



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Agenda - Final

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

Special Committee of the Whole

Monday, March 11, 2019

5:45 PM

Esquimalt Council Chambers

1. **CALL TO ORDER**
2. **LATE ITEMS**
3. **APPROVAL OF THE AGENDA**
4. **PUBLIC INPUT (On items listed on the Agenda)**
Excluding items which are or have been the subject of a Public Hearing.
5. **STAFF REPORTS**

Administration

- 1) [19-111](#) Draft Strategic Plan 2019 - 2023, Staff Report ADM-19-007

Recommendation:

That the COTW receive Staff Report No. ADM-19-007 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: [Schedule 1 - Draft Strategic Priorities & Goals](#)
[Schedule 2 - Updated Vision, Mission & Core Values](#)
[Schedule 3 - Updated Operational Strategies - changes in red](#)
[Schedule 4 - Updated Operational Strategies - clean copy](#)
[Schedule 5 - Strategic Priorities 2015-2019 Report](#)

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



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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

Staff Report

File #:19-111

REQUEST FOR DIRECTION

DATE: March 4, 2019

Report No. ADM-19-007

TO: Mayor and Council

FROM: Laurie Hurst, Chief Administrative Officer

SUBJECT:

Draft Strategic Plan 2019 - 2023

ESSENTIAL QUESTION:

Does the Committee wish to provide any additional information on the Draft Strategic Plan 2019 - 2023 and is the Committee in agreement with the proposed input process?

RECOMMENDATION:

That the COTW receive Staff Report No. ADM-19-007 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:

The Mayor and members of Council met November 30 and December 1, 2018 and January 12, 2019 to develop and identify key strategic priorities and goals to be undertaken during the term of Council 2019 - 2023. The Chief Administrative Officer and senior staff attended to offer support and to provide research and advice to help Council in their decision making process. The sessions were facilitated by Stacey Holloway. The draft Strategic Priorities and Goals are attached in a list format for your information (Schedule 1).

In addition to the development of strategic priorities and goals, Mayor and Council reviewed and updated the Vision, Mission and Core Values. These are attached for your information (Schedule 2).

The CAO and senior leadership group used the draft strategic priorities and goals in a separate workshop to update and develop operational strategies and work plans to support the direction set by Council. The operational strategies were developed with consideration to capacity and resource requirements and may change slightly prior to finalization as they are dependent on resources allocated during upcoming budget discussions. Attached are two documents detailing the updates to strategic plan information. The first document provides all updating in red so that you may follow the changes (Schedule 3) from the previous term and the second document provides a clean copy for

ease of reference (Schedule 4).

ISSUES:

Once Council has given any additional direction and approved the draft strategies in principle, the documents will be distributed to all Advisory Committees for comment and input. In addition, the documents will be posted to the Township website for general public comment and input.

Staff will prepare a report for consideration at the April 15, 2019 regular meeting of Council. The report will summarize all input received and will include recommendations for any updates based on the input.

Once Council has adopted the Strategic Plan 2019- 2023, staff will finalize a more polished document similar to that attached for 2015 - 2019 (Schedule 5). Staff will report back to Council on a regular basis through Staff Period Reports to demonstrate the progress on various initiatives.

ALTERNATIVES:

1. That the COTW receive Staff Report No. ADM-19-007 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 AND GOALS

We strengthen the health, livability and diversity of the community

Support community growth, housing and development consistent with our Official Community Plan

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

Support the arts, culture and heritage community

Enhance opportunities for Parks & Recreation

Fully utilize the \$17 million McLoughlin amenity funds to maximum potential

Advance the work of reconciliation with Indigenous People

Control deer in partnership with other governments

Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals

Develop a Health Strategy for our community

We will build and enhance partnerships with community groups and other governments

Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities

Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community

Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities

We encourage a resilient and diverse economic environment

Develop and seek opportunities for the Municipal lands within the Esquimalt Town Centre

Support revitalization and beautification initiatives along Esquimalt Road

Boost investment in the local economy and promote the growth and diversity of businesses

We efficiently and effectively provide local services and infrastructure

Identify infrastructure repair and proactively plan for replacement needs

Identify long term financial requirements for local services and infrastructure

Promote opportunities to share services where operationally and financially beneficial

Work to achieve equitable costing and optimization of policing in Esquimalt

Support ongoing improvements to transportation corridors

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

We achieve excellence in public service

Support the Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's Core Values

Ensure capacity is adequate to support the goals in the Strategic Plan

Engage, respect and respond to the needs of our community



Township of Esquimalt

Our Vision

The Township of Esquimalt is a vibrant, distinct and diverse community for people to discover and belong.

Our Mission

The Township of Esquimalt works to make our economic, cultural, social and environmental community a better place for today and for the future.

Our Core Values

Accountability

We are transparent and take responsibility for our policies, our decisions and our actions.

Integrity

We practice high standards of ethical behaviour and open communication that inspires trust.

Respect

We value people and treat everyone with dignity and fairness.

Service Excellence

We meet community needs and achieve high-quality results through teamwork, partnerships, innovation and creativity.

Passion

We approach our work with conviction and enthusiasm.

HEALTHY, LIVABLE AND DIVERSE COMMUNITY (UPDATED)

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) (Deleted)
- Develop parking strategy including review and update of parking bylaw (Added)
- Consider establishment of Social Planning Committee (Deleted)
- Facilitate policy discussion for private use of public lands (Updated)
- Consider establishment of Housing Task Force after adoption of OCP to research and recommend sustainable and inclusive housing strategies (Deleted)
- Complete housing inventory (Added)
- Adopt and implement updated OCP including all DP Guidelines (Deleted)
- Complete staff report on implications and costs to develop neighborhood design guidelines for the entire community (Added)
- 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 (Added)
- Develop design guidelines for improving the design of 'missing middle' housing (Added)

Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development (Updated)

- Research and consider best practices for multi-modal traffic initiatives and strategies
- Integrate bike lanes with consideration of CRD Master Cycling Plan (Deleted)
- Engage with stakeholders, user and advisory groups to ensure input is considered as development occurs (Updated)
- Utilize groups as needed for referral and recommendation on accessibility issues (ie Recreation Integration Victoria) (Deleted)
- Consult with Chamber of Commerce on installation of additional bike racks in commercial areas (Moved to Partnerships)

Support the arts, culture and heritage community (Updated)

- Review and update public art policy (Deleted)
- Develop a Public Art Master Plan (Added)
- Provide training for Advisory Planning Commission members on heritage values (Moved from Heritage section)
- Complete 2 additional statements of significance in accordance with the Heritage Policy (Moved from Heritage section)
- Utilize Township communication tools to promote and support community events (Added)

HEALTHY, LIVABLE AND DIVERSE COMMUNITY (CONT'D)

Enhance opportunities for Parks & Recreation **(Updated)**

- Continue to implement a multi-year upgrade and replacement plan for Township playground areas **(Deleted)**
- Facilitate and conduct public consultation for McLoughlin Point Amenity Reserve Funds **(Updated and moved to McLoughlin section)**
- Continue with opportunity to replenish Parkland Acquisition Fund
- Increased engagement with Parks & Rec Advisory Committee **(Deleted)**
- Develop long range design plans for major parkland areas **(Added)**
- Engage with stakeholders and residents on parks and recreation services **(Added)**

Ensure heritage values are considered in land use decisions **(Deleted)**

- Training for Advisory Planning Commission members on Heritage Values **(Moved to Support Heritage section)**
- Complete 2 additional statements of significance in accordance with the Heritage Policy **(Moved to Support Heritage section)**

Support food security and initiatives to improve community spaces **(Deleted)**

- Explore opportunities for community gardens **(Deleted)**
- Promote awareness of urban farming opportunities **(Deleted)**

Proactively address emerging trends in public safety **(Deleted)**

- Ensure compliance with Victoria and Esquimalt Police Framework Agreement **(Updated and moved to Efficient and Effective Services section)**
- Establish regulations for legalization of marihuana **(Deleted)**
- Research Opportunities for public alert system **(Moved to Efficient and Effective Services section)**

Fully utilize the \$17 million McLoughlin amenity funds to maximum potential **(Added)**

- Identify and facilitate the selection of projects to be funded by McLoughlin amenity funds in conjunction with public consultation **(Updated and moved from Parks & Recreation section)**

Advance the work of reconciliation with Indigenous People **(Added)**

- Support working group as required as recommendations made to Council **(Added)**

Control deer in partnership with other governments **(Added)**

- Continue with public education program **(Added)**
- Continue with annual deer counts in conjunction with Department of National Defence **(Added)**

HEALTHY, LIVABLE AND DIVERSE COMMUNITY (CONT'D)

Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals (Added)

Evaluate all public buildings for potential energy efficiencies (Added)

Evaluate all equipment purchases consistent with Township sustainable purchasing policies (Added)

Create a climate adaptation plan (Added)

Participate in the Residential Retrofit Acceleration Project to advance energy efficiency in the built environment (Added)

Develop health strategies for our community (Added – amendment proposed by staff)

Work with developers and community organizations to support research related to health and wellness (Added)

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

Continue to develop opportunities that promote healthy and active living (Added)

BUILD AND ENHANCE PARTNERSHIPS (UPDATED)

Advocate at the regional level for voice and equity in regional services (Deleted)

Review Capital Regional District arts service involvement and funding (Deleted)

Explore and identify efficiencies between local and regional initiatives (Deleted)

Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities (Updated)

Organize regular Community to Community forums (Updated)

Consult and engage with First Nations on update of Economic Development Strategy (Updated)

Consult and engage with First Nations on any Official Community Plan amendments (Added)

Advocate with intergovernmental entities to promote issues affecting Esquimalt (Deleted)

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

Work with Federal agencies to ensure coordination of development projects and mitigation of impacts (Deleted)

Clarify and establish Esquimalt position on Victoria & Esquimalt Police Board (Updated and moved to Efficient and Effective Services section)

Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community (Updated)

Collaborate with CFB Esquimalt, School Districts and other municipalities on efficiencies and partnerships in Parks and Recreation Services

Continue to enhance use of social media as engagement tool (Deleted)

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 (Deleted)

Consult with Chamber of Commerce on relevant initiatives (bike racks, check out bags, amenity funds, economic development) (Updated and moved from Economic Environment section)

Work with Esquimalt community groups to advance economic, cultural social and environmental opportunities (Added)

Continue with the Adapting Together Project to assess and prioritize climate risks to Esquimalt (Added)

Create policies and guidelines to improve social health in multi-family housing (Plan H project) (Added)

Continue with consultation for implementation of Checkout Bag Regulation Bylaw (Added)

Recruit volunteers for Esquimalt Together Against Graffiti (ETAG) (Moved from Economic Environment section)

RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT (UPDATED)

Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre (Updated)

Obtain Certificate of Compliance

Monitor construction of new library space

Finalize storm and sanitary servicing

Ensure regular community updates on ETS progress (timelines/status in newsletters) (Deleted)

Explore opportunities for Public Safety Building project in conjunction with McLoughlin amenity funds (Moved from Services and Infrastructure section)

Implement Economic Development Strategy (Deleted)

Review and update economic development strategies and action plan including measurable (Updated and moved to Boost Investment section)

Engage consultant to develop Communications and Marketing Strategy and materials (Updated and moved to Boost Investment section)

Utilize relationship with Urban Design Institute and South Vancouver Island Economic Development Association as additional input and resource for economic development (Moved to Boost Investment section)

Prepare business case outlining options for enhanced economic development (Updated and moved to Boost Investment section)

Utilize relationship with Esquimalt Chamber of Commerce to increase engagement with local businesses (Updated and moved to Boost Investment section)

Support revitalization and beautification initiatives along Esquimalt Road

Explore further opportunities under the Revitalization Tax Incentive Program (Updated)

Enhanced maintenance along Esquimalt Road corridor (Deleted)

Refer Cigarette Butt program to Environmental Advisory Committee for recommendations and options (Deleted)

Enhance intersection safety and explore parking options (Added)

Ensure processes for business and development are clear and consistent (Deleted)

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

Consider improvement to user services on website to make more accessible (Moved to Public Service)

Encourage and facilitate community involvement that supports non-governmental initiatives (Deleted)

Recruit volunteers for Esquimalt Together Against Graffiti (ETAG) (Moved to Partnerships section)

Coordinate with Esquimalt Chamber of Commerce to connect with local businesses on major initiatives (Updated and moved to Partnerships section)

RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT (CONT'D)

Boost investment in the local economy and promote the growth and diversity of businesses (Added)

Work with the Chamber of Commerce to increase engagement with local business (Updated and moved from Strategy section)

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

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 (Updated and moved from Strategy section)

Utilize relationship with Urban Design Institute and South Vancouver Island Economic Development Association as additional input and resource for economic development (Moved from Strategy section)

Provide options to complete a development capacity assessment (Added)

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

SERVICES AND INFRASTRUCTURE (UPDATED)

Participate in integrated waste strategies (Deleted)

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

Ensure Township representation continues on committees (technical & community) (Deleted)

Work with CRD to ensure protection and enhancement of existing infrastructure (Deleted)

Explore local initiatives for other waste streams (Moved to Identify and Plan section)

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

Public consultation for McLoughlin Point Amenity Reserve Funds (PSB) (Moved to Esquimalt Town Centre section)

Explore local initiatives for other waste streams (Moved from Participate section)

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 (Added)

Develop management plan with the Department of National Defence and Public Works Canada for storm drain spill events (Added)

Work to achieve equitable costing and optimization of policing in Esquimalt (Added)

Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement (Updated and moved from Healthy Community section)

Review all alternatives for provision of police services to the community (Added)

Clarify and establish Esquimalt position on Victoria & Esquimalt Police Board (Updated and moved to Efficient and Effective Services section)

Support ongoing improvements to transportation corridors (Added)

Evaluate transportation corridors for opportunities and options to enhance (Added)

Plan for continuity of core local services and infrastructure in the event of an emergency (Added)

Research Opportunities for public alert system (Moved from Healthy Community section)

Review existing plans and update for business continuity and update as necessary (Added)

EXCELLENCE IN PUBLIC SERVICE (Added)

Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values (Added)

Ensure hiring practices incorporate core values (Added)

Ensure regular performance evaluations are completed throughout the organization and are reflective of the Core Values (Added)

Ensure capacity is adequate to support the goals in the Strategic Plan (Added)

Assess capacity in the organization and develop succession plans (Added)

Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals (Added)

Promote leadership development within the organization (Added)

Engage, respect and respond to the needs of our community (Added)

Consider improvement to user services on website to make more accessible (Moved from Economic Environment section)

Explore feasibility of enhanced online services (Added)

Coordinate information and opportunities to improve awareness of financial processes (Added)

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

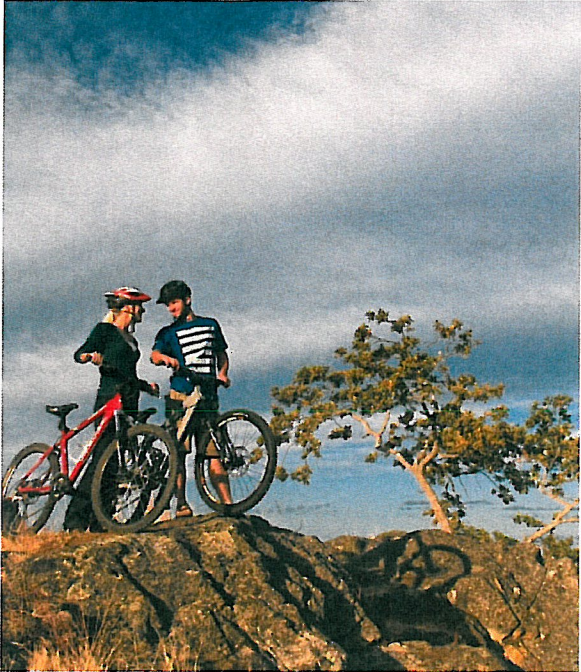
- Promote leadership development within the organization

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



Strategic Priorities 2015 - 2019

April 2015



Township of Esquimalt

The Township of Esquimalt's community vision, mission statement and organizational values provide the context for this strategic plan. These tools will guide Council and staff in their daily work and in the achievement of strategic goals and priorities. They will also be used to gauge the success of initiatives outlined in this strategic plan.

Our Vision

Esquimalt is a diverse community, a desirable place to live and an integral member of a larger region. We encourage meaningful community participation and consultation to provide open and responsible decision-making. We enhance responsible economic opportunities and embrace sports, recreation, the arts and the west coast lifestyle.

As we achieve the vision, we enhance our quality of life; enjoy health and safety; build upon our cultural heritage; revitalize our community; protect our natural environment and foster our diversity.

Our Mission

Focusing on community priorities, the Township of Esquimalt works to make our community and environment a better place for today and the future.

Our Values

Accountability – we acknowledge and take responsibility for our actions, decisions and policies.

Integrity – we practice high standards of ethical behaviour and open communication that inspire trust.

Respect – we foster an environment of fairness where people are valued and treated with dignity.

Service – we strive to meet community needs and achieve high-quality results through teamwork, innovation and creativity.



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
- Continue to build a vibrant and sustainable arts, culture and heritage community
- Continue with Parks & Recreation enhancements and strategic parkland acquisition and expansion
- Ensure heritage values are considered in land use decisions



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 actively market opportunities in the Esquimalt Village 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

- Proactively plan for 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

Undertake process to update the Official Community Plan

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

Ensure multi-modal traffic strategies consider and reflect business and residential growth and development

Research and consider best practices for all traffic initiatives and strategies

Engage with stakeholders and user groups to ensure input is considered

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

Continue to build a vibrant and sustainable arts, culture and heritage community

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)

Ensure community events support strategic objectives

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

Develop and implement a comprehensive arts policy

Continue with parks and recreation enhancements and parkland acquisition and expansion

Review current model of support for arts, culture and heritage

Continue with Parks & Recreation enhancements and strategic parkland acquisition and expansion

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

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

Ensure heritage values are considered in land use decisions

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

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

- Apply for Provincial grant funding to support the second round of Community to Community forums
- Consult and engage with First Nations on economic development and planning initiatives
- Conduct review of Committee governance to ensure alignment with strategic priorities
- 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 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
- Develop additional social media connections to promote communications with stakeholders
- Promote emergency preparedness through shared initiatives and training

RESILIENT AND DIVERSE ECONOMY

Continue to actively market opportunities in the Esquimalt Village Project

- Maintain communication with Justice Institute of BC for anchor tenancy
- Utilize information gained through market and housing surveys to refine development options
- Continue with remediation of property and development of remediation plan
- Seek development partner through Expression of Interest and Request for Proposal processes

Implement Economic Development Strategy

- Appoint Select Committee and develop action plan
- Consider input from advisory committees prior to implementation of economic development action plan
- Review economic development strategies and implement approved action plan

Support revitalization and beautification initiatives along Esquimalt Road

- Develop Revitalization Tax Incentive Program and Bylaw
- Consider input from advisory committees prior to adoption of Revitalization Tax Incentive Program and Bylaw
- Commence Esquimalt Road design guidelines process

Ensure processes for business and development are clear and consistent

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

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

WELL MANAGED AND MAINTAINED INFRASTRUCTURE

Proactively plan for integrated waste strategies

Participate in Westside Wastewater Treatment and Resource Recovery Select Committee to review wastewater treatment strategies for local and regional solutions

Identify infrastructure repair and proactively plan for replacement needs

Continue with planning and implementation of Inflow and Infiltration management plan

Develop and approve sidewalk master plan

Develop and approve roadway master plan

Assess and evaluate condition of underground infrastructure

Proceed with manhole separation

Consider input from advisory committees on infrastructure decisions where applicable

Continue with repair, replacement and upgrades of parks and recreation infrastructure

Identify long term financial requirements for infrastructure

Complete and update infrastructure and asset inventory

Continue to fund Infrastructure Renewal Reserve Fund