



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

File 0550-06

May 9, 2012

NOTICE

**A REGULAR MEETING OF COMMITTEE OF THE WHOLE
WILL BE HELD ON MONDAY, MAY 14, 2012, AT 7:00 P.M.,
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 **COMMITTEE OF THE WHOLE**

Monday, May 14, 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 Committee of the Whole, April 23, 2012 Pg. 1 – 3

5. STAFF REPORTS

Development Services

- (1) Draft Community Economic Development Strategy Process Document, Pg. 4 – 13
Staff Report No. DEV-12-024

RECOMMENDATION:

That the Committee of the Whole recommend that Council endorse in principle the "Draft Economic Development Strategy Process" document (Appendix "A");

That the Committee of the Whole recommend that Council authorize staff to start to organize the "Community Economic Development Strategy Task Force" and the "sector round tables";

That the Committee of the Whole recommend that Council assign one member of Council to sit on the "Community Economic Development Strategy Task Force"; and furthermore

That the Committee of the Whole recommend that Council assign one member of Council to each of the proposed sector round tables.

6. PUBLIC QUESTION AND COMMENT PERIOD

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

7. ADJOURNMENT



Corporation of the Township of Esquimalt

COMMITTEE OF THE WHOLE

Monday, April 23, 2012

Esquimalt Municipal Hall – Council Chambers

7:07 p.m.

MINUTES

PRESENT: Mayor Barbara Desjardins (Chair), Councillor Meagan Brame, Councillor Dave Hodgins, Councillor Lynda Hundleby, Councillor Robert McKie, Councillor Tim Morrison, Councillor David Schinbein

STAFF: Laurie Hurst, Chief Administrative Officer
Bill Brown, Director of Development Services
Anja Nurvo, Manager of Corporate Services
Jeremy Denegar, IT Manager
Louise Payne, Recording Secretary

1. CALL TO ORDER

Mayor Desjardins called the meeting to order at 7:07 p.m.

2. LATE ITEMS

The following was added as a late item:

- Poem by Mrs. T. M. Moss for “Poetry Month” following Item 3 Approval of the Agenda.

3. APPROVAL OF THE AGENDA

MOTION: Moved by Councillor Brame/Councillor Hundleby:
That the Agenda be approved as amended.

CARRIED UNANIMOUSLY.

POEM FOR “POETRY MONTH”

Mrs. Sherri Robinson read aloud a poem by a former resident of Esquimalt, Mrs. T. M. Moss whose husband, Dr. Edward Moss, established the military hospital in Esquimalt, entitled “The Last of the Twin Sisters”.

Mayor Desjardins expressed her appreciation to Diane Knight and all the volunteers who helped to organize the Centennial Seniors Spring Tea and Concert on April 21 and the Volunteer Recognition Dinner on April 22.

4. MINUTES

MOTION: Moved by Councillor Hodgins/Councillor McKie:
That the following minutes be adopted as circulated:

- (1) Minutes of the Regular Committee of the Whole, February 13, 2012
- (2) Minutes of the Special Committee of the Whole, February 15, 2012

CARRIED UNANIMOUSLY.

5. PRESENTATION

- (1) Ray Parks, President, Capital Region Music Awards Society, Re: 2014 Juno Awards Bid

Mr. David Hurford, on behalf of Mr. Ray Parks of the Capital Region Music Awards Society, made a PowerPoint presentation regarding Greater Victoria's bid for the 2014 Juno Awards event and answered questions from Council.

Mayor Desjardins declared a conflict of interest due to her son being in a local band, and she left the meeting at 7:32 p.m. Councillor David Schinbein took the Chair as Acting Mayor.

Council comments (*Response in italics*):

- Concerned about economic benefits to areas outside the centre of the event activities, such as Esquimalt;
- What are the school legacy opportunities? *Provision of musical instruments and performance opportunities to showcase local talent;*
- What is the funding expectation? *Victoria paying extra; other regional municipalities asking for \$1 per head, plus appointment to Working Committee and letter of support; timing of receipt of funding is flexible.*

MOTION: Moved by Councillor Hundleby/Councillor McKie:

This Committee recommends to Council that the Township of Esquimalt pledge support for the Victoria bid to host the 2014 Juno Awards, to a maximum amount of \$17,000 (\$1 per person resident in Esquimalt), funded over two fiscal years (2013 and 2014).

CARRIED (Councillors Hodgins and Morrison opposed).

Mayor Desjardins rejoined the meeting at 8:06 p.m. and resumed the Chair.

6. STAFF REPORTS

Development Services

- (1) Response to Request for On-Street Parking Permit Restrictions for Future Owners of Units at 521-529 Comerford Street, Staff Report No. DEV-12-020

The Director of Development Services reviewed Staff Report No. DEV-12-020 and answered questions from Council. Council requested clarification on the process for designating "Residential Parking Areas".

MOTION: Moved by Councillor Brame/Councillor Hodgins:

This Committee recommends to Council that staff be directed to implement a post occupancy monitoring program for the proposed development at 521-529 Comerford Street in order to ascertain whether or not parking management strategies should be implemented in order to control on-street parking.

CARRIED UNANIMOUSLY.

Finance

- (2) Computer Hardware and Lifecycle Strategy, Staff Report No. FIN-12-005

The IT Manager presented Staff Report No. FIN-12-005 and answered questions from Council.

MOTION: Moved by Councillor Hodgins/Councillor Hundleby:
That Staff Report No. FIN-12-005 be received for information.

CARRIED UNANIMOUSLY.

6. PUBLIC QUESTION AND COMMENT PERIOD

Sherri Robinson, resident, expressed her appreciation for the Committee's support for the arts and the Juno's.

Muriel Dunn, resident, requested that Council monitor the economic benefits to Esquimalt in supporting the 2014 Juno Awards in Greater Victoria.

Peter Ryan, resident, expressed his appreciation for the Committee's support of the 2014 Juno Awards in Greater Victoria.

7. ADJOURNMENT

MOTION: Moved by Councillor Brame/Councillor Hundleby:
That the Committee of the Whole Meeting of April 23, 2012 be adjourned at 8:24 p.m.

CARRIED UNANIMOUSLY.

CERTIFIED CORRECT:

ANJA NURVO
CORPORATE OFFICER

MAYOR OF THE CORPORATION
OF THE TOWNSHIP OF ESQUIMALT
THIS DAY OF _____, 2012



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

COTW: May 14, 2012

STAFF REPORT

DATE: May 09, 2012 Report No. DEV-12-024
TO: Laurie Hurst, Chief Administrative Officer
FROM: Bill Brown, Director of Development Services
SUBJECT: Draft Community Economic Development Strategy Process Document

RECOMMENDATION:

That the Committee of the Whole recommend that Council endorse in principle the "Draft Economic Development Strategy Process" document (Appendix "A");

That the Committee of the Whole recommend that Council authorize staff to start to organize the "Community Economic Development Strategy Task Force" and the "sector round tables";

That the Committee of the Whole recommend that Council assign one member of Council to sit on the "Community Economic Development Strategy Task Force"; and furthermore

That the Committee of the Whole recommend that Council assign one member of Council to each of the proposed sector round tables.

BACKGROUND:

Council has identified, "Economic Development Strategy: Terms of Reference", as part of its 2012 Strategic Priorities Report. During recent budget deliberations, Council asked staff to report back with an outline of the proposed process for the development of a "Community Economic Development Strategy". Staff have prepared a Draft Community Economic Development Strategy Process Document (Appendix "A") that outlines a proposed process for gathering information to develop a "Community Economic Development Strategy". The proposed process is based on a series of sector round table workshops. The following sectors are recommended:

- Developers and allied professionals;
- Education and training;
- Environment;
- First Nations
- Health and wellness (includes physician recruitment);
- Local business;
- Shipbuilding and defence; and
- Tourism.

In addition, a "task force" would be established comprised of one member from each sector round table and one member of Council. The "task force" would have the following responsibilities:

- Act as a coordinating body for information provided by the sector round tables;
- Help guide the development of the inquiry framework for the sector working groups;
- Help recruit participants to the sector working groups;
- Provide insight into the issues affecting Community Economic Development in Esquimalt;
- Provide insights into their sector;
- Participate in the review of documents produced by staff including but not limited to:
 - o Background information given to the sector working groups; and
 - o Draft reports from the sector working groups
- Recommend policies, strategies, and actions for the Community Economic Development Strategy;

The proposed process would be managed primarily in-house with initial outside consulting limited to professional facilitation of one or two of the sector round tables and the proposed half day Community Workshop. However, through the process, areas may be identified for further study that may require the expertise of specialized consultants. Staff would likely request budget allocations for these studies, if required, in the 2013 budget process.

ISSUES:

Esquimalt's economy is currently going through a transformation from an economy that was thought to be in decline to an economy that could lead Esquimalt to become a "Global Centre of Excellence in Shipbuilding and Repair". In order to maximize the potential opportunities provided by this transition it is imperative that Council and the community be guided by an economic strategy that will form a framework for decision making related to community economic development.

It is important that residents of Esquimalt are engaged in the process of developing the Community Economic Development Strategy. It is proposed that a "Community Forum" be held in November 2012, at which time the public would be invited to provide input and feedback into the process before the actual Strategy is drafted. This would help ensure that the community is engaged in the process.

It is also important that the process be kept fairly simple in order to make the best use of the time and resources allocated to this project.

It is expected that the costs related to having several of the sessions facilitated by a professional facilitator will cost between \$1000.00 and \$2000.00 dollars. Staff will try to use existing "consulting" budget allocations to cover these costs. If any additional expenses arise in 2012, staff will return to Council with a request to reallocate budget from another area.

ALTERNATIVES:

- 1) **That** the Committee of the Whole recommend that Council endorse in principle the "Draft Community Economic Development Strategy Process" document (Appendix "A");

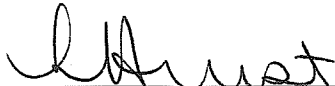
That the Committee of the Whole recommend that Council authorize staff to start to organize the "Community Economic Development Strategy Task Force" and the "sector round tables";

That the Committee of the Whole recommend that Council assign one member of Council to sit on the "Community Economic Development Strategy Task Force"; and furthermore,

That the Committee of the Whole recommend that Council assign one member of Council to each of the proposed sector round tables.

- 2) **That** The Committee of the Whole recommend that Council instruct staff to develop an alternative process for developing the "Community Economic Development Strategy.


Bill Brown
Director of Development Services

Approved for Agenda:

Laurie Hurst, CAO
Dated: May 9/12



Draft Community Economic Development Strategy Process Document



1. Background

Council has identified, “Economic Development Strategy: Terms of Reference”, as part of its 2012 Strategic Priorities Report. During recent budget deliberations, Council asked staff to report back with an outline of the proposed process for the development of a “Community Economic Development Strategy”. The proposed process would be managed primarily in-house with initial outside consulting limited to professional facilitation of one or two of the sector round tables and the proposed half day gathering of all members of the various sector round tables and interested members of the community. However, through the process, areas may be identified for further study that may require the expertise of specialized consultants. These areas will be identified for possible budget allocations in the 2013 budget.

The proposed process to develop a “Community Economic Development Strategy” would involve the compilation of basic economic data including demographic data, business licence data, and property tax data. Following the compilation of this data, a series of round table workshops (or similar facilitated public participation process) would be held with specific sector groups. The proposed sectors would be:

- Shipbuilding and defence;
- Developers and allied professionals;
- Education and training;
- Environment;
- First Nations
- Health and wellness (includes physician recruitment);
- Local business; and
- Tourism.

It is proposed that a Community Economic Development Task Force be struck by Council. The Task Force would be comprised of one representative from each of the above sectors and one member of Council. Municipal staff would support the Task Force. The mandate of the Task Force would be as follows:

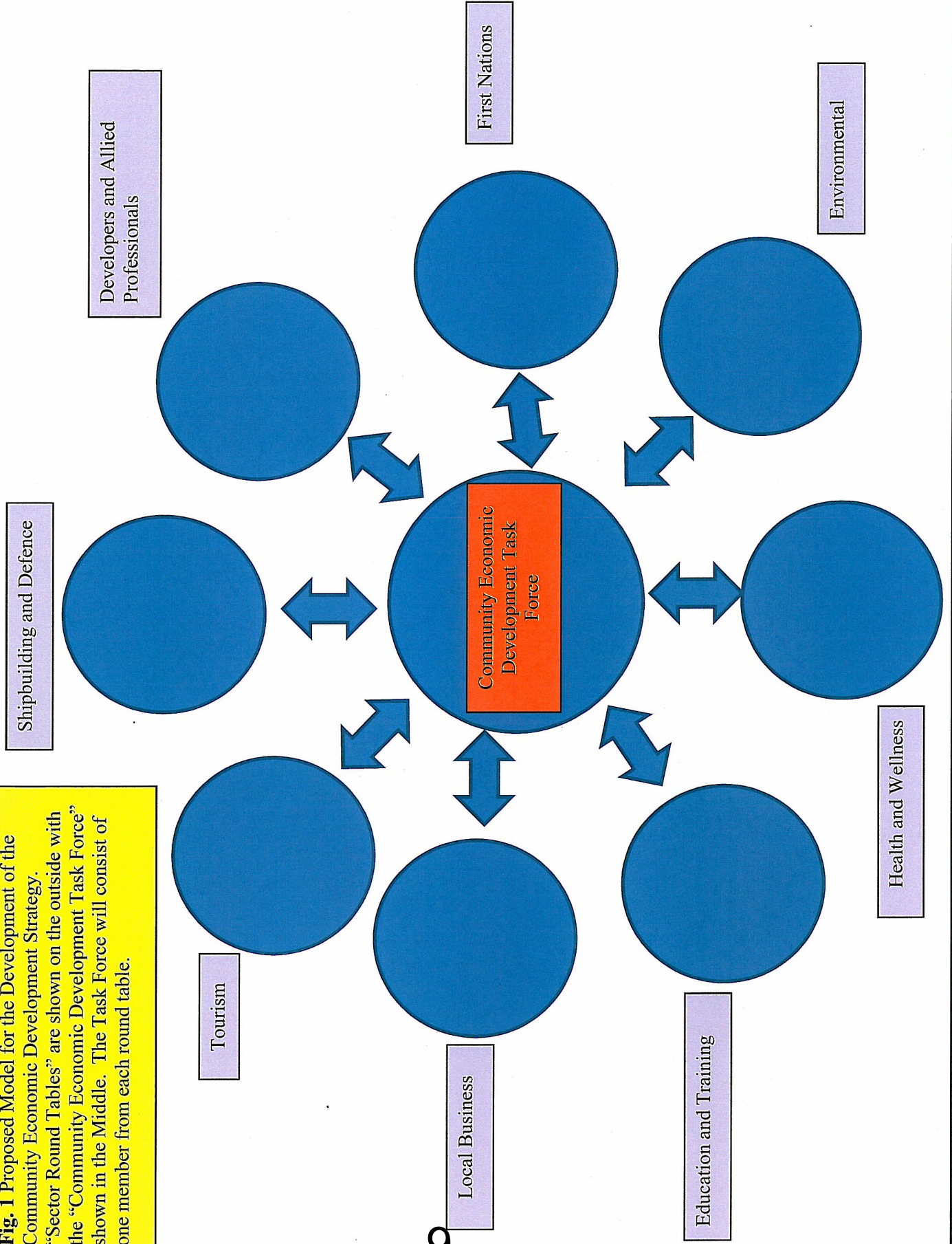
- Help guide the development of the inquiry framework for the sector working groups;
- Help recruit participants to the sector working groups;
- Provide insight into the issues affecting Community Economic Development in Esquimalt;
- Provide insights into their sector;
- Participate in the review of documents produced by staff including but not limited to:
 - o Background information given to the sector working groups; and
 - o Draft reports from the sector working groups
- Recommend policies, strategies, and actions for the Community Economic Development Strategy;

The relationship between the Task Force and the Sector Round Tables is shown in Fig. 1.



Community Economic Development Process

Fig. 1 Proposed Model for the Development of the Community Economic Development Strategy. "Sector Round Tables" are shown on the outside with the "Community Economic Development Task Force" shown in the Middle. The Task Force will consist of one member from each round table.



Community Economic Development Process

Each sector would do a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis looking at the following issues:

- Attracting new investment;
- Increasing the commercial and industrial tax base;
- Land Use;
- Property taxation policies to promote economic and social well-being;
- Business attraction and retention;
- Attracting young workers;
- Infrastructure needs;
- Marketing;
- Workforce;
- Regional issues; and
- Other.

The results would be summarized in a matrix similar to the one shown on Table 1.

Community Economic Development Process

Table 1 Framework for organizing the results of sector round tables.

Issues	Developers and allied professions	Shipbuilding and National Defence	Education	Environment	First Nations	Health and Wellness	Local Businesses	Tourism
Attracting new investment								
Increasing the commercial and industrial tax base								
Land Use								
Property taxation policies to promote economic and social well-being								
Business attraction and retention								
Attracting young people								
Infrastructure needs								
Marketing – promoting a positive image								
Workforce needs								
Other								

2. Community Economic Development Strategy Process and Timeline

The proposed process and timeline is as follows:



Due to the need to prepare for maximizing the economic benefits of the shipbuilding industry, it is suggested that the Shipbuilding and National Defence round table be held in early June. The other round tables would be held in the fall after the summer holidays.

3. Getting from “Vision” to “Action”

It is proposed that prior to attending the round table workshop, each participant would have completed a workbook which contained a number of questions related to the sector. For example:

- What is your vision for this sector in Esquimalt’s economy?
- What are the strengths of this sector?
- What are the weaknesses of this sector?
- What are the threats to this sector?
- What are the opportunities for this sector?
- What actions need to be taken to for this sector to reach the vision you have for it in Esquimalt’s economy?

At the round table workshop, participants would already be prepared to begin discussions related to issues faced by their sector. From these discussions, each sector would be asked to develop a series of goals, strategies, and actions to help their sector flourish in Esquimalt’s economy.

In areas where staff feel that more detailed information is required, they will conduct one-on-one interviews with key informants who are knowledgeable in the field.

4. Summary

The proposed process to develop an “Economic Development Strategy” for Esquimalt is based on convening a series of sector round table workshops. Participants would be asked to complete a workbook prior to attending the workshop so that they came prepared to discuss various issues facing their sector. Each sector would be asked to provide a series of policies, goals, strategies, and actions that they feel would help the sector to flourish in Esquimalt’s economy. Where additional information is required, staff will conduct one-on-one interviews with key informants in each sector.