



Strategic Priorities 2019-2023

Updated February 2021



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Strategic planning: Mayor and Council

Mayor and Council adopt bylaws and policies, approve the municipal budget, and serve on various committees within the municipality and region.

They also develop and identify key strategic priorities and goals to be undertaken during the term of Council 2019 – 2023.

The Chief Administrative Officer and senior leadership group then use these strategic priorities to develop operational strategies and work plans to support the direction set by Council.



Clockwise from top left: Councillor Meagan Brame, Councillor Jacob Helliwell, Councillor Tim Morrison, Councillor Jane Vermeulen, Councillor Ken Armour, Mayor Barbara Desjardins and Councillor Lynda Hundleby

Our vision

The Township of Esquimalt is a vibrant, distinct and diverse community for people to discover and belong.

Our mission

The Township of Esquimalt works to make our economic, cultural, social and environmental community a better place for today and for the future.

Our core values

Accountability

We are transparent and take responsibility for our policies, our decisions and our actions.

Integrity

We practice high standards of ethical behaviour and open communication that inspires trust.

Respect

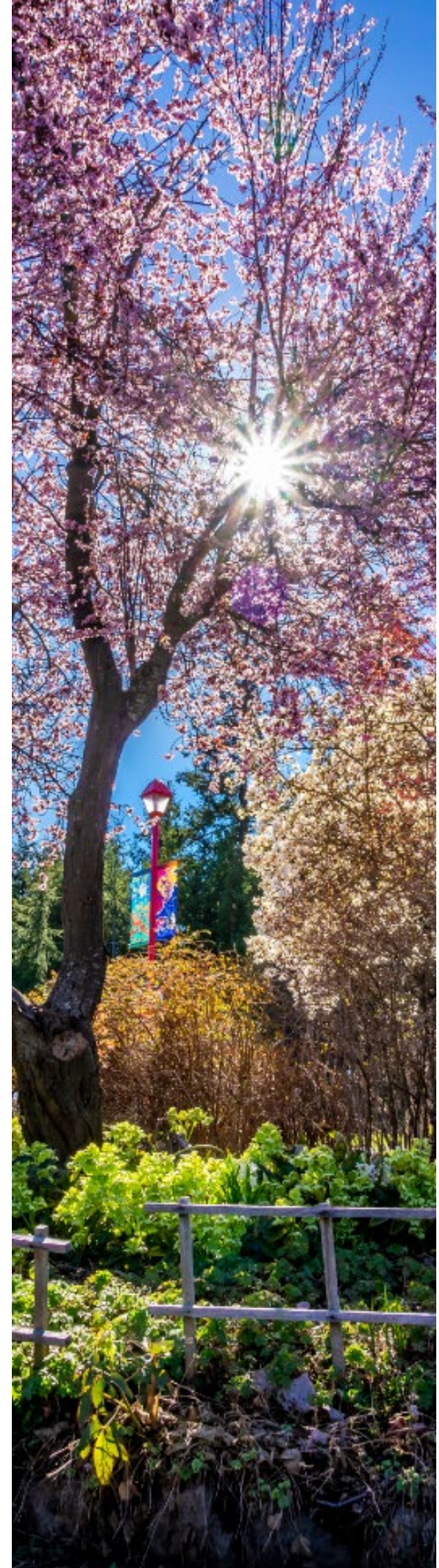
We value people and treat everyone with dignity and fairness.

Service excellence

We meet community needs and achieve high-quality results through teamwork, partnerships, innovation and creativity.

Passion

We approach our work with conviction and enthusiasm.

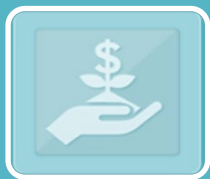


Strategic priorities

Strategic priorities are the issues that create a gap between the ideal and reality. Priorities are long-term and are aligned with the Township's Mission and Vision.



We strengthen the health, livability and diversity of the community



We encourage a resilient and diverse economic environment



We will build and enhance partnerships with community groups and other governments



We efficiently and effectively provide local services and infrastructure



We achieve excellence in public service

Our goals and operational strategies

Goals are big picture, where the Township hopes that our efforts will ultimately bring us.

Operational strategies are actions that work to close the gap between where you are starting from and where you want to be, how you intend to reach the strategic goal.



HEALTHY, LIVABLE AND DIVERSE COMMUNITY

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

- Draft parking strategy and update parking bylaw
- Prepare zoning bylaw amendments for detached accessory dwelling units (deleted)
- Prepare minor housekeeping amendments to official community plan
- Complete staff report on implications and costs to develop neighborhood design guidelines for the entire community
- 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 (deleted)

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
- Improvements to Lyall Street from Head to Lampson utilizing funding from wastewater treatment facility agreements (added)

Support the arts, culture and heritage community

- Finalize and present Public Art Master Plan for Council consideration (updated)
- Provide training for Advisory Planning Commission members on heritage values
- Work with consultant to design new archive space in municipal hall (deleted)
- Explore opportunities for temporary relocation of Archives during PSB construction (added)
- Develop complete inventory of archival material
- Ensure wastewater treatment plant and Esquimalt Town Square art funds utilized fully (updated)
- Update local grant policy and online application (deleted)

Enhance opportunities for Parks & Recreation

- Finalize sale of 880 Fleming Street and replenish Parkland Acquisition Fund
- Complete Saxe Point Park natural area management plan (updated)
- Complete Esquimalt Gorge Park restoration and education plan
- Develop operational plans for new Gorge Park Pavilion in conjunction with public consultation (updated)

Fully utilize the \$17 million McLoughlin amenity funds to maximum potential

- Finish construction of Gorge Park Pavilion
- Finalize design and award construction tender for Public Safety Building (PSB) utilizing McLoughlin amenity funds
- Undertake necessary processes to secure funding and approvals to ensure funding of PSB (deleted)

Advance the work of reconciliation with Indigenous Peoples

- Focus on economic development in addition to funding of Indigenous art projects in the Township (updated)
- Work to update and upgrade signage for Tillicum Bridge First Nations midden site (added)
- Host First Nations Emergency Services Society firefighting competition (added)
- Develop protocols for working in areas of archaeological significance (added)

Control deer in partnership with other governments

- Continue with public education program including results of study
- Conduct immunocontraception study

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

- Finalize a Climate Adaptation Plan
- Finalize a Climate Action Plan
- Present staff report to Council on options to implement the step code
(deleted)
- Present staff report to Council for an EV ready bylaw for new development
(deleted)
- Review all emergency policies and programs to ensure that they recognize and reflect climate change
- Review tree protection bylaw to ensure best practices
- Conduct public education on oil tanks and report results to Council
(deleted)

Develop health strategies for our community

- Develop design guidelines for improving the design of 'missing middle' housing (PlanH) (deleted)
- Create Social Wellness Checklist
- Support Emergency Response awareness (added)



Healthy, livable and diverse community objective: “Develop design guidelines for improving the design of ‘missing middle’ housing (PlanH).”

BUILD AND ENHANCE PARTNERSHIPS

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

- Organize regular Community to Community forums
- Consult and engage with First Nations on update of Economic Development Strategy
- Develop territorial acknowledgements (deleted)
- Continue to support First Nations events utilizing Township communication tools
- Youth Fire Academy includes a focus on Esquimalt and Songhees First Nations (added)

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
- Collaborate on Esquimalt High joint turf field grant application (added)
- Work with VicPD on new Esquimalt Together Against Graffiti (ETAG) program

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

- Implement Checkout Bag Regulation Bylaw subject to Provincial direction (deleted)
- Begin implementing recommendations from Climate Adaptation and Mitigation Plans (added)
- Expand community gardens (added)

RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

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

- Monitor construction of new library space

Support revitalization and beautification initiatives along Esquimalt Road

- Explore further opportunities under the Revitalization Tax Incentive Program (deleted)
- Develop and implement façade beautification program (added)
- Implement recommendations from the Active Transportation Network Plan (added)
- Banner refreshment and replacement program (added)

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 (updated)
- Facilitate budget discussions to implement economic development function as per recommendations from SIPP project (updated)
- Utilize relationship with Urban Development Institute and South Vancouver Island Economic Development Association as additional input and resource for economic development (deleted)

LOCAL SERVICES AND INFRASTRUCTURE

Identify infrastructure repair and proactively plan for replacement needs

- Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure (updated)
- Continued implementation of sidewalk master plan
- Continued implementation of roadway master plan

- Continued implementation of street lighting improvements and upgrades (updated)
- Explore local initiatives for other waste streams—Integrated Resource Management/CRD projects
- Remove and replace underground fuel tank at public works yard

Identify long term financial requirements for local services and 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

- Develop clear guidelines on roles and responsibilities for storm drain spill events
- Explore regional emergency support services (updated)
- Explore opportunities for service agreements with First Nations (added)
- Host workshops to train other fire departments in the region technical rescue (added)

Work to achieve equitable costing and optimization of policing in Esquimalt

- Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement
- Review all alternatives for provision of police services to the community
- Staff report to Council on Community Policing Public Engagement initiative (added)

Support ongoing improvements to transportation corridors

- Evaluate transportation corridors for opportunities and options for enhancement
- Develop an Active Transportation Plan
- Implement strategies from the Active Transportation Network Plan (added)
- Participation on CRD Regional Transportation working group

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 (deleted)
- Develop coordinated evacuation plans for Esquimalt and Victoria utilizing VicPD (deleted)
- Monitor and review changes to the Emergency Program Act when released to determine impacts to the Township
- Complete revamp of Neighbourhood Emergency Preparedness Program (added)
- Expand volunteers for emergency support services and radio programs (added)
- Update and distribute CRD tsunami map (added)



EXCELLENCE IN PUBLIC SERVICE

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 (updated)
- Develop and implement two-tiered education program: supervisory training and leadership development program (updated)
- Implement recommendations from the fire department environmental scan (updated)

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 (updated)
- Ensure programs in place to ensure effective retention of employees including review of long service awards and other employee recognition programs (added)
- Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals
- Develop recruitment and retention strategies for parks and recreation staff (added)

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 (updated)
- Implement increased online functionality
- Explore opportunities for public engagement regarding annual budget process
- Improve efficiency of Council and Committee meetings by updating the Council procedure bylaw
- Improve electronic records inventory (deleted)
- Research and evaluate engagement software as a tool to improve public outreach for projects and initiatives (added)

- Inventory existing Township branded collateral and increase stock of items where suited to public engagement efforts (added)

Township of Esquimalt

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