

# HEALTHY, LIVABLE AND DIVERSE COMMUNITY

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

Develop parking strategy including review and update of parking bylaw

Facilitate policy discussion for private use of public lands

Complete housing inventory

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

Develop design guidelines for improving the design of 'missing middle' housing

## **Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development**

Research and consider best practices for multi-modal traffic initiatives and strategies

Engage with stakeholders, user and advisory groups to ensure input is considered as development occurs

## **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

## **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

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

Support working group as required as recommendations made to Council

Organize Community to Community Forums

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

Continue with public education program

Continue with annual deer counts in conjunction with Department of National Defence

# HEALTHY, LIVABLE AND DIVERSE COMMUNITY (CONT'D)

## **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

Evaluate all equipment purchases consistent with Township sustainable purchasing policies

Create a climate adaptation 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 and community organizations to support research related to health and wellness

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

Continue to develop opportunities that promote healthy and active living

# 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 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

## **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)

Continue with consultation for implementation of Checkout Bag Regulation Bylaw

# RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

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

Obtain Certificate of Compliance

Monitor construction of new library space

Finalize storm and sanitary servicing

Explore opportunities for Public Safety Building project in conjunction with McLoughlin amenity funds

## **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**

Work with the Chamber of Commerce to increase engagement with local business

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

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

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

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

# 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

## **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**

Develop management plan with the Department of National Defence and Public Works Canada 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

Clarify and establish Esquimalt position on Victoria & Esquimalt Police Board

## **Support ongoing improvements to transportation corridors**

Evaluate transportation corridors for opportunities and options to enhance

## **Plan for continuity of core local services and infrastructure in the event of an emergency**

Research Opportunities for public alert system

Review existing plans and update for business continuity and update as necessary

# 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

## **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

Promote leadership development within the organization

## **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

Coordinate information and opportunities to improve awareness of financial processes