

HEALTHY, LIVABLE AND DIVERSE COMMUNITY (UPDATED)

Support community growth, housing and development consistent with our Official Community Plan (OCP)

- Proactively address potential increased movement on E& N rail corridor (including parking strategy) (Deleted)
- Develop parking strategy including review and update of parking bylaw (Added)
- Consider establishment of Social Planning Committee (Deleted)
- Facilitate policy discussion for private use of public lands (Updated)
- Consider establishment of Housing Task Force after adoption of OCP to research and recommend sustainable and inclusive housing strategies (Deleted)
- Complete housing inventory (Added)
- Adopt and implement updated OCP including all DP Guidelines (Deleted)
- Complete staff report on implications and costs to develop neighborhood design guidelines for the entire community (Added)
- Complete staff report on the feasibility and benefits of having a policy in regard to detached accessory dwelling units, carriage houses and below market housing (Added)
- Develop design guidelines for improving the design of 'missing middle' housing (Added)

Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development (Updated)

- Research and consider best practices for multi-modal traffic initiatives and strategies
- Integrate bike lanes with consideration of CRD Master Cycling Plan (Deleted)
- Engage with stakeholders, user and advisory groups to ensure input is considered as development occurs (Updated)
- Utilize groups as needed for referral and recommendation on accessibility issues (ie Recreation Integration Victoria) (Deleted)
- Consult with Chamber of Commerce on installation of additional bike racks in commercial areas (Moved to Partnerships)

Support the arts, culture and heritage community (Updated)

- Review and update public art policy (Deleted)
- Develop a Public Art Master Plan (Added)
- Provide training for Advisory Planning Commission members on heritage values (Moved from Heritage section)
- Complete 2 additional statements of significance in accordance with the Heritage Policy (Moved from Heritage section)
- Utilize Township communication tools to promote and support community events (Added)

HEALTHY, LIVABLE AND DIVERSE COMMUNITY (CONT'D)

Enhance opportunities for Parks & Recreation **(Updated)**

- Continue to implement a multi-year upgrade and replacement plan for Township playground areas **(Deleted)**
- Facilitate and conduct public consultation for McLoughlin Point Amenity Reserve Funds **(Updated and moved to McLoughlin section)**
- Continue with opportunity to replenish Parkland Acquisition Fund
- Increased engagement with Parks & Rec Advisory Committee **(Deleted)**
- Develop long range design plans for major parkland areas **(Added)**
- Engage with stakeholders and residents on parks and recreation services **(Added)**

Ensure heritage values are considered in land use decisions **(Deleted)**

- Training for Advisory Planning Commission members on Heritage Values **(Moved to Support Heritage section)**
- Complete 2 additional statements of significance in accordance with the Heritage Policy **(Moved to Support Heritage section)**

Support food security and initiatives to improve community spaces **(Deleted)**

- Explore opportunities for community gardens **(Deleted)**
- Promote awareness of urban farming opportunities **(Deleted)**

Proactively address emerging trends in public safety **(Deleted)**

- Ensure compliance with Victoria and Esquimalt Police Framework Agreement **(Updated and moved to Efficient and Effective Services section)**
- Establish regulations for legalization of marihuana **(Deleted)**
- Research Opportunities for public alert system **(Moved to Efficient and Effective Services section)**

Fully utilize the \$17 million McLoughlin amenity funds to maximum potential **(Added)**

- Identify and facilitate the selection of projects to be funded by McLoughlin amenity funds in conjunction with public consultation **(Updated and moved from Parks & Recreation section)**

Advance the work of reconciliation with Indigenous People **(Added)**

- Support working group as required as recommendations made to Council **(Added)**

Control deer in partnership with other governments **(Added)**

- Continue with public education program **(Added)**
- Continue with annual deer counts in conjunction with Department of National Defence **(Added)**

HEALTHY, LIVABLE AND DIVERSE COMMUNITY (CONT'D)

Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals (Added)

Evaluate all public buildings for potential energy efficiencies (Added)

Evaluate all equipment purchases consistent with Township sustainable purchasing policies (Added)

Create a climate adaptation plan (Added)

Participate in the Residential Retrofit Acceleration Project to advance energy efficiency in the built environment (Added)

Develop health strategies for our community (Added – amendment proposed by staff)

Work with developers and community organizations to support research related to health and wellness (Added)

Work with developers to incorporate health and wellness facilities in new developments (Added)

Continue to develop opportunities that promote healthy and active living (Added)

BUILD AND ENHANCE PARTNERSHIPS (UPDATED)

Advocate at the regional level for voice and equity in regional services (Deleted)

Review Capital Regional District arts service involvement and funding (Deleted)

Explore and identify efficiencies between local and regional initiatives (Deleted)

Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities (Updated)

Organize regular Community to Community forums (Updated)

Consult and engage with First Nations on update of Economic Development Strategy (Updated)

Consult and engage with First Nations on any Official Community Plan amendments (Added)

Advocate with intergovernmental entities to promote issues affecting Esquimalt (Deleted)

Utilize larger organizations to advocate with other levels of government (Association of Vancouver Island Communities/Union of BC Municipalities/Federation of Canadian Municipalities) (Deleted)

Work with Federal agencies to ensure coordination of development projects and mitigation of impacts (Deleted)

Clarify and establish Esquimalt position on Victoria & Esquimalt Police Board (Updated and moved to Efficient and Effective Services section)

Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community (Updated)

Collaborate with CFB Esquimalt, School Districts and other municipalities on efficiencies and partnerships in Parks and Recreation Services

Continue to enhance use of social media as engagement tool (Deleted)

Promote emergency preparedness through shared initiatives and training

Utilize Community Safety Working Group on issues impacting the community

Consultation with stakeholders on McLoughlin Point amenities including First Nations, CFB Esquimalt, residents associations, School Districts, PAC (Deleted)

Consult with Chamber of Commerce on relevant initiatives (bike racks, check out bags, amenity funds, economic development) (Updated and moved from Economic Environment section)

Work with Esquimalt community groups to advance economic, cultural social and environmental opportunities (Added)

Continue with the Adapting Together Project to assess and prioritize climate risks to Esquimalt (Added)

Create policies and guidelines to improve social health in multi-family housing (Plan H project) (Added)

Continue with consultation for implementation of Checkout Bag Regulation Bylaw (Added)

Recruit volunteers for Esquimalt Together Against Graffiti (ETAG) (Moved from Economic Environment section)

RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT (UPDATED)

Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre (Updated)

Obtain Certificate of Compliance

Monitor construction of new library space

Finalize storm and sanitary servicing

Ensure regular community updates on ETS progress (timelines/status in newsletters) (Deleted)

Explore opportunities for Public Safety Building project in conjunction with McLoughlin amenity funds (Moved from Services and Infrastructure section)

Implement Economic Development Strategy (Deleted)

Review and update economic development strategies and action plan including measurable (Updated and moved to Boost Investment section)

Engage consultant to develop Communications and Marketing Strategy and materials (Updated and moved to Boost Investment section)

Utilize relationship with Urban Design Institute and South Vancouver Island Economic Development Association as additional input and resource for economic development (Moved to Boost Investment section)

Prepare business case outlining options for enhanced economic development (Updated and moved to Boost Investment section)

Utilize relationship with Esquimalt Chamber of Commerce to increase engagement with local businesses (Updated and moved to Boost Investment section)

Support revitalization and beautification initiatives along Esquimalt Road

Explore further opportunities under the Revitalization Tax Incentive Program (Updated)

Enhanced maintenance along Esquimalt Road corridor (Deleted)

Refer Cigarette Butt program to Environmental Advisory Committee for recommendations and options (Deleted)

Enhance intersection safety and explore parking options (Added)

Ensure processes for business and development are clear and consistent (Deleted)

Review Township policies and bylaws to ensure efficient processes; amend and update as necessary (Deleted)

Consider improvement to user services on website to make more accessible (Moved to Public Service)

Encourage and facilitate community involvement that supports non-governmental initiatives (Deleted)

Recruit volunteers for Esquimalt Together Against Graffiti (ETAG) (Moved to Partnerships section)

Coordinate with Esquimalt Chamber of Commerce to connect with local businesses on major initiatives (Updated and moved to Partnerships section)

RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT (CONT'D)

Boost investment in the local economy and promote the growth and diversity of businesses (Added)

Work with the Chamber of Commerce to increase engagement with local business (Updated and moved from Strategy section)

Facilitate budget discussion to assess readiness for additional business investment and growth (Added)

Review short and long term options for increased focus on economic development including update of Economic Development Strategy, resourcing options and development of marketing strategy (Updated and moved from Strategy section)

Utilize relationship with Urban Design Institute and South Vancouver Island Economic Development Association as additional input and resource for economic development (Moved from Strategy section)

Provide options to complete a development capacity assessment (Added)

Consider option to work with South Island Prosperity on an Economic Development Assessment Framework and Business Investment Toolkit (Added)

SERVICES AND INFRASTRUCTURE (UPDATED)

Participate in integrated waste strategies (Deleted)

Monitor compliance with all zoning and development agreements for McLoughlin Point WWTP (Deleted)

Ensure Township representation continues on committees (technical & community) (Deleted)

Work with CRD to ensure protection and enhancement of existing infrastructure (Deleted)

Explore local initiatives for other waste streams (Moved to Identify and Plan section)

Identify infrastructure repair and proactively plan for replacement needs

Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure

Continued implementation of sidewalk master plan

Continued implementation of roadway master plan

Continued implementation of street lighting improvements and upgrades

Public consultation for McLoughlin Point Amenity Reserve Funds (PSB) (Moved to Esquimalt Town Centre section)

Explore local initiatives for other waste streams (Moved from Participate section)

Identify long term financial requirements for infrastructure

Complete and update infrastructure and asset inventory

Development of asset management strategy and plans

Promote opportunities to share services where operationally and financially beneficial (Added)

Develop management plan with the Department of National Defence and Public Works Canada for storm drain spill events (Added)

Work to achieve equitable costing and optimization of policing in Esquimalt (Added)

Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement (Updated and moved from Healthy Community section)

Review all alternatives for provision of police services to the community (Added)

Clarify and establish Esquimalt position on Victoria & Esquimalt Police Board (Updated and moved to Efficient and Effective Services section)

Support ongoing improvements to transportation corridors (Added)

Evaluate transportation corridors for opportunities and options to enhance (Added)

Plan for continuity of core local services and infrastructure in the event of an emergency (Added)

Research Opportunities for public alert system (Moved from Healthy Community section)

Review existing plans and update for business continuity and update as necessary (Added)

EXCELLENCE IN PUBLIC SERVICE (Added)

Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values (Added)

Ensure hiring practices incorporate core values (Added)

Ensure regular performance evaluations are completed throughout the organization and are reflective of the Core Values (Added)

Ensure capacity is adequate to support the goals in the Strategic Plan (Added)

Assess capacity in the organization and develop succession plans (Added)

Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals (Added)

Promote leadership development within the organization (Added)

Engage, respect and respond to the needs of our community (Added)

Consider improvement to user services on website to make more accessible (Moved from Economic Environment section)

Explore feasibility of enhanced online services (Added)

Coordinate information and opportunities to improve awareness of financial processes (Added)