

Operational Strategies 2015 - 2019

HEALTHY AND LIVEABLE COMMUNITY

Operational strategies	Responsibility	Progress
Support community growth and development consistent with our Official Community Plan (OCP)		
Incorporate Environmental Advisory Committee review process as part of OCP update	Development Services	This will be done at the June meeting.
Undertake Public consultation of draft Policies and Guidelines	Development Services	There will be an OCP open house on June 7. There will be an information booth at Buccaneer Days.
Review opportunities for increased density along rail corridor (dependent upon commuter rail service being revitalized)	Development Services	The OCP land use map is being reviewed and will include an analysis of areas for increased density.
Review Food Strategies as part of OCP update	Development Services	Food policy was reviewed and revised at the February meeting of the Environmental Advisory Committee.
Conduct Housing Forum as part of OCP Review; include consideration of Policies on Secondary Suites	Development Services	Extensive planning of the Housing Workshop has taken place. The workshop will be held on May 5, 2017
Consider establishment of Social Planning Committee	Corporate Services Development Services	This will be done following the adoption of the OCP.
Clarification of multi-jurisdictional responsibility along Gorge Waterway	Community Safety Services Development Services	The Gorge falls under multiple jurisdictions depending on the nature of the activity. Firstly, from a municipal perspective, a municipality has the ability to impose zoning on the water way. Esquimalt has zoned one half of the Gorge waterway as (primarily) M-4 – Marine Navigation. There are small areas zoned M-3 Marine Residential, M-5 and CD-7. The other half of the Gorge is zoned by Saanich. The Province owns the “land” that is the Gorge. They have put in place requirements relating to use of the land and particularly relating to private moorage. The Federal Government is interested in the Gorge as a navigable waterway and also as a habitat. This is managed by the Department of Fisheries and Oceans. Depending on what someone may want to do on or near the Gorge, would determine which

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		agencies will be involved.
Ensure multi-modal traffic strategies consider and reflect business and residential growth and development		
Research and consider best practices for multi-modal traffic initiatives and strategies	Engineering & Public Works	No projects have come forward in this period. As projects are initiated, these practices will be reviewed and implemented.
Integrate Bike Lanes with consideration of CRD Master Cycling Plan	Engineering & Public Works	No projects have come forward in this period. As projects are initiated, this will form a part of the design of the project
Engage with stakeholders and user groups to ensure input is considered	Engineering & Public Works	No projects have come forward in this period. As projects are initiated, engagement will occur with users and stakeholders as required
Ensure input from Environmental Advisory Committee is considered for multi-modal strategies	Engineering & Public Works	No projects have come forward in this period. As projects are initiated, input will be sought as required
Build a vibrant and sustainable arts, culture and heritage community		
Ensure community events support strategic objectives	Parks & Recreation Financial Services	Grant support for Established Events was approved by Council after the review of all applications to ensure they satisfy the policy criteria and are consistent with Council's strategic priorities.
Revisit local grant funding and policies for continuous improvement opportunities	Financial Services	This is scheduled to be brought forward in the third period
Review public art policy in regard to murals	Parks & Recreation Development Services	This is scheduled for the third period.
Parks and Recreation enhancements and strategic parkland acquisition and expansion		
Create and implement a multi-year upgrade and replacement plan for Township playground areas	Parks & Recreation	Enhancements to the Little League Playground are scheduled for the third period. Upgrade plans to Hither Green are dependent upon the proposed development at the English Inn.
Facilitate and conduct public consultation for McLoughlin Point Amenity Reserve Funds	Parks & Recreation	This is scheduled for the third period.

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Review Strategies for replenishment of Parkland Acquisition Fund	Parks & Recreation Financial Services	Working with Finance. This is scheduled for the third period.
Consider improvements to skate park at Anderson, consider art project and involvement with Esquimalt High School	Parks & Recreation	Graffiti has been removed. Further design considerations will occur during the third period.
Ensure heritage values are considered in land use decisions		
Ensure heritage values are considered during OCP review and update	Development Services	The OCP will contain a Heritage section
Training for Advisory Planning Commission members on Heritage Values	Development Services	Will be done in the third period
Ensure Advisory Planning Commission composition reflects accessibility, environment and heritage	Development Services Corporate Services	Advertisement for APC vacancies states that preference will be given to applicants with accessibility, environmental or heritage experience or expertise
Support food security and initiatives to improve community spaces		
Recommended strategies for food security developed by EAC to be considered during OCP review	Development Services	See above.

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KEY RELATIONSHIPS

Operational strategies	Responsibility	Progress
Advocate at the regional level for voice and equity in regional services		
Review Capital Regional District arts service involvement and funding	Financial Services	Preliminary information sharing has commenced between the CRD and municipalities regarding a number of services and contributions.
Explore and identify efficiencies between local and regional initiatives	**staff responsibility dependent on specific initiative	Emergency Management works closely with all municipalities and electoral districts in the CRD through the REPAC and LGEPAC, as well as working with the Province through the REMP.
Continue to engage BC Transit to advocate for higher level of services	Mayor and Council	BC Transit is participating as part of the E&N Transit Rail Corridor working group, largely due to advocacy by Esquimalt Council for improved transit options
Work with First Nations and the Esquimalt community to support economic, social and cultural opportunities		
Continue to organize regular Community to Community forums	Development Services	Will probably organize a forum with each First Nation to review the final draft of the OCP
Consult and engage with First Nations on economic development and planning initiatives	Development Services	Each First Nation is notified when we process an OCP amendment. In addition, staff work with the First Nations to facilitate specific projects such as the new RV Park.
Engage with local service entities to ensure input is considered to support strategic priorities	Corporate Services	Notification of events and initiatives are provided to relevant local organizations and input will be sought for new initiatives or programs
Advocate with intergovernmental entities to promote issues affecting Esquimalt		
Utilize larger organizations to advocate with other levels of government (AVICC/UBCM/FCM)	Mayor and Council	One initiative forwarded to AVICC during this period.
Work closely with CFB Esquimalt to align our community visions	Mayor and Council	Mayor and Council continue to participate in semi annual luncheon/discussions of relevant issues and to advance agenda items of interest.

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Continue working with government and school district stakeholders to promote positive 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	Parks & Recreation	The regional implementation of PerfectMind software continues with joint training and regional cooperation. A new regional steering committee involving VIHA has been created to investigate better integration between recreation and health services in our municipalities.
Implement new social media channel(s)	Corporate Services	Communications Coordinator and HR Director exploring pros and cons of option of adding LinkedIn to corporate social media channels
Promote emergency preparedness through shared initiatives and training	Community Safety	Shared training conducted with external stakeholders (Emergency Management and Emergency Operations Centre training, First Aid Courses); Emergency Social Services conducting shared training and moving towards a regional system of operations. Shared training re: Neighbourhood Damage Assessment program; Evacuation planning both regionally and with other municipalities in the Province; Esquimalt schools emergency planning and exercise development; Participation in the Regional Emergency Management Partnership.
Utilize Community Safety Working Group on issues impacting the community	Community Safety	In this period, the ECSSWG has examined three traffic issues; One parking issue; Championed MADD signage for the Township; Dealt with an ETAG issue; and provided input into the traffic plan for construction traffic for Waste Water Treatment. The Trackside gallery and the general condition of the E&N rail line are ongoing issues being addressed by this group
Consultation with stakeholders on McLoughlin Point amenities including First Nations, CFB Esquimalt, residents associations, School Districts, PAC	**responsibility varies and will involve multiple departments	Multiple meetings have occurred during this period that have included VicPD, DND, PAC. In addition, open houses will be held in the next quarter by the CRD where all relevant stakeholders will be encouraged to participate. Liaison Committee will also be established during next period.

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RESILIENT AND DIVERSE ECONOMY

Operational strategies	Responsibility	Progress
Continue to work with development partner on Esquimalt Town Square Project		
Implementation of remediation plan	Engineering & Public Works	Work is underway with physical remediation of the site.
Continue to work with Aragon and GVPL on new library space	Development Services	This work is ongoing. The MOU between the Township and the GVPL was signed.
Finalize site preparation for land transfer	Engineering & Public Works	Work is underway with works for relocation of electrical servicing, storm/sanitary servicing and above ground features.
Ensure regular information flow with stakeholders on major projects such as Esquimalt Town Square and McLoughlin Point Wastewater Facility	Development Services Corporate Services	Open House re Esquimalt Road Urban Design Guidelines held, over 3,000 notices sent to adjacent properties and notice on website and in newsletter
Implement Economic Development Strategy		
Review and update economic development strategies and action plan including measurables	Mayor and Council **staff responsibility dependent on actions identified	Major progress will be made in the next quarter with issuance of an RFP for consulting services to assist in preparing a marketing strategy for economic development including an action plan and measurable.
Engage consultant to develop Communications and Marketing Strategy and materials	CAO Development Services	This will be done in the third period.
Utilize relationship with Urban Development Institute as additional input and resource for economic development	CAO Development Services	This will be done in the third period.
Review relationship with South Island Prosperity Project	CAO Parks and Recreation Development Services	This will be done in the third period.
Participate in Urban Development Institute (UDI) functions	Mayor and Council Directors	Luncheon and seminar information is forwarded to Mayor and Council on a regular basis and attendance occurs as available.

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Leverage advertising opportunities, such as BC Economic Development Association 'Invest in BC' magazine	Corporate Services	Continued with economic development theme of "We're Ready. Are You?" in two major ad purchases: Invest in BC magazine and the TC's Capital Progress 2017
Facilitate Board-Council session with UDI	Development Services	This will be done in the third period.
Support revitalization and beautification initiatives along Esquimalt Road		
Promote Revitalization Tax Incentive Program	* as part of EDS marketing strategy	An article on the incentive program was featured in the Spring 2017 edition of the Current.
Continue development of Esquimalt Road Urban Design Guidelines	Development Services	An open house attended by 85 people was held on April 27, 2017. We will also send out notices on Social Media about the date that the consultants present the study to Council.
Enhanced maintenance along Esquimalt Road corridor	Engineering & Public Works	Work will be carried out in the second and third periods as staff becomes available.
Ensure processes for business and development are clear and consistent		
Review Township policies and bylaws to ensure efficient processes; amend and update as necessary	Corporate Services	All personnel-related Council and Management Policies reviewed with HR Director and revisions made as recommended; 2 obsolete Bylaws were repealed, and 3 Bylaws revised.
Consider improvement to user services on website to make more accessible	Corporate Services	Staff working on contact directory for website to make it easier to search for and find staff members and departments. Consolidating several departmental contact pages into a single portal for staff and Council contacts, for ease of public use.
Organize Council-staff workshop to review processes including Green Development Guidelines	CAO Development Services	This will be done in the third period.
Encourage and facilitate community involvement that supports non-governmental initiatives		
Promote and encourage a diverse range of community events	Corporate Services	Communications Coordinator continuing to provide support to community groups in promoting local events, through website and TC calendar of events.

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Support community groups through Township communications resources	Corporate Services	Township communications resources, including Facebook, Twitter, corporate website, community newsletter, Experience Esquimalt page in TC, and internal website The Bridge are all employed to support events held by community groups.
Consider Policy for advertising/promotion on Township property & vehicles	Engineering & Public Works Development Services	Development Services will address this in the third period. Policy discussions with Committee of the Whole have been undertaken
Consider initiatives to improve or encourage private owners to participate in Bloomin' Beautiful program	Parks and Recreation	This year's program has evolved to invite greater participation from this sector. Post-program evaluation will occur for subsequent planning.

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WELL MANAGED AND MAINTAINED INFRASTRUCTURE

Operational strategies	Responsibility	Progress
Participate in integrated waste strategies		
Monitor compliance with all zoning and development agreements for McLoughlin Point WWTP	CAO Engineering & Public Works	As the project moves forward, various aspects are being reviewed and monitored
Ensure liaison committee is established and functioning	CAO	Working with CRD/Panel to establish liaison committee
Work with Project Board to ensure assessment of existing infrastructure is developed and established	CAO Development Services	As the project moves forward, various infrastructure component will be assessed and level of service determined
Participate in CRD led initiatives for other waste streams	Engineering & Public Works	Staff are working through various CRD committees to establish new methodology for waste stream management
Identify infrastructure repair and proactively plan for replacement needs		
Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure – Year 1	Engineering & Public Works	Preparing information for modelling request for proposal
Implementation of sidewalk master plan	Engineering & Public Works	Detailed design has been initiated
Implementation of roadway master plan	Engineering & Public Works	Preliminary design has been initiated
Implementation of street lighting improvements and upgrades	Engineering & Public Works	With budget approval, work will start in the second and third periods
Public consultation for McLoughlin Point Amenity Reserve Funds	**responsibility varies and will involve multiple departments	This will begin in the second period and will most likely be initiated with an RFP for consulting services to lead this very important process.
Identify long term financial requirements for infrastructure		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works	Establishing inventories for linear, vertical assets. Work is approximately 75% complete
Development of short and long term asset management policies and plans	Financial Services Engineering & Public Works	Training on asset management undertaken. Preliminary work for request for proposal initiated