

# Operational Strategies 2015 - 2019

## HEALTHY AND LIVEABLE COMMUNITY

Operational strategies	Responsibility	Progress
<b>Support community growth, housing and development consistent with our Official Community Plan (OCP)</b>		
Proactively address potential increased movement on E&N rail corridor (including parking strategy)	Engineering & Public Works	Reviewing information as it becomes available. This information will be used to develop a course of action for the situation.
Consider establishment of Social Planning Committee	Corporate Services Development Services	To be reviewed during Council Strategic Planning Session scheduled for November 30-December 1, 2018
Develop strategy for private use of public lands	Community Safety Services Development Services	Report taken to Council <i>In Camera</i> re: enforcement.
Consider establishment of Housing Task Force after adoption of OCP to research and recommend sustainable and inclusive housing strategies	Development Services	The OCP has been adopted. Development Services is waiting for further instructions from Council via the Chief Administrative Officer.
Adopt and implement updated OCP including all DP Guidelines	Development Services	Completed.
<b>Ensure multi-modal traffic strategies consider and reflect business and residential growth and development</b>		
Research and consider best practices for multi-modal traffic initiatives and strategies	Engineering & Public Works	Project for traffic studies underway. As work proceeds these practices will be reviewed/modified/implemented as per project area.
Integrate Bike Lanes with consideration of CRD Master Cycling Plan	Engineering & Public Works	Project for traffic studies underway. As work proceeds these practices will be reviewed/modified/implemented as per project area.
Engage with stakeholders and user groups to ensure input is considered	Engineering & Public Works	Project for traffic studies underway. As work proceeds these practices will be reviewed/modified/implemented as per project area.
Utilize groups as needed for referral and recommendation on accessibility issues (ie Recreation Integration Victoria)	Engineering & Public Works Parks & Recreation	As projects are started, engagement will be carried out with user and stake holder groups.
Consult with Esquimalt Chamber of Commerce on installation of additional bike racks in commercial areas	Development Services	Consultation will occur as development proposals are considered.

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<b>Build a vibrant and sustainable arts, culture and heritage community</b>		
Review and update public art policy	Parks & Recreation Development Services	Work on this item will begin during the Winter.
<b>Parks and Recreation enhancements and strategic parkland acquisition and expansion</b>		
Continue to implement a multi-year upgrade and replacement of Township playground areas (Hither Green & Little League)	Parks & Recreation	Little League playground upgrades are underway. Community consultation for Hither Green design will begin this Winter.
Facilitate and conduct public consultation for McLoughlin Point Amenity Reserve Funds	Parks & Recreation	The McLoughlin Amenity Fund Round #2 community consultation is currently underway.
Continue with opportunity to replenish Parkland Acquisition Fund	Parks & Recreation Financial Services	Work is ongoing. Discussion with the Lampson Park property is in process with Development Services.
Increased engagement with Parks & Recreation Advisory Committee	Mayor & Council Parks & Recreation	Staff invited the Committee to be involved in the Information gathering process for the McLoughlin Amenity Fund.
<b>Ensure heritage values are considered in land use decisions</b>		
Training for Advisory Planning Commission members on Heritage Values	Development Services	This will be done in the third period.
Complete 2 additional statements of significance in accordance with the Heritage Policy	Development Services	The Statement of Significance for St. Peter and St. Pauls Church has been completed adopted by Council. A second one will be completed as time permits.
<b>Support food security and initiatives to improve community spaces</b>		
Explore opportunities for community gardens	Parks & Recreation	Staff are working with new Community Garden stakeholders for expansion and upgrades at Anderson Park.
Promote awareness of urban farming opportunities	Development Services	With the adoption of the OCP there is now a robust policy framework to support urban farming. Staff will use all available opportunities to promote urban farming
<b>Proactively address emerging trends in public safety</b>		

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Ensure compliance with Victoria and Esquimalt Police Framework Agreement	CAO Community Safety	On going discussions with VicPD, City of Victoria and Police Services with the Province regarding policing and the applicability of the Framework Agreement. Recent meeting with new Esquimalt Police Board representative regarding Framework Agreement and policing in general
Establish regulations for legalization of marihuana	Community Safety Human Resources Development Services	Re-zoning process has been determined to be most applicable for stand alone cannabis sales.
Research opportunities for public alert system	Community Safety	Province has rolled out a fan out system, one test has been conducted. Connect Rocket being used for smaller scale fan outs to Staff and associated partner agencies

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## KEY RELATIONSHIPS

Operational strategies	Responsibility	Progress
<b>Advocate at the regional level for voice and equity in regional services</b>		
Review Capital Regional District arts service involvement and funding	Financial Services	This will be reviewed with a staff report being prepared during the third period
Explore and identify efficiencies between local and regional initiatives	**staff responsibility dependent on specific initiative	Participation in regional emergency social services meeting and exercises, participation in regional and provincial emergency management project working groups and Commissions Fire Dispatch service contracts have been signed and transition to Surrey is almost complete; comprehensive RFP process was joint effort with 4 other municipalities
<b>Work with First Nations and the Esquimalt community to support economic, social and cultural opportunities</b>		
Continue to organize regular Community to Community forums	Development Services	Staff successfully receive funding to host Community to Community forums.
Consult and engage with First Nations on economic development and planning initiatives	Development Services	All OCP amendments are circulated to both First Nations. In addition, staff constantly look for opportunities to cooperate in planning and economic development initiatives.
<b>Advocate with intergovernmental entities to promote issues affecting Esquimalt</b>		
Utilize larger organizations to advocate with other levels of government (AVICC/UBCM/FCM)	Mayor & Council	5 resolutions sent to UBCM on sustainability initiatives and one issue on the Motor Vehicle Act sent to the Federal Government in this period
Work with Federal agencies to ensure coordination of development projects and mitigation of impacts	Mayor & Council	Council and senior staff continue to meet on a regular basis to discuss projects of mutual interest; most recently the Corvette Landing development and jurisdictional issues in regard to a land transfer.
Clarify and establish Esquimalt position on Victoria & Esquimalt Police Board	Mayor & Council CAO	CAO and Director of Community Safety met with new representative on Police Board to review Framework Agreement and policing in general.

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<b>Continue working with government and school district stakeholders to promote positive relationships and advance issues impacting the community</b>		
Collaborate with CFB Esquimalt, School Districts and other municipalities on efficiencies and partnerships in Parks and Recreation Services	Parks & Recreation	Discussions with the SD's are ongoing. Regional collaboration continues with other P&R municipalities.
Continue to enhance use of social media as engagement tool	Corporate Services	Sharing posts from community stakeholders and Parks & Recreation; weekly meetings to plan and schedule regular posting content; developing graphics and using images to enhance social media content
Promote emergency preparedness through shared initiatives and training	Community Safety	Participation in various Provincial and regional conference calls and working groups, including National Disaster Mitigation Program Grant submission for Capital Region Coastal Flood Inundation Mapping that includes tsunami modelling; hosting EMBC sponsored courses for Region
Utilize Community Safety Working Group on issues impacting the community	Community Safety	The Group has reviewed concerns relating to traffic and also properties that generate multiple bylaw and police calls for service. Strategies implemented have resulted in call reductions.
Consultation with stakeholders on McLoughlin Point amenities including First Nations, CFB Esquimalt, residents associations, School Districts, PAC	**responsibility varies and will involve multiple departments	Phase II of the community consultation is currently underway and results will be presented to Council early in 2019.

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## RESILIENT AND DIVERSE ECONOMY

Operational strategies	Responsibility	Progress
<b>Continue to work with development partner on Esquimalt Town Square Project</b>		
Obtain Certificate of Compliance	Engineering & Public Works	Final submission package is being finalized with submission expected in third period.
Monitor construction of new library space	Development Services	Development Services is working with both the library staff and the developer to ensure that the new library is built according to specifications.
Finalize storm and sanitary servicing	Engineering & Public Works	Tender package for the work is expected to be released early in the third period. Completion will be at the end of third period or early 2019.
Ensure regular community updates on ETS progress (timelines/status in newsletters)	Development Services Corporate Services	Updates provided through community newsletter and dedicated section of website (Esquimalt.ca/ETS)
<b>Implement Economic Development Strategy</b>		
Review and update economic development strategies and action plan including measurables	CAO Development Services	Staff will bring a proposed process to Council for discussion. This will be done in the third period.
Engage consultant to develop Communications and Marketing Strategy and materials	CAO Development Services	Drafting of the request for proposals has begun and will be issued in the third period.
Utilize relationship with Urban Development Institute as additional input and resource for economic development, including workshop session	CAO Development Services	A workshop is planned for the end of September.
Prepare business case outlining options for enhanced economic development	CAO	The business case will be presented to Council during budget deliberations in the first period of 2019 to coincide with transfer of funds currently utilized for South Island Prosperity Project membership.
Utilize relationship with Esquimalt Chamber of Commerce to increase engagement with local businesses	CAO	Chamber is currently being engaged to contribute resources to the 'Welcome to Esquimalt Packages' and continues to be involved in consultation on amenity funds.

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<b>Support revitalization and beautification initiatives along Esquimalt Road</b>		
Promote Revitalization Tax Incentive Program	* as part of EDS marketing strategy	Program is highlighted on our website and has been highlighted in several publications by the Township Communication Specialist.
Enhanced maintenance along Esquimalt Road corridor	Engineering & Public Works	Work to be carried out as per approved budget levels.
Refer Cigarette Butt program to Environmental Advisory Committee for recommendations and options	Development Services	This will be referred to the EAC's September meeting.
<b>Ensure processes for business and development are clear and consistent</b>		
Review Township policies and bylaws to ensure efficient processes; amend and update as necessary	Corporate Services	3 Council Policies and 4 Bylaws were reviewed and updated (not including land-use related bylaws)
Consider improvement to user services on website to make more accessible	Corporate Services	Working with website consultant to optimize site map of Township website
<b>Encourage and facilitate community involvement that supports non-governmental initiatives</b>		
Recruit volunteers for ETAG (Esquimalt Together Against Graffiti)	Engineering & Public Works	Undertake a review of how ETAG is structured and then carry out a recruitment drive. Drive to occur in third period and early 2019.
Coordinate with Esquimalt Chamber of Commerce to connect with local businesses on major initiatives	Mayor & Council CAO	Major initiative continues to be amenity fund consultation at this time.

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## WELL MANAGED AND MAINTAINED INFRASTRUCTURE

Operational strategies	Responsibility	Progress
<b>Participate in integrated waste strategies</b>		
Monitor compliance with all zoning and development agreements for McLoughlin Point WWTP	CAO Development Services	All permits have now been issued for both McLoughlin and Macaulay; letter requesting release of amenity funds has been forwarded to CRD.
Ensure Township representation continues on committees (technical & community)	Engineering & Public Works	Staff continues to sit on community liaison and technical committees which meet on a regular basis.
Work with CRD to ensure protection and enhancement of existing infrastructure	Engineering & Public Works	Work with the technical committee to review proposed work and how existing infrastructure will be protected or enhanced.
Explore local initiatives for other waste streams	Engineering & Public Works	Staff participates through various CRD committees. As new initiatives are brought forward, staff is participating in the development or implementation. RFP for IRM strategy for Township to occur in the third period.
<b>Identify infrastructure repair and proactively plan for replacement needs</b>		
Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure	Engineering & Public Works	RFP for model component is under review. Continue to develop policy for cost sharing model for inflow and infiltration.
Continued implementation of sidewalk master plan	Engineering & Public Works	Initiated construction of projects for new and replacement sidewalk projects in the second period with construction being completed in the third.
Continued implementation of roadway master plan	Engineering & Public Works	Work for storm/sanitary main inspection and cleaning continued in second period and into third. Starting to develop priority list of trouble spots.
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Project started in second period with completion in third period.
Public consultation for McLoughlin Point Amenity Reserve Fund (PSB)	Fire Chief	Public Consultation is in progress through local community events (Stage 2).
<b>Identify long term financial requirements for infrastructure</b>		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works	Information on linear and vertical assets collected and assigned to databases.



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	Parks & Recreation	
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	Utilizing asset management philosophy and strategies, a consultant has been retained to carry out a gap analysis and prepare an action plan for advancing asset management. Work started in second period and will be completed late 2018/early 2019.