



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Agenda - Final

Committee of the Whole

Municipal Hall
1229 Esquimalt Road
Esquimalt, B.C. V9A 3P1

Monday, March 13, 2017

7:00 PM

Esquimalt Council Chambers

1. CALL TO ORDER
2. LATE ITEMS
3. APPROVAL OF THE AGENDA
4. MINUTES

- 1) [17-112](#) Minutes of the Regular Committee of the Whole meeting, February 20, 2017

Attachments: [2017 02 20 Regular COTW Minutes - Draft](#)

5. PUBLIC INPUT (On items listed on the Agenda)
Excluding items which are or have been the subject of a Public Hearing.
6. STAFF REPORTS

Administration

- 1) [17-109](#) Council Liaison Role - Policy Review, Staff Report ADM-17-005

Recommendation:

That the Committee of the Whole receive Staff Report ADM-17-005 for information, provide any additional direction to staff as the COTW considers advisable relating to the current Council Policies and the role of the Council Liaison to community groups and committees, and direct staff to prepare a report for Council's consideration.

Attachments: [ADMIN-45 \(Operational Guidelines for Council Committees\)](#)

- 2) [17-111](#) Update of Strategic Priorities and Operational Strategies for 2017, Staff Report ADM-17-006

Recommendation:

That the COTW receive Staff Report No. ADM-17-006 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to prepare a report for Council's consideration.

Attachments: [Strategic Plan 2017 - Chart Update](#)
[2017 Operational Strategies UPDATED](#)
[2017 Operational Strategies CHANGES](#)

7. PUBLIC QUESTION AND COMMENT PERIOD
Excluding items which are or have been the subject of a Public Hearing.
Limit of two minutes per speaker.

8. ADJOURNMENT



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Minutes - Draft

Committee of the Whole

Municipal Hall
1229 Esquimalt Road
Esquimalt, B.C. V9A 3P1

Monday, February 20, 2017

5:45 PM

Esquimalt Council Chambers

Present 6 - Mayor Barbara Desjardins
 Councillor Meagan Brame
 Councillor Beth Burton-Krahn
 Councillor Lynda Hundleby
 Councillor Olga Liberchuk
 Councillor Susan Low

Absent 1 - Councillor Tim Morrison

Staff: Laurie Hurst, Chief Administrative Officer
 Bill Brown, Director of Development Services
 Scott Hartman, Director of Parks and Recreation
 Blair McDonald, Director of Community Safety Services
 Anja Nurvo, Director of Corporate Services
 Marlene Lagoa, Community Development Coordinator
 Rachel Dumas, Recording Secretary

Other: Acting Chief Del Manak, Victoria Police
 Acting Inspector, Jason Laidman, VicPD, Esquimalt Division
 Sgt. Sean Plater, VicPD, Esquimalt Division
 Peter Ryan, Victoria Police Board Member

1. CALL TO ORDER

Mayor Desjardins called the Committee of the Whole meeting to order at 5:48 PM.

2. LATE ITEMS

There were no late items.

3. APPROVAL OF THE AGENDA

Moved by Councillor Low, seconded by Councillor Hundleby: That the agenda be approved as circulated. Carried Unanimously.

4. MINUTES

1) [17-075](#) Minutes of the Special Committee of the Whole meeting, January 16, 2017

2) [17-076](#) Minutes of the Regular Committee of the Whole meeting, January 16, 2017

Moved by Councillor Brame, seconded by Councillor Hundleby: That the

Minutes of the Special Committee of the Whole meeting, January 16, 2017 and Minutes of the Regular Committee of the Whole meeting, January 16, 2017 be adopted. Carried Unanimously.

5. PUBLIC INPUT (On items listed on the Agenda)

Excluding items which are or have been the subject of a Public Hearing.

Marc Taghaoussi, *resident*, in opposition of proposed design for Hither Green Park, expressed parking concerns and encouraged installation of a new children's play structure.

Linda Barnes, *resident*, in opposition of proposed purpose of park and design and removing green space from the community.

Charles Hoeberechts, *resident*, in opposition of proposed park design, removal of green space and impact to his business due to potential excessive noise and parking concerns.

Lorraine Nygaard, *resident*, in opposition of proposed park use for fire emergency vehicle access and expressed concerns regarding negative impact on community.

Christina Morgan, *resident*, in opposition of proposed park use and design and encouraged Council to consider alternative options for space.

Neil Brown and Colleen Ryan, *residents*, in opposition of proposed park design and encouraged consideration of a playground for community use and adhering to weight restrictions for vehicles using the roadway.

Mayor Desjardins called three times for additional public input and there was none.

6. PRESENTATION

- 1) [17-074](#) Victoria Police Department Quarterly Report, Framework Agreement, Acting Chief Manak

Acting Chief Del Manak, provided an overview of Victoria Police Department Q4 Framework Agreement Report, presented a Powerpoint Presentation, acknowledged Peter Ryan, Victoria Police Board Member and responded to questions from Council.

Acting Inspector Jason Laidman responded to questions from Council.

Comments from Council included:

- * Increased data for bike registry
- * Block Watch Program

- * Crime Prevention through Environmental design
- * Community engagement and safety

7. STAFF REPORTS

Parks and Recreation

- 1) [17-070](#) Hither Green Park - Public Consultation on Proposed Park Design - Public Input Received, Staff Report P&R-17-003

Director of Parks and Recreation advised representatives of developer are present and available to answer questions and responded to questions from Council.

Director of Development Services provided an overview of proposed development Open House and application process.

Acting Inspector Jason Laidman responded to a question from Council.

Council comments included:

- * In support of playground for community use, preferably on English Inn site, alternatively nearby
- * Costs involved for ongoing maintenance
- * Landscaping and streetscape concerns
- * Consider alternate emergency vehicle access options including Lampson Street
- * Remain a publicly owned park
- * Diversity of design for multi-purpose use within Community
- * Loss of green space, parkland and primary use of space

Moved by Councillor Hundleby, seconded by Councillor Liberchuk: That Council recess the Committee of the Whole meeting at 6:58 PM. Carried Unanimously.

Council resumed at 8:47 PM with all members of Council present, except Councillor Morrison.

Development Services

- 2) [17-069](#) Official Community Plan Review - Phase 5 Consultation, Staff Report DEV-17-011

Community Development Coordinator provided an update of Official Community Plan Review re: Housing Forum and responded to questions from Council.

Comments from Council included:

- * Suggested use of visual aids to relay information of housing options and policies in advance of forum

* Consultation process as a collaboration of community groups including developers and renters

8. PUBLIC QUESTION AND COMMENT PERIOD

Excluding items which are or have been the subject of a Public Hearing. Limit of two minutes per speaker.

Lynda O' Keefe, *Esquimalt Photography Club*, advised of the Spring Photograph Show from March 1 at the Recreation Centre with launch party scheduled for March 2 from 6:30 PM to 8:30 PM.

Marilyn Day, *resident*, advised of two Community events scheduled for April 9, Vimy 100 at the Bay Street Armoury and May 27, Fort Macaulay Historical Interpretive Tour.

9. ADJOURNMENT

Moved by Councillor Hundleby, seconded by Councillor Liberchuk: That the Committee of the Whole meeting be adjourned at 9:00 PM. Carried Unanimously.

MAYOR BARBARA DESJARDINS
THIS date DAY OF month, 2017

ANJA NURVO, CORPORATE OFFICER
CERTIFIED CORRECT



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall
1229 Esquimalt Road
Esquimalt, B.C. V9A 3P1

Staff Report

File #:17-109

REQUEST FOR DIRECTION

DATE: March 3, 2017

Report No. ADM-17-005

TO: Laurie Hurst, Chief Administrative Officer

FROM: Anja Nurvo, Director of Corporate Services

SUBJECT:

Council Liaison Role - Policy Review

ESSENTIAL QUESTION:

Do the existing Council Policies need to be revised to clarify the role of the Council Liaison to community groups; and does Council wish to appoint a Council Liaison to the three community groups receiving in-kind support that currently do not have a Council Liaison?

RECOMMENDATION:

That the Committee of the Whole receive Staff Report ADM-17-005 for information, provide any additional direction to staff as the COTW considers advisable relating to the current Council Policies and the role of the Council Liaison to community groups and committees, and direct staff to prepare a report for Council's consideration.

BACKGROUND:

During the Strategic Planning session held by Council on January 21st, 2017, Council discussed local community and special interest groups and those organizations that receive local grant funding. Council directed staff to:

1. Review all community groups that are considered "established" and those that receive local grant funding, to consider appointment of a Council Liaison; and
 2. Add to COTW to review the current Council Policy relating to the role of the Council Liaison to Advisory Committees, to determine its applicability to the role of the Council Liaison to other community groups to clarify the groups' expectations of the Council representative/appointment.
-
1. Role of Council Liaison

Council Policy ADMIN-45 'Operational Guidelines for Council Committees and Commissions', a copy of which is attached for information, contains a section on Roles. For Council Liaison, it states as follows:

“The role of Council Liaison(s) of a committee/commission shall be to:

- assist the committee/commission with focus and clarity regarding Council's Strategic Plan;
- represent the interests of Council based on existing policies, budget and Strategic Plan.”

Council Policies setting out the Terms of Reference of the existing Advisory Committees state that the membership may include up to four non-voting members, including the Staff Liaison, Recording Secretary and up to two Council Liaisons. Non-voting members are not included in the determination of quorum for any committee.

The Advisory Planning Commission Bylaw, 2012, No. 2792 states that all meetings of the APC and the Design Review Committee (DRC) shall be open to the public, and that the public will be given the opportunity to speak to the application at a Council meeting but will not be given an opportunity to speak to an application during an APC or DRC meeting. The Bylaw also contains the following clause:

s. 21 Resource persons may attend APC and DRC meetings as follows:

- a. Any Council member, employee or officer of the Township, or the Approving Officer for the Township, may attend a meeting in a resource capacity and may be invited to speak by the Chair.
- c. Persons attending meetings in a resource or advisory capacity shall not vote on matters under consideration.

The role of the Council Liaison to Advisory Committees as well as to the APC and DRC is clearly addressed in Council Policy ADMIN-45, in Council Policies setting out the Terms of Reference of Advisory Committees, and in Bylaw No. 2792.

Council Policy ADMIN-32 is the Local Grants Policy. This Policy was amended on October 3, 2016, to include provisions to deal specifically with Established Events and In Kind Support. It states as follows:

“For any community event receiving in kind support, Council may:

- elect a Councillor to act in an advisory and liaison capacity with the Committee and attend committee meetings; and
- request that a staff representative attend committee meetings.”

It is clear from the revised Local Grants Policy that the role of the Council representative to community organizations is intended to be the same as that of Council Liaison appointments to the Township's Advisory Committees and Commissions. The Council Liaison's role for both types of committees is to attend meetings, to act in an advisory and liaison capacity, and to assist the organization as required with clarity regarding existing Township policies, the current budget and Council's Strategic Plan.

It is not intended that the Council Liaison's role is to take an active part in the deliberations or in the formulation of the committee's or organization's decisions or recommendations to Council. Their opportunity for influence comes at the Council table when Council is considering the committee's recommendations, and not at the committee table when the committee is formulating them. In addition to providing clarity when requested or as appropriate around the Strategic plan, policies and budget, the Council Liaison should attend meetings to observe the discussion and be in a position to assist Council in explaining the rationale and reasoning behind a committee's recommendations to Council.

In staff's opinion, there are no revisions required to the existing Council Policies to clarify the role of the Council Liaison to committees and community organizations. However, staff will ensure that the appropriate role of the Council Liaison to committees is adequately reviewed at the annual committee orientation for committee members, members of Council and staff liaisons. In addition, when preparing letters to community organizations advising them of the Council appointments, staff will include a clause regarding the role of the Council Liaison in order to clarify the group's expectations.

2. Council Liaison Appointments to Community Groups

Each year, Council makes appointments of Council members to act as Council Liaison to several community organizations. For 2017, appointments were made to the following organizations receiving Local Grant funding or in kind support from the Township:

- Buccaneer Days Committee
- Celebration of Lights Committee
- Esquimalt Ribfest
- Esquimalt Together Against Graffiti
- Township Community Arts Council

The following three additional organizations, which do not currently have a Council Liaison, were identified as "Established Events" in the Report dealing with 2017 Local Grants Allocation (Staff Report FIN-17-003 considered by Council at its meeting held on March 6th, 2017):

- Esquimalt Lantern Festival Society (\$8,000)
- Victoria Nikkei Society (\$1,000)
- Esquimalt Farmers Market Society (\$12,000)

ISSUES:

Of the seven local groups noted as Established Events receiving Local Grant support from the Township of Esquimalt, Council has appointed a Council Liaison to four, leaving three currently without a Council Liaison. Council should consider whether, in accordance with Policy ADMIN-32 'Local Grants', Council wishes to appoint a Council Liaison to any of the three identified community organizations.

It is staff's opinion that the existing Council Policies adequately address the role of the Council Liaison to Advisory Committees, Commissions and community groups, and that no revisions are recommended at this time.

ALTERNATIVES:

1. That the COTW receive Staff Report No. ADM-17-005 for information, provide any additional direction to staff relating to the current Council Policies and the role of the Council Liaison to committees as the COTW considers advisable, and direct staff to prepare a report for Council's consideration.
2. That the COTW provide alternative direction to staff.
3. That the COTW request further information from staff.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

COUNCIL POLICY

TITLE: Operational Guidelines for Council Committees and Commissions			NO. ADMIN- 45	
POLICY				
Council may, at its pleasure, establish committees and/or commissions (“committees”) assigned the review of clearly defined areas of concern and interest to Council, as set out in the approved Terms of Reference or Bylaw, as applicable.				
PURPOSE				
The purpose of such committees is to assist Council to accomplish its goals and objectives as outlined in Council’s Strategic Plan, and to provide focused public input for Council’s consideration on matters referred to the committee by Council, and for staff’s consideration on matters referred by staff.				
OUTPUT				
The output of committees will take the form of one of the following:				
1. Recommendations to Council: <ul style="list-style-type: none">▪ Advice for Council to consider on particular issues referred to the committee by Council;▪ Suggested policies for Council to consider, provided such fall within the Terms of Reference of the committee;▪ Request to Council to refer a specific project to the committee; however, prior to such a recommendation proceeding to Council, staff will prepare a report outlining the impact the request would have on budget, staff time, departmental workload and Council’s Strategic Plan.				
2. Recommendations and input to Staff: <ul style="list-style-type: none">▪ As requested by staff, provide observations regarding community perspectives for staff to consider when seeking a decision by Council.				
BUDGET				
Committees may submit a request to Council for approval of funding to cover specific costs. If such funds are allocated to a committee, the Staff Liaison will provide a regular status update of the budget to the committee, and the committee shall provide a report to Council on the use of such funds.				
PROCEDURAL REQUIREMENTS				
1. Open Meetings All meetings of committees will be open to the public except as provided for in Section 90 of the <i>Community Charter</i> and as determined by either:				
EFFECTIVE DATE: May 25, 2015	APPROVED BY: Council	REFERENCE: ADM-15-021	AMENDS NO. February 4, 2013	PAGE 1 OF 2

TITLE: Operational Guidelines for Council Committees and Commissions	NO. ADMIN- 45
<div data-bbox="240 302 1209 436"> <ul style="list-style-type: none"> ▪ The Corporate Officer; ▪ The Chief Administrative Officer; ▪ The Staff Liaison or senior staff person in attendance at the meeting; or ▪ The Council. </div> <div data-bbox="191 470 521 506"> <p>2. Meeting Procedures</p> </div> <div data-bbox="240 506 1458 573"> <p>All procedures of committees shall comply with the <i>Council Procedure Bylaw, 2009, No. 2715</i>, as amended.</p> </div> <div data-bbox="191 606 834 642"> <p>3. Notices of Meetings, Agendas and Minutes</p> </div> <div data-bbox="240 642 1458 919"> <ul style="list-style-type: none"> • A copy of all notices of meetings and agendas shall be provided to the Corporate Officer for posting on the Township's website at least 2 days before the meeting. • Minutes shall be recorded by staff at all meetings of committees. • Draft minutes shall be provided to the Corporate Officer at the earliest opportunity, for inclusion in a Council agenda for Council's information. • Minutes shall be adopted by the committees and the original adopted minutes shall be signed by the Chair/Acting Chair and provided to the Corporate Officer for the corporate records and for posting on the Township's website. </div> <div data-bbox="191 953 394 982"> <p>ORIENTATION</p> </div> <div data-bbox="191 1016 1458 1178"> <p>Committee members appointed by Council will be provided with an orientation session from senior staff to be scheduled annually following Council's appointments to committees. Council members may participate in the orientation. Staff will seek to arrange specific training in conducting effective meetings for those committee members appointed as the Chair and Vice-Chair.</p> </div> <div data-bbox="191 1211 293 1243"> <p>ROLES</p> </div> <div data-bbox="191 1276 1458 1772"> <ol style="list-style-type: none"> 1. Chair - the role of the Chair of a committee shall be to: <ul style="list-style-type: none"> ▪ chair and call meetings; ▪ together with the Staff Liaison, create the meeting agendas; ▪ be well informed on activities and issues within the assigned area, and provide leadership and relevant information to assist the committee in meeting its mandate ▪ establish subcommittees as may be required for specific projects that have been directed to the committee by Council; ▪ attend Council meetings to present any report of the committee where a specific recommendation is being made to Council for its consideration; ▪ mentor the Vice-Chair to assist with leadership succession and to act as the alternate chair in the Chair's absence at any meeting or event. 2. Council Liaison – the role of Council Liaison(s) of a committee/commission shall be to: <ul style="list-style-type: none"> ▪ assist the committee/commission with focus and clarity regarding Council's Strategic Plan; ▪ represent the interests of Council based on existing policies, budget and Strategic Plan. </div>	

EFFECTIVE DATE: May 25, 2015	APPROVED BY: Council	REFERENCE: ADM-15-021	AMENDS NO. February 4, 2013	PAGE 2 OF 2
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CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall
1229 Esquimalt Road
Esquimalt, B.C. V9A 3P1

Staff Report

File #:17-111

REQUEST FOR DIRECTION

DATE: March 8, 2017

Report No. ADM-17-006

TO: Mayor and Council

FROM: Laurie Hurst, Chief Administrative Officer

SUBJECT:

Update of Strategic Priorities and Operational Strategies for 2017

ESSENTIAL QUESTION:

Are there any additional updates that the Committee want to provide as updates to the Strategic Priorities for 2017?

RECOMMENDATION:

That the COTW receive Staff Report No. ADM-17-006 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to prepare a report for Council's consideration.

BACKGROUND:

In January, 2015 Council held facilitated strategic planning workshops and developed Strategic Priorities for 2015 to 2019. In January of each subsequent year, Council holds a workshop to review and update the Strategic Priorities chart. Staff utilize the updated Strategic Priorities and direction provided from Council discussion at their workshop to develop Operational Strategies.

ISSUES:

The Strategic Priorities 2015-2019 chart has been updated to reflect Council discussion from January and is attached for your review. The only updates were to change 'Continue to actively market opportunities in the Esquimalt Village Project' to 'Continue to work with development partner on Esquimalt Town Square Project' and 'Proactively plan for integrated waste strategies' to 'Participate in integrated waste strategies'.

Based on the discussion and direction given at the strategic planning session, staff have updated the operational strategies. Attached for ease of reference is the original document with areas of change highlighted and a clean copy with all updates incorporated.

Many of the strategies were multi-year and have remained. Highlighted areas indicate the removal of strategies that have been completed or are redundant, addition of new strategies or updated wording to reflect current year focus.

ALTERNATIVES:

1. That the COTW receive Staff Report No. ADM-17-006 for information, provide any additional direction to staff as the COTW considers advisable, and direct staff to prepare a report for Council's consideration.
2. That the COTW provide alternative direction to staff.
3. That the COTW request further information from staff.

Strategic Priorities 2015 - 2019



We continue to enhance the health and liveability of the community

- Support community growth and development consistent with our Official Community Plan
- Ensure multi-modal traffic strategies consider and reflect business and residential growth and development
- Build a vibrant and sustainable arts, culture and heritage community
- Parks & Recreation enhancements and strategic parkland acquisition and expansion
- Ensure heritage values are considered in land use decisions
- Support food security and initiatives for community spaces



We recognize the importance of, and will enhance relationships with our neighbours and other levels of government

- Advocate at the regional level for voice and equity in regional services
- Work with First Nations and the Esquimalt community to support economic, social and cultural opportunities
- Advocate with intergovernmental entities to promote issues affecting Esquimalt
- Continue working with government and school district stakeholders to promote positive relationships and advance issues impacting the community



We encourage a resilient and diverse economic environment

- Continue to work with development partner on Esquimalt Town Square Project
- Implement Economic Development Strategy
- Support revitalization and beautification initiatives along Esquimalt Road
- Ensure processes for business and development are clear and consistent
- Encourage and facilitate community involvement that supports non-governmental initiatives



We continue to address the operational and financial requirements of our infrastructure

- Participate in integrated waste strategies
- Identify infrastructure repair and proactively plan for replacement needs
- Identify long term financial requirements for infrastructure

HEALTHY AND LIVEABLE COMMUNITY

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

Incorporate Environmental Advisory Committee review process as part of OCP update

Undertake public consultation of draft policies and guidelines

Review opportunities for increased density along rail corridor (dependent upon commuter rail service being revitalized)

Review food strategies as part of OCP update

Conduct housing forum as part of OCP review; include consideration of policies on secondary suites

Consider establishment of Social Planning Committee

Clarification of multi-jurisdictional responsibility along Gorge Waterway

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

Integrate bike lanes with consideration of CRD Master Cycling Plan

Engage with stakeholders and user groups to ensure input is considered

Ensure input from Environmental Advisory Committee is considered for multi-modal strategies

Build a vibrant and sustainable arts, culture and heritage community

Ensure community events support strategic objectives

Revisit local grant funding and policies for continuous improvement opportunities

Review public art policy in regard to murals

Parks & Recreation enhancements and strategic parkland acquisition and expansion

Create and implement a multi-year upgrade and replacement plan for Township playground areas

Facilitate and conduct public consultation for McLoughlin Point Amenity Reserve Funds

Review Strategies for replenishment of Parkland Acquisition Fund

Consider improvements to skate park at Anderson, consider art project and involvement with Esquimalt High School

HEALTHY AND LIVEABLE COMMUNITY (CONT'D)

Ensure heritage values are considered in land use decisions

Ensure heritage values are considered during OCP review and update

Training for Advisory Planning Commission members on Heritage Values

Ensure Advisory Planning Commission composition reflects accessibility, environment and heritage

Support food security and initiatives to improve community spaces

Recommended strategies for food security developed by EAC to be considered during OCP review

KEY RELATIONSHIPS

Advocate at the regional level for voice and equity in regional services

Review Capital Regional District arts service involvement and funding

Explore and identify efficiencies between local and regional initiatives

Continue to engage BC Transit to advocate for higher level of services

Work with First Nations and the Esquimalt community to support economic, social and cultural opportunities

Continue to organize regular Community to Community forums

Consult and engage with First Nations on economic development and planning initiatives

Engage with local service entities to ensure input is considered to support strategic priorities

Advocate with intergovernmental entities to promote issues affecting Esquimalt

Utilize larger organizations to advocate with other levels of government (Association of Vancouver Island and Coastal Communities/Union of BC Municipalities/Federation of Canadian Municipalities)

Work closely with CFB Esquimalt to align our community visions

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

Implement new social media channel (s)

Promote emergency preparedness through shared initiatives and training

Utilize Community Safety Working Group on issues impacting the community

Consultation with stakeholders on McLoughlin Point amenities including First Nations, CFB Esquimalt, residents associations, School Districts, PAC

RESILIENT AND DIVERSE ECONOMY

Continue to work with development partner on Esquimalt Town Square project

Implementation of remediation plan

Continue to work with Aragon and GVPL on new library space

Finalize site preparation for land transfer

Ensure regular information flow with stakeholders on major projects such as Esquimalt Town Square and McLoughlin Point Wastewater Facility

Implement Economic Development Strategy

Review and update economic development strategies and action plan including measurables

Engage consultant to develop Communications and Marketing Strategy and materials

Utilize relationship with Urban Development Institute as additional input and resource for economic development

Review relationship with South Island Prosperity Project

Participate in Urban Development Institute (UDI) functions

Leverage advertising opportunities, such as BC Economic Development Association 'Invest in BC' magazine

Facilitate Board-Council session with UDI

Support revitalization and beautification initiatives along Esquimalt Road

Promote Revitalization Tax Incentive Program

Continue development of Esquimalt Road Urban Design Guidelines

Ensure processes for business and development are clear and consistent

Review Township policies and bylaws to ensure efficient processes; amend and update as necessary

Consider improvement to user services on website to make more accessible

Organize Council-staff workshop to review processes including Green Development Guidelines

Encourage and facilitate community involvement that supports non-governmental initiatives

Promote and encourage a diverse range of community events

Support community groups through Township communications resources

Consider Policy for advertising/promotion on Township property & vehicles

Consider initiatives to improve or encourage private owners to participate in Bloomin' Beautiful program

WELL MANAGED AND MAINTAINED INFRASTRUCTURE

Participate in integrated waste strategies

- Monitor compliance with all zoning and development agreements for McLoughlin Point WWTP
- Ensure liaison committee is established and functioning
- Work with Project Board to ensure assessment of existing infrastructure is developed and established
- Participate in CRD led initiatives for other waste streams

Identify infrastructure repair and proactively plan for replacement needs

- Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure – Year 1
- Implementation of sidewalk master plan
- Implementation of roadway master plan
- Implementation of street lighting improvements and upgrades
- Public consultation for McLoughlin Point Amenity Reserve Funds

Identify long term financial requirements for infrastructure

- Complete and update infrastructure and asset inventory
- Development of short and long term asset management policies and plans

HEALTHY AND LIVEABLE COMMUNITY (CONT'D)

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

Incorporate Environmental Advisory Committee review process as part of Official Community Plan update

Present Community Engagement Strategy (removed)

Undertake Official Community Plan Ideas Fair (removed)

Review Food Strategies as part of OCP update

Review Policies on Secondary Suites (removed)

Consider establishment of Social Planning Committee

Promote 'Walkability' Score App (removed)

Undertake public consultation of draft policies and guidelines (added)

Review opportunities for increased density along rail corridor (dependent upon commuter rail service being revitalized) (added)

Conduct housing forum as part of OCP review; include consideration of policies on secondary suites (added)

Clarification of multi-jurisdictional responsibility along Gorge Waterway (added)

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

Integrate bike lanes with consideration of CRD Master Cycling Plan (added)

Engage with stakeholders and user groups to ensure input is considered

Ensure input from Environmental Advisory Committee is considered for multi-modal strategies

Build a vibrant and sustainable arts, culture and heritage community

Ensure community events support strategic objectives

Ensure that community organizations in receipt of Township special event funding have developed measurable objectives and are required to report back with results (update/create policy documents) (removed)

Review policies for funding community groups and associations to ensure resource accountability and avoid duplication of services (removed)

Develop and implement a comprehensive arts policy (removed)

Review current model of support for arts, culture and heritage (removed)

Develop Guidelines / Criteria for Established Events vs Local Grant Funding & In-Kind Support (removed)

Revisit local grant funding and policies for continuous improvement opportunities (added)

Review public art policy in regard to murals (added)

HEALTHY AND LIVEABLE COMMUNITY (CONT'D)

Parks & Recreation enhancements and strategic parkland acquisition and expansion

Create and implement a multi-year upgrade and replacement plan for Township playground areas

Facilitate and conduct public consultation for McLoughlin Point Amenity Reserve Funds (added)

Review Strategies for replenishment of Parkland Acquisition Fund

Consider improvements to skate park at Anderson, consider art project and involvement with Esquimalt High School (added)

Develop plans for a children's adventure and splash play park on Fraser Street (removed)

Ensure heritage values are considered in land use decisions

Ensure heritage values are considered during OCP review and update

Training for Advisory Planning Commission members on Heritage Values

Ensure Advisory Planning Commission composition reflects accessibility, environment and heritage

Incorporate Heritage Advisory Committee review process as part of Official Community Plan

update (removed)

Urban Design Guidelines (removed)

Staff report on alternatives to Heritage Advisory Committee (removed)

Support food security and initiatives to improve community spaces

Recommended strategies for food security developed by Environmental Advisory Committee to be considered during OCP review (changed)

KEY RELATIONSHIPS

Advocate at the regional level for voice and equity in regional services

Review Capital Regional District arts service involvement and funding

Explore and identify efficiencies between local and regional initiatives

Continue to engage BC Transit to advocate for higher level of services

Work with First Nations and the Esquimalt community to support economic, social and cultural opportunities

Continue to organize regular Community to Community forums

Consult and engage with First Nations on economic development and planning initiatives

Engage with local service entities to ensure input is considered to support strategic priorities

Conduct review of Committee governance to ensure alignment with strategic

priorities (removed)

Advocate with intergovernmental entities to promote issues affecting Esquimalt

Utilize larger organizations to advocate with other levels of government (Association of Vancouver Island and Coastal Communities/Union of BC Municipalities/Federation of Canadian Municipalities)

Work closely with CFB Esquimalt to align our community visions

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

Implement new social media channel (s) (changed)

Promote emergency preparedness through shared initiatives and training

Utilize Community Safety Working Group on issues impacting the community

Consultation with stakeholders on McLoughlin Point amenities including First Nations, CFB Esquimalt, residents associations, School Districts, PAC (added)

RESILIENT AND DIVERSE ECONOMY

Continue to work with development partner on Esquimalt Town Square project

Implementation of remediation plan(changed)

Continue to work with Aragon and GVPL on new library space(added)

Finalize site preparation for land transfer(added)

Ensure regular information flow with stakeholders on major projects such as Esquimalt Town Square and McLoughlin Point Wastewater Facility(added)

Maintain communication with Justice Institute of BC for anchor tenancy (removed)

Utilize information gained through market and housing surveys to refine development options(removed)

Seek development partner through Expression of Interest and Request for Proposal processes(removed)

Implement Economic Development Strategy

Review and update economic development strategies and action plan including measurables

Engage consultant to develop Communications and Marketing Strategy and materials

Utilize relationship with Urban Development Institute as additional input and resource for economic development(changed)

Assess relationship with South Island Prosperity Project(changed)

Participate in Urban Development Institute (UDI) functions

Leverage advertising opportunities, such as BC Economic Development Association 'Invest in BC' magazine

Facilitate Board-Council session with UDI(added)

Support revitalization and beautification initiatives along Esquimalt Road

Promote Revitalization Tax Incentive Program

Continue development of Esquimalt Road Urban Design Guidelines

Enhanced maintenance along Esquimalt Road corridor(removed)

Ensure processes for business and development are clear and consistent

Review Township policies and bylaws to ensure efficient processes; amend and update as necessary

Consider improvement to user services on website to make more accessible(added)

Organize Council-staff workshop to review processes including Green Development Guidelines(added)

RESILIENT AND DIVERSE ECONOMY

Encourage and facilitate community involvement that supports non-governmental initiatives

Promote and encourage a diverse range of community events

Support community groups through Township communications resources

Consider Policy for advertising/promotion on Township property & vehicles

Consider initiatives to improve or encourage private owners to participate in Bloomin' Beautiful

program(added)

WELL MANAGED AND MAINTAINED INFRASTRUCTURE

Participate in integrated waste strategies

Monitor compliance with all zoning and development agreements for McLoughlin Point WWTP (added)

Ensure liaison committee is established and functioning (added)

Work with Project Board to ensure assessment of existing infrastructure is developed and established (added)

Participate in CRD led initiatives for other waste streams (added)

Participate in Westside Wastewater Treatment and Resource Recovery Select Committee and Core Area Liquid Waste Management Committee to review wastewater treatment strategies for local and regional solutions (removed)

Identify infrastructure repair and proactively plan for replacement needs

Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure – Year 1

Implementation of sidewalk master plan

Implementation of roadway master plan (changed)

Implementation of street lighting improvements and upgrades (added)

Public consultation for McLoughlin Point Amenity Reserve Funds (added)

Continue with manhole separation on case by case basis (removed)

Identify long term financial requirements for infrastructure

Complete and update infrastructure and asset inventory

Development of short and long term asset management policies and plans (added)