

Operational Strategies 2015 - 2019

HEALTHY AND LIVEABLE COMMUNITY

Operational strategies	Responsibility	Progress
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)	Engineering & Public Works	Reviewing information as it becomes available this information will be used for development of a course of action.
Consider establishment of Social Planning Committee	Corporate Services Development Services	This will be considered following the adoption of the new OCP.
Develop strategy for private use of public lands	Community Safety Services Development Services	At present, all residential land owners who's land abuts Township land have been sent a letter advising them that they do in fact abut Township land and that if they currently have any personal property on Township land, it is to be removed. Also, that no further incursion onto Township land will be allowed.
Consider establishment of Housing Task Force after adoption of OCP to research and recommend sustainable and inclusive housing strategies	Development Services	Will be considered following the adoption of the OCP
Adopt and implement updated OCP including all DP Guidelines	Development Services	The Public Hearing is scheduled for May 28, 2018.
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	Project with traffic studies underway. As work proceeds, these practices will be reviewed and implemented.
Integrate Bike Lanes with consideration of CRD Master Cycling Plan	Engineering & Public Works	Project with traffic studies underway. As work proceeds, these practices will be reviewed and implemented.
Engage with stakeholders and user groups to ensure input is considered	Engineering & Public Works	As projects come forward engagement will be carried out with user and stake holder groups.
Utilize groups as needed for referral and recommendation on accessibility issues (i.e. Recreation Integration Victoria)	Engineering & Public Works Parks & Recreation	As projects come forward engagement will be carried out with user and stake holder groups.
Consult with Esquimalt Chamber of Commerce on installation of additional	Development Services	Consultation will occur as development proposals are considered.

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bike racks in commercial areas		
Build a vibrant and sustainable arts, culture and heritage community		
Review and update public art policy	Parks & Recreation Development Services	Directors will meet to discuss process to update the policy.
Parks and Recreation enhancements and strategic parkland acquisition and expansion		
Continue to implement a multi-year upgrade and replacement of Township playground areas (Hither Green & Little League)	Parks & Recreation	Design plans will be developed for public consultation in the Fall.
Facilitate and conduct public consultation for McLoughlin Point Amenity Reserve Funds	Parks & Recreation	Round One engagement findings were presented to Council. Round Two engagement activities will begin by the end of May.
Continue with opportunity to replenish Parkland Acquisition Fund	Parks & Recreation Financial Services	Work is ongoing. An RFP for the Lampson Park property is in process with Development Services.
Increased engagement with Parks & Recreation Advisory Committee	Mayor & Council Parks & Recreation	Council referred the OCP for comments to the P&R Advisory Committee.
Ensure heritage values are considered in land use decisions		
Training for Advisory Planning Commission members on Heritage Values	Development Services	Will be done in the fall after the new members term starts.
Complete 2 additional statements of significance in accordance with the Heritage Policy	Development Services	The Statement of Significance for Saint Peter's and Saint Paul's church was approved by Council on May 7, 2018.
Support food security and initiatives to improve community spaces		
Explore opportunities for community gardens	Parks & Recreation	Staff are working with the new Community Garden Society for expansion and upgrades at Anderson Park.
Promote awareness of urban farming opportunities	Development Services	The proposed OCP contains an entire section on urban agriculture. Also, when meeting with developers they are encouraged to incorporate garden plots in new developments.

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Proactively address emerging trends in public safety		
Ensure compliance with Victoria and Esquimalt Police Framework Agreement	CAO Community Safety	Request for additional officers as presented did not conform with Framework Agreement and has been referred to Director of Police Services for review.
Establish regulations for legalization of marihuana	Community Safety Human Resources Development Services	This initiative is being led by Development Services through the Zoning Bylaw; public hearing is scheduled for the second period.
Research opportunities for public alert system	Community Safety	The Federal Government is moving towards a nation wide public notification system; Alert Ready. This system is in the early stages of development. Township Staff are exploring other potential options and partnerships with surrounding Municipalities for a system that will allow Esquimalt specific messaging.

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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	Follow up report will be prepared during the second period which will outline the current level of funding provided and will seek Council's direction regarding next steps.
Explore and identify efficiencies between local and regional initiatives	**staff responsibility dependent on specific initiative	Ongoing collaboration between the Township and CRD municipalities in the area of emergency management by way of coordinated training and public education.
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	Staff will be asking Council for a resolution to apply for funding on May 28, 2018.
Consult and engage with First Nations on economic development and planning initiatives	Development Services	How to do this the best way will be part of the C to C discussions.
Advocate with intergovernmental entities to promote issues affecting Esquimalt		
Utilize larger organizations to advocate with other levels of government (AVICC/UBCM/FCM)	Mayor & Council	During the first period there was one item referred to AVICC (Dogwood Initiative).
Work with Federal agencies to ensure coordination of development projects and mitigation of impacts	Mayor & Council	Council and senior staff continue to meet on a regular basis to discuss projects of mutual interest; most recently the Corvette Landing development.
Clarify and establish Esquimalt position on Victoria & Esquimalt Police Board	Mayor & Council CAO	This will form a part of the review being conducted by Police Services.
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	Discussions with the SD's are ongoing. Regional collaboration continues with other P&R municipalities.

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Continue to enhance use of social media as engagement tool	Corporate Services	Increased number of posts with images to increase traffic to FaceBook and Twitter; implemented weekly posting schedule.
Promote emergency preparedness through shared initiatives and training	Community Safety	During this period, the Township has hosted several regional training sessions, participated in regional and provincial working groups, and coordinated the Annual Esquimalt Emergency Stakeholder Forum.
Utilize Community Safety Working Group on issues impacting the community	Community Safety	In this period, the group has dealt with several properties that generate multiple complaints; numerous issues of signage location and design throughout the Township; graffiti; and truck traffic routing relating to the WWTP.
Consultation with stakeholders on McLoughlin Point amenities including First Nations, CFB Esquimalt, residents associations, School Districts, PAC	**responsibility varies and will involve multiple departments	Phase 1 of community consultation has been concluded and reported to Council. Phase 2 has now commenced and will continue through the summer.

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RESILIENT AND DIVERSE ECONOMY

Operational strategies	Responsibility	Progress
Continue to work with development partner on Esquimalt Town Square Project		
Obtain Certificate of Compliance	Engineering & Public Works	Finalizing submission package with submission in second period.
Monitor construction of new library space	Development Services	Construction of the library has not yet started.
Finalize storm and sanitary servicing	Engineering & Public Works	Tender package for this work is expected to be released in second period with completion in the third period.
Ensure regular community updates on ETS progress (timelines/status in newsletters)	Development Services Corporate Services	Spring Newsletter included feature article on ETS update; live web cam of site and updated project schedule is available on website.
Implement Economic Development Strategy		
Review and update economic development strategies and action plan including measurables	CAO Development Services	Staff will bring a proposed process to Council for discussion.
Engage consultant to develop Communications and Marketing Strategy and materials	CAO Development Services	The request for proposals will be completed as soon as the OCP is adopted.
Utilize relationship with Urban Development Institute as additional input and resource for economic development, including workshop session	CAO Development Services	Several attempts have been made to meet, however, due to scheduling conflicts we have not yet met.
Prepare business case outlining options for enhanced economic development	CAO	Membership with South Island Prosperity Project is under review and they are scheduled to present to Council June 11. Further options will be considered subsequent to membership consideration in first quarter of 2019.
Utilize relationship with Esquimalt Chamber of Commerce to increase engagement with local businesses	**responsibility varies and will involve multiple departments	In first period, Chamber was involved and specifically invited to provide input on initiatives such as Amenity Fund consultation and OCP input.

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Support revitalization and beautification initiatives along Esquimalt Road		
Promote Revitalization Tax Incentive Program	* as part of EDS marketing strategy	This initiative has been promoted in the first period as part of various print material publications.
Enhanced maintenance along Esquimalt Road corridor	Engineering & Public Works	Work to be carried out as per approved budget levels.
Refer Cigarette Butt program to Environmental Advisory Committee for recommendations and options	Development Services	This will be discussed at the next Environmental Advisory Committee meeting.
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	Revisions to 5 Bylaws, 4 Council Policies and 1 Management Policy were prepared and approved during this period.
Consider improvement to user services on website to make more accessible	Corporate Services	Preliminary work with consultant to optimize overall site map for website for improved ease of use.
Encourage and facilitate community involvement that supports non-governmental initiatives		
Recruit volunteers for ETAG (Esquimalt Together Against Graffiti)	Engineering & Public Works	Recruitment drive will occur in the second period.
Coordinate with Esquimalt Chamber of Commerce to connect with local businesses on major initiatives	Mayor & Council CAO	In first period, Chamber was involved and specifically invited to provide input on initiatives such as Amenity Fund consultation and OCP input.

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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 Development Services	This will be done once the main part of the building is under construction.
Ensure Township representation continues on committees (technical & community)	Engineering & Public Works	Staff continues to sit on community liaison and technical committees which meet on a regular basis.
Work with CRD to ensure protection and enhancement of existing infrastructure	Engineering & Public Works	Work through the technical committee to review proposed work and protection/enhancement of existing infrastructure
Explore local initiatives for other waste streams	Engineering & Public Works	Staff participates through various CRD committees. As new initiatives are brought forward, staff is participating in development or implementation. RFP for IRM strategy for Township to occur in the second period.
Identify infrastructure repair and proactively plan for replacement needs		
Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure	Engineering & Public Works	Working on scope of work for modelling component. Continue to develop policy for cost sharing model for inflow and infiltration.
Continued implementation of sidewalk master plan	Engineering & Public Works	Preparing for construction of new and replacement sidewalk projects in second and third periods.
Continued implementation of roadway master plan	Engineering & Public Works	Work for storm/sanitary main inspection and cleaning will continue through the first and second periods.
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Project will take place in the second period.
Public consultation for McLoughlin Point Amenity Reserve Fund (PSB)	Fire Chief	Round Two engagement activities will be underway by the end of May.
Identify long term financial requirements for infrastructure		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works Parks & Recreation	Information of linear and vertical assets is continued to be collected and sorted into data bases.

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Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	Preliminary asset management philosophy and strategies has been completed. A RFP for consultant was released in the first period. Work to start in the second and third periods
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