units would require 45 dedicated spaces [34 x 1.3 parking ratio = 45]. The applicant has met the commercial requirement as well as the Disabled Persons parking requirement however, provided residential parking is at a ratio of only 0.64 [22 spaces] therefore a variance is required.

**Official Community Plan**

The Official Community Plan contains policies in Sections 2.3 and 9.4 encouraging a vibrant Esquimalt Village which successfully integrates commercial, public and residential activity as well as encouraging the growth in the tax base through the redevelopment of commercial sites with a mix of ground level commercial and upper level residential uses. Furthermore, OCP Section 2.2.1(a) states that the Township will work toward a more “complete community” by maintaining a healthy mixture of housing types, accommodating people with a wide range of income levels. This proposal is focused toward singles and couples who often require less space than families with children. The inclusion of 9 accessible housing units expands the potential client base and provides a needed housing option for local area residents.

**Building Design:** The building design is for a 35 unit, 4 storey mixed-use building incorporating a combination of hardie panel, hardie plank and corrugated metal cladding combined with numerous vinyl clad windows, and metal flashing. The commercial space is differentiated by slate tile cladding and commercial glazing. Other building features include metal grill fencing securing the grade level parking garage and a roof top patio for the use of residents. Bicycle storage and storage lockers would be available for every unit.

This proposal is consistent with the land use designation of properties located to the south, as development up to 4 storeys could be supported on properties located between Carlisle Avenue and Lyall Street if existing lands were consolidated creating lots big enough to support the multiple family residential siting requirements.

**Fit with Neighbourhood:** The subject property is located in a neighbourhood of mixed



architectural styles of commercial, and institutional, single family homes, and duplexes. The proposed mixed-use building compliments the character of the neighbouring commercial building located at 1245 Esquimalt Road and creates a definitive edge between the commercial and residential uses within the Esquimalt Village.

**Green Features:** The applicant has completed the Esquimalt Green Building Checklist.

**Landscaping:** OCP policy 2.3.3.1 (g) states it is the Township's intention to create a clearly defined, well landscaped and well lit pedestrian network throughout the Esquimalt Village. As the proposed building covers virtually 100% of the site, the only opportunity for landscaping enhancement occurs in the public realm adjacent to the building. Should this proposal be approved, the applicant would be responsible for installing new sidewalk along both the Comerford Street and Carlisle Avenue frontages. The applicant is proposing the installation of replacement street trees in grass boulevards separating the pedestrian and vehicular realms. Planting beds and shrubs adjacent to the building would soften the two street facades and enhance the aesthetics of the corner.

A landscape bond of 125% of the estimated value of all landscaping will be required if this application is approved.

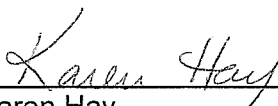
### **Public Notification**


Notices were mailed to owners and occupiers of parcels within 100 metres [328 ft.] of the subject property on February 21, 2012 indicating that Council will be considering the requested Development Permit including Variances on Monday, March 5, 2012. To date, staff have received two written inquiries from the public as a result of these notifications. [Attached]

### **ALTERNATIVES:**

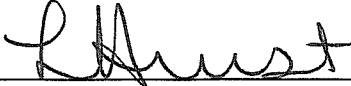
1. Approve Development Permit No. 17/2011.
2. Deny Development Permit No. 17/2011.

Alternative 1) is recommended.

  
\_\_\_\_\_  
Karen Hay,  
Planning Technician

  
\_\_\_\_\_  
Bill Brown,  
Director of Development Services

Approved for Council's consideration:

  
\_\_\_\_\_  
Laurie Hurst, CAO

Dated: March 1/12

Chamber of Commerce  
**ESQUIMALT**



Box 36019-1153 Esquimalt Rd, Esquimalt, BC, V9A 7J5 Phone: 250-590-2125 Fax: 250-380-6932

Email: [info@esquimaltchamber.ca](mailto:info@esquimaltchamber.ca) [www.esquimaltchamber.ca](http://www.esquimaltchamber.ca)

February 28<sup>th</sup>, 2012

To: Mayor & Council

**Re: Proposed Development- 521/529 Comerford St., Esquimalt, B.C.**

<b>CORPORATION OF THE TOWNSHIP OF ESQUIMALT</b>		
For Information:		
<input type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<input type="checkbox"/> Bill		
RECEIVED: FEB 28 2012		
Referent:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

On Wednesday, February 23, 2012, members of the Esquimalt Chamber of Commerce Executive were given a presentation of the above noted Development by the developer, Mr. Leonard Cole of Urban Core Ventures and his consultant, Mr. Michael Dillistone of Image2.

Following the presentation the members of the executive present conducted a discussion regarding the proposal and unanimously arrived at the following conclusion.

The Esquimalt Chamber of Commerce Executive endorses the development proposal for those lands situated at 521/529 Comerford St., in the Township of Esquimalt and strongly urges Council to approve the project.

We, the Chamber Executive conclude that the development will enhance the neighbourhood, are pleased with the form and character of the project and feel the size and height of the proposed structure will provide a soft transition from the height of single family homes located opposite on Carlisle Ave. to existing buildings located on Esquimalt Rd., as well as proposed future development of the proposed "Village Town Core" project.

Based upon the developers anticipated marketing plan, we also believe the intended parking, although we recognize it does not meet existing By-law requirements, will in fact be sufficient for the intended buyers of the units. Further the Chamber recognizes the Township needs to address the parking issue in the core and more specifically the area along Esquimalt Rd., from Admirals Rd., to Fraser St. This area frequently suffers from the most vacant Retail units in a 2 – 3 block area of the Township and we believe parking is a major contributor to the reluctance of retail business wanting to locate here.

Additionally, the proposal will offer:

- Affordable housing for young single people entering the market, elderly downsizing, handicapped people and potentially new students coming into the trades training program being introduced by Victoria Shipyards.

Page 2.

- Residents will enjoy the benefits of easy walking distance to shopping nearby, recreational facilities, bus stops virtually at their doorstep or a leisurely bike commute to downtown, the waterfront, parks and dining.

In summary, recent census numbers indicated the population in Esquimalt has dropped since the last census. Although we at the Chamber are baffled by that announcement, in the event they are true, let's get the show on the road and begin the process of rebuilding our community now.

Respectfully,

**ESQUIMALT CHAMBER OF COMMERCE**

Per: 

**Chuck Palmer, President**

\*CP/pf

March 1, 2012

Hello Mayor & Council;

This letter is regarding the Variance Yearning for 521/529 Cornerford. My wife and I submitted a letter in November 2011 stating our disapproval of the number of parking spaces provided for this development.

We reside at 1215 Carlisle Ave, which is one block long and with parking on the residential side only. We have concerns with non residents parking on same street.

We now see the parking spaces have been increased. The developer of proposed building has been in touch with us about the parking.

As no parking problems have <sup>come</sup> from this project yet and parking has increased we will go along with mayor & council's decision on this matter. We expect the bylaws will be enforced on Carlisle Ave "our little neighbourhood."

Sincerely,  
Gary & Vera Mullins  
Retired Owners  
30 years at same residence

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input type="checkbox"/> CAO	<input type="checkbox"/> Mayor/Council	
RECEIVED: MAR 01 2012 <i>delivered by hand</i>		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1  
Website: www.esquimalt.ca Email: info@esquimalt.ca

Voice: (250) 414-7100  
Fax: (250) 414-7111

February 21, 2012

## NOTICE OF HEARING

An application for a Development Permit including Variances has been received from Leonard Cole on behalf of Robert and Marlene Lewis, the registered owners 521/529 Comerford Street [Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854 and Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854].

### Purpose of the Application:

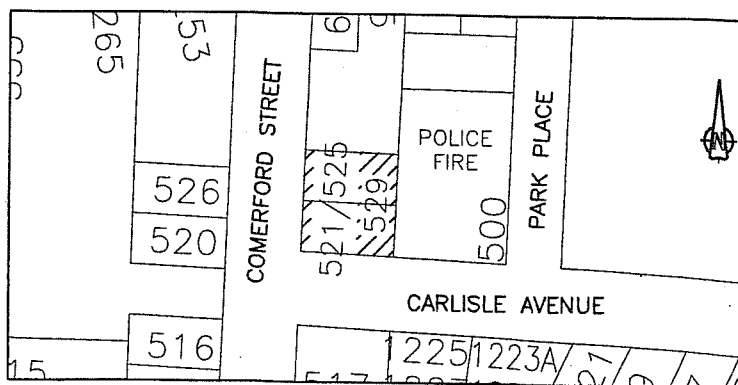
The applicant is requesting a Development Permit including Variances to Zoning Bylaw, 1992, No. 2050 and Parking Bylaw, 1992, No. 2011, in order to construct a commercial mixed use building, including 34 residential units and one commercial unit. This use of the lands is permitted under the C-3 [Core Commercial] zone.

Authorization of the following variances to Zoning Bylaw, 1992, No. 2050 and Parking Bylaw, 1992, No. 2011 is required before a Development Permit can be issued:

**Zoning Bylaw, 1992, No. 2050, Section 24 (1) – Visibility at Intersections** – an exemption from the requirement that there shall be no obstruction to the line of vision by Buildings, Structures or vegetation between the heights of 1 metre and 3 metres above the established grade of streets within an area bounded by the centre lines of intersecting streets and a line joining a point on each of the centre lines 25 metres from their intersection.

**Parking Bylaw No. 2011, Section 11(1) – Visitor Parking** – a reduction in the required number of dedicated visitor parking spaces from 1 of every 4 to 1 of every 8 [i.e. from a total of 12 visitor spaces to 6 visitor spaces].

**Parking Bylaw No. 2011, Section 13(1)(a)(v) – Number Of Off-Street Parking Spaces** – a reduction in the required number of parking spaces from 1.3 spaces per dwelling unit to 0.64 spaces per dwelling unit [i.e. from a total of 45 spaces to 22 spaces].



### Site Location:

Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854  
Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854  
[521-529 Comerford Street]



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

DEVELOPMENT PERMIT

NO. 17/2011

**Owners:** Robert Ernest Lewis  
Marlene Fern Lewis  
529 Comerford Street  
Victoria, BC V9S 6L1

**Lands:** Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854  
Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854

**Address:** 521- 529 Comerford Street

**Conditions:**

1. This Development Permit is issued subject to compliance with all of the bylaws of the Municipality applicable thereto, except as specifically varied or supplemented by this Permit.
2. This Development Permit regulates the development of lands by varying the provisions of Zoning Bylaw, 1992, No. 2050 and Parking Bylaw, 1992, No. 2011 as follows:

**Zoning Bylaw, 1992, No. 2050, Section 24 (1) – Visibility at Intersections**

– an exemption from the requirement that there shall be no obstruction to the line of vision by Buildings, Structures or vegetation between the heights of 1 metre and 3 metres above the established grade of streets within an area bounded by the centre lines of intersecting streets and a line joining a point on each of the centre lines 25 metres from their intersection.

**Parking Bylaw, 1992, No. 2011, Section 11(1) – Visitor Parking** – a reduction in the required number of dedicated visitor parking spaces from 1 of every 4 to 1 of every 8 [i.e. from a total of 12 visitor spaces to 6 visitor spaces]

**Parking Bylaw, 1992, No. 2011, Section 13(1)(a)(v) – Number Of Off-Street Parking Spaces** – a reduction in the required number of parking spaces from 1.3 spaces per dwelling unit to 0.64 spaces per dwelling unit [i.e. from a total of 45 spaces to 22 spaces].

3. Approval of this Development Permit is issued in accordance with architectural plans provided by Vic Davies Architect stamped "Received January 10, 2012", and sited as detailed on the survey plan prepared by Powell and Associates, BC Land Surveyors, stamped "Received December 2, 2011", all of which is attached hereto as Schedule 'A'. A letter of credit representing 125% of the value of this landscaping installation including materials, fencing, irrigation and all plantings, as detailed in a written estimate signed by a landscape professional, must be deposited before a building permit can be issued.

4. The lands shall be developed in accordance with the terms and conditions and provisions of this Permit, provided that minor variations which do not affect the overall building design may be permitted by the Director of Development Services.
5. The terms, conditions and covenants contained herein shall enure to the benefit of and be binding upon the Owners, their executors, heirs or administrators, successors and assigns as the case may be or their successors to title in the lands.
6. This Development Permit is not a Building Permit.
7. This Permit lapses two (2) years after the date it is issued if the holder of the Permit does not substantially start any construction with respect to which the Permit was issued.
8. For the purposes of this Development Permit, the holder of the Permit shall be the owner(s) of the lands.

ISSUED BY MUNICIPAL COUNCIL RESOLUTION ON THE ---- DAY OF  
-----, 2012

SIGNED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2012

\_\_\_\_\_  
Director of Development Services

\_\_\_\_\_  
Corporate Officer  
Corporation of the Township  
of Esquimalt





RECEIVED  
 JAN 10 2012  
 CORP OF TOWNSHIP  
 OF ESQUIMALT  
 DEVELOPMENT & ENGINEERING SERVICES

RESIDENTIAL COMMERCIAL/RESIDENTIAL  
 Primary AERIAL PLAN  
 Scale: 1:500  
 Date: 08/18/11  
 Drawn By: [blank]  
 Job No: 2011-05  
 Prep. No: [blank]  
 Rec: A.I.I.

NO. DATE MARK

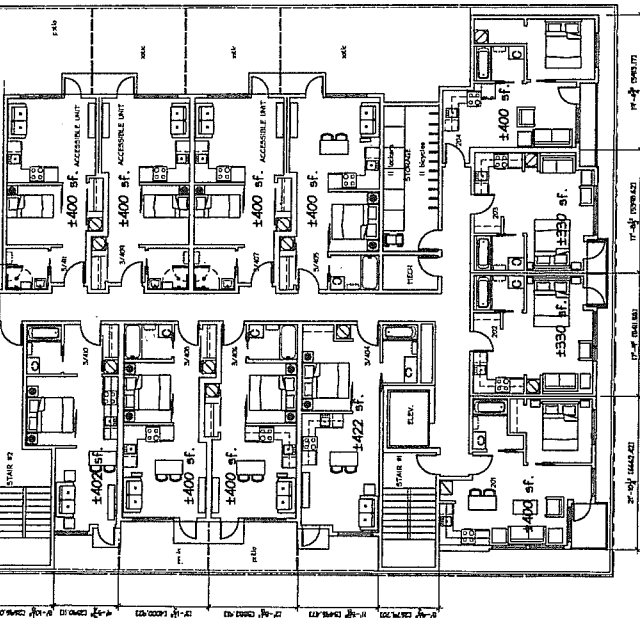
NO. DATE MARK

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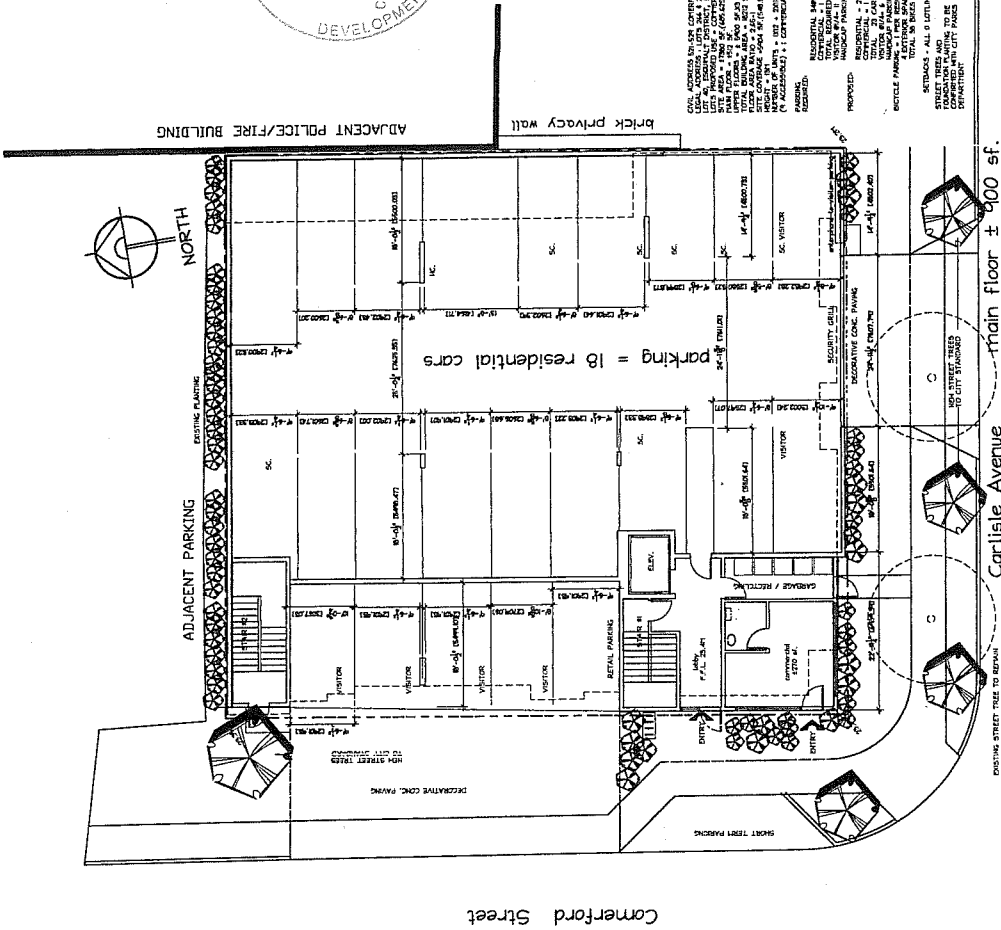
THIS IS SCHEDULE 'A' OF  
 DEVELOPMENT PERMIT NO. 17/2011

CORPORATE OFFICER





2 - SECOND FLOOR PLAN  
SCALE 1/8" = 1'-0"



1 - MAIN FLOOR PLAN  
SCALE 1/8" = 1'-0"



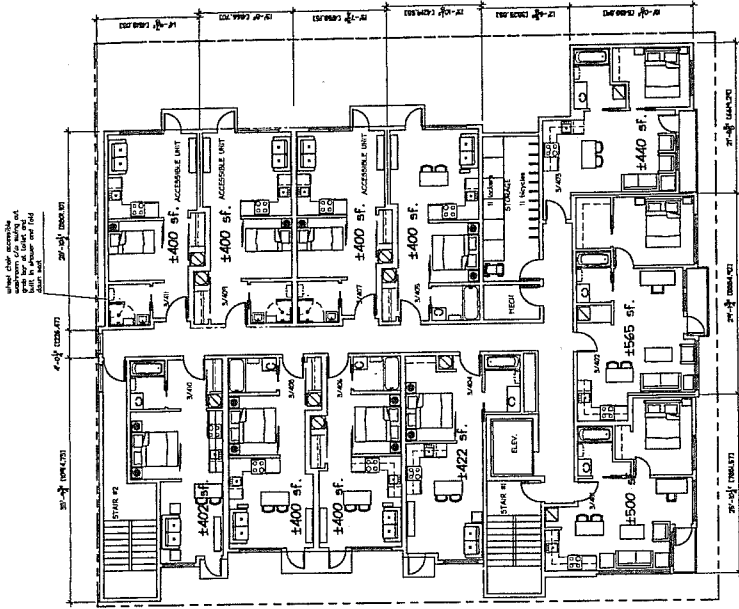
CALL APPROVED BY THE CORPORATION OF ESQUIMAUX FOR THE DEVELOPMENT OF THIS PROJECT. THE DEVELOPER HAS OBTAINED ALL NECESSARY PERMITS AND APPROVALS FROM THE CORPORATION OF ESQUIMAUX. THE DEVELOPER HAS OBTAINED ALL NECESSARY PERMITS AND APPROVALS FROM THE CORPORATION OF ESQUIMAUX. THE DEVELOPER HAS OBTAINED ALL NECESSARY PERMITS AND APPROVALS FROM THE CORPORATION OF ESQUIMAUX.

**ESQUIMAUX COMMERCIAL/RESIDENTIAL**  
**SECOND FLOOR FLOOR PLANS**  
 Date: 2011-10-15  
 Drawn By: [Name]  
 Checked By: [Name]  
 Scale: 1/8" = 1'-0"  
 Project No.: A2.1

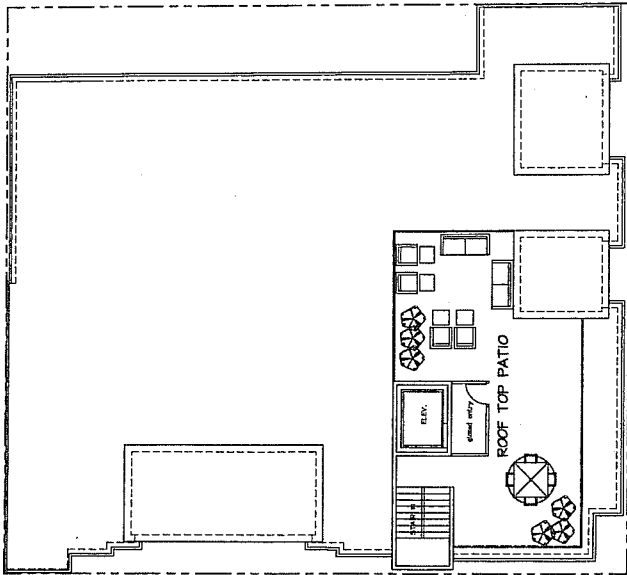
No.	Date	Notes
1		ISSUED FOR DEVELOPMENT PERMIT
2		REVISED FOR DEVELOPMENT PERMIT
3		REVISED FOR DEVELOPMENT PERMIT
4		REVISED FOR DEVELOPMENT PERMIT

**THIS IS SCHEDULE 'A' OF DEVELOPMENT PERMIT NO. 17/2011**

CORPORATE OFFICER



1 THIRD/FOURTH FLOOR PLAN  
SCALE: 1/8"=1'-0"



2 ROOF PLAN  
SCALE: 1/8"=1'-0"



ESQUIMALT COMMERCIAL/RESIDENTIAL  
THIRD/FOURTH FLOOR PLANS  
Scale: 1/8"=1'-0" Date: 01/10/17

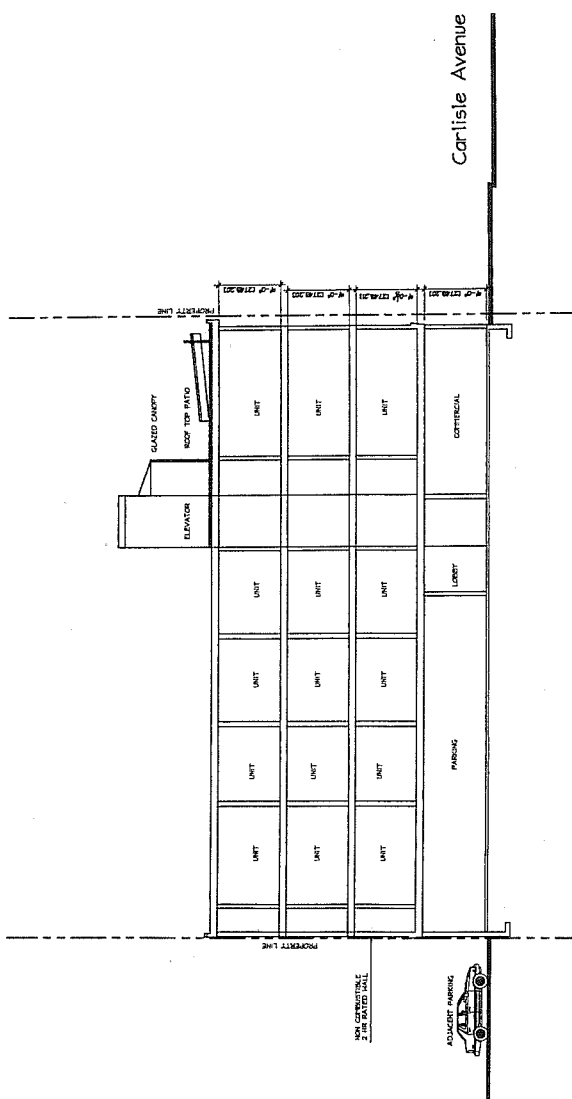
Job No. 2017-15  
Drawn By: [Blank]  
Proj. No. A-22

ESQUIMALT DEVELOPMENT & ENGINEERING SERVICES  
CORP. OF TOWNSHIP OF ESQUIMALT

No.	Date	Notes
1	1/10/17	RECEIVED FOR DEVELOPMENT PERMIT
2	1/23/17	RECEIVED FOR D.P.
3	1/23/17	RECEIVED FOR DEVELOPMENT PERMIT

THIS IS SCHEDULE 'W' OF  
DEVELOPMENT PERMIT NO. 17/2011

CORPORATE OFFICER



Carlisle Avenue

1 BUILDING SECTION  
SCALE 1/8" = 1'-0"



PROJECT: ESQUIMALT COMMERCIAL/RESIDENTIAL

ISSUING SECTION: [ ]

Scale: 1/8" = 1'-0"

Date: 10/17/12

Drawn By: [ ]

Job No.: 200-16

Comp. No.: A23

Rev.: [ ]

1. [ ]

2. [ ]

3. [ ]

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THIS IS SCHEDULE 'A' OF  
DEVELOPMENT PERMIT NO. 17/2012

CORPORATE OFFICER





**BC LAND SURVEYORS SITE PLAN:**

Showing the location of proposed new building on  
Lots 266 and 267, Suburban Lot 40, Esquimalt District, Plan 2854

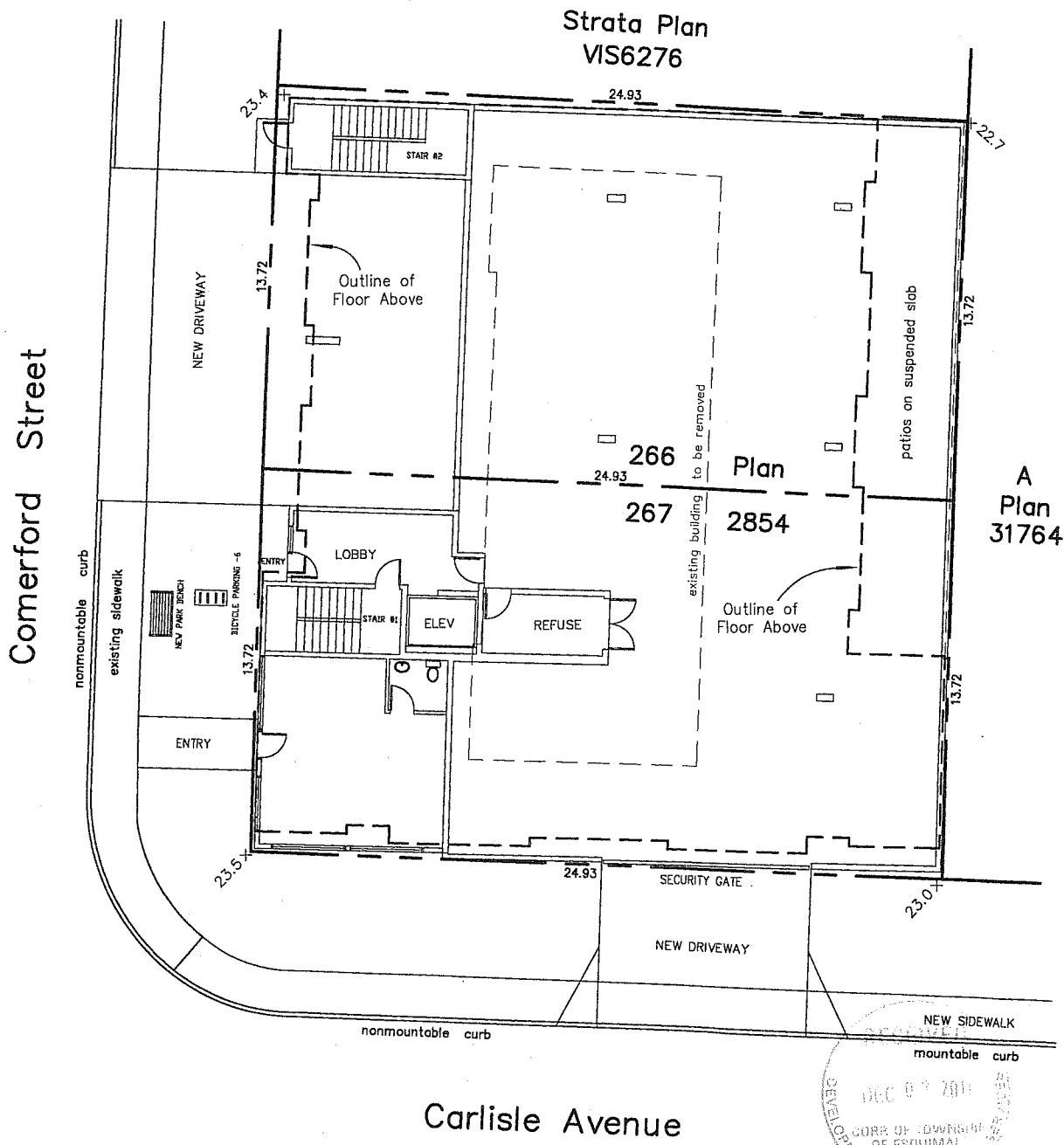
521-529 Comerford Street

Geodetic elevations, shown  $+^{00.0}$  (in Meters)

SCALE 1 : 150 (11x17 sheet)

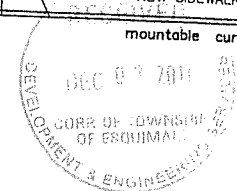


All distances are shown in metres.



CORPORATE OFFICER  
 THIS IS SCHEDULE 'A' OF  
 DEVELOPMENT PERMIT NO. 17/2011

POWELL & ASSOCIATES  
B C Land Surveyors  
File: 11227-19  
1227 SITE 02B.DWG



**CERTIFIED CORRECT**  
This 14th day of September, 2011.

Alan M. Powell, BCLS



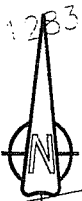
GRENVILLE AVE

ESQUIMALT ROAD

COMERFORD ST

PARK PLACE

CARLISLE





**521-529 Comerford Street**



Subject Property Boundary: ———



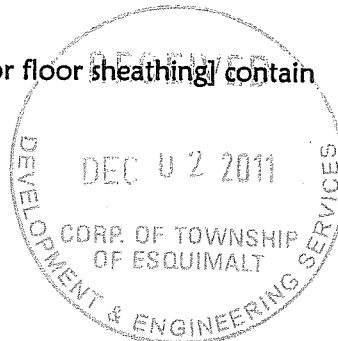
“One-third of Canada’s energy use goes to running our homes, offices and other buildings. The federal government’s Office of Energy Efficiency (Natural Resources Canada) reports that a corresponding one-third of our current greenhouse gas (GHG) emissions come from the built environment.”  
 [Green Building and Development as a Public Good, Michael Buzzelli, CPRN Research Report June 2009]

Please answer the following questions and describe the green and innovative features of your proposed development. Depending on the size and scope of your project, some of the following points may not be applicable.

### Green Building Standards

*Both energy use and emissions can be reduced by changing or modifying the way we build and equip our buildings.*

- |    |   |          |         |
|----|---|----------|---------|
| 1  | Are you building to a recognized green building standard?<br>If yes, to what program and level?   | Yes<br>* | No      |
| 2  | If not, have you consulted a Green Building or LEED consultant to discuss the inclusion of green features?<br>CANADIAN BUILT GREEN PROGRAM SILVER   | Yes<br>* | No      |
| 3  | Will you be using high-performance building envelope materials, rainscreen siding, durable interior finish materials or safe to re-use materials in this project?<br>If so, please describe them.<br>BUILT USING RAINSCREEN TECHNOLOGY, ALL EXTERIOR MATERIAL ARE LOW MAINTENANCE | Yes<br>* | No      |
| 4  | What percentage of the existing building[s], if any, will be incorporated into the new building?  | 0        | %       |
| 5  | Are you using any locally manufactured wood or stone products to reduce energy used in the transportation of construction materials? Please list any that are being used in this project.<br>ALL MATERIALS WILL BE LOCALLY SOURCED WHERE POSSIBLE                                 |          |         |
| 6  | Have you considered advanced framing techniques to help reduce construction costs and increase energy savings?  | Yes      | No      |
| 7  | Will any wood used in this project be eco-certified or produced from sustainably managed forests? If so, by which organization?<br>WOOD PRODUCTS WILL BE FROM SUSTAINABLE FORESTW WHERE POSSIBLE  |          |         |
|    | For which parts of the building (e.g. framing, roof, sheathing etc.)?<br>FRAMING  |          |         |
| 8  | Can alternatives to Chlorofluorocarbon’s and Hydro-chlorofluorocarbons which are often used in air conditioning, packaging, insulation, or solvents] be used in this project? If so, please describe these.<br>YES WHERE POSSIBLE   | Yes<br>* | No      |
| 9  | List any products you are proposing that are produced using lower energy levels in manufacturing.<br>LOCALLY SOURCED WHERE POSSIBLE   |          |         |
| 10 | Are you using materials which have a recycled content [e.g. roofing materials, interior doors, ceramic tiles or carpets]?   | Yes<br>* | No      |
| 11 | Will any interior products [e.g. cabinets, insulation or floor sheathing] contain formaldehyde?   | Yes      | No<br>* |





## Water Management

*The intent of the following features is to promote water conservation, re-use water on site, and reduce storm water run-off.*

### Indoor Water Fixtures

- |    |   |     |    |   |
|----|---|-----|----|---|
| 12 | Does your project exceed the BC Building Code requirements for public lavatory faucets and have automatic shut offs? <u>N/A</u> | Yes | No |   |
| 13 | For commercial buildings, do flushes for urinals exceed BC Building Code requirements? <u>N/A</u>                               | Yes | No |   |
| 14 | Does your project use dual flush toilets and do these exceed the BC Building Code requirements?                                 | Yes | No | * |
| 15 | Does your project exceed the BC Building Code requirements for maximum flow rates for private showers?                          | Yes | No | * |
| 16 | Does your project exceed the BC Building Code requirements for flow rates for kitchen and bathroom faucets?                     | Yes | No | * |

### Storm Water

- |    |  |     |    |     |   |
|----|--|-----|----|-----|---|
| 17 | If your property has water frontage, are you planning to protect trees and vegetation within 60 metres of the high water mark? [Note: For properties located on the Gorge Waterway, please consult Sections 7.1.2.1 and 9.6 of the Esquimalt Official Community Plan.] | Yes | No | N/A | * |
| 18 | Will this project eliminate or reduce inflow and infiltration between storm water and sewer pipes from this property?  | Yes | No | N/A | * |
| 19 | Will storm water run-off be collected and managed on site (rain gardens, wetlands, or ponds) or used for irrigation or re-circulating outdoor water features? If so, please describe. _____  | Yes | No | N/A | * |
| 20 | Have you considered storing rain water on site (rain barrels or cisterns) for future irrigation uses?  | Yes | No | N/A | * |
| 21 | Will surface pollution into storm drains will be mitigated (oil interceptors, bio-swales)? If so, please describe. <u>OIL INTERCEPTOR</u>  | Yes | No | N/A | * |
| 22 | Will this project have an engineered green roof system or has the structure been designed for a future green roof installation?  | Yes | No | N/A | * |
| 23 | What percentage of the site will be maintained as naturally permeable surfaces?  |     | 0  | %   |   |

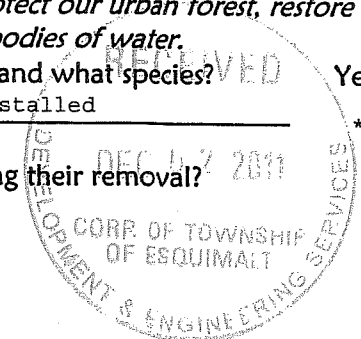
### Waste water

- |    |  |     |    |     |   |
|----|--|-----|----|-----|---|
| 24 | For larger projects, has Integrated Resource Management (IRM) been considered (e.g. heat recovery from waste water or onsite waste water treatment)? If so, please describe these. _____ | Yes | No | N/A | * |
|----|--|-----|----|-----|---|

### Natural Features/Landscaping

*The way we manage the landscape can reduce water use, protect our urban forest, restore natural vegetation and help to protect the watershed and receiving bodies of water.*

- |    |  |     |    |     |   |
|----|--|-----|----|-----|---|
| 25 | Are any healthy trees being removed? If so, how many and what species?<br><u>1 street tree will be removed and 4 new trees installed</u> | Yes | No | N/A | * |
|    | Could your site design be altered to save these trees?   |     |    |     |   |
|    | Have you consulted with our Parks Department regarding their removal?  |     |    |     |   |

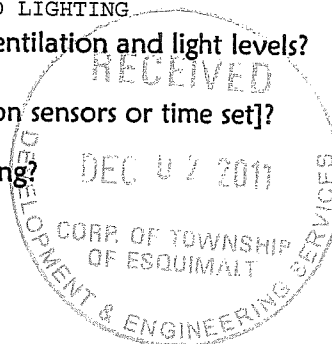


- |    |  |          |         |          |
|----|--|----------|---------|----------|
| 26 | Will this project add new trees to the site and increase our urban forest?<br>If so, how many and what species? <u>4 new street trees to parks req't</u> | Yes<br>* | No      | N/A      |
| 27 | Are trees [existing or new] being used to provide shade in summer or to buffer winds?<br>SHADE PEDESTRIAN WALKWAYS                                       | Yes<br>* | No      | N/A      |
| 28 | Will any existing native vegetation on this site be protected?<br>If so, please describe where and how. _____  | Yes      | No<br>* | N/A      |
| 29 | Will new landscaped areas incorporate any plant species native to southern Vancouver Island?<br>BOULEVARD LANDSCAPING TO PARKS REQUIRMENTS               | Yes<br>* | No      | N/A      |
| 30 | Will xeriscaping (i.e. the use of drought tolerant plants) be utilized in dry areas?<br>BOULEVARD LANDSCAPINT TO PARKS REQUIRMENTS                       | Yes<br>* | No      | N/A      |
| 31 | Will high efficiency irrigation systems be installed (e.g. drip irrigation; 'smart' controls)?<br>DRIP SYSTEM TO PARKS REQUIRMENTS                       | Yes<br>* | No      | N/A      |
| 32 | Have you planned to control invasive species such as Scotch broom, English ivy, Himalayan and evergreen blackberry growing on the property?              | Yes      | No      | N/A<br>* |
| 33 | Will topsoil will be protected and reused on the site?   | Yes      | No      | N/A<br>* |

### Energy Efficiency

*Improvements in building technology will reduce energy consumption and in turn lower greenhouse gas [GHG] emissions. These improvements will also reduce future operating costs for building occupants.*

- |    |  |          |         |          |
|----|--|----------|---------|----------|
| 34 | Will the building design be certified by an independent energy auditor/analyst?<br>If so, what will the rating be? _____   | Yes      | No<br>* | N/A      |
| 35 | Have you considered passive solar design principles for space heating and cooling or planned for natural day lighting?<br>ALL UNITS HAVE LARGE WINDOWS FOR NATURAL LIGHTING  | Yes<br>* | No      | N/A      |
| 36 | Does the design and siting of buildings maximize exposure to natural light?<br>What percentage of interior spaces will be illuminated by sunlight? <u>80</u> %   | Yes<br>* | No      | N/A      |
| 37 | Will heating and cooling systems be of enhanced energy efficiency (ie. geothermal, air source heat pump, solar hot water, solar air exchange, etc.).<br>If so, please describe. _____<br>If you are considering a heat pump, what measures will you take to mitigate any noise associated with the pump? _____ | Yes      | No      | N/A<br>* |
| 38 | Has the building been designed to be solar ready?  | Yes<br>* | No      | N/A      |
| 39 | Have you considered using roof mounted photovoltaic panels to convert solar energy to electricity?   | Yes      | No      | N/A<br>* |
| 40 | Do windows exceed the BC Building Code heat transfer coefficient standards?  | Yes<br>* | No      | N/A      |
| 41 | Are energy efficient appliances being installed in this project?<br>If so, please describe. ALL APPLIANCES ARE ENERGY STAR   | Yes<br>* |         |          |
| 42 | Will high efficiency light fixtures be used in this project?<br>If so, please describe. COMPACT FLUORESCENT AND LED LIGHTING   | Yes<br>* | No      | N/A      |
| 43 | Will building occupants have control over thermal, ventilation and light levels?   | Yes<br>* | No      | N/A      |
| 44 | Will outdoor areas have automatic lighting [i.e. motion sensors or time set]?  | Yes<br>* | No      | N/A      |
| 45 | Will underground parking areas have automatic lighting?  | Yes<br>* | No      | N/A      |



### Air Quality

The following items are intended to ensure optimal air quality for building occupants by reducing the use of products which give off gases and odours and allowing occupants control over ventilation.

46	Will ventilation systems be protected from contamination during construction and certified clean post construction?	Yes *	No	N/A
47	Are you using any natural, non-toxic, water soluble or low-VOC [volatile organic compound] paints, finishes or other products? If so, please describe. <u>LOW VOC PAINTS USED</u>	Yes *	No	N/A
48	Will the building have windows that occupants can open?	Yes *	No	N/A
49	Will hard floor surface materials cover more than 75% of the liveable floor area?	Yes *	No	N/A
50	Will fresh air intakes be located away from air pollution sources?	Yes *	No	N/A

### Solid Waste

Reuse and recycling of material reduces the impact on our landfills, lowers transportation costs, extends the life-cycle of products, and reduces the amount of natural resources used to manufacture new products.

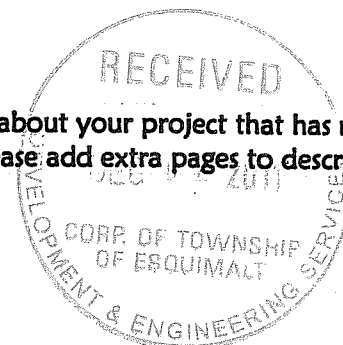
51	Will materials be recycled during demolition of existing buildings and structures? If so, please describe. <u>EXISTING BUILDING MOVED OR RECYCLED</u>	Yes *	No	N/A
52	Will materials be recycled during the construction phase? If so, please describe. <u>RECYCLING PROGRAM DURING CONSTRUCTION TO BUILT GREEN STANDARDS</u>	Yes *	No	N/A
53	Does your project provide enhanced waste diversion facilities i.e. on-site recycling for cardboard, bottles, cans and or recyclables or on-site composting?	Yes *	No	N/A
54	For new commercial development, are you providing waste and recycling receptacles for customers?	Yes *	No	N/A

### Green Mobility

The intent is to encourage the use of sustainable transportation modes and walking to reduce our reliance on personal vehicles that burn fossil fuels which contributes to poor air quality.

55	Is pedestrian lighting provided in the pathways through parking and landscaped areas and at the entrances to your building[s]?	Yes *	No	N/A
56	For commercial developments, are pedestrians provided with a safe path[s] through the parking areas and across vehicles accesses?	Yes *	No	N/A
57	Is access provided for those with assisted mobility devices? AUTO OPENER TO FRONT DOOR. 10 ACCESSIBLE UNITS	Yes *	No	N/A
58	Are accessible bike racks provided for visitors?	Yes *	No	N/A
59	Are secure covered bicycle parking and dedicated lockers provided for residents or employees?	Yes *	No	N/A
60	Does your development provide residents or employees with any of the following features to reduce personal automobile use [check all that apply]: <input checked="" type="checkbox"/> transit passes 3 months per unit <input type="checkbox"/> car share memberships <input type="checkbox"/> shared bicycles for short term use <input type="checkbox"/> weather protected bus shelters <input checked="" type="checkbox"/> plug-ins for electric vehicles			

Is there something unique or innovative about your project that has not been addressed by this Checklist? If so, please add extra pages to describe it.



February 7, 2012

Township of Esquimalt  
1229 Esquimalt Rd  
Esquimalt, BC



Mayor and Council:

**RE: Development Permit Application - 521, 525, 529 Comerford St.**

I respectfully request Council's consideration of my application for a Development Permit for the above-noted property, zoned C-3 - Commercial and currently occupied by a non-conforming triplex.

Since my last application, I have reworked the project to address the concerns I heard from the Mayor, Council and the community. At the same time I have been struggling to maintain the economic viability of the project. The new proposed building is still 4 storeys with a small ground floor commercial space however I have reduced the overall number of residential units to **35** from 43 units in the first application. I have increased the size of the units and increased the number of parking stalls substantially increasing the parking ratio to **0.65** spaces per unit from 0.43 spaces per unit.

The Esquimalt Planning Department fully supports the project and it is consistent with Official Community Plan policies, the C-3 zoning and the Development Permit Area guidelines for the property. While the Advisory Planning Commission supported my original application, with the greater parking variance and number of units, they have decided not to support my new application. They have made it clear they have no issue with the building design the decision is based on parking. This is a confusing and mixed message. As I have included in this new application a support letter from a parking engineer. I have attached their original letter of support to this letter for your information.

The building, with its attractive modern aesthetic, small commercial space and housing will be a positive addition to the ongoing revitalization of Esquimalt's Village Centre and the commercial core. The project incorporates:

URBAN CORE VENTURES  
12-747 PRINCESS AVE, VICTORIA BC, V8T 1K5  
TEL: (250) 885 - 0190 FAX: (250) 595-0190

- Excellent design with good quality and durable materials;
- A commitment to a *Built Green*™ “Silver” certification;
  
- Enhanced boulevards including and new sidewalk, landscaping and irrigation;
- A roof top amenity terrace; and
- 9 units will be fully accessible for those with disabilities.
- The bulk of the units and there open concept cater to accessibility
- Price point Starting at \$139 000

My research indicates that there is a market for smaller attainable housing units in this location to address the housing needs of a variety of potential residents, including young first time owners and those wanting to downsize but stay in the community.

The project requires two variances:

1. *Relaxation of the number of parking stalls from 1.3 stalls per unit to 0.657 stalls per unit with 6 spaces designated visitor parking, note the 1 commercial space will also be available for visitor parking after office hours.*

This is critical to the viability of the project to ensure that I can achieve an affordable price point for the units. I have reworked the plans from the original submission and have been able to reduce the cost of the building so that I can still meet this objective. Neither the project economics nor the configuration of the site will support the construction of underground parking.

A number of factors support the parking variance:

- The proposed building is within the Esquimalt Village and within easy walking distance of services, businesses and public transit;
- The building design incorporates ample bicycle parking (35 secure interiors stalls and an additional 6 exterior visitor stalls) and scooter parking for residents and visitors; and
- Less parking and fewer cars support a lower carbon footprint for the building.

URBAN CORE VENTURES  
12-747 PRINCESS AVE, VICTORIA BC, V8T 1K5  
TEL: (250) 885 – 0190 FAX: (250) 595-0190



I have also submitted a Report from Boulevard Transportation Group the project Transportation Engineers that updates the original Traffic report and based on the unit size and nature of the This project they supports the proposed residential parking supply of 0.65 spaces per unit as appropriate for this site as the small unit size, location, and alternative travel options are expected to result in significantly decreased parking demand for this development.

As I noted in my previous application I have just completed a similar project on Fort Street, to the east of Cook Street, which has 5 parking spaces for 25 units. In my experience many residents of smaller units do not have or choose not to have private automobiles; they rely on other modes of transportation.

*2. Relaxation of the technical requirement regulating obstructions to vision at street intersections.*

The visibility at the corner of Carlisle and Comerford Streets will be maintained by the fact that this property has 5.48 m (18 ft) boulevards on both frontages. This ensures that good visibility will be maintained at the street corner.

I look forward to discussing my project with Council and welcome the opportunity to add to the vitality of Esquimalt's commercial core. It is my intention to begin development as soon as possible.

Sincerely,

Leonard Cole

URBAN CORE VENTURES  
12-747 PRINCESS AVE, VICTORIA BC, V8T 1K5  
TEL: (250) 885-0190 FAX: (250) 595-0190

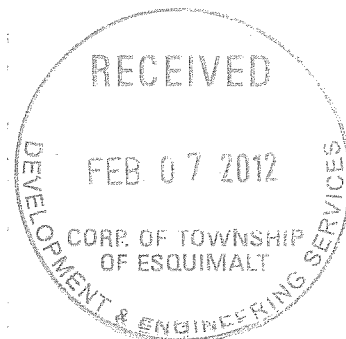


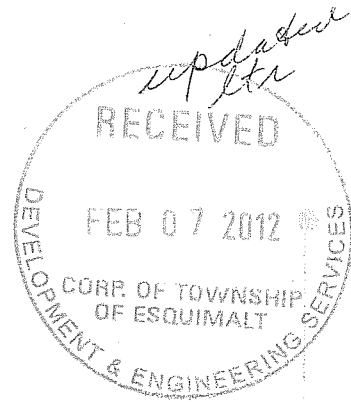
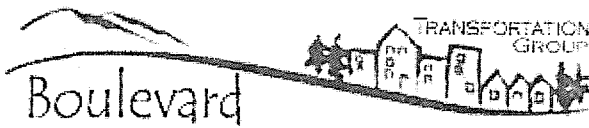
## Original Advisory Planning Commission Recommendation September 20, 2011

### RECOMMENDATION:

Moved by Lorne Argyle, second by Wes Nelson, that the Esquimalt Advisory Planning Commission [APC] resolves that the application for a Development Permit, limiting the form and character of development to that shown on architectural plans provided by Vic Davies Architect stamped "Received September 14, 2011", and sited as detailed on the survey plan prepared Powell and Associates, BC Land Surveyors, stamped "Received September 14, 2011", and including the following relaxations to Zoning Bylaw, 1992, No. 2050 and Parking Bylaw, 1992, No. 2011, for the proposed development located at Lot 266, Suburban Lot 40, Esquimalt District, Plan 2854 and Lot 267, Suburban Lot 40, Esquimalt District, Plan 2854 [521-529 Comerford Street], be forwarded to Council with a **recommendation of approval**.  
The Motion **CARRIED. 3 For 1 Against**

URBAN CORE VENTURES  
12-747 PRINCESS AVE, VICTORIA BC, V8T 1K5  
TEL: (250) 885-0190 FAX: (250) 595-0190





14 December 2011

File No. 1324

Township of Esquimalt

1229 Esquimalt Rd

Esquimalt BC V9A 3P1

Attention: Barb Snyder, Director of Development Services

Dear Madame:

**RE: COMERFORD STREET PARKING STUDY, UPDATE**

Boulevard Transportation Group was retained by Urban Core Ventures to undertake a parking study for a proposed development at 521/529 Comerford Street. Our initial report was dated 14 October 2011 and concluded that the development characteristics warrant a significant reduction in parking but that inconclusive data is available for outright support of the proposed residential parking variance.

The development proposal has since been revised to reflect comments from Township staff and Council, as well as suggestions related to parking from our initial study. This letter is an update to the initial report to address the revised development proposal.

**Land Use**

The initial proposal included 42 residential units ranging from 330 to 410 square feet and 515 square feet of retail. The updated proposal includes 34 residential units (8 fewer), but unit sizes have increased to 330 to 518 square feet. Retail land use has decreased to 270 square feet.

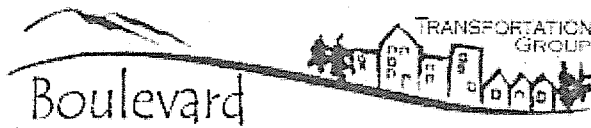
**Parking Supply**

The initial proposal included 20 parking spaces - 16 resident, two visitor, and two retail spaces. This provided for residential parking at a rate of 0.43 spaces per unit. The updated proposal includes a total of 23 parking spaces, an increase of three spaces. Parking is assigned as 16 spaces for residents, six for visitors, and one for the retail land use. This provides for commercial parking that meets the Bylaw requirement and residential parking at a rate of 0.65 spaces per unit.

PAGE 1

Unit 201 – 791 Goldstream Ave | Victoria, BC | V9B 2X5 | Ph. (250) 388-9877 | Fax. (250) 388-9879





## Discussion

Our initial study suggested that the proposed development is appropriate for a significant parking reduction from the Bylaw requirement, all of which still apply to the revised development proposal.

- **Small Units** - Residential units are significantly smaller than typical multi-family units, which is expected to attract fewer occupants per unit and lower income occupants with lower average vehicle ownership rates.
- **Alternative Modes** - High rates of walking are expected as a result of the site's location adjacent the Esquimalt Village, and high rates of cycling and transit are expected as a result of the site's proximity to cycling routes and transit service, primarily on Esquimalt Road.
- **Proximity** - The site's location in the "Esquimalt Village" area provides for employment and shopping destinations in close proximity, as well as the likelihood of further intensification of this area as suggested in the OCP and Esquimalt Village project.
- **TDM** - Transportation demand management (TDM) elements are included beyond the Bylaw requirements to encourage alternative travel modes.
- **Accessibility** - Nine units are designed as accessible and intended for disabled and seniors. The Township requires significantly less parking for seniors units than typical multi-family.

The initial study reviewed opportunities for parking reductions offered in other communities to better reflect the parking demand characteristics of an individual site, rather than the community as a whole.

- **Downtown Location** - Of communities reviewed, a 42-70% reduction is offered for site's in a downtown area. Applied to the Township's requirement of 1.3 spaces per unit, this results in a requirement for the site of 0.39 to 0.73 spaces per unit or 13 to 25 residential spaces. The proposed parking supply is within this range.
- **Bachelor Units** - Of communities with a requirement specific to bachelor units, requirements range from 0.52 to 1.0 space per unit. Applied to the proposed development, this would result in 18 to 34 parking spaces. The proposed parking supply is within this range.
- **Saanich Example** - A recently approved multi-family development in Saanich was reviewed which provides parking at a rate of 0.60 spaces per unit. The proposed parking supply exceeds this rate slightly, although the site characteristics vary slightly in that the Saanich example is rental (lower demand) and includes two and three-bedroom units (higher demand).

## Summary

The discussion is summarized from the initial parking study which suggested that the proposal's small unit sizes, location, and alternative travel options would result in significantly reduced parking demand, but could not provide quantifiable research to support a supply as low as 0.43 spaces per unit.

PAGE 2



The revised proposal includes an increase in residential parking supply to 0.65 spaces per unit, which is consistent with the recent example from Saanich and within the range of quantified rates supportable based on the large number of bachelor suites and reduction for downtown location. This study supports the proposed residential parking supply rate as appropriate for the site and land use proposed.

It should also be noted that the Township's Bylaw requirement that one of every four residential spaces is assigned for visitors is being met in order to avoid an additional variance, resulting in six visitor parking spaces. The short-term parking space located along the Comerford Street frontage may also be used by visitors of the building, particular outside of business hours. We believe this is more visitor parking than is needed at this site and will result in fewer spaces available to residents of the building. Consideration should be given to reducing the number of visitor parking spaces and adding to the supply available to residents.

### Recommendations

This study supports the proposed residential parking supply of 0.65 spaces per unit as appropriate for this site as the small unit size, location, and alternative travel options are expected to result in significantly decreased parking demand. Additional consideration should also be given to reducing the number of visitor parking spaces.

Please do not hesitate to contact me if you have questions/comments with regard to this update.

Yours truly,

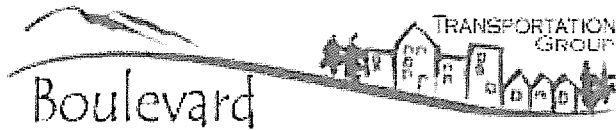
**BOULEVARD TRANSPORTATION GROUP LTD.**

per,

**Daniel Casey, MCIP, M. Plan**

Transportation Planner

CC: Leonard Cole - Urban Core Ventures



14 December 2011

File No. 1324

Township of Esquimalt  
1229 Esquimalt Rd  
Esquimalt BC V9A 3P1

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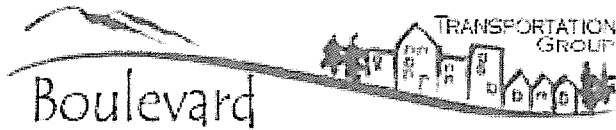
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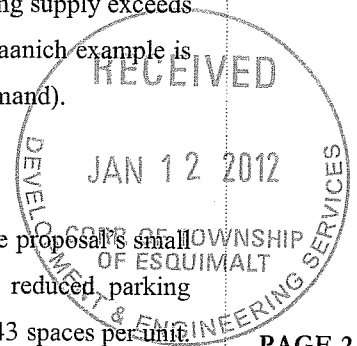
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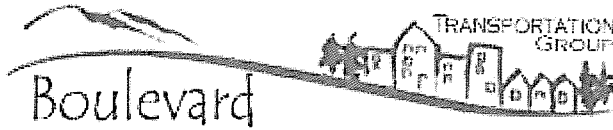
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PAGE 2



The revised proposal includes an increase in residential parking supply to 0.65 spaces per unit, which is consistent with the recent example from Saanich and within the range of quantified rates supportable based on the large number of bachelor suites and reduction for downtown location. This study supports the proposed residential parking supply rate as appropriate for the site and land use proposed.

It should also be noted that the Township's Bylaw requirement that one of every four residential spaces is assigned for visitors is being met in order to avoid an additional variance, resulting in six visitor parking spaces. The short-term parking space located along the Comerford Street frontage may also be used by visitors of the building, particular outside of business hours. We believe this is more visitor parking than is needed at this site and will result in fewer spaces available to residents of the building. Consideration should be given to reducing the number of visitor parking spaces and adding to the supply available to residents.

### Recommendations

This study supports the proposed residential parking supply of 0.65 spaces per unit as appropriate for this site as the small unit size, location, and alternative travel options are expected to result in significantly decreased parking demand. Additional consideration should also be given to reducing the number of visitor parking spaces.

Please do not hesitate to contact me if you have questions/comments with regard to this update.

Yours truly,

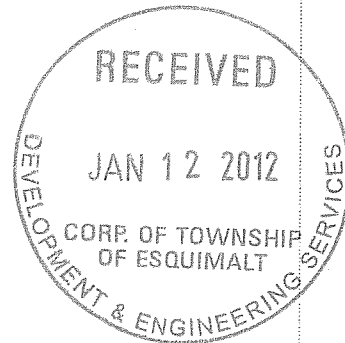
**BOULEVARD TRANSPORTATION GROUP LTD.**

per,

**Daniel Casey, MCIP, M. Plan**

Transportation Planner

CC: Leonard Cole - Urban Core Ventures

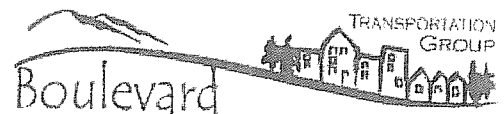
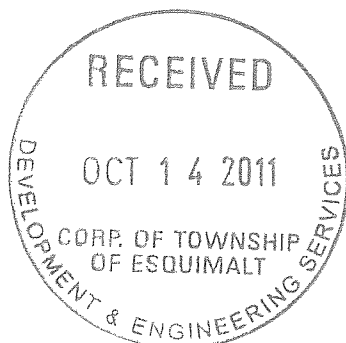


FINAL DRAFT

**COMERFORD STREET PARKING STUDY**  
TOWNSHIP OF ESQUIMALT, BC

Project no. 1324

14 October 2011



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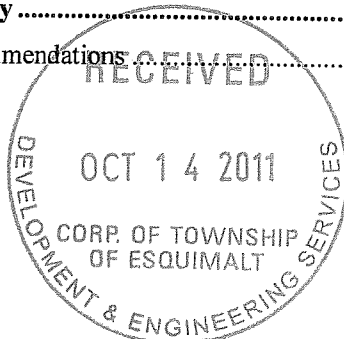
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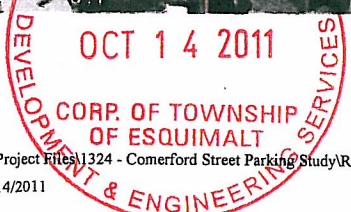
## 1.0 INTRODUCTION

Boulevard Transportation Group was retained by Urban Core Ventures to undertake a parking study for the proposed mixed use multi-family and commercial development on Comerford Street in Esquimalt, BC. This study reviews the proposed land use, parking supply, and provides discussion on the expected parking demand, bylaws from other communities and transportation demand management strategies (TDM).

### 1.1 Location

The development site is located in the Township of Esquimalt on the northeast corner of Comerford Street and Carlisle Avenue. See **Figure 1**. The surrounding area includes a commercial area, shopping centre, library, recreation centre, and restaurants. The site is easily accessed from Esquimalt Road, bus routes, and cycling routes.

**Figure 1 - Study Area**



## 2.0 PROPOSED DEVELOPMENT

### 2.1 Proposed Land Use

The proposed development includes 42 bachelor suites that are significantly smaller than typical multi-family units, ranging from 330 to 410 square feet. The proposal also includes 515 square feet of ground-floor commercial uses. **Table 1** outlines the floor space of the building.

**Table 1 - Proposed Development Building Area**

Land Use	Units	Square Footage	Square Meters
Residential	42	16,080	1,493.9
Retail	1	515	47.8
<b>Total</b>		<b>16,595</b>	<b>1,541.7</b>

### 2.2 Proposed Parking Supply

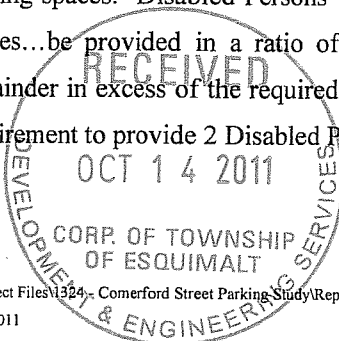
The developer is proposing 20 parking spaces, 16 for residential uses including 2 visitors parking spaces, 2 for the retail unit and 2 Disabled Persons' spaces. See **Table 2**. The developer is proposing 42 Class I bicycle parking spaces, 6 Class II parking spaces, and scooter parking.

**Table 2 - Proposed Parking Supply**

Area	Supply
Residential Parking (inc 2 visitors parking)	16
Retail Parking	2
Disabled Persons' Parking	2
<b>Site Total</b>	<b>20</b>

## 3.0 REQUIRED PARKING SUPPLY

The Township of Esquimalt's Parking Bylaw, 1992, No. 2011 requires multi-family residential land use to provide off-street parking at a rate of 1.30 spaces per unit and 1 space per 25m<sup>2</sup> for retail uses. The Township requires visitors parking to be designated at a rate of 1 space per 4 of the residential parking spaces. Disabled Persons' parking must "In any Development requiring 25 or more parking spaces...be provided in a ratio of 1 for every 50 required Parking Spaces, plus 1 space for any remainder in excess of the required number of spaces divided by 50." For this development there is a requirement to provide 2 Disabled Persons' parking spaces.



The proposed development according to the bylaw is required to provide 55 residential parking spaces, 14 of these must be designated for visitors parking, 2 retail parking spaces, and 2 Disabled Persons' parking spaces for a site total of 59. Esquimalt has a policy of reducing the parking requirement by two spaces for developments that meet the following conditions:

- 2 or more secure bicycle parking spaces are provided on-site
- Shower and change rooms are provided within the building
- 6 visitor bicycle parking spaces are provided on-site
- The building is located within 200 metres of a regional bus route.

The proposed development meets three of the four requirements. The commercial space will have a washroom facility for changing but no shower and all residents will have access to in-unit showers. The developer should receive a two space reduction for meeting these conditions. See **Table 3**.

**Table 3 – Zoning Bylaw Parking Requirement**

Land Use	Rate	Required Supply
Multi-family residential	1.30 spaces per unit	55
Retail Parking	1 per 25 m <sup>2</sup>	2
Disabled Person's Parking	1 per 50 spaces + 1 for remainder	2
Alternative Modes Reduction		- 2
<b>Total</b>		<b>57</b>

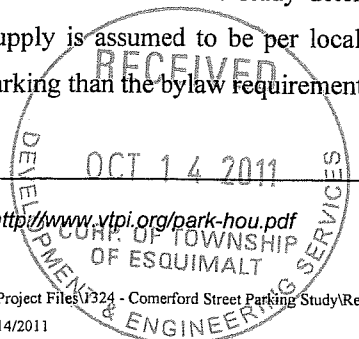
The developer is proposing 20 spaces for the site, 37 spaces fewer than the bylaw.

## 4.0 ESTIMATING PARKING DEMAND

### 4.1 Victoria Transport Policy Institute Study

A study completed in February 2011 by the Victoria Transport Policy Institute (VTPI)<sup>1</sup> reviewed the parking conditions of 27 multi-family residential developments in Saanich and Victoria. The sites range from 120 parking spaces to as few as fifteen parking spaces, and buildings have a variety of unit sizes and tenures. The study determined the average peak occupancy rate 54% of available supply. Supply is assumed to be per local requirements, but the study also notes that many sites supply less parking than the bylaw requirement.

<sup>1</sup> <http://www.vtpi.org/park-hou.pdf>



Applied to the site, 54% occupancy on the required 55 spaces (residential only) suggests peak demand will be for 30 residential parking spaces. The proposal includes 16 residential parking spaces. This presents a “worst case”, as the study also notes that supply is less than required rates for many sites.

#### 4.2 Boulevard Observations

Boulevard Transportation Group completed a survey of seven multi-family residential rental sites in Victoria, Saanich, and Esquimalt in May 2010, to determine the peak occupancy rates. The study determined that peak period parking demand ranged from 0.52 to 0.86 vehicles per unit, with an average of 0.56 vehicles per unit. These findings suggest that the site’s peak demand will be approximately 24 vehicles, possibly lower because the proposed unit sizes are smaller and location is more central than the majority of sites observed. Summary of local observations is in **Table 4**.

**Table 4 – Estimated Demand based on Local Observations**

	Average Occupancy	Average Demand	Resulting Vehicles
VPI Study	54%	-	~30
Blvd Study	-	0.56 per unit	24
<b>Proposed Resident Parking</b>			<b>16</b>

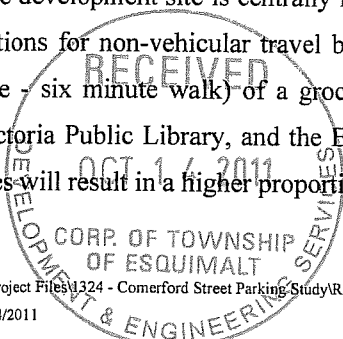
#### 4.3 Factors Contributing to Lower Parking Demand

##### 4.3.1 Unit Size

The units proposed in the development are small bachelor suites most suitable for only one occupant. In the unlikely event that two residents live in a single unit it would likely be a couple apt to share a vehicle, rather than two independent roommates. Additionally, as smaller suites are more affordable the unit owners often have lower incomes and are less likely to own a vehicle. The small size of the units is expected to attract fewer occupants per unit than might otherwise occupy a multi-family dwelling and lower income occupants less likely to own a vehicle, contributing to lower overall parking demand.

##### 4.3.2 Travel Options

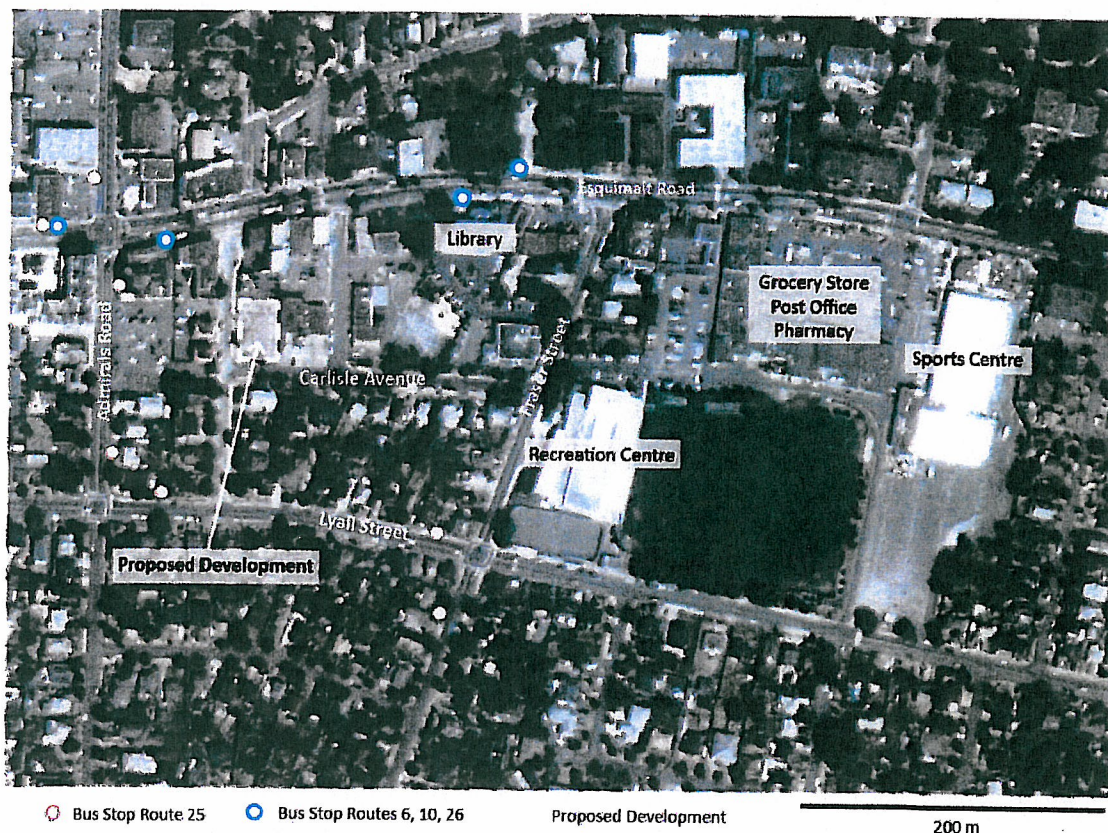
The development site is centrally located, with adjacent land uses that facilitate walking and attractive options for non-vehicular travel beyond Esquimalt. The development site is located within 500m (a five - six minute walk) of a grocery store, banks, restaurants, the Esquimalt branch of the Greater Victoria Public Library, and the Esquimalt Recreation Centre. See **Figure 2**. Proximity to these land uses will result in a higher proportion of walking trips.





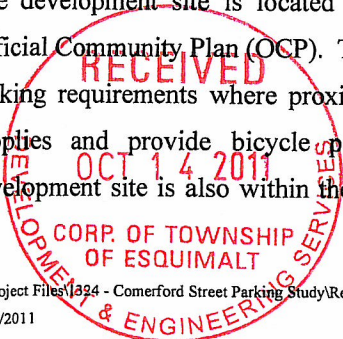
The site is also within 200m (a two – three minute walk) of regional bus #6, 10, 25, 26 which provide service to downtown Victoria, UVIC, and other locations in Esquimalt, Saanich and Victoria. The buses run regularly between approximately 6:30am and midnight Monday to Saturday, and 7am to 11pm Sunday. The site is also located on several commuter and recreational bike routes in Esquimalt, providing connections to downtown Victoria, Department of National Defence bases, and Saanich. These factors all help residents to reduce their demand for parking by allowing them to use alternative transportation for commuting, and personal trips.

Figure 2 – Site Location relative to Services and Amenities



#### 4.3.3 Community Planning Context

The development site is located within the Esquimalt Village neighbourhood, as outlined in the Official Community Plan (OCP). The OCP supports higher density development in this area and lower parking requirements where proximate to transit. It also encourages opportunities to share parking supplies and provide bicycle parking as means to encourage alternative transportation. The development site is also within the Esquimalt Village Project study area and directly adjacent to the



Phase I section of the Esquimalt Village Project<sup>2</sup>. The Esquimalt Village Project is a town centre visioning and planning exercise seeking to enhance the town centre area through development intensification, mixed land use, improved pedestrian connections, and solidifying the town centre as the heart of the community. The development and reduction in parking supply being proposed are generally consistent with objectives for this area sought in the OCP and the Esquimalt Village project. The commitment to developing the town centre shown in these two documents also suggests that the area adjacent the site will continue to intensify, providing pedestrian-supportive land uses and further improvements to alternative transportation options.

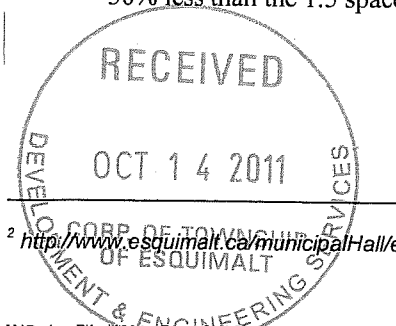
## 5.0 REDUCED PARKING RATES IN OTHER COMMUNITIES

A number of communities have adopted more progressive parking requirements that better reflect actual parking demand by offering reductions for locations and development types that are known to result in reduced automobile ownership. The following is a review of parking reductions offered in other communities for sites located downtown or for multi-family developments with bachelor units.

### 5.1 Requirement for Downtown Locations

Many communities have decreased parking requirements in their downtown areas in an effort to promote walking, reduce urban land dedicated to parking, and recognizing the reduced automobile ownership rates typical of urban areas. The following is a review of multi-family parking requirements in communities where a reduction is offered in downtown locations, as summarized in **Table 5**.

- The City of Nanaimo has a tiered parking requirement based on proximity to downtown. A bachelor unit is required to provide 0.5 spaces per unit, as opposed to 1.66 for multi-family residential outside the downtown. This represents a 70% reduction.
- In one of the downtown zones, the City of Victoria requires only 0.55 spaces per unit compared to a rate of 1.3 vehicles per unit in other areas, a 58% reduction.
- The City of Langford typically requires 1.75 parking spaces per unit for multi-family residential uses, but only one space per unit in the town centre, a 43% reduction.
- The District of Sooke has a Town Centre multi-family residential rate of 0.75 spaces per unit, 50% less than the 1.5 spaces per unit required throughout the rest of the District.



<sup>2</sup> <http://www.esquimalt.ca/municipalHall/esquimaltVillageProject/>

**Table 5 –Reduced Multi-family Requirements for Downtown Sites**

Community	Standard Rate	Downtown Rate	% Reduction
Nanaimo	1.66 / unit	0.50 / unit	70%
Victoria	1.30 / unit	0.55 / unit	58%
Langford	1.75 / unit	1.00 / unit	43%
Sooke	1.50 / unit	0.75 / unit	50%

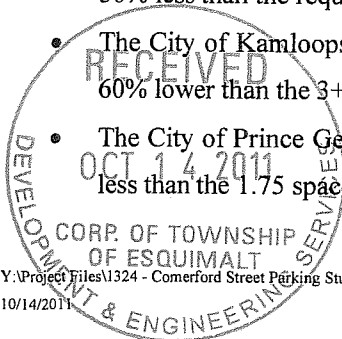
The Township does not offer a reduced parking requirement for downtown sites, however the OCP and general planning objectives suggest reductions are appropriate. The review of other communities suggests a reduction ranging from 42% to 70% is common practice. This means a parking supply rate of 0.39 to 0.74 when applied to the Township’s multi-family requirement of 1.3 spaces per unit, which would result in 17 to 32 residential parking spaces at the development site.

It is also noted that sites in downtown Victoria and Harris Green do not have a residential parking requirement and instead rely on market conditions to determine parking supply. Parking supply rates have varied among developments in these areas, but have been in the range being proposed.

**5.2 Requirement Based on Unit Size**

Certain municipalities have tiered multi-family parking requirements based on the number of bedrooms in a unit, recognizing that smaller units typically exhibit reduced automobile ownership. The Township does not have tiered requirements, but the following is a sample from other communities.

- The City of Langford’s requirement for a bachelor or one bedroom unit is 1 space per unit, 23% less than the 2+ bedroom requirement of 1.3 spaces per unit.
- The City of Coquitlam requires 1 space per unit for a unit smaller than a 1 bedroom, 33% lower than the 1.5 spaces per unit required for a unit with more than two bedrooms.
- The City of New Westminster requires 1 space per unit for a bachelor unit, 28% lower than the 1.4 spaces per unit required for a two bedroom unit.
- The City of Langley requires parking supplied for studios, 1 and 2 bedroom units at 1.2 spaces per unit, 40% lower than the 3+ bedroom unit requirement of 2 spaces per unit.
- The City of Nanaimo requires 0.5 spaces per bachelor or one bedroom unit in the downtown, 50% less than the requirement of 1 space per unit for 2+ bedroom units.
- The City of Kamloops requires parking for a bachelor unit at a rate of 0.85 spaces per unit, 60% lower than the 3+ bedroom rate of 2.15 spaces per unit.
- The City of Prince George requires 1 parking space per unit for a studio or 1 bedroom, 43% less than the 1.75 spaces per unit required for a 3+ bedroom unit.



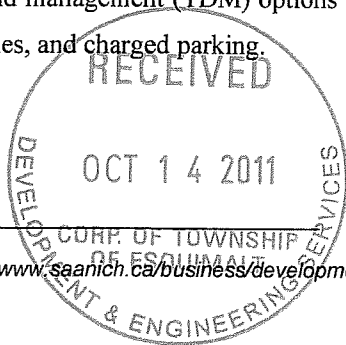
The reduced requirement for a bachelor or one-bedroom as compared to a two- or three-bedroom range from 23% to 60%, and average approximately 40%. See **Table 6**. If the Township offered reductions from the general multi-family parking requirement for bachelor units, the parking requirement for bachelor units could range from 0.52 to 1.0 space per unit based on the reductions in other communities. This would result in a residential parking supply of 22 to 42 spaces. It should also be reiterated that the proposed units are smaller than even a typical bachelor suite.

**Table 6 – Parking Requirements based on Number of Bedrooms**

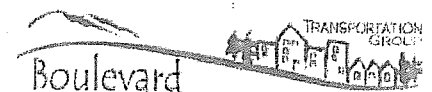
Community	Bachelor Unit	2 / 3+ Bedroom Unit	Rate	% Reduction
Langford	1.00 spaces / unit	3 + bedroom	1.30 spaces / unit	23%
Coquitlam	1.00 spaces / unit	2 + bedroom	1.50 spaces / unit	33%
New Westminster	1.00 spaces / unit	2 bedrooms	1.40 spaces / unit	28%
Langley	1.20 spaces / unit	3 + bedrooms	2.00 spaces / unit	40%
Nanaimo	0.50 spaces / unit	2 + bedrooms	1.00 spaces / unit	50%
Kamloops	0.85 spaces / unit	3 + bedrooms	2.15 spaces / unit	60%
Prince George	1.00 spaces / unit	2 bedroom	1.50 spaces / unit	43%
		3 + bedroom	1.75 spaces / unit	
<b>Average</b>				<b>40%</b>

## 6.0 CASE STUDY: SMALL UNIT DEVELOPMENT IN SAANICH

Small units, sometimes known as micro-units, are becoming more popular as housing and land costs increase and communities aim to increase density in urban areas. A recent example was observed in Saanich where a development proposal was received and supported by staff for a 104-unit development with 33 studios (as small as 325 square feet), 36 one-bedrooms, 36 two-bedrooms and 9 two-bedroom with den units<sup>3</sup>. The proposal includes 62 residential parking spaces, a rate of 0.6 spaces per unit which is 60% lower than Saanich's requirement. However, it was determined through a study of parking characteristics at similar sites in Greater Victoria that 0.6 spaces per unit would satisfy the site's parking demand given the sites urban location and if coordinated with a series of transportation demand management (TDM) options including resident transit passes, bicycle parking and end-of-trip facilities, and charged parking.



<sup>3</sup> [http://www.saanich.ca/business/development/reports/dpr00441\\_sr.pdf](http://www.saanich.ca/business/development/reports/dpr00441_sr.pdf)





The example from Saanich is in a similar context adjacent a major commercial centre (Tillicum Centre) and served by frequent transit. Units sizes are in fact larger in the Saanich example, suggesting that perhaps a more aggressive reduction may be appropriate at the proposed Comerford Street development. While this development only recently received approval and cannot be observed to verify parking conditions are adequate, it demonstrates that aggressive reductions in parking supply are being permitted in urban locations with alternative travel options.

## 7.0 DEMAND MANAGEMENT

Demand management or transportation demand management (TDM) is the strategic provision of options, programs, and infrastructure that encourage individuals to travel more efficiently. The successful implementation of TDM at the development site will decrease parking demand and facilitate more sustainable travel habits by residents, employees and customers of the site. The following sections highlight demand management strategies for consideration.

### 7.1 Transit

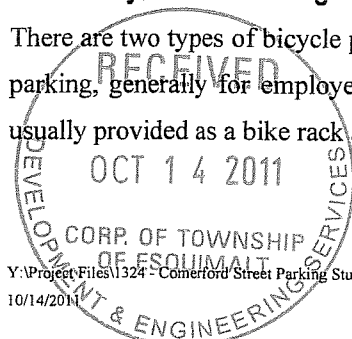
The proposed development is located on bus routes #6, 10, 25, and 26 which provide service to downtown Victoria and throughout the CRD. Transit will be particularly viable for building residents travelling to downtown or the University of Victoria, as direct, frequent service is provided.

The developer is proposing free transit passes for all residents for the first three months. This is an amenity contribution that will allow residents to try transit initially and potentially encourage them to use transit as their primary travel mode. The developer should also consider providing transit information in a move-in package to increase familiarity with BC Transit service and promote ridership.

BC Transit has developed a Residential Transit Pass program for use in new multi-family residential developments. This program may be considered as an opportunity to extend the length of the transit passes offered to residents, perhaps with a reduction in the developer subsidy over time.

### 7.2 Bicycle Parking

There are two types of bicycle parking - Class I and Class II. Class I are secure facilities for long-term parking, generally for employees or residents of a site. Class II bike parking is short-term parking, usually provided as a bike rack at the front entrance to a building intended for visitors and customers.



While many communities have bicycle parking requirements in their Zoning Bylaw, the Township doesn't. However the OCP includes bicycle parking as an objective, stating that 1.5 Class I bike parking spaces per multi-family unit are sought. The proposed development includes 42 Class I bike parking spaces, a rate of 1.0 per unit, as well as 6 Class II bike parking spaces at the front entrance. The Class I provision exceeds the requirement in the Zoning (ie. zero), but does not meet the rate sought in the OCP. As a comparison, a number of communities in the CRD have Class I requirements, which are most typically 1.0 spaces per unit.

### 7.3 Car Share

Carshare services involve a vehicle parked at a central location where members purchase membership into the program and pay a fee each time they use the vehicle. Many carshare services operate as a cooperative and include a fleet of vehicles stationed at various locations. A carshare service currently operates in Greater Victoria.<sup>4</sup>

The developer may consider approaching the carshare for the potential to station a vehicle on or near the site. This would likely involve an up-front financial contribution from the developer to purchase a vehicle to station at the site, the purchase of memberships for each residential unit, as well as a contribution to advertising the vehicle to encourage other users in the area. The carshare would also have to decide if locating a vehicle in Esquimalt would be an opportunity they are willing to support. While this may not be a feasible option at current, in the future with the development and revitalization of Esquimalt Village it maybe more realistic to place a carshare vehicle in village area with the support of developers and the Township. If a carshare vehicle is not feasible at present, the Township and developer may consider earmarking funds as part of this development to put toward the carshare in future. A carshare vehicle stationed on or near the site would provide another travel option to residents of the site, facilitating a reduction in vehicle ownership.

### 7.4 Rideshare Information

Ridesharing allows an individual to be picked up and dropped off at work or university rather than having to have a vehicle for commuting. The Jack Bell Foundation helps individuals to become part of a rideshare by coordinating vehicles and drivers. To promote ridesharing, the developer could provide rideshare information to residents upon move in.

<sup>4</sup> <http://www.victoriacarshare.ca>

### 7.5 Unbundling Parking

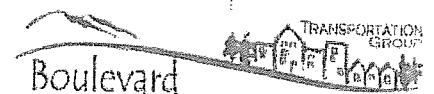
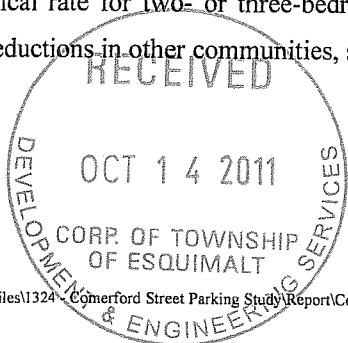
Unbundling parking is the practice of selling condominium units without an associated parking space. In this situation if the unit's owner requires a parking space one can be purchased for an additional cost or rented on a monthly basis. This decreases the cost of the unit for those who do not require parking and gives financial incentive to reduce vehicle demand. In the case of the proposed development on Comerford Street unbundled parking will be required because there is insufficient supply for each unit to have a reserved space.

### 8.0 SUMMARY

This study reviews a proposed mixed use development at the corner of Comerford Street and Carlisle Avenue. The proposal includes 42 bachelor units ranging from 330 to 410 square feet, and 515 square feet of ground-floor commercial floor space. 20 parking spaces are proposed, a variance of 37 spaces from the Bylaw requirement. The proposal also includes 42 Class I and 6 Class II bike parking spaces, and three-months free transit use for residents.

Two studies of similar sites were reviewed to understand parking demand characteristics. The first suggests that of the 27 multi-family sites surveyed, peak parking demand averages only 54% of total supply. Applied to the Township's requirement, these findings suggest a residential parking supply of approximately 30 spaces is appropriate. A second study was reviewed which determined that seven multi-family residential sites in Saanich, Victoria and Esquimalt exhibit average peak demand of 0.56 vehicles per unit, suggesting that parking for a maximum of 24 resident vehicles is required at the site. Both these studies are based on observations of "typical" multi-family sites, not necessarily those in urban locations or with small unit sizes as is proposed. It is reiterated that this site is expected to exhibit significantly lower parking demand as a result of the small unit size, adjacency to shopping, recreation, and employment land uses, and strong cycling and transit options.

Examples of parking supply reductions from other communities were presented. The review suggested that sites in a downtown setting are granted reductions of 42% to 70% below typical rates. Additionally, it was demonstrated that bachelor suites are offered supply reductions of up to 60% from the typical rate for two- or three-bedroom units. The development would meet the requirement for these reductions in other communities, suggesting they may also be appropriate in this case.



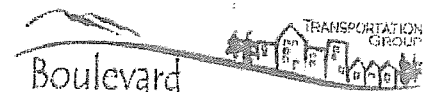
In short, the proposed parking variance is an aggressive reduction from what is typically required and cannot be conclusively supported using conventional parking demand generation calculations. However, the small unit sizes, location, and availability of alternative travel options at this site dictates that parking demand will be considerably lower than typically observed at multi-family sites. The provision of transportation demand management (TDM) options will further encourage travel by alternative modes and reduce parking demand, to include a transit pass program, bicycle parking, and carshare programs. Further, the Township's planning directions are generally in support of intensification in the town centre and the resulting reductions in parking supply, and the recent example from Saanich demonstrates that communities in the region are permitting lower parking supplies in urban areas.

### 8.1 Recommendations

Although the Township does not grant parking supply reductions for developments with urban characteristics through its regulations, this review has demonstrated numerous precedents in Greater Victoria where significant reductions in parking supply are permitted for developments in a town centre, with smaller unit sizes, or where TDM measures are provided.

It is recommended that further consideration is given to the following:

- The developer should consider TDM options beyond those proposed, including potential extension of transit pass program, opportunity for carshare on or near the site, and providing transit and rideshare information.
- The Township should consider a review of the off-street parking requirements in the Zoning Bylaw for consistency with OCP objectives and to incorporate regulations that encourage sustainable transportation in new development.



48. **CORE COMMERCIAL [C-3]**

The intent of this Zone is to accommodate commercial establishments usually found in the major commercial Area.

(1) **Permitted Uses**

The following Uses and no others are permitted:

- (a) Business and Professional Office
- (b) Financial institution
- (c) Hotel
- (d) Mixed commercial/residential subject to Section 48(6)
- (e) Personal Service Establishment
- (f) Retail Store
- (g) Restaurant
- (h) Entertainment and Theatre
- (i) Club House
- (j) Video Store
- (k) Assembly Use
- (i) Group Children's Day Care Centre

(1.1) **Prohibited Uses**

- (a) Adult Entertainment Uses;
- (b) Adult Motion Picture Studio;
- (c) Adult Theatre;
- (d) Adult Video Store; and
- (e) Escort Services

(2) **Building Height**

No Building shall exceed a Height of 13 metres

(3) **Lot Coverage**

All Principal Buildings, Accessory Buildings and Structures combined shall not cover more than 80% of the Area of the Parcel for each Storey of a Building that is above the second Storey.

(4) **Siting Requirements**

- (a) Front Setback: Subject to Section 24 and 28, no front Setback shall be required.
- (b) Side Setback: In cases where a Parcel abuts a residential Use within a residential Zone, no Building shall be located within 3 metres of the common property line.
- (c) Exterior Side Lot Line: Subject to Section 24 and 28, no Exterior Side Yard Setback shall be required.

(d) Rear Setback: In cases where a Parcel abuts a residential Use within a residential Zone, no Building shall be located within 3 metres of the common property line.

(5) **Screening and Landscaping**

Screening and Landscaping shall be provided in accordance with Section 23.

(6) **Mixed Commercial/Residential**

Where a Parcel is used for combined residential and Commercial Use,

(a) the residential Use shall:

(i) be contained in the same Building as the Commercial Use;

(ii) have a separate entrance from outside;

(b) the Commercial Use shall be limited to those Uses specified in Section 48(1); and

(c) Dwelling Units shall not be less than 30 square metres

(7) **Off Street Parking**

Off street parking shall be provided in accordance with the requirements as specified in Parking Bylaw No. 2011.

## **2.3 Commercial–Mixed Land Use**

Commercial activity in Esquimalt is clustered in four main groupings:

- Esquimalt Village;
- Esquimalt Road/Head Street;
- Craigflower Road/Tillicum Road; and
- West Bay Harbour.

### **2.3.1 General Commercial - Mixed Use Objectives**

- a) To create a diversified commercial and employment sector that provides a wide range of goods and services to residents of Esquimalt.
- b) To foster the creation of an identifiable and vibrant Esquimalt Village that successfully integrates commercial, public and residential activity.
- c) To encourage growth through revitalization and redevelopment of commercial areas.
- d) To encourage a mix of ground-level commercial and upper-level(s) residential.

### **2.3.2 General Commercial - Mixed Use Policies**

- a) The Township encourages a mix of commercial and multi-unit residential developments in all commercial-mixed use areas denoted on "Schedule A". These will have commercial uses on the ground floor and residential uses above.
- b) All commercial-mixed use areas are designated Development Permit Areas, as shown on "Schedule C" in order to ensure that future development and infill contributes positively to the visual and aesthetic character of its site, setting and surrounding properties.
- c) The Township encourages public and private sector initiatives to improve streetscapes and accessibility for pedestrians and cyclists to all commercial areas.
- d) The Township will develop signage guidelines for each commercial area, as part of design guidelines for these areas. The Township, in partnership with interested members of the community, will take the initiative to design and install entrance signage at key street locations, including entrances to Esquimalt.
- e) The Township encourages the provision of amenities such as mini-parks/plazas, street furniture, public art and decorative lighting on private lands in all commercial areas. The Township is amenable to using density bonusing, or providing variances to zoning or parking regulations for redevelopment proposals.
- f) To encourage the use of bicycles, provision should be made in new commercial buildings for bicycle parking for employees and visitors. Secure bicycle parking for employees should be provided in the ratio of one (1) parking space per ten (10) full-time employees with a minimum of one (1) space for each new building. In all new commercial buildings, six (6) bicycle parking spaces should be available for the use of temporary visitors.
- g) End of trip facilities for cyclists such as secure bicycle parking/storage, lockers, change rooms and showers, should be provided to encourage cycling as a viable form of transportation.

- h) Where all of the following criteria are met in a commercial building, Council may reduce the off-street parking requirement through the Development Permit:
  - i) Two (2) or more secure bicycle storage spaces are provided;
  - ii) Shower and change rooms are provided;
  - iii) Six (6) visitor bicycle parking spaces are provided; and
  - iv) The building is located within 200 metres of a regional bus route.
- i) Lands outside the Commercial–Mixed Use designation on “Schedule A” will not be considered for commercial zoning unless the following criteria are met:
  - i) The project is needed to serve tourists or local residents and cannot be appropriately located within established commercial areas;
  - ii) The density and scale of the project is sensitive to the prevailing character of surrounding lands;
  - iii) The project, through its exterior finishes enhances the aesthetics of the neighbourhood;
  - iv) The project’s parking requirements can be satisfied on-site and will not unduly affect neighbouring residences; and
  - v) The proponent demonstrates that the neighbourhood has been consulted and residents have had an opportunity to express their concerns.

**[Amendment Bylaw [No. 6], 2010, No. 2730 - Adopted May 25, 2010]**

- j) In mixed commercial and multi-unit residential developments, buildings up to 12 storeys in height and with a floor area ratio of up to 3.0 for the residential portion of the building may be acceptable.
- k) Development proposals with heights and/or densities greater than those set out in Section 2.3.2 (j) may be considered, where appropriate, through variances to zoning and/or parking regulations and density bonusing of floor space where new commercial buildings provide affordable, accessible, or special needs housing units or amenities for the benefit of the community.



## 9.4 Development Permit Area No. 2 – Commercial

### 9.4.1 Scope

All lands designated Commercial on Schedule “C” are part of DPA No. 2.

### 9.4.2 Category

Section 919(1)(f) of the *Local Government Act* – form and character, commercial.

### 9.4.3 Justification

Traditionally, Esquimalt’s commercial areas have not been developed on the basis of a particular theme or concept. The design and form of commercial development has been rather haphazard and, as a result, the Esquimalt Village and other local commercial areas do not have the cohesiveness nor the attractiveness they could have.

When asked in a recent questionnaire to identify what they disliked most about Esquimalt, an overwhelming number of respondents identified the lack of a downtown commercial area, with appropriate shops and services, and the appearance of Esquimalt Road in the village core.

Where new development is to occur within Esquimalt’s commercial core, that development should add to the pedestrian appeal and overall appearance of the street through features such as easily accessible entrances, street furniture and public art, landscaping and attractive exterior finishing materials, and by their orientation to the street rather than to a parking lot or internal square.

The goals for Development Permit Area No. 2 are:

- a) to enhance the aesthetic image of Esquimalt’s commercial district, particularly those areas that are considered community focal points, such as the Village, the Head Street/Esquimalt Road intersection and major entrance points to the municipality;
- b) to revitalize existing commercial areas by encouraging a variety of businesses;
- c) to encourage growth in the tax base through diversified commercial development and redevelopment of existing commercial areas; and
- d) to encourage integrated residential/institutional/commercial uses in commercial areas.

### 9.4.4 Requirements of Owners of Land within the Development Permit Area

- a) Owners of land within Development Permit Area No. 2 must not do any of the following without first obtaining a development Permit in accordance with the guidelines for this Development Permit Area:
  - i) subdivide lands; or
  - ii) construct or alter a building or structure;without first obtaining a Development Permit in accordance with the guidelines of this Development Permit Area.
- b) Exemptions:

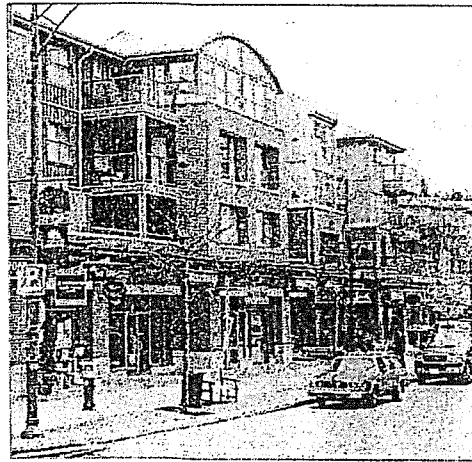
The following do not require a development permit:

  - i) construction of buildings or structures less than 10 square metres in area;

- ii) minor additions to existing structures where the floor area of the addition does not exceed 10 percent of the ground floor area of the structure;
- iii) emergency repairs to existing structures and public walkways where a potential safety hazard exists;
- iv) fences;
- v) the cutting of trees as permitted by the municipal tree protection bylaw; and
- vi) replacement or changing of existing signs, provided the sign area is not to be increased.

#### 9.4.5 Guidelines for Owners of Land within the Development Permit Area

- a) Commercial building facades should be appropriate to a pedestrian shopping area with windows facing the street and doors opening onto the street rather than onto a courtyard or laneway. (See image)
- b) Ornamental lighting that not only highlights the building but also increases the amount of light falling onto pedestrian areas should be used wherever possible. However, commercial lighting should not create unnecessary glare or shine directly into neighbouring residential properties.
- c) Buildings should be designed and sited to minimize the creation of shadows on public spaces.
- d) Where possible, weather protection (i.e. awnings and canopies) should be provided above all pedestrian walkways including walkways to on-site parking areas.
- e) Off-street parking areas should be located either at the rear of commercial buildings or underground. Surface parking should be screened with landscaping. Large parking areas should contain additional islands of landscaping.
- f) The design of new commercial buildings, including areas use for parking, should incorporate Crime Prevention through Environmental Design (CPTED) principles.
- g) Buildings may be located at the front property line in order to create a pedestrian-oriented environment, except where vehicle visibility is affected and on those streets that have been identified as requiring future road widening.
- h) Landscape screening and fencing should be located around outdoor storage areas and garbage and recycling receptacles.
- i) Retention and protection of trees and the natural habitat is encouraged wherever possible.





# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1  
Telephone (250) 414-7100 Fax (250) 414-7111

Council Meeting: March 5, 2012

## STAFF REPORT

**DATE:** February 15, 2012 Report No. ADM-12-015  
**TO:** Laurie Hurst, Chief Administrative Officer  
**FROM:** Anja Nurvo, Manager of Corporate Services  
**SUBJECT:** 2012 STRATEGIC PRIORITIES REPORT

### RECOMMENDATION:

That the Draft 2012 Strategic Priorities Report be approved in principle; that opportunity is provided for public input and that the Draft Report be returned to Council for consideration at the Regular Council meeting on April 2<sup>nd</sup>, 2012.

### BACKGROUND:

Council and senior staff held a strategic planning workshop on January 12 and 13, 2012. The attached 2012 Strategic Priorities Report was prepared by the facilitator, Dr. Gordon McIntosh and summarizes the outcome of the workshops.

Page 10 of the Report is the Strategic Priorities Chart, which has previously been provided to the public through a Rise and Report, has been the subject of a news release, is posted on our website and has been distributed to Council and staff.

Appendix 4 sets out the Work Program in order to implement the strategic priorities identified by Council. Staff will use this Work Program to guide staff priorities, depending upon resources allocated to these initiatives during the upcoming budget discussions, and will report back to Council regularly on the status of the various initiatives through Staff Period Reports.

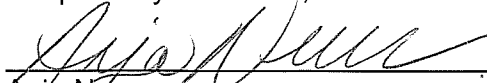
### ISSUES:

Implementation of the numerous initiatives identified by Council in the 2012 Strategic Priorities Report and Work Program is dependent upon allocation of resources determined by Council during the upcoming budget deliberations. The Work Program and Strategic Priorities Chart will be updated following approval of the 2012-2016 Financial Plan.

### ALTERNATIVES:


1. Approve the Draft 2012 Strategic Priorities Report in principle and provide opportunity for public input into the Draft Report prior to approval.
2. Approve the 2012 Strategic Priorities Report and release the Report for public information.

Respectfully submitted,

  
Anja Nurvo  
Manager of Corporate Services

Encl.

Approved for Council's consideration:

  
Laurie Hurst, CAO

Dated: Feb 16/12

# STRATEGIC PRIORITIES

## TOWNSHIP OF ESQUIMALT



“Concern for people and their needs must form the chief interest of all technical endeavors. Never forget this in the midst of all your diagrams and equations...”

Albert Einstein

**Strategic Planning** is an essential practice that guides municipalities in creating a long-term vision for the future, defines values that guide decision-making and, charts a course for dealing with changing conditions and community needs through goals and objectives.

**Priority Setting** is all about determining which goals and objectives will be acted upon within limited capacity. The process focuses on the critical 'NOW' priorities that will assist in accomplishing strategic goals. It also identifies those that will be acted upon 'NEXT' and 'LATER'.

Council is strategic in their approach to priority setting. To assist Council in this process, the Township of Esquimalt, British Columbia enlisted the services of Dr. Gordon McIntosh of the Local Government Leadership Institute, to facilitate their Priority Setting update session. This report summarizes the workshop outcomes and Council direction.



# Setting Priorities

Former US Secretary of State Henry Kissinger is reported to have looked at his calendar one day and told an aide, "There cannot be a crisis next week. My schedule is already full!"

While this antidote is meant to be humorous, it depicts the importance of priority setting. Taking time to sort out priorities and tackling the most pressing items one by one, moves the Township closer to achieving its strategic goals and vision for the future.

In many strategic plans there are often gaps between expectations and reality.

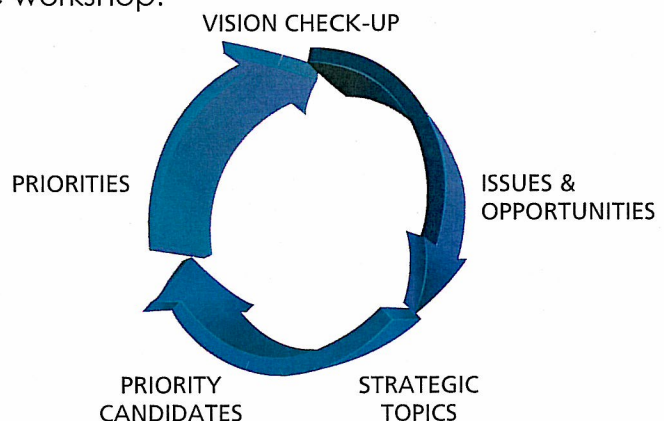
**Being strategic** is about managing the gap. January 12 and 13, 2012 Council and the Chief Administrative Officer (CAO) of the Township of Esquimalt met in a workshop setting to set short-term priorities and longer-term strategic directions.

The process began with a **Vision Check-up**. Participants identified what success would look like for the Township of Esquimalt in five areas of a sustainable community – Economy, Social, Environment, Infrastructure and Governance. Using these expectations, participants identified what is currently working well and areas that need attention in relation to Esquimalt's vision and goals.

The next step was to identify issues and opportunities impacting Esquimalt. Participants reviewed the list of items to determine Strategic Topics that warranted investigation during the workshop.

The **Strategic Topics** were discussed and 'unpacked' by clarifying the focus of each, identifying desired outcomes, exploring options and developing potential actions for each topic. Reality, urgency and responsibility criteria were applied to each of the strategic topics as potential priority candidates to define which should be considered as priorities.

After thorough review, Council determined priorities that could be acted upon NOW over the next 12 months, and those that would be tackled NEXT and LATER as longer term directions.



# Vision Check-up

Defining success is an important step in assessing present conditions and evaluating strategic topics. The Vision Checklist produced during the workshop (see Appendix 1), articulates Council's expectations in terms of:

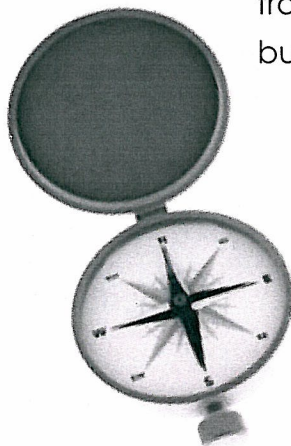
- Measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages
- Observable benefits that can be seen or perceived such as healthy lifestyles or public satisfaction
- Tangible outputs that are produced through services and programs delivered to the community.

The checklist can be used to see 'what is working well' (factors that ought to be strengthened) and 'areas for attention' (factors that should be addressed). It provides a broad frame of reference relating to Esquimalt's vision for the future. It serves as a scorecard for Council to conduct periodic Vision Check-ups. A Vision Check-up can involve:

- Internal perceptions from the Township's elected officials and staff
- Views from stakeholders such as suppliers, partners and other levels of government
- Community perspectives from residents and businesses.

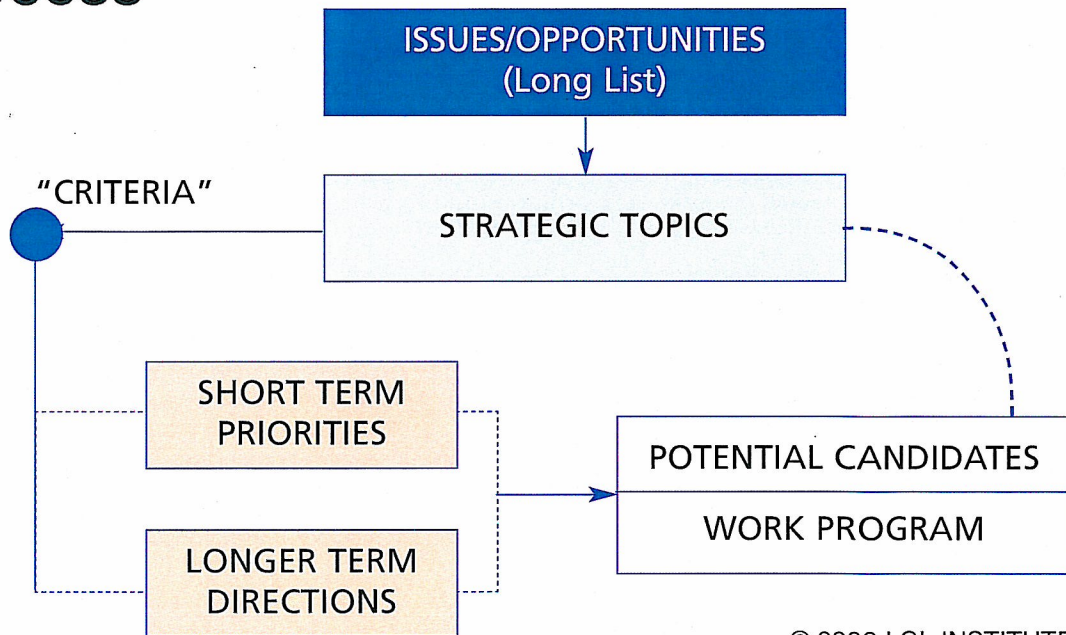
A Vision Check-up should be performed regularly as a method of monitoring and evaluating the progress of the Township of Esquimalt's strategic actions. It causes Council and the organization to:

- Think about the big picture, not just recent issues
- Consider external, not just internal, interests
- Define success indicators for future analysis of strategic directions and



**Just as an explorer uses a compass, a regular Vision-Check-up is a useful assessment tool for checking the direction of the organization and the community.**

# Priority Setting Process



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Council and senior staff continued the priority setting process by identifying:

- **Issues/Opportunities** – identifying current and emerging challenges to the organization and community (Appendices 2 & 3)
- **Strategic Topics** – establishing a short list of topics that should be discussed as potential priorities
- **Strategic Priorities** – applying reality, urgency and responsibility criteria to determine which priority candidates should be pursued in the short-term over the next 12 months
- **Strategic Work Program** – understanding outcomes, options and requirements to implement the action plan to address each strategic topic
- **Strategic Priorities Chart** – assigning responsibility for all priorities and strategies with target dates for regular monitoring and updating

***“Don’t focus on problems or the past. Instead, focus on what to do next. Spend your energies on moving forwards towards finding the answer”.***

Denis Waitley



# Strategic Topics

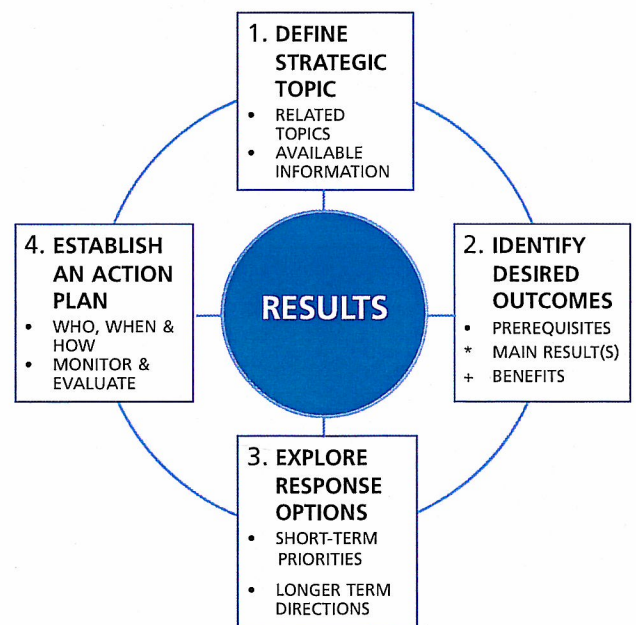
The **Strategic Topics** list was developed by Council following a review of the short listed items (from a long list of issues and opportunities) facing the organization and community. These strategic topics were the focus of the priority setting process.

How do the strategic topics become priorities? For every strategic topic there is usually more than one way to capitalize on the issue and turn it into a positive outcome that addresses community needs.

Council was joined by senior management on day two of the workshop. Together they utilized a four-step process known as the **Solution Seeking Model** to fully investigate each topic step by step, bringing clarity to the subject – making each decision logical and well thought out. Participants began by clarifying the strategic topic and framing it as a question, then identifying desired outcomes if the question was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Finally an action plan was developed that identified resources and responsibilities to implement the preferred strategy.

## Strategic Topics

1. COMMUNICATION
2. CENTENNIAL CELEBRATION
3. BYLAWS
4. POLICING DECISION
5. EXTERNAL IMAGE
6. SAFE COMMUNITY
7. SERVICE AFFORDABILITY
8. MULTI-MODAL TRANSPORTATION
9. VILLAGE PROJECT
9. INFRASTRUCTURE
10. OFFICIAL COMMUNITY PLAN





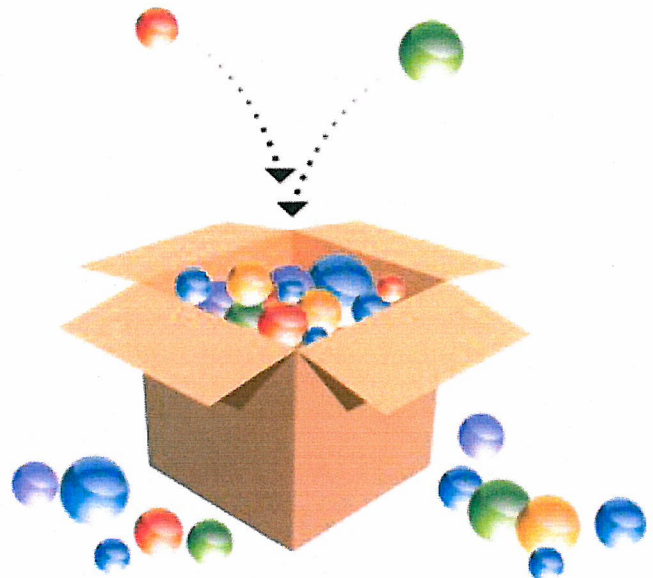
# Strategic Capacity

The solution seeking discussion generated enough information to consider the strategic topics as *priority candidates*. This does not make them priorities – yet. There are too many of them given the organization's limited capacity. An organization's capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations to consider in assessing capacity include:

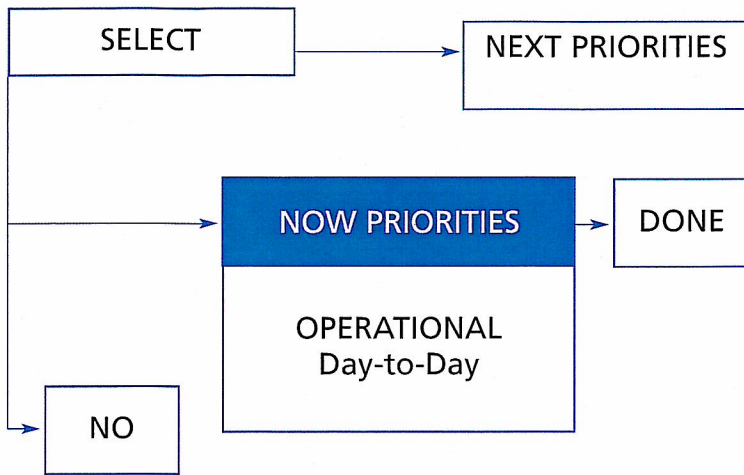
- Policy – procedures that define mandate and roles
- Finances – available net resources
- Culture – norms delineating acceptable behaviours
- Risk – tolerance for organization and legal exposure
- Human resources – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- Funding – available funding beyond day-to-day operations
- Scrutiny – level of visibility for organizational actions
- Demands – diverse requests from clients and the public
- Environment – conditions impacting the organization
- Support – legitimacy and trust among stakeholders



# Now, Next or No



This process allowed Council to determine priorities that should be addressed 'NOW', those that should come 'NEXT' and those that were a 'NO' – not at this time, given available resources.

Managing priorities is an ongoing process as new strategic topics emerge. The key to effectively managing priorities is to recognize that priorities *do change*:

The Township of Esquimalt's priority setting process identified multiple priority candidates. Each priority candidate was considered strategically important, but some required more urgent attention than other choices given limited organizational capacity. To focus on 'first things first', participants applied criteria to each candidate to:

1. **Conduct a Reality Check** – How achievable is this priority candidate? What resources are required to make this candidate feasible and successful? Is it even a possibility for short-term attention given the organization's day-to-day operations?
2. **Determine Urgency** – What makes this candidate require more immediate attention than others in the short-term?
3. **Decide Whose Responsibility** – Does this priority candidate require political direction as a Council priority or, does it simply need Council oversight as a staff operational strategy?

- Emerging candidates, because of changing external and internal influences, must be evaluated against existing priorities on a regular basis.
- Completed 'NOW' items are 'DONE' or incorporated into day-to-day operations making way for 'NEXT' items or new emerging topics.
- New information about an existing priority may make it less urgent or irrelevant demoting its status to 'NEXT' or 'LATER'. The OPERATIONAL capacity will always impact how many priorities can be addressed at any given time.

Sometimes Council priorities no longer require Council attention, merely oversight. They then become Operational Strategies. The reverse can also happen if an Operational Strategy warrants Council attention.

***“The key is not to prioritize what’s on your schedule but to schedule your priorities.”***

Stephan Covey

# Discussion of Strategic Topics

The **chart below** shows the discussion of each **strategic topic** as it was 'unpacked' and investigated during the priority setting process. Based on the number of topics, organizational capacity and the application of the reality, urgency and responsibility criteria, the strategic topics were translated into five **strategic priorities** to be addressed NOW (see Strategic Priorities Chart, page 10).

<b>DISPOSITION</b>	
COMMUNICATION	Review current methods, recommend enhancements
CENTENNIAL CELEBRATION	Review committee program proposal and assign budget
BYLAWS	Prepare short list for targeted bylaw review
POLICING DECISION	Seek Provincial decision and prepare for transition
EXTERNAL IMAGE	Initiate a public dialogue re: Future Legacy
SAFE COMMUNITY	Conduct audit of operations
SERVICE AFFORDABILITY	Undertake service capacity review
MULTI-MODAL TRANSPORTATION	Develop overall strategy Address sidewalk gaps & cycle connector study
VILLAGE PROJECT	Review Zoning Bylaw and Brownfield remediation strategy
INFRASTRUCTURE	Establish capital priorities
PROPERTY TAX SUSTAINABILITY	Conduct a service capacity review
OFFICIAL COMM. PLAN	Undertake Economic Development Diversification Strategy
<b>ADVOCACY</b>	
<i>POLICING DECISION</i>	<i>Meet with Solicitor General</i>



# Strategic Priorities

The Strategic Priorities Chart (page 10) captures Council's priorities and operational strategies at the time of the January workshop. Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council direction. Items listed in CAPITALS indicate priorities that will be addressed NEXT or when a NOW item is completed. **Bold** items indicate Organizational Improvements to maximize Council and staff capacity as well as excellence in governance.

In addition to Council priorities, there are other strategic matters receiving the attention of administration. These Operational Strategies are noted in regular font on the Strategic Priorities Chart. The chart should be reviewed regularly as a reminder of the organization's capacity to make adjustments, change priorities and celebrate achievements. It should be included in every Council meeting agenda as a constant reference, updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with Council and with staff. Regular updating of the chart ensures that everyone is 'on the same page'. Roles are clear, the focus is defined and progress is monitored and celebrated.



Township of Esquimalt  
**STRATEGIC PRIORITIES CHART**

January 2012

<b>COUNCIL PRIORITIES</b> (Council/CAO)	
<p><b>NOW</b></p> <ol style="list-style-type: none"> <li>1. <b>SEASPAN: Needs Assessment</b></li> <li>2. <b>ESQUIMALT VILLAGE PROJECT: Zoning Bylaw / Public Hearing</b></li> <li>3. <b>CENTENNIAL PROGRAM: Funding</b></li> <li>4. <b>FUTURE LEGACY: Terms of Reference</b></li> <li>5. <b>ECONOMIC DEVELOPMENT STRATEGY: Terms of Reference</b></li> </ol>	<p>March March February November November</p>
<p><b>NEXT</b></p> <ul style="list-style-type: none"> <li>• POLICING TRANSITION: Readiness</li> <li>• BYLAW ENFORCEMENT POLICY: Review</li> <li>• MULTI-MODAL TRANSPORTATION: Plan</li> <li>• SERVICE CAPACITY REVIEW</li> <li>• ESQUIMALT VILLAGE PROJECT: Brownfield Assessment</li> </ul>	<p><b>ADVOCACY</b></p> <ul style="list-style-type: none"> <li>• <i>Policing Decision</i></li> <li>•</li> </ul>
<b>OPERATIONAL STRATEGIES</b> (CAO/Staff)	
<p><b>CAO</b></p> <ol style="list-style-type: none"> <li>1. <b>FUTURE LEGACY: Terms of Ref. (Nov)</b></li> <li>2. <b>POLICING: RFP Process (June)</b></li> <li>3. <b>SERVICE CAPACITY REVIEW (Sept)</b></li> </ol> <ul style="list-style-type: none"> <li>• Performance Management System (Dec)</li> <li>• Policing Transition Readiness</li> </ul>	<p><b>PLANNING</b></p> <ol style="list-style-type: none"> <li>1. <b>SEASPAN: Needs Assessment (Mar)</b></li> <li>2. <b>VILLAGE PROJECT: Zoning Bylaw (Mar)</b></li> <li>3. <b>ECONOMIC DEV. STRATEGY: ToR (Nov)</b></li> </ol> <ul style="list-style-type: none"> <li>• Zoning Bylaw Review</li> <li>• MULTI-MODAL TRANSPORTATION: Plan</li> </ul>
<p><b>COMMUNICATIONS</b></p> <ol style="list-style-type: none"> <li>1. <b>CENTENNIAL PROGRAM: Funding (Feb)</b></li> <li>2. <b>Website Refresh (May)</b></li> <li>3. <b>Public Engagement Options (June)</b></li> </ol>	<p><b>FINANCE</b></p> <ol style="list-style-type: none"> <li>1. <b>Tax Incentives Policies (May)</b></li> <li>2. <b>Internal Service Level Review (June)</b></li> <li>3. <b>Orientation to Finance Functions (Sept)</b></li> </ol>
<p><b>ENGINEERING</b></p> <ol style="list-style-type: none"> <li>1. <b>Cycling Connectivity Study (Aug)</b></li> <li>2. <b>Sidewalk Gaps: Construction (Oct)</b></li> <li>3. <b>Infrastructure Priorities: Chart (Oct)</b></li> </ol> <ul style="list-style-type: none"> <li>• Waste Management Options</li> <li>• Waste Water Treatment Plant</li> </ul>	<p><b>CORPORATE</b></p> <ol style="list-style-type: none"> <li>1. <b>BYLAW ENFORCE. POLICY: Review (Apr)</b></li> <li>2. <b>Bylaw Review: Targets List (May)</b></li> <li>3. <b>Records Management: Update (Dec)</b></li> </ol> <ul style="list-style-type: none"> <li>• Climate Action Plans</li> <li>• Policy Review Program (Dec)</li> </ul>
<p><b>RECREATION</b></p> <ol style="list-style-type: none"> <li>1. <b>Special Events Management Strategy (Apr)</b></li> <li>2. <b>Urban Forest/Greenway Management (Oct)</b></li> <li>3. <b>Infrastructure Renewal Strategy (Dec)</b></li> </ol> <ul style="list-style-type: none"> <li>• Recreation Centre: Energy Upgrade</li> <li>• Macaulay Point Park Species Protection</li> </ul>	<p><b>FIRE SERVICES</b></p> <ol style="list-style-type: none"> <li>1. <b>Business Continuity Plan: Curriculum (Aug)</b></li> <li>2. <b>Underwriter Survey (May)</b></li> <li>3. <b>Strategic Emergency Plan (Oct)</b></li> </ol> <ul style="list-style-type: none"> <li>• Seniors Fire Safety Public Ed. Program (Sept)</li> <li>• Safe Community: Operational Audit (Oct)</li> </ul>

**CODES: BOLD CAPITALS** = Council NOW Priorities; **CAPITALS** = Council NEXT Priorities;  
Regular Title Case = Operational items; **Italics** = Council **ADVOCACY** items



# Strategic Priorities Work Program

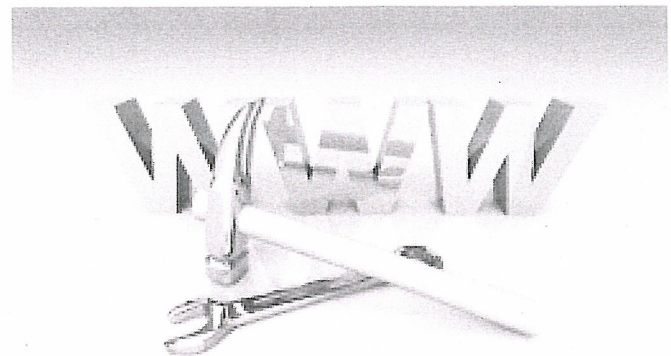
Specific actions to implement Council's priorities are contained in the Strategic Priorities Work Program (see Appendix 4). The Work Program is used to determine the activities and resources required to implement strategic priorities. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the CAO will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

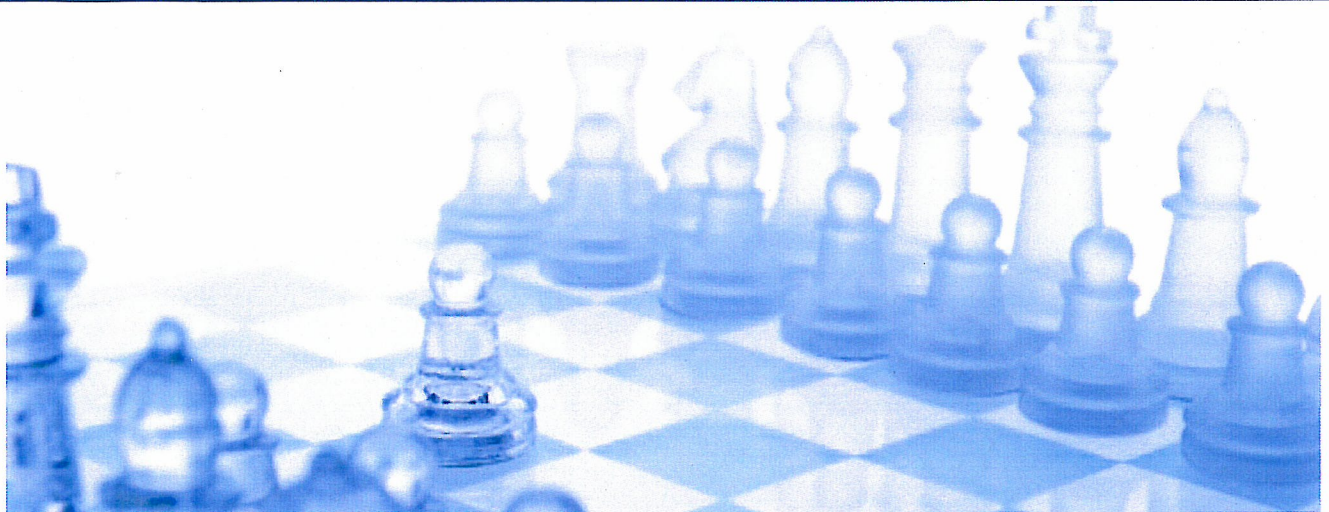
The Work Program lays out what is necessary from staff and / or partners to implement a strategic priority. The Work Program clearly itemizes Council expectations in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2) and actions, responsibility and timelines (column 3). Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents, updated regularly.



# Recommendations



- That the *Strategic Priorities Chart & Work Program* be adopted by the Township of Esquimalt Council for continuous use at each Council meeting, quarterly and annual updating. *These documents should be extracted from this report for ongoing updating.*
- That Council adopts the 'Priority Setting Guidelines' and request the CAO to schedule regular strategic sessions to discuss strategic issues and update strategic priorities.
- That Council adopts the 'Decision Making Guidelines' and initiate use of the Follow-up Action List, Request for Decision and Council Direction Request.



Dr. Gordon A. McIntosh, CGLM  
Local Government Leadership Institute



# Vision Check-up

APPENDIX 1

DEFINITIONS / EXPECTATIONS	WHAT WORKS WELL AREAS FOR ATTENTION
<p><b>ECONOMY</b>  <b>Job Creation</b>  <b>Business Retention</b>  <b>Business Growth</b>  <b>Business Attraction</b>  <b>Local Investment</b>  <b>Community Image</b>            New business            Filled spaces            Positive energy / feel            Diverse / sustainable businesses            Pedestrian activity            Developer interest            Spirit / business support            Shop locally</p>	<p><b>WWW</b></p> <ul style="list-style-type: none"> <li>• Strong DND history</li> <li>• Good infrastructure</li> <li>• Business support for community</li> <li>• Community support for business</li> <li>• Businesses stay</li> <li>• Location / proximity to downtown</li> <li>• No Colwood crawl</li> <li>• Walkable, self sufficient community</li> <li>• Proximity to recreation</li> <li>• Live / work / play</li> </ul> <p><b>AA</b></p> <ul style="list-style-type: none"> <li>• Higher taxes</li> <li>• Lack of quality / diversity</li> <li>• Shabby storefronts</li> <li>• Disproportionate tax base /res./com</li> <li>• Commercial continuity / nodes</li> <li>• Right development</li> </ul>
<p><b>SOCIAL</b>  <b>Arts &amp; Culture</b>  <b>Caring Community</b>  <b>Community Safety</b>  <b>Social Elements</b>  <b>Active &amp; Healthy Lifestyles</b>  <b>Sense of Heritage</b>            Recreation facilities            Senior friendly            Pedestrian friendly            Public engagement            Community spirit            Open space            Rally to the cause            Attractive properties            Public safety            Youth involvement</p>	<p><b>WWW</b></p> <ul style="list-style-type: none"> <li>• Community involvement</li> <li>• Volunteer recognition</li> <li>• Event participation</li> <li>• Youth involvement</li> <li>• Community promotion</li> <li>• Parks and Recreation department</li> <li>• DND / Base relationship</li> <li>• Passive and active park maintenance</li> </ul> <p><b>AA</b></p> <ul style="list-style-type: none"> <li>• Public communication connectivity</li> <li>• Family health service access</li> <li>• Youth/children's activities</li> <li>• Community group polarization</li> <li>• Coordinated public safety</li> <li>• Public engagement</li> <li>• Housing stock</li> <li>• Seniors facilities / services</li> <li>• DND relations</li> <li>• Regional relations</li> </ul>



# Vision Check-up

DEFINITIONS / EXPECTATIONS	WHAT WORKS WELL AREAS FOR ATTENTION
<p><b>ENVIRONMENT</b></p> <p><b>Community Aesthetics</b>  <b>Parks &amp; Open Space</b>  <b>Natural Area Protection</b>  <b>Environmental Quality</b>  <b>Land Use</b></p> <p>Green space            Clean drinking water            Sustainability initiatives            Knowledgeable public            Public support            Recycling            Pedestrian walkability            Clean Gorge - surface water</p>	<p><b>WWW</b></p> <ul style="list-style-type: none"> <li>• Garbage pick-up, waste disposal</li> <li>• Green checklist for developers</li> <li>• Storm water reclamation</li> <li>• Rain garden</li> <li>• Sustainability initiatives / awareness</li> <li>• Inflow / infiltration management</li> <li>• Landscaping projects / planning</li> <li>• Community gardens</li> <li>• Move towards paperless</li> <li>• Composting facility</li> <li>• Solar community</li> <li>• Low emission bylaw</li> <li>• Green fleet policy</li> <li>• Pedestrian Charter</li> <li>• Anti graffiti program</li> <li>• Bicycle lanes</li> </ul> <p><b>AA</b></p> <ul style="list-style-type: none"> <li>• Aesthetics / human environment</li> <li>• Continue anti graffiti program</li> <li>• Policy/bylaw completion</li> <li>• Bike lane interconnection</li> <li>• Public education</li> <li>• Public communication / awareness</li> <li>• Species at risk / e.g.. Macaulay Point</li> <li>• Transportation impacts</li> <li>• Funding</li> <li>• Credibility to leverage resources</li> <li>• New technology / validation</li> <li>• Wildlife species management</li> <li>• Species treatment</li> </ul>

# Vision Check-up

DEFINITIONS / EXPECTATIONS	WHAT WORKS WELL AREAS FOR ATTENTION
<p><b>GOVERNANCE</b></p> <p>Transparent Decision Making            Fiscal Responsibility            Facilitative Leadership            Community Engagement            Partnerships            Committee Structure            Harmonious Bylaws            Regional leadership            Team focused            Strong relationships            Clear plans, goals, direction            Focused priorities</p>	<p><b>WWW</b></p> <ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Intergovernmental relationships</li> <li>• Committee engagement</li> <li>• Council 'shows up'</li> <li>• Strategic planning</li> <li>• Internal communication</li> <li>• Positive meetings</li> <li>• Council accessibility</li> <li>• Quarterly reports tied to strategic plan</li> </ul> <p><b>AA</b></p> <ul style="list-style-type: none"> <li>• Stay strategically focused</li> <li>• Clear goals and direction</li> <li>• Culture and attitude</li> <li>• Clear direction to staff</li> <li>• First Nations relationship</li> <li>• Respecting heritage</li> <li>• Committee relevancy</li> <li>• Communication options / alternatives</li> <li>• Victoria relationship</li> <li>• Policing decision process</li> <li>• Bylaw consistency</li> <li>• Bylaw enforcement</li> </ul>
<p><b>INFRASTRUCTURE</b></p> <p>Facilities            Public Transit            Signage            Roads            Trails/pathways            Traffic flow            Parks            Facility maintenance            Pedestrian safety            Inflow and Infiltration management            Lifecycle replacement program            Multi-modal transportation            Transit            Waste management</p>	<p><b>WWW</b></p> <ul style="list-style-type: none"> <li>• Public communication</li> <li>• Quality staff</li> <li>• Grant opportunities</li> <li>• Wise use of resources</li> <li>• Facilities and facility maintenance</li> <li>• Regional connectivity / collaboration</li> <li>• Ability to champion a cause</li> </ul> <p><b>AA</b></p> <ul style="list-style-type: none"> <li>• Funds, resources</li> <li>• Public understanding of processes</li> <li>• Partnerships</li> <li>• Infrastructure replacement planning</li> <li>• Pipes in the ground</li> <li>• Public connectivity</li> <li>• Downtown / West Shore connection</li> <li>• Tree maintenance program costs</li> </ul>



# Issues / Opportunities Long List

January 2012

APPENDIX 2

ISSUE	COUNCIL TOTAL
Public Communication	29
Affordability of Services	29
Successful Centennial	29
Esquimalt Image	24
Bylaw Consistency	22
Policing Decision Process	19
Multi-Modal Transportation	19
Property Tax Sustainability	15
Internal Communication	14
Village Project	14
Public Safety Committee	14
CRD Sewage Plan	13
Aging Infrastructure Replacement Program	12
Inter-municipal Shared Service	11
Community Safety Infrastructure	10
Emergency Planning	9
Development - Appropriate	9
Council Chambers - setup, equipment	9
Economic Development / Tax Policies	8
Affordable Housing	7
Community Events Support	6
Tourist Opportunities	6
Bus Routes/Schedules	5
Youth Strategies	5
Macaulay Point Park - Species at Risk	5
Regional Initiatives	5
Committee Review	4
Storm Water / Sewage Separation	4
OCP Review	4
Social Services - youth / seniors	2
Municipal Land Use / Downtown	2
Heritage Property	2
Customer Service	1
Service / Programs Measures	1

# Issues / Opportunities Long List

January 2012

APPENDIX 2

ISSUE	COUNCIL TOTAL
Solid & Liquid Waste Treatment	1
First Nations Partnership	
GHG Emissions	
Transportation - West Shore to Downtown	
Responsible Development	
Public Parking Review	
DND Relationships	
School Board Relationships	
Health Services	
Underground Utility Replacement	
Just 'OK' Not Good Enough	
Social Media Implementation	
Innovation	
Communication with Service Groups	
Not CRD Dumping Ground	
Private Property Aesthetics (Esquimalt Shines)	
Paperless Meetings	
Council Focus	
New Library Facility	
Economic Diversification	
Business Frontage Enhancement	
Water Lot Leases	
Maritime Community Recognition	
Road Infrastructure	
Result Oriented Engagement	
Appropriate Density	
Property Tax Relief	
Relationship with Province	
Services for Seniors	
Parks & Recreation - facilities / programs	
Sustainability Initiative Uptake	
Composting	
Green/Blue Space Retention	
Bike Lane Connectivity	
Waste Diversion - recycling	
Celebrating Success	



# Issues / Opportunities Short List

January 2012

APPENDIX 3

ITEM	COUNCIL
PUBLIC COMMUNICATION	29
CENTENNIAL	29
AFFORDABILITY OF SERVICES	29
IMAGE	24
BYLAW CONSISTENCY	22
MULTI-MODAL TRANSPORTATION	19
POLICING DECISION	19
PROPERTY TAX SUSTAINABILITY	15
VILLAGE PROJECT	14
INTERNAL COMMUNICATIONS	14
PUBLIC SAFETY COMMITTEE	14

*“One reason so few of us achieve what we really want is we never direct our focus. We never concentrate our power”.*

**Tony Robbins**

# Strategic Priority Work Program

## Appendix 4 January 2012

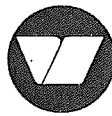
PRIORITY/Desired Outcomes	OPTIONS/ Strategy <b>NOW</b>	ACTION - What, Who, When
<p><b>1. SEASPAN (Barb)</b> <i>How do we maximize benefits for the community</i></p> <ul style="list-style-type: none"> <li>* <b>Needs Assessment</b></li> <li>• Maximize local spending</li> <li>• Link them to local suppliers</li> <li>• Open communication channels</li> <li>• Ensure housing stock for employees</li> <li>• Business community involvement</li> <li>• Reduce benefit leakage to surrounding communities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In-house</b></li> <li>• Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Draft letter re: interest – January</b></li> <li>• Request meeting to determine needs - February</li> <li>• Compare to inventory – March</li> <li>• Develop response strategy – May</li> </ul>
<p><b>2. ESQUIMALT VILLAGE PROJECT (Barb)</b> <i>How do we advance the Village project?</i></p> <ul style="list-style-type: none"> <li>* <b>Zoning Bylaw</b></li> <li>* <b>Brownfield Remediation</b></li> <li>• Public engagement</li> <li>• Clear direction for developers</li> <li>• Quality development</li> <li>• Site readiness</li> <li>• Ready for development</li> <li>• Anchor for downtown development</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In-house</b></li> <li>• Consultant</li> </ul> <p><u>Brownfield remediation</u></p> <ul style="list-style-type: none"> <li>• Town</li> <li>• Developer</li> </ul> <p>- Sell site? - Develop site? - Partnership project?</p>	<ul style="list-style-type: none"> <li>• <b>Public Hearing – March</b></li> <li>• Bylaw Approval – May</li> <li>• Brownfield Assessment – May</li> <li>• Remediation approach – June</li> <li>• Seek EOI based on study results – 2013</li> </ul>
<p><b>3. CENTENNIAL PROGRAM (Ritchie)</b> <i>What will the Township fund?</i></p> <ul style="list-style-type: none"> <li>* <b>Funding</b></li> <li>• Community celebration &amp; pride</li> <li>• Quality event</li> <li>• Increased visitor spending</li> <li>• Promote Intergenerational respect</li> <li>• Enhance external image of Esquimalt</li> <li>• Visible Council support</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Community Group</b></li> <li>• Township</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Review funding proposal – January</b></li> <li>• Allocate budget funds – February</li> <li>• Determine staff support – March</li> </ul>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, Who, When
<p><b>4. FUTURE LEGACY</b> (Laurie)</p> <p><i>How do we enhance the community's image?</i></p> <p>* <b>Terms of Reference</b></p> <ul style="list-style-type: none"> <li>• Esquimalt Shines enhanced</li> <li>• Positive external image</li> <li>• Going from average to excellent</li> <li>• Gap between perception &amp; reality closed</li> <li>• Regional respect</li> <li>• Positive media relations</li> <li>• Community involvement</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Council with Committee</b></li> <li>• Committee</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Examine best practices – June</b></li> <li>• Prepare terms of reference – November</li> <li>• Set-up Committee – Jan. 2013</li> </ul>
<p><b>5. ECONOMIC DEVELOPMENT</b> (Barb)</p> <p>* <b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Attract investors</li> <li>• Increase tax base</li> <li>• Diversify economy</li> <li>• Decrease residential assessment ratio</li> <li>• Create positive image / messaging</li> <li>• Pursue specific targets</li> <li>• Job opportunities</li> <li>• 'Can do' strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive OCP review</li> <li>• <b>Focus on action strategies</b> <ul style="list-style-type: none"> <li>○ Council</li> <li>○ <b>Task Force</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Examine best practices – May</b></li> <li>• Develop Task Force TOR – June</li> <li>• Select task force – September</li> <li>• Develop process /Terms of Reference – Oct</li> <li>• Budget request – November</li> <li>• Undertake process – 2012</li> </ul>
<b>NEXT</b>		
<p><b>POLICING TRANSITION</b> (Laurie)</p> <p><i>How do we ensure residents have confidence in policing?</i></p> <p>* <b>Readiness Plan</b></p> <ul style="list-style-type: none"> <li>• Public safety &amp; security</li> <li>• Checklist for Solicitor General</li> <li>• Confidentiality prior to decision</li> <li>• Budget &amp; resources in place</li> <li>• Informed public</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In-house</b></li> <li>• Consultant</li> <li>• <b>Seek Solicitor General decision</b></li> <li>• Lobby Solicitor General</li> <li>• <b>Readiness plan</b></li> <li>• Public awareness campaign</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Develop public message on status – Jan.</b></li> <li>• <b>Prepare checklist of requirements – Feb.</b></li> <li>• <b>Meet with Solicitor General – March.</b></li> <li>• Assess budget implications for 2013 –</li> <li>• Conduct public awareness campaign –</li> </ul>



PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, Who, When
<p><b>BYLAW ENFORCEMENT (Anja)</b>  <i>Should our bylaws be updated and are they enforceable?</i></p> <ul style="list-style-type: none"> <li>* <b>Policy Review</b></li> <li>• Relevant legislation</li> <li>• Fair and consistent</li> <li>• Defined process of enforcement</li> <li>• User friendly / plain language</li> <li>• Community compliance</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In-house</b></li> <li>• Consultant</li> <li>• Comprehensive review</li> <li>• Ad hoc (as they arise)</li> <li>• <b>Targeted review</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop assessment criteria – April</li> <li>• <b>Prepare bylaw target list for Council – May</b></li> <li>• Work through High priority targets</li> <li>• <b>Review Bylaw Enforcement Policy – April</b></li> </ul>
<p><b>MULTI-MODAL TRANSPORTATION (Barb)</b>  <i>How do we enhance MMT connectivity?</i></p> <ul style="list-style-type: none"> <li>* <b>Integrated Plan</b></li> <li>• Transit plan / West Shore connection/routes/ schedules</li> <li>• Smooth traffic flow / safety / reduced congestion</li> <li>• Sidewalk plan / increase pedestrian traffic</li> <li>• Cycling strategy / healthy lifestyles</li> <li>• Pedestrian charter</li> <li>• Zero Emissions bylaw</li> </ul>	<ul style="list-style-type: none"> <li>• In-house</li> <li>• Consultant</li> <li>• <b>In-house with facilitator</b></li> <li>• Identify partners</li> <li>• <b>Seek input &amp; feedback</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sidewalk gap funding – March</b></li> <li>• <b>Cycle connector plan funds – March</b></li> <li>• MM Transportation Plan: Terms of Ref. –</li> </ul>
<p><b>SERVICE CAPACITY (Laurie)</b></p> <ul style="list-style-type: none"> <li>* <b>Review</b></li> <li>• Explore delivery options</li> <li>• Assess effectiveness &amp; efficiency</li> <li>• Ensure value for money</li> <li>• Ensure realistic expectations</li> <li>• Establish performance expectations</li> <li>• Seek service excellence</li> </ul>	<ul style="list-style-type: none"> <li>• In-house</li> <li>• Consultant</li> <li>• <b>In-house with facilitator</b></li> </ul>	<ul style="list-style-type: none"> <li>• Inventory – June</li> <li>• <b>Council / staff Workshop – September</b></li> <li>• Adjustment strategy – October</li> <li>• Service Policy – November</li> </ul>
<b>ADVOCACY</b>		
<p><b>POLICING</b></p> <ul style="list-style-type: none"> <li>* <b>Decision for service delivery</b></li> <li>• Certainty for the future</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Meet with Solicitor General</i></li> </ul>	

**Bolded** items indicate the Council **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by Council to focus their priority setting discussion is *italicized*.



## CEO Report to the Board February, 2012

Agenda  
For Council  
INFO  
DS

### **National Book Count**

GVPL participated in the second annual National Book Count, sponsored by the National Reading Campaign (NRC) in January. Book sales and public library circulations were counted for the week of January 23-29, 2012, as a snapshot of a typical reading week in Canada. More than 3.4 million books were counted as being sold or borrowed for the week of January 23-29, 2012. That works out to more than five books sold or circulated every second in Canada. GVPL's numbers for the week were: 63,018 for print and 1793 for ebooks, with a total of 64,811 books circulated. To access the entire press release go to: <http://nationalreadingcampaign.ca/news/>

### **Freedom to Read Week**

This week (February 26 – March 3) is **Freedom to Read Week (FTRW)**. This is an annual, national event that reminds Canadians why we must remain vigilant in protecting our right to free expression. Organized by the Book and Periodical Council and its Freedom of Expression Committee, FTRW provides the opportunity for the public to learn more about the on-going challenges faced by educators, librarians, writers, reporters and the media. Every year, GVPL promotes this week with special displays and promotional materials – of particular note is our current display in the foyer at the Central Library!

### **Heritage Week**

GVPL celebrated BC Heritage Week with a number of popular events across the system. The Saanich Centennial branch and Saanich Archives celebrated BC Heritage Week together with a series of programs that were fully registered with waiting lists. In honour of BC Heritage, the Saanich Archives stayed open until 9 on Tuesday and Thursday and welcomed the public in to see special displays. We are particularly pleased to promote the Saanich Archives and encourage library visitors to take advantage of monthly drop in tours of the archives (1st Wednesday morning of each month).

### **Black History Month**

February is Black History Month and GVPL prepared numerous resources and displays over the past month in recognition of the legacy of Black Canadians. Our Local History Librarian, Stephen Ruttan, has added to his popular 'Tales from the Vault' series by writing a fascinating profile of Mifflin Wistar Gibbs, one of the great Black pioneers of British Columbia <http://www.gvpl.ca/using-the-library/our-collection/local-history/tales-from-the-vault/mifflin-wistar-gibbs/>

### **Ministry of Education Service Plan 2012/13-2014/15**

The new Ministry of Education Service Plan <http://www.bcbudget.gov.bc.ca/2012/sp/pdf/ministry/educ.pdf> was released on February 21<sup>st</sup>. While there is considerably more reference to public libraries in this plan than last year, funding remains flat and there is cause for concern. I am working with the ABCPLD (Association of B.C. Public Library Directors) to develop opportunities for collaboration as well as continuing our advocacy efforts on behalf of public libraries.

## **Ebooks and Public Libraries**

Media interest regarding the impact of ebook publishing on public libraries continues to enhance GVPL's news profile. In addition to the extensive Monitor feature in the Times-Colonist on February 5th, other local news features have occurred, the most recent being a far-reaching radio interview on CFX with Rina Hadziev, Head of Technical Services. The recent changes to our 'Library to Go' service have improved access to downloadable ebooks and audiobooks. A staff presentation will take place at the February Board meeting so that these enhancements can be demonstrated and additional updates regarding ebook access can be described.

## **Reading Buddies**

Once again, GVPL is pleased to provide reading and writing practice and literacy –based activities for children in Grades 1 to 4. 'Little Buddies' are paired with teen volunteer 'Reading Buddies' for an 8 week series of weekly sessions. The Spring 2012 sessions began on February 25<sup>th</sup> and will be held at the Emily Carr, Esquimalt and Oak Bay branches with an additional French language option offered at the Oak Bay branch. This is a terrific opportunity for teens looking for volunteer hours and the chance to be a mentor.

## **Stellar Book Review Contest**

B.C. teens may nominate their favourite title for the Stellar Book Award – B.C.'s Teen Readers Choice Awards. Special to GVPL teens is our Book Review Contest – teens are encouraged to hone their own writing skills and write a review of a 2011/2012 Stellar Book Award nominated title and add it to our catalogue <http://www.gvpl.ca/audiences/teens/stellar-book-review-contest/>

## **National Book Count**

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## **BC Libraries Conference 2012**

A reminder that registration is open for the annual BC Library Conference, <http://www.bclibraryconference.ca/> which will be held in Richmond this year on May 10-12th. In addition to the many interesting sessions that are planned, of special interest to trustees will be the TOP (Trustee Orientation Program) presented by the BC Libraries Trustees Association. Full information regarding registration may also be accessed through the Board's Extranet and Linda Robertson will be pleased to make arrangements on your behalf.

## **Budget 2012**

The Library's final budget submission has been prepared and, subject to approval by the Board on February 28th, will be submitted to councils on March 1<sup>st</sup>.



**CORPORATION OF THE TOWNSHIP OF ESQUIMALT**

**MINUTES  
CENTENNIAL CELEBRATIONS  
SELECT COMMITTEE**

**Tuesday, January 24, 2012  
6:30 P.M.**

**Council Chambers, Esquimalt Municipal Hall**

- PRESENT:** Councillor Lynda Hundleby  
Bruce Devitt, Vice Chair  
Joe Buczkowski  
Greg Evans  
Dino Fiorin  
Dian Hanna  
Graham Jackson  
Janet Johnstone  
Vicki Laidlaw  
Don Linge  
Bob McKie  
Lynda O'Keefe  
Celia Owen  
Sherri Robinson  
Sandy Rozon
- STAFF:** Diane Knight, Recorder  
Ritchie Morrison, Project Manager
- REGRETS:** Mayor Barbara Desjardins  
Janet Jones, Chair
- GUESTS:** Maureen Forrest

**1. CALL TO ORDER**

Vice Chair Devitt called the meeting to order at 6:35 p.m.

He welcomed Maureen Forrest to present information to the Centennial Celebrations Select Committee about an event she is planning for 2012.

**2. LATE ITEMS**

There were two late agenda items under 7. New Business  
3) Victoria Nikkei Cultural Society  
4) Heritage Week Update

**3. APPROVAL OF AGENDA**

Moved by Bob McKie, seconded by Sandy Rozon to approve the agenda as amended.  
The motion **CARRIED**.

**4. APPROVAL OF MINUTES OF DECEMBER 21, 2011**

Moved by Don Linge, seconded by Joe Buczkowski to approve the minutes of December 21, 2011.  
The motion **CARRIED**.

**5. PRESENTATION**

**(1) Centennial Event – Maureen Forrest**

Ms. Forrest distributed information about an event that she is proposing to organize for Archie Browning Sports Centre for August 18th. She inquired about having the Centennial Committee work with her to hold this event and a volunteer from the Committee was requested to participate in the planning process.

Sandy Rozon volunteered to meet with Maureen to gather more information about the event and how the Committee could work with her. Vice Chair Devitt requested more volunteers to work with this group.

Ms. Forrest inquired about assistance with payment for the Archie Browning Arena.

Vice Chair Devitt advised that funding for events is limited. The suggestion was made to Parks and Recreation Services about funding.

Members of the Committee expressed excitement about the idea and made suggestions. Maureen will contact Rockheights Middle School to get more information about a hockey school.

Moved by Dian Hanna, seconded by Joe Buczkowski, that Sandy Rozon, Ritchie Morrison and another member of the Centennial Celebrations Select Committee, meet with Maureen Forrest to develop a proposal about how this group can work with her on the proposed event and to bring recommendations back to this group.  
The motion **CARRIED**.

**(2) Update on Proposed Canoe Races**

Vicki Laidlaw reported that the date of June 8 is confirmed for the Aboriginal Day canoe races. Margot Cutcher will provide more details at a later date.

**6. OLD BUSINESS**

**(1) Review Project List**

1. Book. Sherri Robinson advised that she is making progress.
2. Walkway. Vice Chair Devitt reported that a total of 227 pavers have been purchased. He will contact Janet Johnstone regarding arranging for volunteers to help with marketing the pavers several days a week. Vice Chair Devitt reported that everyone should know that after April 30<sup>th</sup> it may prove difficult to install pavers in the Walkway during 2012. He stated that Associated Engineering Ltd. has agreed to sponsor the engineering and design work for the walkway project. It was noted that a design of the walkway would be helpful when trying to market the pavers.

Diane Knight reported that the winner of the free paver is the daughter of a very well known former Esquimalt municipal engineer who was involved with many Esquimalt initiatives. The family was very pleased and will be using the

extra paver to replace a small paver with a larger one and add more information.

3. Calendar Amendments. An updated calendar was distributed at the meeting.
4. Community Celebration. Vice Chair Devitt distributed information from the January 12, 2012 meeting which included a concept plan for the September 8<sup>th</sup> celebrations. Another meeting was scheduled for February 2, at 2 pm. Vice Chair Devitt will follow up with attendees. He recommended that committee members start keeping track of their time to determine how much time is spent on Centennial initiatives for a summary to be included in the final report.

Dino Fiorin advised that he is looking into costs and sponsors for fireworks and concerns were raised regarding safety with fireworks.

Moved by Bob McKie, seconded by Celia Owen that the proposed concept for the Centennial Celebration on September 8, 2012 distributed at this meeting be approved by the Centennial Celebrations Select Committee and initiated as soon as possible.

The motion **CARRIED**.

5. Volunteers. Janet Johnstone advised that there are currently approximately 100 volunteers to work with the Centennial Committee.
6. Merchandise. Sandy Rozon reported that she has organized and created sign out sheets for the merchandise. She advised that she has ordered more balloons. Sandy has access to purchase banner holders for \$20 each. There are 14 lamp posts in Gorge Park which do not have banner holders. Ritchie Morrison will follow up with staff regarding purchase of additional banner holders.
7. Libations. Vice Chair Devitt advised that the Delta Ocean Point has developed a "Centennial" martini for Esquimalt. Greg Evans reported that he has met with Spinnakers and is working out details.
8. Golf Tourney. Greg Evans reported that he is putting together a task schedule and budget for the golf tournament.
9. Website. Ritchie Morrison gave an update on the website; new contact us section; integrating social media; and logos from sponsors are now included on the web pages.

**(2) Other Progress Reports**

Dino Fiorin gave an update on military involvement, walking tours around artillery sites, Macaulay Point, McLoughlin Point and CFB Esquimalt, band concert and Canadian Scottish Regiment involvement. He will continue to work with his contacts. Dino Fiorin will work with Vicki Laidlaw to confirm dates and locations.

**(3) "Esquimalt Shines" Update**

Ritchie Morrison advised that he is still working on details of project.



**(4) Sponsorship Update**

Ritchie Morrison is continuing to work with sponsors. If members of the group have ideas regarding potential sponsors, please contact Ritchie.

**(5) Budget Update**

Vice Chair Devitt distributed a copy of the budget and advised that the Centennial Celebrations Select budget was approved at the Council meeting on January 23, 2012.

**7. NEW BUSINESS**

**(1) Future Meetings**

Vice Chair Devitt requested input from the group about whether they required more meetings to address centennial events. The group supported having sub committee meetings in between the regular monthly meetings and to maintain the current schedule.

**(2) United Way Schedule of Events for 2012**

Information from the United Way was attached to the agenda. Vicki Laidlaw will follow up with them to identify specific events taking place in Esquimalt.

**(3) Victoria Nikkei Cultural Society**

Vice Chair Devitt spoke about a request for an event at the Japanese Gardens as part of the Centennial. He will follow up on this request to get additional information. The Committee requested to see a detailed proposal for the event.

**(4) Heritage Week Update**

Ritchie Morrison reported that a requirement for one of the centennial grants is to create a display for Heritage Week in February. He noted that the theme for that week is "Power" and he will follow up to determine what the expectations are for this display. Sherri Robinson advised that the Heritage Advisory Committee is already developing a display and offered to assist Ritchie.

**8. ROUNDTABLE**

Vice Chair Devitt reported that the first baby of the Esquimalt Centennial year was born in Esquimalt. He suggested that the Centennial Celebrations Select Committee contact the family and present them with a free paving stone for the Centennial Walkway. The Committee supported this recommendation and staff will forward the relevant information to the family.

**9. NEXT MEETING**

The next meeting will be held February 28, 2012.

**10. ADJOURNMENT**

Vice Chair Devitt adjourned the meeting at 8:20 p.m.

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Bruce Devitt, Vice Chair  
This 29<sup>th</sup> day of February, 2012



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

**MINUTES  
HERITAGE ADVISORY COMMITTEE**

Wednesday, January 25, 2012

7:00 p.m.

Wurtele Room, Municipal Hall

- PRESENT:** Liz Dill – Chair  
Sherri Robinson  
Colin MacLock  
M. Duncan  
Councillor Dave Schinbein – arrived at 8:10 pm  
Councillor David Hodgins – arrived at 8:10 pm
- STAFF:** Barbara Snyder – Staff Liaison  
Karen Hay – Staff Liaison  
Kim Maddin – Recording Secretary
- REGRETS:** David Sudbury

1. **CALL TO ORDER**

Chair Dill called the meeting to order at 7:30 p.m.

2. **LATE ITEMS**

The following late items were introduced:

1. Added to agenda Item **8. WORK PLAN ITEMS**, 5. Maintaining Public Awareness, (d) Provincial Heritage Week
2. Added to agenda Item **7. NEW BUSINESS**, 2. Designation of Old Esquimalt Road
3. Added to agenda Item **10. COMMUNICATIONS**, 6. Heritage BC email dated January 19, 2012, re: Update: January 2012, Gaming Grants

3. **APPROVAL OF THE AGENDA**

Moved by Sherri Robinson and seconded by Colin MacLock that the agenda of the Heritage Advisory Committee meeting of January 25, 2012 be approved as amended.  
The motion **CARRIED**.

4. **MINUTES**

Moved by Sherri Robinson and seconded by Colin MacLock that the minutes of the Heritage Advisory Committee meeting of October 26, 2011 be approved as presented.  
The motion **CARRIED**.

5. **REPORT FROM THE CHAIR**

Chair Dill requested that the members of the committee be willing to extend their terms through to the end of February. The new term begins in March with possible new

appointments.

Chair Dill reported on the meeting of committee chairs held in October. Some topics covered were: successes and challenges, public awareness, and the role of chair and staff at meetings. The Mayor noted that the Heritage Committee has a high amount of participation. She also spoke about the possible reconstruction of committees.

Committee chairs suggested that it would be beneficial to meet once or twice a year. As well, they felt that it would be a benefit to both Council and committees to be involved in the strategic planning process, and to develop stronger partnerships with other groups (e.g. DND).

Chair Dill also had a private meeting with the Mayor, who noted her support for creating a heritage foundation and providing financial support through community grants.

Barb Snyder, Staff Liaison, noted that strategic planning for 2012 has already taken place so the next opportunity for involvement would be for 2013.

Action: Chair Dill will write a letter to the Mayor to indicate that the Heritage Committee is looking forward to involvement in the next strategic planning process.

## 6. OLD BUSINESS

### (1) Memorial Park

After the October meeting, Barb Snyder, Staff Liaison, wrote a report to Parks and Recreation about the Committee's recommendation for the delineation of park sections in Memorial Park. The report was submitted and is now awaiting a decision.

### (2) Heritage Trees

It was reported that:

- the Giant Sequoia at 847 Dunsmuir Road is very healthy
- the Purple Beech at 835 Dunsmuir Road is healthy and stands at about 100 feet tall
- there was no sign of the Japanese maple at 1182 Old Esquimalt Road. A member guessed that it may have been removed with changes to property in the 1980's.

Action: Chair Dill will advise the Parks and Recreation director of the apparent removal of the Japanese maple at 1182 Old Esquimalt Road.

### (3) Lampson St. Memorial Trees

Chair Dill followed up with the school board in November regarding the memorial trees. She spoke with Shaemus Howley, Director of Facilities, who appeared responsive to the Committee's proposal of working together to have a plaque installed. Chair Dill provided him with the 'Memorial Tree History' attachment from the November agenda, and is waiting to hear back from him.

### (4) 500 Admirals Road

Chair Dill referenced the addendum on page five of the October 26, 2011 minutes that

provides some history of the Esquimalt Church.

Barb Snyder, Staff Liaison, noted she was contacted by an appraiser regarding the church. It was reported that the Rainbow Kitchen is moving to the church from Vic West.

Moved by Colin MacLock, seconded by M. Duncan, that a letter be written to the Esquimalt United Church, with a copy to Council and the Township Planning and Development department, indicating the Committee's awareness of the significance of the history of the church and to ask them to explore all options in the preservation of the church building.

The motion **CARRIED**.

Action: Chair Dill will write the above-noted letter to the Esquimalt Church.

(5) Reprinting of Walking Tour Brochures

Barb Snyder, Staff Liaison, noted there is money in the budget to reprint walking tour brochures (the cost would likely be split between the Communications and Heritage Advisory Committee budgets). Ritchie Morrison, Communications Coordinator, is the contact person.

7. **NEW BUSINESS**

(1) Guard House Address

Jack Bates, a liaison between the owner and current tenant of the Guard House, inquired with a member of the Committee whether the Guard House has an address. They asked as they are not able to receive mail.

Action: Barb Snyder, Staff Liaison, will check whether the Guardhouse has initiated the correct registration process with the Township.

(2) Designation of Old Esquimalt Road (**Late Item**)

A member provided a short verbal summary of the heritage characteristics of Old Esquimalt Road:

Esquimalt Road was built by sailors of the British naval ship HMS Thetis in 1852. It saw a lot of 'firsts', including the first Catholic church and the first brewing pub, which both faced the road.

Moved by Sherri Robinson, seconded by M. Duncan, that the Committee work towards giving Old Esquimalt Road heritage designation.

The motion **CARRIED**.

Action: M. Duncan volunteered to work on an SOS if they were provided with some shadow support. Mrs. Robinson will provide information as she is able.

8. WORK PLAN ITEMS

- (1) Heritage Register
  - (a) Plaques, Monuments and War Memorials

No update.

- (b) List of Properties, Places and Items (For Completing Statement of Significance for)

Added 'Old Esquimalt Road' to the list as noted in item 7.2.

- (c) Progress of Statements of Significance (SOS) and Timelines
    - (i) 429 Lampson St.

No new updates - in process.

- (ii) Consultant to Complete SOS's

Chair Dill referred to the November agenda package, which included the proposals from two potential contractors.

Barb Snyder, Staff Liaison, put in a request to Council for the money to be carried over (to hire a consultant), but noted it has not yet been approved. She noted that even if this money is not carried over, there is still some money in the heritage budget for this item.

The merits of both consultants were discussed and it was noted that there was a significant difference in fees between the two.

Archives is going to work out a fee structure for information provided (the ability to charge a fee has always existed). It could potentially be paid in the form of a donation.

Moved by Colin MacLock and seconded by M. Duncan that the Committee contact Helen Edwards to inform her she is the successful applicant.

The motion **CARRIED**.

Action: Barb Snyder will contact Ms. Edwards to invite her to a future meeting to discuss the register.

- (2) Heritage Policy
  - (a) Addition to History Section

Barb Snyder has not yet contacted Donald Luxton about adding in the missing information to the history section.

Action: Barb Snyder will contact Don Luxton.

- (3) Heritage Foundation Development

The Committee is interested in establishing a heritage foundation to provide incentives to home owners, with the goal of contributing a small amount from the Township in

combination with monies from other sources. As was noted above, the Mayor would like to look at a community grant program. In the meantime, the Committee is looking to prepare a constitution and bylaws, albeit the process is moving slowly.

- (4) 2012 Centennial Celebration
  - (a) Scavenger Hunt

A member reported that one of their neighbors is interested in helping with the geocaching; they recommended that the person contact Jim MacMillan-Murphy.

- (b) Nominations for Recognition Awards (100 year old houses)

Chair Dill reported there are 154 houses identified over 100 years old; she took photographs of some of the houses.

It was suggested that the Committee could look at the people who took out permits for the houses. It was additionally suggested that the houses with particular significance could be recognized at the Hallmark Society.

The Committee expressed desire to have the certificates ready for February.

Action: Chair Dill will go through the list and check it against the permit book; M. Duncan volunteered to assist.

- (c) Other

There was no other Centennial business.

- (5) Maintaining Public Awareness
  - (a) *Esquimalt Current*

Chair Dill noted the piece on the Esquimalt Centennial in the Times Colonist was very general and did not convey a strong message about Esquimalt.

Chair Dill confirmed with the Communications Coordinator that the Committee will have some space in March for an article in the *Current*.

- (b) Website Update

Chair Dill spoke to the Communications Coordinator in October about the Committee's concerns around the cenotaph, to which he posted some relevant information on the website before Remembrance Day.

- (c) Heritage Poster

Members discussed the challenge in finding the 'one image' or story to convey about Esquimalt's heritage, to encompass its rich history of buildings, people, and events. Members desired to utilize the poster as a public awareness opportunity, to draw people's interest with a clear message.

Chair Dill reported she spoke to Rick Goodacre from Heritage BC, who noted they have



an artist who does all their posters.

Members provided some ideas for images:

- The graving dock - it is a defining reason we entered confederation, and it still exists, so is tangible
- An aerial shot of 1912 and today
- An original map compared with a current map
- The army - was a strong influence

It was also suggested this could be done in the form of a pamphlet, and if there would be a way to recupe expenses.

David Sudbury had volunteered to print out a small amount of posters.

Action: Colin MacLock volunteered to follow up with David Sudbury regarding the development of a poster.

This item will be brought back for discussion at the February meeting.

(d) Provincial Heritage Week (**Late Item**)

This year's theme is 'Energy'.

9. **REPORT FROM STAFF LIAISON**

Barb Snyder reported that she is retiring soon, and this may be her last meeting.

10. **COMMUNICATIONS**

- (1) Written report by Chair Dill on Heritage BC Conference, "Forging our Future", September 30 – October 1, 2011
- (2) Written report by Colin MacLock on the International Conference of National Trusts and Heritage Canada, "Connecting People, Places and Stories", October 13, 2011
- (3) Written report by Karen Hay, Staff Liaison, on the International Conference of National Trusts and Heritage Canada, October 13, 2011
- (4) Hallmark Society newsletter, *Preserve*, Volume 39, Number 3, Winter 2011
- (5) Letter from Eric Pattison, Heritage BC, re: Heritage Week 2012: February 20-26 and Heritage Week posters
- (6) Heritage BC, email dated January 19, 2012 re: Update: January 2012 – Gaming Grants (**Late Item**)

It was noted that the Committee is not able to apply for the gaming grants, however, Jack Bates might be able to apply.

Action: Barb Snyder will forward the information to Mr. Bates.

11. **COMMITTEE MEMBER ANNOUNCEMENTS / REPORTS**

M. Duncan noted that if re-appointed, they will have more time available for projects until September.

A member reported that John Aldag contacted him regarding the Peters project – he was given Jerry Borden as a contact for the project.

On behalf of the HAC, Chair Dill thanked Barbara Snyder for her work with the Committee and presented her with a floral bouquet and card.

12. **NEXT MEETING**

The next meeting of the Heritage Advisory Committee is scheduled to take place on February 15, 2012 at 7 p.m. in the Archives.

13. **ADJOURNMENT**

The meeting adjourned at 9:26 p.m.



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Liz Dill, Chair

This 29th day of February, 2012



**CORPORATION OF THE TOWNSHIP OF ESQUIMALT**

**ADVISORY PLANNING COMMISSION  
MINUTES**

**TUESDAY, FEBRUARY 21, 2012**

**7:00 P.M.**

**ESQUIMALT COUNCIL CHAMBERS**

**MEMBERS:** Lorne Argyle  
Joanne Kimm  
Pete Hartman  
Joy Palmeter

**REGRETS:** Christopher Smith  
Amy Higginbotham  
Wes Nelson

**COUNCIL LIAISON:** Bob McKie

**STAFF LIAISON:** Karen Hay, Planning Technician

**SECRETARY:** Marie Letham

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There were no members of the public present.

**1. CALL TO ORDER**

The meeting was called to order by the

**II. LATE ITEMS**

There were no late items.

**III. ADOPTION OF THE AGENDA**

Moved by Lorne Argyle, seconded by Joy Palmeter that the agenda be adopted as circulated.

The Motion **CARRIED**.

**IV. ADOPTION OF MINUTES**

**Minutes of Regular Meeting December 21<sup>st</sup>, 2011**

Moved by Joy Palmeter, seconded by Lorne Argyle that the Minutes of the Regular Meeting, of December 20, 2011 be adopted as distributed.

Minutes of Regular Meeting December 21<sup>st</sup>, 2011

Moved by Joy Palmeter, seconded by Lorne Argyle that the Minutes of the Regular Meeting, of January 17<sup>th</sup>, 2012 be adopted as distributed.  
Motion **CARRIED UNANIMOUSLY.**

**V. BUSINESS FROM MINUTES**

There was no business from minutes.

**VI. STAFF REPORTS**

- (1) **DEVELOPMENT VARIANCE PERMIT**  
**1341 Lyall Street**  
**[Lot 4, Suburban Lot 48, Esquimalt District, Plan 822]**

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Karen Hay, Staff Liaison, gave a briefing to the Commission members regarding the request for a variance of the separation between the Principal building and an accessory building.

The owners, Kelly and Stephanie Dean were in attendance to present their application to the Commission.

Stephanie Dean advised the members that they had demolished an existing deck due to its unsafe condition. She explained that they propose to replace with a similar shape and size. In their proposal they wish to add a set of stairs down from the deck, this would allow a secondary emergency exit and also allow safe access to the back yard for their small children.

The applicant explained that they had tried different scenarios for placing the stairs and this location is the best, even though it is closer to the accessory building than the Zoning Bylaw allows. She explained that the shed is in good shape and on a concrete foundation, so it would be difficult to remove, therefore the request for the variance.

**APC Discussion:**

Lorne Argyle advised he had no questions or concerns with the application.

Joy Palmeter commented she had no concerns.

Pete Hartman also commented that he had no concerns.

Joanne Kimm asked the applicant if it was not feasible to come out and around?

The applicant responded that the carport would get in the way, and also if the risers went straight out they would be in the middle of the yard.

**RECOMMENDATION:**

Moved by Joy Palmeter, seconded by Lorne Argyle, that the Esquimalt Advisory Planning Commission (APC) resolves that the application that the application for a Development Variance Permit authorizing the construction of a replacement deck and new stairs to the principal building within 2.50 metres of an existing accessory building (shed), as detailed on the survey plan prepared by Peter I. M. Broeren, B.C.L.S., stamped "Received January 30, 2012" and including the following relaxation to Zoning Bylaw, 1992, No. 2050, be forwarded to Council with a **recommendation of approval**.

**Zoning Bylaw, 1992, No. 2050, Section 34. (9)(b)(iv)** – a 1.05 metre reduction to the required 2.5 metre separation between a Principal Building and an Accessory Building [i.e. from 2.5 metres to 1.45 metres].  
Motion **CARRIED UNANIMOUSLY**

**(2) REZONING APPLICATION**

**612 Head Street**

**[Lot 2, SECTION 11, Esquimalt District, Plan 50285]**

Karen Hay, Staff Liaison, gave a briefing to the Commission members regarding the Rezoning request from Conseil Scolaire Francophone, who are the operators of the French school.

Sylvian Allison, Secretary-Treasurer for the Conseil Scholaire, which is part of School District No. 93, was in attendance to outline the proposal. He outlined the history of Ecole Victor Brodeur which began with a student population of 350 children. The school population has been growing, since the new building went up they have seen tremendous growth presently there are 611 children. They are looking for addition classroom space for 40 extra spaces, in 2013 they are looking at 650 students.

They have been talking to the Ministry of Education to obtain new schools, looking at Langford and Sooke, but that will be in the next five years. They need extra space for the next three years. He explained that the property that they wish to lease would give three extra classrooms for the older children (secondary school).

**APC Questions:**

Joy Palmeter inquired if they had considered putting AICO trailers on site.

The applicant responded that it is a small site and not much room for a couple of portables.

Joy Palmeter stated she has a big concern regarding the safety issue of students crossing back and forth across Head Street.

Lorne Argyle inquired if School District 93 covers the whole Province.



The applicant responded "yes" it covered the whole Province.

In response to a question regarding crosswalks, Karen Hay responded that there is a crosswalk a distance from the intersection higher up the street. The members inquired if it was possible to move the crosswalk. Karen Hay responded that she would direct that question to the Engineering Department for their comment.

Joanne Kimm also expressed concern about students constantly back and forth throughout the day on this busy road.

She inquired about the parking, commenting that it is geared for the businesses in there currently, who would use the parking.

The applicant commented that there would be three teachers maximum using the parking lot.

**APC Discussion:**

Pete Hartman stated he was not in favour of this proposal, does not agree with children going back and forth across Head Street.

Joy Palmeter stated she has huge concerns regarding the proposal for children to go back and forth across Head Street to classes.

**RECOMMENDATION:**

Moved by Pete Hartman, seconded by Joy Palmeter that the Esquimalt Advisory Planning Commission [APC] resolves that the application for a change of zoning to permit "Schools (public and private)" to operate on the subject property at Lot 2, Section 11, Esquimalt District, Plan 50285 [612 Head Street] within Zoning Bylaw, 1992, No. 2050 **be forwarded to Council with a recommendation of denial.**

Motion **CARRIED: 3 For 1 Opposed**

**VII. PLANNER'S STATUS REPORT**

Karen Hay, presented the following status report on recent applications.

**880-D Esquimalt Road:** [DP for Commercial Renovation]

The applicant, the Victoria Bridge Centre applied for a Development Permit for proposed tenant improvements (glass enclosure to the front balcony) and signage. Development Permit No. 18/2011 was approved at the January 23, 2012 Special Meeting of Council.

**856/858 Esquimalt Road:** [Rezoning and Development Permit]

The applicant is proposing to assembly of two parcels and construct of one, 36 metre, 88 unit mixed use tower, including approximately 934m<sup>2</sup> of commercial space, and one, 36 metre, 80 unit residential tower.

The Public Hearing occurred on November 7, 2011. The amending bylaw was given 3<sup>rd</sup> reading and staff were directed not to return the amending bylaw and development permit to Council prior to the applicant entering into a legal

agreement to ensure that the developer assumes responsibility for the costs for the off-site works on Esquimalt Road and lost infrastructure on Esquimalt Road. The applicant has now signed the Township's Development Agreement and provided the required funds sufficient to cover all costs. The rezoning and Development Permit were adopted by Council on Monday, February 20, 2012.

**616 Lampson Street:** [Rezoning and DP]

This applicant requested a change in zoning from the current RD-3 [Two Family/ Single Family Residential] zone to a Comprehensive Development zone [CD] to allow one additional Single Family Residence to be constructed on the front portion of this site. The existing residence would be retained on a separate strata lot, with shared driveway.

A Public Hearing was held on February 16, 2012. At the regular meeting of Council this same evening the amending bylaw was adopted and Development Permit No. 16/2011 was approved.

**521-529 Comerford Street:** [DP including siting and parking variances]

This application, to assemble two parcels and build a a new 35 unit [34 residential, 1 commercial], 4 storey, mixed-use, building at the northeast corner of Comerford Street and Carlisle Avenue, with variances for visibility at the intersection, off street parking and visitor parking.

COTW agreed with the staff recommendation and forwarded the application to Council with a recommendation of approval, subject to staff completing appropriate notification, a variance hearing being held and staff returning a Development Permit to Council for consideration. A Variance Hearing has been scheduled for March 5, 2012.

**VIII. COUNCIL LIAISON**

Councillor McKie reported that they are in budget sessions. Also reported that the deadline has been extended for receipt of applications for Council Committees, Commission and Boards until March 31<sup>st</sup>, 2012. He indicated Council is proceeding with the interviews scheduled for February 27<sup>th</sup> and 28<sup>th</sup>, and that unappointed positions would be filled at a later date.

**IX. NEW BUSINESS**

No new business.

**X. NEXT REGULAR MEETING**

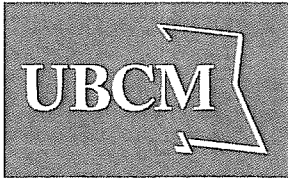
Tuesday, March 20<sup>th</sup>, 2011

**XI. ADJOURNMENT**

On motion the meeting adjourned at 7:36 p.m.

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Certified Correct - Chairperson



# MEMBER RELEASE

February 20, 2012

TO: Chief Administrative Officers | Chief Financial Officers  
Principal Police Contact

FROM: UBCM Secretariat

RE: **RCMP Contract – Issues Update**

<b>CORPORATION OF THE TOWNSHIP OF ESQUIMALT</b>		
Office Information:		
<input checked="" type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
RECEIVED: FEB 20 2012		
Referred: <i>Anje-Communication</i>		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input checked="" type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

## 1. Purpose

This communication is being forwarded to inform local governments about the status of some RCMP contract issues related to ongoing discussions between the Province and the federal government.

Attached are copies of letters that outline the Province's position regarding payment of Canadian Pension Plan contributions under the current RCMP contract as well as other issues.

If you have any questions regarding this communication, please contact Lisa Godenzie, Ministry of Justice and Attorney General:  
Email: [Lisa.Godenzie@gov.bc.ca](mailto:Lisa.Godenzie@gov.bc.ca); Tel: 604-660-2917.



FEB 07 2012

Mr. William Baker  
Deputy Minister  
Public Safety Canada  
Ottawa ON K1A 0P8

Dear Mr. Baker:

I am writing on behalf of the Provinces and Territories (PTs) remaining in the negotiating block to request your assistance in resolving disagreements between the RCMP and ourselves regarding the date for implementing increases to Canada Pension Plan (CPP) and Police Reporting and Occurrence System (PROS), as well as the portion of retroactive pay for detachment clerks that will be charged to PTs. Some of these matters have been outstanding for two or more years. We believe, and I am sure you will agree, that these issues need to be settled before the new Agreements come into effect on April 1, 2012.

The PT Assistant Deputy Ministers (ADMs) discussed these issues with the former Deputy Commissioner Contract and Aboriginal Policing (Mr. Darrel Madill) on several occasions, informing him that the PTs will not pay the increased cost of CPP or PROS until April 1, 2012, and will not be responsible for retroactive pay for detachment clerks prior to March 19, 2010. The PT ADMs also set out their position in the attached correspondence dated April 16, May 27, and August 20, 2010. However, the RCMP continued to bill us for the costs of these items. Although the attached correspondence describes these issues in detail, they are briefly outlined below:

- CPP – PTs believe that the flat rate of 1.5% for all pensionable earnings (versus the legislated yearly maximum) for RCMP Members and Public Service Employees (PSEs) was deliberately set and kept at that rate in recognition of the employer's generous contribution to RCMP Member and PSE superannuation funds. PTs do not accept the RCMP's explanation that they made a mistake in not increasing the employer's contributions to CPP for RCMP Members and PSEs, and that they have been paying the flat rate (versus the RCMP view that PTs have paid nothing) for the employer's contribution to CPP for PSEs through the invoiced blended pension rate. Under the new Agreement, we will begin to cost share the actual costs of the employer's contribution to CPP.

.../2

Ministry of Public Safety and  
Solicitor General

Office of the  
Deputy Solicitor General

Mailing Address:  
PO Box 9290 Stn Prov Govt  
Victoria BC V8W 9J7

Location:  
11<sup>th</sup> Floor, 1001 Douglas Street  
Victoria BC V8V 1X4  
Telephone: 250 356-0149  
Facsimile: 250 387-6224

Mr. William Baker

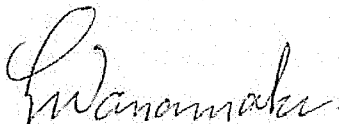
Page 2

- Detachment clerk reclassifications – PTs agreed to pay increases awarded to detachment clerks as of March 19, 2010, which is the date when all PTs were individually and formally notified of the RCMP's intention to charge for the retroactive pay.
- PROS – PTs requested on several occasions that the RCMP provide a business case outlining their justification for an increase to the PROS per member cost; however, materials provided by the RCMP were inadequate for the purpose of supporting an increase to their costs. In the absence of information or supporting documentation, PTs could not justify increased funding for PROS to their respective Treasury Boards for Fiscal Year 2011/2012. PTs have, however, recently agreed to an increase in PROS funding for Fiscal Year 2012/2013.

We believe, and I hope you agree, that it is in the best interest of Canada and the provinces, territories and municipalities to settle these matters now, before we transition to the new Agreement. We anticipate that these types of disputes will be diminished in the future because the terms of the new Agreement encourages greater clarity, transparency and consultation which will allow all the partners and the Contract Management Committee to address and resolve any disagreements regarding changes to the cost base before they become contentious.

I am therefore requesting, on behalf of all PTs in the block, that Public Safety Canada direct the RCMP to adjust the cost of these items in the Provincial, Territorial and Municipal invoices as set out above, and credit those contract jurisdictions which have inadvertently paid these costs as part of their quarterly invoices.

Sincerely,



Lori Wanamaker, FCA  
Deputy Solicitor General

Enclosure

pc: Mr. Jeffrey Schnoor, Q.C.  
Ms. Judith Ferguson  
Mr. Dale Wilson  
Ms. Shauna Sullivan Curley  
Mr. Don Burrage, Q.C.  
Mr. Dennis Cooley  
Ms. Bronwyn Watters  
Mr. Norman Tarnow



BRITISH  
COLUMBIA

The Best Place on Earth

April 16, 2010  
Ref. 384843

H.D.M (Darrell) Madill  
Deputy Commissioner  
Contract and Aboriginal Policing  
Royal Canadian Mounted Police  
1200 Vanier Parkway, Room C458  
Ottawa ON K1A 0R2

Dear Deputy Commissioner Madill:

I am writing on behalf of the Contract Advisory Committee (CAC) in response to your letters to each Province and Territory (PT) with respect to the cost assessments that you have provided us for Standby Level II Retroactivity; Retroactive Pay for Detachment Clerks; as well as the cost adjustments to CPP and PROS.

First, we are pleased that you will not be billing Contract Partners for retroactive calculations for Standby Level II. We anticipate that improved consultation with the CAC now, and the new Contract Management Committee in the future, will ensure that RCMP policies are implemented in a way that takes into consideration the financial impacts, and their timing, on Contract Partners. We also hope that this improved communication will help avoid any similar problems created by differing interpretations across Canada.

Second, with respect to the retroactive aspect of the Detachment Clerk Reclassification, I should remind you that none of the PT ADMs, either individually or as a group, agreed in Kelowna to share this cost at 50/50. It is our recollection that there was no agreement or willingness expressed to share these costs at all. There was no consultation on these potential cost impacts prior to Kelowna, and certainly no decisions or agreement coming out of Kelowna. Once we have reconciled the cost estimates, PT ADMs are willing to accept the costs associated with the Detachment Clerk Reclassification effective as of the date we received your recent letter advising each PT of the actual cost estimates. Consistent with the reason that you provided for not billing for Standby retroactive pay – that there was no prior consultation - we are not willing to accept any retroactivity beyond the date of notice. Again, we anticipate that improved communication with the CAC will avoid problems like this in the future.

.../2

Ministry of Public Safety  
and Solicitor General

Policing and Community  
Safety Branch

Mailing Address:  
PO Box 9285 Stn Prov Govt  
Victoria BC V8W 9J7

Telephone: 250 387-1100  
Facsimile: 250 356-7747  
Website: [www.gov.bc.ca/pssg](http://www.gov.bc.ca/pssg)



H.D.M (Darrell) Madill  
Deputy Commissioner, Contract and Aboriginal Policing  
Page 2

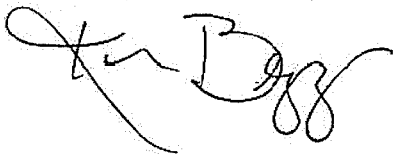
Third, we notice the same pattern appearing with the Retroactive Correction Payment of Relocation Benefits. Why weren't we consulted when there are potential cost impacts to us? Perhaps you were not intending to charge Contract Partners for this action? As you know, PT ADMs cannot make retroactive payments for any cost item without a proper process which involves consultation and without seeking our consent that we are able to pay for these extraordinary costs.

Fourth, the proposed PROS cost increases are a significant concern. PT ADMs see the attempt to include the costs of ORMS staff as federal downloading, there appears to be a duplication of funding requested through the CCAPS funding proposal of some positions, and it is unclear what is driving up the licensing costs – we have more questions. Federal initiatives, such as anti-terrorism efforts, benefit from all RCMP units contributing to the same information management system. We see this as a contract renewal issue and are therefore not willing to accept any cost increases prior to 2012.

Finally, we are still not satisfied with the information we have received to date related to the CPP increase. We do not believe it is complete. It appears the employer contribution to RCMP Superannuation continues to follow its historical rate which is higher than the industry or government standard. We are far from convinced that we are underpaying our share of the employer's contribution to the CPP program because we know we are contributing a higher amount to the employee pension fund. It appears a decision was made to shelter RCMP members from pension plan increases, but we do not believe we should have to pay for this decision. Again, we think this is a contract renewal issue, and we need more information about the historical contributions to both CPP and the Superannuation fund. We also do not agree that these costs should increase prior to 2012.

We look forward to our discussion on these and other issues in Ottawa.

Yours truly,



Kevin Begg  
Assistant Deputy Minister  
Policing and Community Safety Branch

May 27, 2010  
Ref: 386185

Deputy Commissioner Darrell Madill  
Contract and Aboriginal Policing  
Royal Canadian Mounted Police  
1200 Vanier Parkway  
Ottawa ON K1A 0R2

Dear Deputy Commissioner Darrell Madill:

In Ottawa you requested that I put in writing BC's experience with the RCMP's planning related to the recently completed Detachment Clerk Reclassification and its cost impacts.

Provinces and Territories (PTs) first became aware that the Detachment Clerk positions were under review in June 2008 at the FPT CAC meeting held in Yellowknife. There was no consultation with PTs about the reclassification, the possible financial impacts or the concept that these costs would be retroactive.

At the FPT CAC meetings the following June held in Kelowna, you provided PT ADMs with estimates that were hand written on scrap paper. These estimates included the number of positions impacted, and both retroactive and prospective funding impact estimates. While I did advise our provincial Treasury Board of the potential pressure from this new cost item including retroactive costs, at no point in time did I agree to accept the financial liability. Treasury Board approved \$1M to cover the retroactive pay and pay increase for 09/10 based on the estimates provided. I have also sustained a \$300K lift to the base budget for future ongoing costs.

In February of this year I received an update on the estimated cost impact from "E" Division. The amount had more than doubled to an estimate of \$780K going forward. In a letter dated March 19, 2010 you indicating that the retroactive amount would be \$1,079,429 at 50% dollars and the number of positions would be 236. I understand from staff at "E" Division that the projected number of positions impacted is still under review and has not yet been finalized.

...2

Deputy Commissioner Darrell Madill  
Page 2

I am concerned about the inaccuracy of the forecasting, the lack of consultation, and the impact that this will have on my provincial police service. PTs are being asked to pay for something retroactively; long after our Treasury Board processes are completed. I appreciate that you are willing to reduce the amount of retroactive pay from 70% to 50% of the costs, but this is small consolation.

I join my colleagues at the PT CAC table in saying that it is not acceptable that PTs be charged retroactively for unilateral decisions made by the RCMP. I will accept the financial go-forward consequences associated with the official notice I received on March 19, 2010, but note that those consequences place "E" Division's budget under pressure until we are able to obtain further funding.

Yours Truly,

*Original signed on May 27, 2016 by:*

Kevin Begg  
Assistant Deputy Minister  
Policing and Community Safety Branch



August 20, 2010  
Ref: 384843

Deputy Commissioner Darrell Madill  
Contract and Aboriginal Policing  
Royal Canadian Mounted Police  
1200 Vanier Parkway  
Ottawa ON K1A 0R2

Dear Deputy Commissioner Darrell Madill:

I am in receipt of your June 21, 2010 letter informing me of your intention to increase our costs for Canada Pension Plan (CPP) contributions for Public Service Employees (PSEs) effective April 1, 2011.

In Vancouver, we provided you with a copy of the PT position on this matter. The PTs believe that the 1.5% and 0% CPP apportioned to the cost base for RCMP members and PSEs respectively was a deliberate decision made by the RCMP. The RCMP's Administration and Interpretation Guide indicates that the employer contributions for members will be 1.5% of pensionable earnings. But, the Guide does not indicate that this rate will change, or how it will change, though this is expressly described for the superannuation pensions (that were to be addressed through the Pension Panel process described in Article 10.8). In addition, the gross pensionable earnings calculation method used was markedly different from the normal CPP method which included a cap for maximum pensionable earnings to which the 1.8% CPP rate (at the time) was applied.

Second, it makes sense that the RCMP did not propose changes to the CPP contribution at any time over the life of the agreement since maintaining the status quo with respect to CPP would counter the employer's superannuation contributions which are higher than the industry standard.

.../2

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Ministry of Public Safety  
and Solicitor General

Policing and Community  
Safety Branch

Mailing Address:  
PO Box 9285 Stn Prov Govt  
Victoria BC V8W 9J7

Telephone: 250 387-1100  
Facsimile: 250 356-7747  
Website: [www.gov.bc.ca/pssg](http://www.gov.bc.ca/pssg)

In the current contract negotiations, PTs have indicated that they will pay the full CPP contribution rates when a 'cap' is established that limits the portion of the employer's contribution to Superannuation that will be included in the cost base. Currently the employer's contribution is approximately 70 - 71% for RCMP members (and it was 75% as recently as 2005), and 65 - 68% of PSE's superannuation. PTs are proposing that they cost share as though the contribution rate was 60% for both the RCMP and PSEs. PTs believe this is still quite generous given that employer contributions to police and government Superannuation Plans is usually closer to 50%.

PTs believe this position is fair because the decision to provide the RCMP with an unusually generous Superannuation rate is in the hands of the federal government. Although the federal government has informed us it is their intention to bring the employer contribution for RCMP members' rate down to 60%, it does not appear that there are any federal initiatives underway to make this happen. In fact the federal government passed a regulation that limits the annual percent increase to RCMP members to 0.3%. Unless this is changed, it will be many years – if ever – before the RCMP rate is in line with other federal public servants'.

Using the federal principle - "if PTs had their own forces they'd pay this cost" - it is unlikely the PTs would be as generous as the federal government with respect to employer contributions to Superannuation – nor could they afford to be. Instead they would adhere to provincial and/or industry standards where the employer usually contributes 50%.

I would like to point out a few errors that our staff noticed in your calculations. First, the CPP maximum rate used by the RCMP is for a calendar year, not a fiscal year. If we use fiscal year 08/09 PSE FTE utilization, the CPP maximum for fiscal year 08/09 should be \$2,066.63, not \$2,118.60 (which is the calendar year CPP maximum). We should also be using the most recent figures available for the CPP maximum, as well as the most recent FTE utilization (09/10). These errors combined mean that the calculation for E Division is understated by \$22,120 @70%.

Second, the calculations do not include Temporary Civilian Employees (TCEs). E Division charged for TCE Superannuation at 12% for 09/10, the same as they did for PSEs. If the CPP is also applicable to TCEs, E Division had 183.57 FTEs in 09/10 which are not accounted for in your letter. This means the Province must find an additional \$273,670 @70% to cover the costs. Of course, these costs would have to be adjusted in the future years.

.../3

I am also in receipt of Richard Wex's July 14, 2010 letter stating that CPP is a *'mandatory pension plan for all employees in Canada'* and *'is an eligible cost'* under the agreement. As mentioned above PTs agree that CPP is a cost item under the current agreement, but believe it was intended that their contribution be capped at 1.5%. The employer's contribution to the RCMP Superannuation Plan is another cost item in the current as well as previous agreements. Richard states that PTs *'have benefitted from reduced pension contributions'* since 1994 and that *'PTs have only been billed 45.2% compared to the 69% rate paid by the federal government'*. This does not tell the whole story.

It is a fact that in earlier years under more favourable economic circumstances, there were huge surpluses in the RCMP Superannuation Plan. Prior to 1994 PTs paid the going rate and any surpluses were available solely to the federal government. Under the terms of the current agreement, the Pension Panel was established to set the employer's contribution rate to the RCMP Superannuation Plan every three years, and the PTs were allocated a share of any resulting surplus. Since 1994, PTs have used their portion of the surplus to lower the rate they pay in the following three years, while the federal government has chosen to maintain the rate determined by the Pension Panel and withdraw their portion of the surplus to use for other purposes. It is our understanding that since 2001 the federal government has withdrawn \$2.4 billion from their portion of the surplus.

In summary, the federal government elects to withdraw lump sums, while the PTs choose to utilize their portion of any shareable surplus to reduce their payments over the next three year interval. But, regardless of whether there are surpluses or deficits in the Plan, or how any surpluses are used by each partner, the fact remains that the employer's contribution continues to be around 70% which is much higher than the industry standard.

It is worth noting that the July 2005 *'Notice to Plan Members'* which advised us of the pending increase in the member contribution rates, also included Treasury Board's observation that *"a 60:40 cost sharing ratio between employers and PSSP members is the historical average for the plan."* As mentioned above, the current RCMP Pension Plan cost sharing ratio is far from 60:40, and is not expected to attain that ratio, even after the member contribution rate increases that are scheduled to end in 2013. It is likely that further increases in member contribution rates will be required in order to move closer to the 60:40 ratio.

PTs continue to review historical information about the CPP and Superannuation plan, and may have further questions in the future.

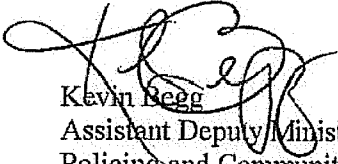
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Deputy Commissioner Darrell Madill  
Page 4

In closing I would like to make it clear that British Columbia is not prepared to pay for increases to the CPP effective April 2011 as per the request outlined in your letter. British Columbia will request increased funding for the CPP in the 2012/13 budget cycle, but only if the superannuation issue is resolved in a fair and consistent manner at the contract negotiation table.

Yours truly,



Kevin Beeg  
Assistant Deputy Minister  
Policing and Community Safety Branch

pc: Mr. Richard Wex  
Deputy Commissioner Gary Bass  
✓ FPT Contract Advisory Committee

JM  
(ACTO)



## The CRD Business & Residential Taxpayer's Association

February 20, 2012

Mayor Desjardins & Council  
Township of Esquimalt  
1229 Esquimalt Road  
Esquimalt BC  
V9A 3P1

Dear Mayor Desjardins and Members of Council

### Re: 2012 Property Taxes

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input checked="" type="checkbox"/> CAO ✓	<input checked="" type="checkbox"/> Mayor/Council ✓	
<input checked="" type="checkbox"/> <i>Mary</i> ✓		
RECEIVED: FEB 21 2012		
Referred: <i>Mary Communications</i>		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input checked="" type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

The CRD Taxpayer's Association is concerned about the impacts that large proposed capital projects could have on property taxes in the years ahead. These impacts would be in addition to the ongoing pressures to maintain services and deal with infrastructure renewal projects.

The proposed Sewage treatment plant has been reported to have a property tax impact of between \$150 and \$400 on the average residential property of \$500,000 with a multiplier of 3.2 on the average commercial property for a similar assessed value.

The Association is requesting that the Township of Esquimalt give consideration to measures that may be at their disposal to help keep property taxes down.

A case in point is BC Transit's proposed LRT Project from Victoria to Westshore. BC Transit, with its own insulated tax base, has announced plans to spend another \$5 million in taxpayer funds on the ill-conceived and unwarranted LRT Project.

Annual transit tax increases in recent years have continued to usurp funds needed by the Area Municipalities for basic services.

The CRD Taxpayer's Association is of that view that the existing transit system should be more effective and efficient and that longer term transit plans should be based on a review of all the viable and sustainable environmentally-friendly options.

However, our comprehensive review of the proposed LRT system has determined that other viable options such as the addition of HOV lanes, with electric vehicle permit options, and a McKenzie interchange at a fraction of the cost of LRT, were not considered.

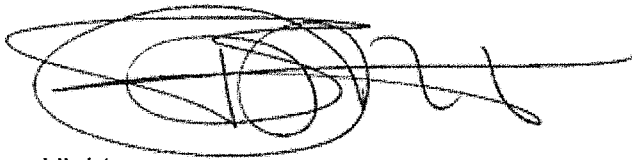
Of great concern is that, through errors and omissions, the costs of the proposed LRT Project have been understated by \$127 million and the benefits overstated by \$681 million (see appendix attached)

The net impact of these substantial errors and omissions is that the Present Value cost of the LRT Project is now \$922 million with benefits at a maximum of \$750 million resulting in Project costs exceeding benefits - making such a Project unjustified.

The CRD Taxpayer's Association is requesting that Council give consideration to any measures that may be at their disposal to protect the taxpayers from funding further unwarranted expenditures on the LRT Project and to give consideration to petitioning the Victoria Regional Transit Commission to:

- holding to a zero or a 5% decrease in transit taxes for 2012
- suspending any further spending on the LRT project pending an external professional audit of the LRT proposal

Yours very truly

A handwritten signature in black ink, appearing to be 'Bev Highton', written over a large, faint circular stamp or watermark.

Bev Highton  
The CRD Business & Residential Taxpayer's Association  
c/o NAI Commercial Inc  
569 Johnson Street  
Victoria BC V8W 1M2

**Victoria Regional Rapid Transit Project Study – Errors and Omissions**

<b>LRT Costs and Benefits</b>	<b>LRT Study Present Value <sup>1</sup></b>
<b>Costs</b>	
Reported LRT Capital Costs	\$703,000,000
Reported Operating Costs	\$ 92,000,000
<i>Subtotal</i>	\$ 795,000,000
Capital costs missing from PV calculation	\$127,600,000
Over-calculation of Operating Costs	- \$ 420,000
<b>Corrected Costs</b>	<b>\$ 922,180,000</b>
<b>Benefits</b>	
Reported LRT Benefits	\$1,432,000,000
Ridership overstated by 20 million riders	- \$ 23,730,000
Property Value change included as a benefit	- \$ 182,130,000
LRT Transit fares included at \$3.25 per fare vs \$2.50	- \$ 34,160,000
Accident benefits overstated	- \$ 384,450,000
Non Transit User benefits overstated	- \$ 57,080,000
<b>Corrected Benefits</b>	<b>\$ 750,450,000</b>
<b>Benefit/Cost Ratio</b>	<b>0.81</b>

<sup>1</sup> Present Value is the cost of all future expenses or benefits brought forward to the current year (the present)



# Honours and Awards Secretariat

February 20, 2012

Her Worship Barbara Desjardins and Councillors  
Township of Esquimalt  
1229 Esquimalt Road  
Esquimalt BC V9A 3P1

<b>CORPORATION OF THE TOWNSHIP OF ESQUIMALT</b>		
For Information:		
<input type="checkbox"/> CAO	<input type="checkbox"/> Mayor/Council	
RECEIVED: FEB 24 2012		
Referred:		
<input type="checkbox"/> For Action	<input checked="" type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input checked="" type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

Dear Mayor and Councillors:

**Re: Order of British Columbia ~ 2012 Call for Nominations**

It is time once again to “call for nominations” for the Order of British Columbia, the Province’s highest award for excellence and outstanding achievement. I seek your assistance in informing your municipality about this opportunity to take part in the public recognition of its outstanding citizens. Could you bring this up at your next council meeting?

An independent Advisory Council chaired by the Chief Justice of British Columbia considers nominations to the Province’s highest award for excellence and outstanding achievement. Three hundred and seventeen distinguished British Columbians have been honoured since 1990.

For your information, a report listing all of the recipients of the Order is available on our website <http://www.orderofbc.gov.bc.ca>. If you would like this report broken down by City/Town, please contact our office.

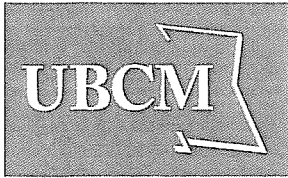
Nomination forms for the Order are available from the Honours and Awards Secretariat in Victoria, (250) 387-1616, on the website: <http://www.orderofbc.gov.bc.ca> or from the nearest Service BC Centre. Completed nominations must be received by the Secretariat by March 12, 2012 to be considered for an award this year.

Your continuing support of the Order of British Columbia is very much appreciated.

Yours sincerely,

Karen Felker  
Coordinator

Telephone: (250) 387-1616 Fax: (250) 356-2814



# MEMBER RELEASE

February 21, 2012

TO: Mayor and Council  
 Chair and Regional District Boards

FROM: UBCM Secretariat

RE: **LOCAL GOVERNMENT AWARENESS WEEK & NATIONAL PUBLIC WORKS WEEK: MAY 20 - MAY 26, 2012**

Local Government Awareness Week (LGAW) dates have been announced and will take place from **May 20 - May 26, 2012**, in conjunction with National Public Works Week.

This initiative is a partnership between UBCM, CivicInfo BC, Local Government Management Association, Ministry of Community, Sport and Cultural Development, Ministry of Education, Public Works Association and BC School Trustees Association.

Local Government Awareness Week was re-instated following the endorsement of resolution 2009-A2, which requested that the provincial government work with UBCM and other local government partner organizations to proclaim an annual local government week in British Columbia. The goal for the week is to generate awareness and educate the public about the roles and responsibilities of local government, and encourage the public to participate in local government processes.

Check out our new and improved website, [www.lgaw.bc.ca](http://www.lgaw.bc.ca) to find out more information about LGAW, browse the resources on the site, and download information to help you get started. Also, tell us about your plans for LGAW 2012, and we will post them on the website weekly for others to see.

And finally, we will again be offering an Excellence Award for Best Practices, Best Civic Engagement. If your local government plans to participate in LGAW, this category is for you. We want to hear what you did and how you engaged your community. Please look for the Excellence Awards application package on the UBCM website starting early June.

Thank you for participating and we look forward to hearing about your activities!

For questions about this initiative, please contact our staff support, Marylyn Chiang, at [mchiang@ubcm.ca](mailto:mchiang@ubcm.ca), or 604.270.8226 ext.110.

<b>CORPORATION OF THE TOWNSHIP OF ESQUIMALT</b>		
For Information:		
<input checked="" type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<input type="checkbox"/> _____		
<b>RECEIVED: FEB 22 2012</b>		
Referred: _____		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input checked="" type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

[www.ubcm.ca](http://www.ubcm.ca)





## RISE AND REPORT

From: *In Camera* Meeting of February 20, 2012  
To: Meeting of Municipal Council – March 5, 2012

Items:

- (a) Council Advisory Committee, Commission and Board Appointments

At the Special *In Camera* meeting of Council held on February 20, 2012, Council passed the following resolution:

1. That Peter Ryan be appointed to the Parks and Recreation Advisory Committee (PRAC) as a Full Voting Member for the purpose of providing an accessibility focus to the PRAC; and
2. That Heidi Bada and Paul Newcombe be appointed to the Advisory Planning Commission (APC) as Non-Voting Members for the purpose of providing an accessibility focus to the APC.



## RISE AND REPORT

From: *In Camera* Meeting of February 26 & 27, 2012  
To: Meeting of Municipal Council – March 5, 2012

### Items:

- (a) Council Advisory Committee, Commission and Board Appointments

At the Special *In Camera* meeting of Council held on February 27, 2012, Council passed the following resolution:

That the following persons be appointed to the Township of Esquimalt Council Advisory Committees, Commission and Board, as well as the Victoria Family Court and Youth Justice Committee, as indicated effective March 1, 2012:

#### Advisory Planning Commission

Bill Lang	Term expires December 31, 2013
Miklos Kovacs	Term expires December 31, 2013
Blair J Bouchier	Term expires December 31, 2013
Mark Salter	Term expires December 31, 2012 **

\*\* Represents the Environmental Advisory Committee in a Non-Voting Capacity on the Advisory Planning Commission

#### Arts, Culture and Special Events Advisory Committee

Pamela Martin	Term expires December 31, 2012
Sandi Best	Term expires December 31, 2013
Bill Percival	Term expires December 31, 2013
Sue Donaldson	Term expires December 31, 2013
James Harada-Down	Term expires December 31, 2013
Annie Do	Term expires December 31, 2012 ** Youth Representative

#### Board of Variance

Darwin Robinson	Term expires December 31, 2014
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#### Environmental Advisory Committee

Chris Zegger-Murphy	Term expires December 31, 2013
Mark Salter	Term expires December 31, 2013
John Willow	Term expires December 31, 2013
Annie Do	Term expires December 31, 2012 ** Youth Representative

#### Heritage Advisory Committee

Dar Purewall	Term expires December 31, 2012
Heather Gillis	Term expires December 31, 2013
Catherine McGregor	Term expires December 31, 2013
David Coney	Term expires December 31, 2013
John Willow	Term expires December 31, 2013

Parks and Recreation Advisory Committee

John Noyes	Term expires December 31, 2013
Mark Harris	Term expires December 31, 2013
Celia Owen	Term expires December 31, 2012
Darwin Robinson	Term expires December 31, 2013
David Coney	Term expires December 31, 2013

Victoria Family Court and Youth Justice Committee

Tammy Percival	Term expires December 31, 2012
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