

Operational Strategies 2019 - 2023

HEALTHY, LIVABLE AND DIVERSE COMMUNITY

Operational strategies	Responsibility	Timelines
Support community growth, housing and development consistent with our Official Community Plan (OCP)		
Draft parking strategy and update parking bylaw	Engineering & Public Works Development Services	Complete during third period 2021
Prepare zoning bylaw amendments for detached accessory dwelling units	Development Services	Complete during first period 2021
Prepare minor housekeeping amendments to official community plan	Development Services	Complete during second period 2021
Complete staff report on implications and costs to develop neighbourhood design guidelines for the entire community	Development Services	Complete during second period 2021
Complete staff report on the feasibility and benefits of a policy on detached accessory dwelling units, carriage houses and below market housing	Development Services	Complete during first period 2021
Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development		
Develop strategies from Active Transportation Plan and best practices to enhance road corridors	Engineering & Public Works	Public consultation during first period 2021; plan to be complete during second period 2021
Improvements to Lyall Street from Head to Lampson utilizing funding from wastewater treatment facility agreements	Engineering & Public Works	Project to be completed by January 2022
Support the arts, culture and heritage community		
Finalize and present Public Art Master Plan for Council consideration	Parks & Recreation	Complete during second period 2021
Provide training for Advisory Planning Commission members on heritage values	Development Services	Complete during second period 2021

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Operational strategies	Responsibility	Timelines
Support the arts, culture and heritage community (cont'd)		
Work with consultant to design new archive space in municipal hall	Corporate Services	Complete during third period 2021
Develop complete inventory of archival material	Corporate Services	Complete during third period 2021
Ensure wastewater treatment plant and Esquimalt Town Square art funds utilized fully	CAO	Wastewater treatment plant funded art to be completed during first period of 2021; Esquimalt Town Square art to be completed during second period of 2021
Update local grant policy and online application	Financial Services	Complete during second period 2021
Enhance opportunities for Parks & Recreation		
Finalize sale of 880 Fleming Street and replenish Parkland Acquisition Fund	Development Services CAO	Complete during second period 2021
Complete Saxe Point Park natural area management plan	Parks & Recreation	Complete during third period 2021
Complete Esquimalt Gorge Park restoration and education plan	Parks & Recreation	Complete during second period 2021
Develop operational plans for new Gorge Park Pavilion in conjunction with public consultation	Parks & Recreation	Complete during third period 2021
Fully utilize the \$17 million McLoughlin amenity funds to maximum potential		
Finish construction of Gorge Park Pavilion	Parks & Recreation	Complete during third period 2021
Finalize design and award construction tender for Public Safety Building (PSB) utilizing McLoughlin amenity funds	Community Safety PSB working group	Complete during third period 2021
Undertake necessary processes to secure funding and approvals to ensure funding of PSB	Community Safety PSB working group Corporate Services	Complete during second period 2021

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Operational strategies	Responsibility	Timelines
Advance the work of reconciliation with Indigenous People		
Focus on economic development in addition to funding of Indigenous art projects in the Township	CAO Parks & Recreation	Artwork and interpretive signage at Macaulay complete during first period 2021; art plinths at Esquimalt Town Square complete during third period 2021; artwork and interpretive signage in conjunction with Gorge Park Pavilion complete during third period 2021
Control deer in partnership with other governments		
Continue with public education program including results of study	Community Safety	Report out at end of third period 2021
Conduct immunocontraception study	Community Safety	Complete by end of third period 2024
Advocate with the Capital Regional District for a region wide strategy	Mayor and Council	Ongoing throughout the year, events reported out at each period report
Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals		
Consolidate energy efficiency reports for public buildings and identify gaps	Engineering & Public Works Parks and Recreation	Complete during second period 2021
Finalize a Climate Adaptation Plan	Development Services	Complete during second period 2021
Finalize a Climate Action Plan	Development Services	Complete during second period 2021
Present staff report to Council on options to implement the step code	Development Services Community Safety	Complete during second period 2021
Present staff report to Council for an EV ready bylaw for new development	Development Services	Complete during first period 2021

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Operational strategies	Responsibility	Timelines
Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals (cont'd)		
Review all emergency policies and programs to ensure that they recognize and reflect climate change	Community Safety	Complete during second period 2021
Review tree protection bylaw to ensure best practices	Parks & Recreation	Complete during third period 2021
Conduct public education on oil tanks and report results to Council	Development Services	Complete during second period 2021
Develop health strategies for our community		
Develop design guidelines for improving the design of 'missing middle' housing (PlanH)	Development Services	Complete during second period 2021
Create Social Wellness Checklist	Development Services Fire Department	Complete during second period 2021

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BUILD AND ENHANCE PARTNERSHIPS

Operational strategies	Responsibility	Timelines
Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities		
Organize regular Community to Community forums	Council Corporate Services	Forums will be planned when pandemic and health protocols allow
Consult and engage with First Nations on update of Economic Development Strategy	Council Corporate Services	To be initiated during third period 2021
Develop territorial acknowledgements	Corporate Services	Complete during first period 2021
Continue to support First Nations events utilizing Township communication tools	Corporate Services	Occurs throughout the year and specific items will be included in period reports
Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community		
Continue to advocate for improvements to sustainable regional transportation initiatives	Mayor and Council	Ongoing throughout the year, events reported out at each period report
Work with VicPD on new Esquimalt Together Against Graffiti (ETAG) program	Engineering & Public Works	Complete during second period 2021
Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities		
Implement Checkout Bag Regulation Bylaw subject to Provincial direction	Development Services	Complete during third period 2021

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RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

Operational strategies	Responsibility	Timelines
Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre		
Monitor construction of new library space	CAO Development Services	Complete during second period 2021
Support revitalization and beautification initiatives along Esquimalt Road		
Explore further opportunities under the Revitalization Tax Incentive Program	Financial Services	Complete during second period 2021
Boost investment in the local economy and promote the growth and diversity of businesses		
Work with the Esquimalt and Victoria Chamber of Commerce as well as Destination Victoria to increase engagement with local businesses and awareness of Esquimalt amenities	Corporate Services Development Services	Ongoing throughout the year, events reported out at each period report
Facilitate budget discussion to implement economic development function as per recommendations from SIPP project	CAO	Complete during third period 2021
Utilize relationship with Urban Development Institute and South Island Prosperity Project as additional input and resource for economic development	CAO	Complete during third period 2021

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LOCAL SERVICES AND INFRASTRUCTURE

Operational strategies	Responsibility	Timelines
Identify infrastructure repair and proactively plan for replacement needs		
Implementation of Inflow and Infiltration Management Plan and evaluation of underground infrastructure	Engineering & Public Works	Ongoing throughout the year, events reported out at each period report
Continued implementation of sidewalk master plan	Engineering & Public Works	Ongoing throughout the year, events reported out at each period report
Continued implementation of roadway master plan	Engineering & Public Works	Ongoing throughout the year, events reported out at each period report
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Ongoing throughout the year, events reported out at each period report
Explore local initiatives for other waste streams – Integrated Resource Management/CRD projects	Engineering & Public Works	Complete during third period 2021
Remove and replace underground fuel tank at public works yard	Engineering & Public Works	Complete during third period 2021
Identify long term financial requirements for local services and infrastructure		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works Parks & Recreation	Complete during third period 2021
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	Complete during third period 2021
Promote opportunities to share services where operationally and financially beneficial		
Develop clear guidelines on roles and responsibilities for storm drain spill events	Engineering & Public Works	Complete during third period 2021
Explore regional emergency support services	Community Safety	Complete during third period 2021

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Operational strategies	Responsibility	Timelines
Work to achieve equitable costing and optimization of policing in Esquimalt		
Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement	CAO	Ongoing throughout the year, events reported out at each period report
Review all alternatives for provision of police services to the community	CAO	Complete during third period 2021
Support ongoing improvements to transportation corridors		
Evaluate transportation corridors for opportunities and options for enhancement	Engineering & Public Works	Tillicum Road complete during first period 2021; other projects budget approval dependent
Develop an Active Transportation Plan	Engineering & Public Works	Complete during second period 2021
Participation on CRD Regional Transportation working group	Engineering & Public Works	Advocate for improved transit service on Admirals Road and E&N rail trail with ferry service to Westshore; to be complete during third period 2021
Plan for continuity of core local services and infrastructure in the event of an emergency		
Look for opportunities to fully utilize and expand subscription base for public alert system	Community Safety	Complete during third period 2021
Develop coordinated evacuation plans for Esquimalt and Victoria utilizing VicPD	Community Safety	Training and exercise complete; plan to be complete during second period 2021
Monitor and review changes to the Emergency Program Act when released to determine impacts to the Township	Community Safety CAO	Input was provided but finalization of this project was put on hold during pandemic; complete by end of third period 2021

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EXCELLENCE IN PUBLIC SERVICE

Operational strategies	Responsibility	Timelines
Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values		
Develop and implement diversity and inclusivity education sessions for all staff	Corporate Services	Development complete during second period and implementation complete during third period 2021
Develop and implement two-tiered education program: supervisory training and leadership development program	Corporate Services	Development complete during second period and implementation complete during third period 2021
Implement recommendations from the fire department environmental scan	Corporate Services CAO	Complete during second and third period 2021
Ensure capacity is adequate to support the goals in the Strategic Plan		
Assess capacity in the organization and continue to ensure that effective succession planning has been developed	Corporate Services Directors	Complete during third period 2021
Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals	CAO	This is an annual event and will be complete during first period 2021
Engage, respect and respond to the needs of our community		
Consider further improvement to Township website by evaluating best practices in accessibility standards and general usability	Corporate Services	Complete during second period 2021
Implement increased online functionality	Financial Services	Complete during second and third periods 2021
Explore opportunities for public engagement regarding annual budget process	Financial Services	Complete during third period 2021
Improve efficiency of Council and Committee meetings by updating the Council procedure bylaw	Corporate Services	Complete during third period 2021
Improve electronic records inventory	Corporate Services	Complete during second period 2021