

Operational Strategies 2019 – 2023 – Updated for 2022

HEALTHY, LIVABLE AND DIVERSE COMMUNITY

Operational strategies	Responsibility	Timeline
Support community growth, housing and development consistent with our Official Community Plan (OCP)		
Draft parking strategy and update parking bylaw	Engineering & Public Works Development Services	Complete in third period 2022.
Prepare minor housekeeping amendments to official community plan	Development Services	Complete in second period 2022.
Complete staff report on implications and costs to develop neighbourhood design guidelines for the entire community	Development Services	Complete in third period 2022.
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	Engineering & Public Works	Complete in first period 2022.
Improvements to Lyall Street from Head to Lampson utilizing funding from wastewater treatment facility agreements	Engineering & Public Works	Complete in second period 2022.
Support the arts, culture and heritage community		
Finalize and present Public Art Plan for Council consideration	Parks & Recreation	Complete in first period 2022.
Provide training for Advisory Planning Commission members on heritage values	Development Services	Complete in first period 2022.
Explore opportunities for temporary relocation of Archives during PSB construction	Corporate Services	Complete in second period 2022.
Develop complete inventory of archival material	Corporate Services	Complete in third period 2022.
Ensure wastewater treatment plant funds utilized fully (money for roadwork is outstanding)	CAO	Complete in second period 2022.

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Operational strategies	Responsibility	Timeline
Enhance opportunities for Parks & Recreation		
Finalize sale of 880 Fleming Street and replenish Parkland Acquisition Fund	Development Services CAO	Complete in second period 2022.
Implement Saxe Point Park natural area management plan (plan is for 15 years)	Parks & Recreation	Multi-year plan with updates done per period.
Complete Esquimalt Gorge Park restoration and education plan	Parks & Recreation	Multi-year plan with updates done per period.
Initiate operations for new Gorge Park Pavilion	Parks & Recreation	Updates per period for initial year of operation.
Fully utilize the \$17 million McLoughlin amenity funds to maximum potential		
Finish construction of Gorge Park Pavilion	Parks & Recreation	Complete in first period 2022.
Finalize design and award construction tender for Public Safety Building (PSB) utilizing McLoughlin amenity funds	Community Safety PSB working group	Complete final design in second period 2022. Funds fully utilized by third period 2024.
Advance the work of reconciliation with Indigenous People		
Focus on economic development in addition to funding of Indigenous art projects in the Township through engagement protocols	CAO Parks & Recreation	Complete in third period 2022.
Work to update and upgrade signage for Tillicum Bridge First Nations midden site	Parks & Recreation Corporate Services	Complete in second period 2022.
Host First Nations Emergency Services Society firefighting competition	Fire	Complete in second period 2022.
Develop protocols for working in areas of archaeological significance	Engineering & Public Works	Complete in third period 2022.
Control deer in partnership with other governments		
Continue with public education program including results of study	Community Safety	Multi-year initiative with updates done per period.
Conduct immunocontraception study	Community Safety	Multi-year initiative with updates done per period.

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Operational strategies	Responsibility	Timeline
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	Engineering & Public Works Parks and Recreation	Complete in third period 2022.
Finalize a Climate Adaptation Plan	Development Services	Complete in first period 2022.
Finalize a Climate Action Plan	Development Services	Complete in first period 2022.
Review all emergency policies and programs to ensure that they recognize and reflect climate change	Community Safety	Complete in second period 2022.
Review tree protection bylaw to ensure best practices	Parks & Recreation	Complete in first period 2022.
Develop health strategies for our community		
Create Social Wellness Checklist	Development Services	Complete in second period 2022.
Support Emergency Response awareness (i.e teaching CPR to citizens)	Fire	Multi-year initiative with updates done per period.

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BUILD AND ENHANCE PARTNERSHIPS

Operational strategies	Responsibility	Timeline
Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities		
Organize regular Community to Community forums	Council Corporate Services	Complete in third period 2022.
Consult and engage with First Nations on update of Economic Development Strategy	Council Corporate Services	Complete in second period 2022.
Continue to support First Nations events utilizing Township communication tools	Corporate Services	Muti-year plan with updates done per period.
Youth Fire Academy includes a focus on Esquimalt and Songhees First Nations	Fire	Complete in third period 2022.
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	Mayor and Council	Verbal updates done per period.
Collaborate on Esquimalt High joint turf field grant application	Parks and Recreation	Complete in third period 2022.
Work with VicPD on new Esquimalt Together Against Graffiti (ETAG) program	Engineering & Public Works Parks & Recreation	Complete in third period 2022.
Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities		
Begin implementing recommendations from Climate Adaptation and Mitigation Plans	Development Services	Complete in third period 2022.
Expand community gardens	Parks & Recreation	Complete in third period 2022.

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RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

Operational strategies	Responsibility	Timeline
Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre		
Monitor construction of new library space	CAO Development Services	Complete in the first period 2022.
Support revitalization and beautification initiatives along Esquimalt Road		
Develop and implement façade beautification program	Financial Services	Complete in second period 2022.
Implement recommendations from the Active Transportation Network Plan	Engineering & Public Works	Multi-year program with updates done per period.
Banner refreshment and replacement program	Engineering & Public Works	Complete in second period 2022.
Boost investment in the local economy and promote the growth and diversity of businesses		
Increase engagement with local economic development organizations to raise awareness of Esquimalt amenities	Corporate Services Development Services	Multi-year plan with updates done per period.
Recruit for economic development position as per recommendations from SIPP project	CAO	Complete in second period 2022.

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LOCAL SERVICES AND INFRASTRUCTURE

Operational strategies	Responsibility	Timeline
Identify infrastructure repair and proactively plan for replacement needs		
Public education for Inflow and Infiltration Management Plan	Engineering & Public Works	Complete in third period 2022.
Continued implementation of sidewalk master plan	Engineering & Public Works	Multi-year plan with updates done per period.
Continued implementation of roadway master plan	Engineering & Public Works	Multi-year plan with updates done per period.
Street lighting improvements and upgrades	Engineering & Public Works	Multi-year plan with updates done per period.
Explore local initiatives for other waste streams – Integrated Resource Management/CRD projects	Engineering & Public Works	Complete in first period 2022.
Remove and replace underground fuel tank at public works yard	Engineering & Public Works	Complete in second period 2022.
Identify long term financial requirements for local services and infrastructure		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works Parks & Recreation	Complete in third period 2022.
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	Complete in second period 2023.

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Operational strategies	Responsibility	Timeline
Promote opportunities to share services where operationally and financially beneficial		
Develop clear guidelines on roles and responsibilities for storm drain spill events	Engineering & Public Works	Complete in first period 2022.
Work towards establishing regional emergency support services	Community Safety	Complete in third period 2022.
Explore opportunities for service agreements with First Nations	CAO	Complete in third period 2022.
Host workshops to train other fire departments in the region technical rescue	Fire	Complete in third period 2022.
Work to achieve equitable costing and optimization of policing in Esquimalt		
Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement	CAO	Complete in second period 2022.
Review all alternatives for provision of police services to the community	CAO	Complete in second period 2022.
Staff report to Council on Community Policing Public Engagement initiative	CAO	Complete in second period 2022.
Support ongoing improvements to transportation corridors		
Evaluate transportation corridors for opportunities and options for enhancement	Engineering & Public Works	Complete in first period 2022.
Develop an Active Transportation Plan	Engineering & Public Works	Complete in first period 2022.
Implement strategies from the Active Transportation Network Plan	Engineering & Public Works	Multi-year plan with updates done per period.
Participation on CRD Regional Transportation working group	Engineering & Public Works	Multi-year activity with updates done per period.

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Operational strategies	Responsibility	Timeline
Plan for continuity of core local services and infrastructure in the event of an emergency		
Monitor and review changes to the Emergency Program Act when released to determine impacts to the Township	Community Safety CAO	Complete in third period 2022.
Complete revamp of Neighbourhood Emergency Preparedness Program	Community Safety	Complete in third period 2022.
Expand volunteers for emergency support services and radio programs	Community Safety	Complete in third period 2022.
Update and distribute CRD tsunami map	Community Safety Corporate Services	Complete in second period 2022.

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EXCELLENCE IN PUBLIC SERVICE

Operational strategies	Responsibility	Timeline
Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values		
Continued education for staff on diversity and inclusivity including cultural awareness training	Corporate Services	Complete in second period 2022.
Continued education for staff regarding supervisory and management training	Corporate Services	Complete in second period 2022.
Complete strategic plan for fire department	Fire Corporate Services CAO	Complete in second period 2022.
Ensure capacity is adequate to support the goals in the Strategic Plan		
Ensure that effective succession planning continues throughout the organization.	Corporate Services Directors	Multi-year with updates done per period.
Ensure programs in place to ensure effective retention of employees including review of long service awards and other employee recognition programs	Corporate Services	Complete in third period 2022.
Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals	CAO	Complete in first period annually.
Develop recruitment and retention strategies for parks and recreation staff	Parks & Recreation	Complete in third period 2022.

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Operational strategies	Responsibility	Timeline
Engage, respect and respond to the needs of our community		
Review and update of website to ensure best practices in accessibility and overall user experience	Corporate Services	Complete in third period 2022.
Implement increased online functionality	Financial Services	Complete in first period 2022.
Explore opportunities for public engagement regarding annual budget process	Financial Services	Complete in third period 2022.
Improve efficiency of Council and Committee meetings by updating the Council procedure bylaw	Corporate Services	Complete in first period 2022.
Research and evaluate engagement software as a tool to improve public outreach for projects and initiatives	Corporate Services	Complete in third period 2022.
Inventory existing Township branded collateral and increase stock of items where suited to public engagement efforts	Corporate Services	Complete in second period 2022.