



# **Strategic Priorities 2019-2023**

**Updated March 2020**



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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 objective: “Enhance opportunities for parks & recreation.”*

## HEALTHY, LIVABLE AND DIVERSE COMMUNITY

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

- Develop parking strategy
- Update of parking bylaw
- Ensure agreements in place for docks in Gorge Waterway where there is private use of public lands
- 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

### 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

### Support the arts, culture and heritage community

- Develop a Public Art Master Plan
- Provide training for Advisory Planning Commission members on heritage values
- Complete 2 additional statements of significance in accordance with the Heritage Policy
- Utilize Township communication tools to promote and support community events
- Develop and design new archive space in municipal hall
- Develop complete inventory of archival material
- Ensure wastewater treatment plant and Esquimalt Town Square art funds utilized fully



## **Enhance opportunities for Parks & Recreation**

- Continue with opportunity to replenish Parkland Acquisition Fund
- Develop long range design plans for major parkland areas
- Engage with stakeholders and residents on parks and recreation services

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

- Identify and facilitate the selection of projects to be funded by McLoughlin amenity funds in conjunction with public consultation
- Finalize design and award construction tender for Public Safety Building (PSB) utilizing McLoughlin amenity funds

## **Advance the work of reconciliation with Indigenous Peoples**

- Facilitate discussion at Council to Council forums; focus on economic development in addition to funding of Indigenous art projects in the Township

## **Control deer in partnership with other governments**

- Continue with public education program
- Present annual deer count results to Council
- Seek Provincial approval of deer management and reduction strategy, subsequent to the results of the Oak Bay pilot project
- Advocate with the Capital Regional District for a region wide strategy

## **Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals**

- Evaluate all public buildings for potential energy efficiencies
- Create a Climate Adaptation Plan
- Create a Climate Action Plan
- Participate in the Residential Retrofit Acceleration Project to advance energy efficiency in the built environment



## Develop health strategies for our community

- Work with developers to incorporate health and wellness facilities in new developments
- Develop design guidelines for improving the design of 'missing middle' housing (PlanH)
- Create Social Wellness Checklist



*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
- Consult and engage with First Nations on any Official Community Plan amendments

### **Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community**

- Collaborate with CFB Esquimalt, school districts, Island Health and other municipalities on efficiencies and partnerships in Parks and Recreation Services
- Promote emergency preparedness through shared initiatives and training
- Utilize Community Safety Working Group on issues impacting the community
- Continue to advocate for improvements to sustainable regional transportation initiatives
- Advocate with other governments for increased childcare opportunities

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

- Continue with the Adapting Together Project to assess and prioritize climate risks to Esquimalt
- Create policies and guidelines to improve social health in multi-family housing (Plan H project)
- Implement Checkout Bag Regulation Bylaw subject to Provincial direction

# RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

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

- Obtain Certificate of Compliance for onsite
- Monitor construction of new library space
- Finalize storm and sanitary servicing

## Support revitalization and beautification initiatives along Esquimalt Road

- Explore further opportunities under the Revitalization Tax Incentive Program
- Enhance intersection safety and explore parking options

## Boost investment in the local economy and promote the growth and diversity of businesses

- Continue work with South Island Prosperity Project (SIPP) on an Economic Development Assessment Framework and Business Investment Toolkit—includes short and long term options for increased focus on economic development including update of Economic Development Strategy, resourcing options and development of a marketing strategy
- Review and potential amendment of visioning statement—subsequent to the completion of SIPP project
- Work with the Chamber of Commerce to increase engagement with local business
- Facilitate budget discussion to implement recommendations from SIPP project
- Utilize relationship with Urban Design Institute and South Vancouver Island Economic Development Association as additional input and resource for economic development
- Provide options to complete a development capacity assessment

## 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
- Continued implementation of sidewalk master plan
- Continued implementation of roadway master plan
- Continued implementation of street lighting improvements and upgrades
- 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 management plan with the Department of National Defence and Public Works Canada for storm drain spill events
- Develop clear guidelines on roles and responsibilities for storm drain spill events

### 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

## Support ongoing improvements to transportation corridors

- Evaluate transportation corridors for opportunities and options for enhancement
- Develop an Active Transportation Plan

## 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
- Develop coordinated evacuation plans for Esquimalt and Victoria utilizing VicPD
- Provide input to modernization of the Emergency Program Act



*Local services and infrastructure objective: “Develop an Active Transportation Plan.”*



## 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**

- Ensure hiring practices incorporate core values
- Ensure regular performance evaluations are completed throughout the organization and are reflective of the core values
- Update respectful workplace policy

### **Ensure capacity is adequate to support the goals in the Strategic Plan**

- Assess capacity in the organization and develop succession plans
- Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals
- Develop and implement supervisory and management leadership program

### **Engage, respect and respond to the needs of our community**

- Consider improvement to user services on website to make more accessible
- Explore feasibility of enhanced online services
- Explore opportunities to improve awareness of financial processes and information
- Improve transparency of Council meetings and information

## **Township of Esquimalt**

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## **Connect with us**

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