



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

February 21, 2013

NOTICE

**A REGULAR MEETING OF COMMITTEE OF THE WHOLE
WILL BE HELD ON MONDAY, FEBRUARY 25, 2013, 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, February 25, 2013

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 Special Committee of the Whole, January 14, 2013 Pg. 1 – 3
- (2) Minutes of the Regular Committee of the Whole, January 14, 2013 Pg. 4 – 6
- (3) Minutes of the Special Committee of the Whole, February 18 and 19, 2013 Pg. 7 – 9

5. PRESENTATION

- (1) Victoria Police Department – Access to Crime Mapping & Policing Information

6. STAFF REPORTS

Administration

- (1) Update Council's Strategic Priorities, Staff Report No. ADM-13-009 Pg. 10 – 15

RECOMMENDATION:

That the Committee of the Whole:

- 1. Receive Staff Report No. ADM-13-009 for information including the draft document attached entitled "Strategic Priorities: Township of Esquimalt, updated January 2013" which includes the draft revised Strategic Priorities Chart (the Strategic Plan Update),
- 2. Provide any comments to staff on the draft Strategic Plan Update,
- 3. Direct staff to distribute the draft Strategic Plan Update to the Advisory Committees and post a copy on our website requesting input and comments, and
- 4. Direct staff to prepare a report to Council in March for consideration of approval of the Strategic Plan Update, such report to include input received from Committees and the public.

7. PUBLIC QUESTION AND COMMENT PERIOD

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

8. ADJOURNMENT



Corporation of the Township of Esquimalt

SPECIAL COMMITTEE OF THE WHOLE

Monday, January 14, 2013

Esquimalt Municipal Hall – Council Chambers

5:45 p.m.

MINUTES

PRESENT: Councillor Lynda Hundleby (Chair), Councillor Meagan Brame, Councillor Dave Hodgins, Councillor Tim Morrison, Councillor David Schinbein

REGRETS: Mayor Barbara Desjardins
Councillor Robert McKie

STAFF: Laurie Hurst, Chief Administrative Officer
Jeff Miller, Director of Engineering and Public Works
Bill Brown, Director of Development Services
Scott Hartman, Director of Parks and Recreation Services
David Ward, Fire Chief
Ian Irvine, Director of Financial Services
Marlene Lagoa, Sustainability Coordinator
Anja Nurvo, Manager of Corporate Services
Louise Payne, Recording Secretary

OTHER: Keith Lindner, Inspector, West Division, Victoria Police Department

1. CALL TO ORDER

Chair Hundleby called the meeting to order at 5:45 p.m.

2. LATE ITEMS

There were no late items.

3. APPROVAL OF THE AGENDA

MOTION: Moved by Councillor Brame/Councillor Hodgins:
That the Agenda be approved as circulated.

CARRIED UNANIMOUSLY.

**4. DEPARTMENTAL REPORTS – 2012 THIRD PERIOD REPORTS
(September - December)**

(1) Administration – 2012 Third Period Report, Staff Report No. ADM-13-003

The Chief Administrative Officer presented Staff Report No. ADM-13-003. There were no questions from Council.

- (2) Corporate Services - 2012 Third Period Report, Staff Report No. ADM-13-001

The Manager of Corporate Services presented Staff Report No. ADM-13-001 and answered questions from Council.

- (3) Financial Services and Information Technology - 2012 Third Period Report, Staff Report No. FIN-13-001

The Director of Financial Services and Information Technology presented Staff Report No. FIN-13-001 and answered questions from Council.

- (4) Development Services - 2012 Third Period Report, Staff Report No. DEV-13-002

The Director of Development Services presented Staff Report No. DEV-13-002 and answered questions from Council.

- (5) Engineering and Public Works - 2012 Third Period Report, Staff Report No. EPW-13-001

The Director of Engineering and Public Works presented Staff Report No. EPW-13-001 and answered questions from Council.

- (6) Parks and Recreation Services - 2012 Third Period Report, Staff Report No. P&R-13-001

The Director of Parks and Recreation Services presented Staff Report No. P&R-13-001 and answered questions from Council.

- (7) Fire Department and Emergency Program - 2012 Third Period Report, Staff Report No. FIRE-13-003

The Fire Chief presented Staff Report No. FIRE-13-003 and answered questions from Council.

- (8) Victoria Police Department Policing Services - 2012 Third Period Report

Inspector Lindner presented the Victoria Police Department Policing Services 2012 Third Period Report and answered questions from Council.

MOTION: Moved by Councillor Brame/Councillor Morrison:

That the Departmental Reports – 2012 Third Period (September - December) be received.

CARRIED UNANIMOUSLY.

5. PUBLIC QUESTION AND COMMENT PERIOD

There were no questions or comments from the public.

6. ADJOURNMENT

MOTION: Moved by Councillor Brame/Councillor Hodgins:
That the Special Committee of the Whole Meeting of January 14, 2013 be
adjourned at 6:25 p.m.

CARRIED UNANIMOUSLY.

MAYOR OF THE CORPORATION
OF THE TOWNSHIP OF ESQUIMALT
THIS DAY OF , 2013

CERTIFIED CORRECT:

ANJA NURVO
CORPORATE OFFICER



Corporation of the Township of Esquimalt

COMMITTEE OF THE WHOLE

Monday, January 14, 2013

Esquimalt Municipal Hall – Council Chambers

7:00 p.m.

MINUTES

PRESENT: Councillor Lynda Hundleby (Chair), Councillor Meagan Brame, Councillor Dave Hodgins, Councillor Tim Morrison, Councillor David Schinbein

REGRETS: Mayor Barbara Desjardins
Councillor Robert McKie

STAFF: Laurie Hurst, Chief Administrative Officer
Bill Brown, Director of Development Services
Ian Irvine, Director of Financial Services & IT
Anja Nurvo, Manager of Corporate Services
Marlene Lagoa, Sustainability Coordinator
Louise Payne, Recording Secretary

1. CALL TO ORDER

Chair Hundleby called the meeting to order at 7:00 p.m. She expressed condolences to Celia Owen on the death of her mother Kathleen, and to Bev Stewart (Block Watch) whose husband passed away last week. She added "Get Well" wishes to Molly Lambrick who is in hospital.

2. LATE ITEMS

There were no late items.

3. APPROVAL OF THE AGENDA

MOTION: Moved by Councillor Brame/Councillor Schinbein:
That the Agenda be approved as circulated.

CARRIED UNANIMOUSLY.

4. MINUTES

(1) Regular Committee of the Whole, December 10, 2012

MOTION: Moved by Councillor Brame/Councillor Hodgins:
That the minutes of the Regular Committee of the Whole held December 10, 2012 be adopted as circulated.

CARRIED UNANIMOUSLY.

5. **STAFF REPORTS**

Administration

- (1) Climate Action Recognition Program, Staff Report No. ADM-13-002

The Sustainability Coordinator presented Staff Report No. ADM-13-002 and answered questions from Council.

MOTION: Moved by Councillor Brame/Councillor Hodgins:

That the Committee of the Whole directs staff to prepare a report for Council's consideration on an updated funding model for the Sustainability Reserve Fund.

CARRIED UNANIMOUSLY.

Development Services

- (2) Proposed New "Foreshore" Leases for the "Hidden Harbour Marina" and the "Sailors Cove Marina", Staff Report No. DEV-13-001

The Director of Development Services presented Staff Report No. DEV-13-001 and answered questions from Council.

Council Comments:

- Availability of sewage system and potable water should be included in concerns related to the two marinas;
- Previous foreshore leases? *Staff advised that these are twenty-year leases and Council has an opportunity to have input into the renewal of these leases – i.e. want additional float homes?*
- Request further information in the form of a background document prior to the Open House.

MOTION: Moved by Councillor Morrison/Councillor Hodgins:

That Committee of the Whole instruct staff to organize an Open House to allow residents and/or business owners, particularly permanent and part-time residents of the two marinas, to have an informal discussion about any concerns they may have related to the two marinas before Council sends its comments to Transport Canada.

CARRIED UNANIMOUSLY.

6. **PUBLIC QUESTION AND COMMENT PERIOD**

Joe Rozon, resident, expressed his appreciation to Council for the speed calming measures installed on Old Esquimalt Road; however the speed cushions have not resulted in lessening of the speeding.

7. ADJOURNMENT

MOTION: Moved by Councillor Brame/Councillor Schinbein:
That the Committee of the Whole Meeting of January 14, 2013 be adjourned
at 7:29 p.m.

CARRIED UNANIMOUSLY.

MAYOR OF THE CORPORATION
OF THE TOWNSHIP OF ESQUIMALT
THIS DAY OF _____, 2013

CERTIFIED CORRECT:

ANJA NURVO
CORPORATE OFFICER

DRAFT



Corporation of the Township of Esquimalt

SPECIAL COMMITTEE OF THE WHOLE

Monday, February 18, 2013

And Tuesday, February 19, 2013

Esquimalt Municipal Hall – Council Chambers

MINUTES

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

REGRETS: Councillor Lynda Hundleby

STAFF: Laurie Hurst, Chief Administrative Officer
Bill Brown, Director of Development Services
Jeff Miller, Director of Engineering and Public Works
Scott Hartman, Director of Parks and Recreation
Ian Irvine, Director of Financial Services & IT
Fire Chief David Ward, Fire Rescue
Anja Nurvo, Manager of Corporate Services [Recording Secretary]

1. CALL TO ORDER

Mayor Desjardins called the meeting to order at 5:45 pm on February 18, 2013.

2. LATE ITEMS

There were no late items.

3. APPROVAL OF THE AGENDA

MOTION: Moved by Councillor Brame/Councillor McKie:
That the Agenda be approved as circulated.

CARRIED UNANIMOUSLY.

4. MUNICIPAL FINANCE OVERVIEW

The Director of Financial Services reviewed a PowerPoint presentation providing an overview of the Municipal budget process and answered questions from Council. He briefly explained fund accounting, revenue and expenditure classifications, sources of revenue, core versus supplemental, capital and operating funds, reserve funds and reserve accounts and their current balance and the limitations of their use, annual debt costs and debt servicing capacity.

5. 2013 BUDGET OVERVIEW

The Director of Financial Services reviewed Budget challenges for 2013, a comparison of services provided by Esquimalt and other local governments in the region, and assumptions for preparation of the five year financial plan.

6. **PUBLIC INPUT**

There was no public input.

RECESS AND RECONVENE

MOTION: Moved by Councillor Hodgins/Councillor Brame:

That the Special Committee of the Whole meeting be recessed at 6:10 p.m. to be reconvened on February 19, 2013 at 5:45 p.m.

CARRIED UNANIMOUSLY.

MOTION: Moved by Councillor Hodgins/Councillor McKie:

That the Special Committee of the Whole meeting be reconvened at 5:45 p.m. on February 19, 2013 with all members of Council present except Councillor Hundleby.

CARRIED UNANIMOUSLY.

7. **CORE SUMMARY – Department Heads**

(1) Corporate Services

The Manager of Corporate Services reviewed the PowerPoint presentation summarizing core services, current staffing level of 10.2 FTEs, strategic priorities applicable to the CAO and Corporate Services and challenges for the 2013 budget. She answered questions from Council relating to bylaw enforcement, committee budgets and bylaw updating.

(2) Financial Services & IT

The Director of Financial Services reviewed the PowerPoint presentation summarizing core services of the Financial and IT staff, staffing levels and challenges for 2013 budget. Questions from Council related to the impact of the Provincial budget, the new Provincial Auditor position, and IT involvement in maintenance of our municipal website.

(3) Engineering and Public Works

The Director of Engineering and Public Works reviewed the PowerPoint presentation summarizing the current infrastructure maintained, staffing, and budget challenges including moving from a reactive to a more proactive stance and maintaining the current aging infrastructure. He answered questions from Council relating to sidewalk maintenance and Lyall Street upgrading status.

(4) Development Services

The Chief Administrative Officer reviewed the PowerPoint presentation in the absence of the Director of Development Services, and answered questions from Council. Questions related to staff time on committees, committee budgets, status of recently approved development.

(5) Parks and Recreation

The Director of Parks and Recreation Services reviewed the PowerPoint presentation providing an overview of the department and the recent realignment of programs and responsibilities. He answered questions from Council relating to marketing of our facilities outside of the municipality, social media and current fees. The Director advised that staff will be reviewing again the costs and benefits of providing on-line registration and payment, and our current fees to ensure we remain competitive.

(6) Fire Rescue

The Fire Chief reviewed the PowerPoint presentation providing an overview of the Emergency Program, including the Neighbourhood Emergency Preparedness Program, Communications Group and Emergency Social Services Team, and the Fire Department including Emergency Services, Response, Mutual Aid, and Fire Prevention Services. He also reviewed staffing, major 2012 accomplishments and 2013 objectives, and answered questions from Council relating to social medial and emergency communications strategies.

8. **PUBLIC INPUT**

There was no public input.

9. **ADJOURNMENT**

MOTION: Moved by Councillor Brame/Councillor Hodgins:

That the Special Committee of the Whole Meeting of February 18-19, 2013 be adjourned at 7:30 p.m. on February 19, 2013.

CARRIED UNANIMOUSLY

CERTIFIED CORRECT:

ANJA NURVO
CORPORATE OFFICER

MAYOR OF THE CORPORATION
OF THE TOWNSHIP OF ESQUIMALT
THIS DAY OF , 2013



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 Meeting: February 25, 2013
Staff Report No. ADM-13-009

REQUEST FOR DIRECTION

SUBJECT: UPDATE COUNCIL'S STRATEGIC PRIORITIES

ESSENTIAL QUESTION:

To update Council's Strategic Priorities and Operational Strategies as of January 2013.

BACKGROUND: See Staff Report Attached

RECOMMENDATION:

That the Committee of the Whole:

1. receive Staff Report No. ADM-13-009 for information including the draft document attached entitled "Strategic Priorities: Township of Esquimalt, updated January 2013" which includes the draft revised Strategic Priorities Chart (the Strategic Plan Update),
2. provide any comments to staff on the draft Strategic Plan Update,
3. direct staff to distribute the draft Strategic Plan Update to the Advisory Committees and post a copy on our website requesting input and comments, and
4. direct staff to prepare a report to Council in March for consideration of approval of the Strategic Plan Update, such report to include input received from Committees and the public.

Submitted by: Writer

Reviewed by: CAO

Date:

Feb 19/13

STAFF REPORT

DATE: February 19, 2013 Report No. ADM-13-009

TO: Laurie Hurst, Chief Administrative Officer

FROM: Anja Nurvo, Manager of Corporate Services

SUBJECT: Update Council's Strategic Priorities and Operational Strategies

RECOMMENDATION:

That the Committee of the Whole:

1. receive Staff Report No. ADM-13-009 for information including the draft document attached entitled "Strategic Priorities: Township of Esquimalt, updated January 2013" which includes the draft revised Strategic Priorities Chart (the Strategic Plan Update),
2. provide any comments to staff on the draft Strategic Plan Update,
3. direct staff to distribute the draft Strategic Plan Update to the Advisory Committees and post a copy on our website requesting input and comments, and
4. direct staff to prepare a report to Council in March for consideration of approval of the Strategic Plan Update, such report to include input received from Committees and the public.

BACKGROUND:

On January 26, 2013, Council held a workshop to update the Strategic Priorities Report. Staff was directed to: (1) provide the updated Strategic Priorities Chart to Directors for their review and input and request that they add Operational Strategies for their Department required to reach Council's Strategic Objectives, as well as timelines for completion, (2) bring the updated Draft Strategic Priorities Chart to the February COTW meeting, for receipt and direction to obtain input from Advisory Committees and the public, and (3) bring all comments/input to Council for review and approval of the finalized documents in March.

Attached are the following:

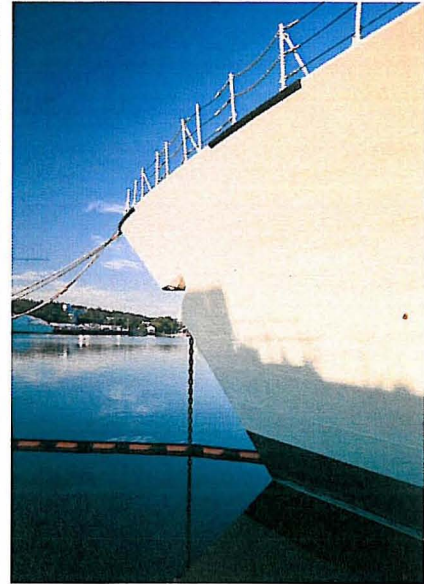
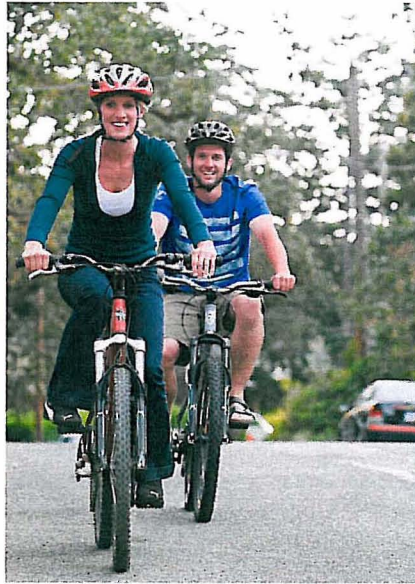
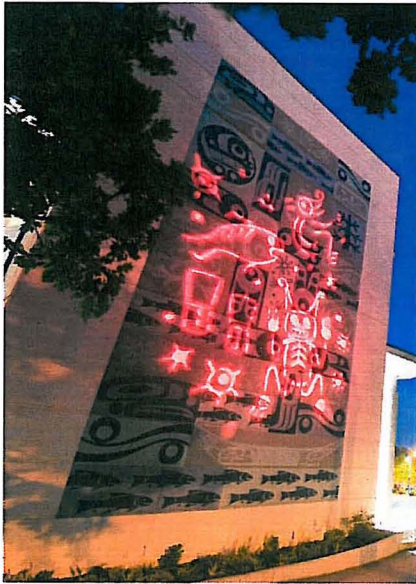
1. Draft "Strategic Priorities: Township of Esquimalt, updated January 2013"; which provides a summary of the process and highlights of the updated Strategic Priorities, and
2. Draft updated Strategic Priorities Chart containing input from Directors on Operational Strategies and timelines.

ALTERNATIVES:

1. That the Committee of the Whole:
 - a) receive Staff Report No. ADM-13-009 for information including the draft document attached entitled "Strategic Priorities: Township of Esquimalt, updated January 2013" which includes the draft updated Strategic Priorities Chart (the Strategic Plan Update),
 - b) provide any comments to staff on the draft Strategic Plan Update,
 - c) direct staff to distribute the draft Strategic Plan Update to the Advisory Committees and post a copy on our website requesting input and comments, and
 - d) direct staff to prepare a report to Council in March for consideration of approval of the Strategic Plan Update, such report to include input received from Committees and the public.
2. That the COTW provide alternative direction to staff.
3. That the COTW request further information from staff.

FOCUSING ON CREATING A SUSTAINABLE COMMUNITY

Strategic Priorities at the Township of Esquimalt



Updated January 2013

Updating Council's Strategic Priorities

Background

In January 2012, Council held a workshop to set short-term strategic priorities and longer-term strategic directions. A draft report was prepared, which was released for public input and circulated for review and comment to management staff and Council Advisory Committees. The finalized "2012 Strategic Priorities Report" was approved by Council on May 7, 2012. This Report is intended to be reviewed regularly to ensure it remains consistent with Council's priorities. As a part of this workshop, Council set out a process to regularly set, monitor and adjust short-term strategic priorities.

Updating Township Strategic Priorities

On January 26, 2013, Council and the CAO held a workshop to update the Strategic Priorities Report. The workshop process involved the following steps:

- (1) Reviewing existing Strategic Priorities Chart to determine which items can be removed as either completed or incorporated into day-to-day operations.
- (2) Reviewing the remaining items to determine whether there is any change in priority due to new information, changing conditions or internal capacity issues.
- (3) Identifying current and emerging issues that have arisen in our community during the past year, due to changing external and internal influences, and determine whether they should be included as strategic priorities at this time.
- (4) Determining whether items are "Council Priorities" (requiring political attention) or "Operational Strategies" (to be dealt with by staff with Council's oversight).
- (5) Assigning responsibility for implementation of priorities to appropriate departments.

Strategic Priorities Chart

The preparation of a 'Strategic Priorities Chart' is an important part of the strategic planning process to translate plans into action and to assign responsibility for priorities and strategies with target dates for regular monitoring and updating.

The attached updated Chart provides a summary of short-term matters requiring attention. It will be used by staff to prepare a draft Budget and Financial Plan for Council's consideration, and to develop their work program. It is also intended that Council's Advisory Committees will ensure that their annual work plans are focused on assisting Council and staff achieve these strategic priorities. The Strategic Priorities Chart is a living document that should be reviewed regularly to make adjustments, update priorities and celebrate achievements.

Highlights of the updated Strategic Priorities Chart

- Policing continues to be a major issue affecting our community. The negotiation of a new Framework Agreement for Policing has been added as an urgent Council priority.
- Waste Resource Management has been added as a Council priority, which includes sewage treatment plant, resource recovery, kitchen scraps, and solid waste management including garbage collection and landfill issues.
- Under Council Advocacy, two major regional issues have been added: 1) Regionalization of Policing, and 2) Connected Multi-Modal Transportation. Both of these issues will impact the community but extend beyond our borders and are not within our direct control. There may be opportunity for Council to have an influence on up-coming direction and decisions.
- Youth Community Engagement was added as a Council Priority in recognition of the importance of actively involving our youth in all aspects of our community.
- The development of a Township Economic Development Strategy was retained as a Council Priority, but broadened to include community growth and the provision of a livable community including a variety of housing types.
- Council confirmed its commitment to moving forward with the Climate Action Plan; however, in acknowledgement of the vision and overriding philosophy statements in the 2012 Strategic Priorities Report, this has been broadened to "Sustainability Implementation" which includes environmental, financial and social impacts.
- Council wishes to consider long range tax planning, including implementation of a Three-Year Tax Plan in order to provide a level of certainty and security to the community and its residents and taxpayers.
- Arising from the very successful completed Centennial Program, three Legacy Projects have been added as Operational Strategies: (1) the Esquimalt Shines Home & Garden initiative, (2) The Esquimalt Centennial Book, and (3) the Centennial Memorial Walkway.
- The promotion of Healthy Esquimalt was added as a priority to the Parks and Recreation Department, in acknowledgement that Council considers an age-friendly community and physical fitness to be important to a healthy community.
- In recognition of our many community volunteers, Council added "Committee Alignment with Strategic Plan" as a priority to the Corporate Services Department to ensure that the mandates of Advisory Committees and the appropriate role of their Chairs and Council Liaisons are clarified.

Township of Esquimalt
STRATEGIC PRIORITIES CHART

COUNCIL PRIORITIES: "SHAPING OUR FUTURE"

NOW

- | | |
|---|-----------|
| 1. POLICING: Framework Agreement | mid March |
| 2. WASTE RESOURCE MANAGEMENT | Ongoing |
| 3. ECONOMIC DEVELOPMENT STRATEGY | September |
| 4. MULTI-MODAL TRANSPORTATION | Ongoing |
| 5. SUSTAINABILITY IMPLEMENTATION | Ongoing |
| 6. ESQUIMALT VILLAGE PROJECT: Provincial Environmental Certification | October |

NEXT

- **ESQUIMALT VILLAGE PROJECT: Zoning Bylaw/Public Hearing (Oct)**
- **THREE-YEAR TAX PLAN (June)**
- **YOUTH COMMUNITY ENGAGEMENT (Ongoing)**

ADVOCACY

- *Regionalization of Policing*
- *Connected Multi-Modal Transportation*

OPERATIONAL STRATEGIES (CAO/Staff)

CAO

- POLICING: Framework Agreement**
(draft mid March)
- Service Delivery Assessment (Ongoing)
 - Performance Management (Ongoing)

PLANNING

- ESQUIMALT VILLAGE PROJECT: Provincial Environmental Certification (Oct)**
- ECONOMIC DEVELOPMENT STRATEGY (June Community Meeting / Sept Final Strategy)**
- ESQUIMALT VILLAGE PROJECT: Zoning Bylaw/ Public Hearing (Oct)**
- OCP Review (2014)
 - Zoning Bylaw Review (2015)

COMMUNICATIONS

- Website Refresh – Council focus group (May)
- Centennial Legacy Project – Centennial Books (Ongoing)
- Public Engagement (Ongoing)

FINANCE

- THREE-YEAR TAX PLAN (June)**
- Tax Incentives Policies (Sept - part of ED Strat)
 - Internal Service Level Review (Sept)
 - Orientation to Finance Functions (Sept)

ENGINEERING

- WASTE RESOURCE MANAGEMENT (Ongoing)**
- MULTI-MODAL TRANSPORTATION (Ongoing)**
- Infrastructure Priorities: Chart (Dec)
 - Sidewalk Continuity Plan (Oct)
 - Manhole Separation Program (Dec)

CORPORATE SERVICES

- SUSTAINABILITY IMPLEMENTATION (Ongoing)**
- Council Chamber Efficiencies (Aug)
- Committee Alignment with Strategic Plan (end Feb)
- Bylaw Enforcement (Ongoing)
 - Bylaw Review: Targets List (next group Oct)
 - Records Management: Paperless Agendas (July), Update (Ongoing)

RECREATION

- YOUTH COMMUNITY ENGAGEMENT (Ongoing)**
- Continue to Promote Healthy Esquimalt (Ongoing)
- Special Events Management Strategy (Oct)
 - Urban Forest/Greenway Management (2014)
 - Infrastructure Renewal Strategy (Dec)
 - Recreation Centre: Energy Upgrade (Mar)
 - Macaulay Point Park Species Protection (Apr)
 - Centennial Legacy Projects – Walkway & 'Esquimalt Shines' (Ongoing)

FIRE SERVICES

- Business Continuity Plan: Emergency Program Community Education (Ongoing, 2014)
- Underwriter Survey (May)
- Strategic Emergency Plan (Oct)
- Seniors Fire Safety Public Ed. Program (June)
- Safe Community: Operational Audit (Oct)