

Operational Strategies 2015 - 2019

HEALTHY AND LIVEABLE COMMUNITY

Operational strategies	Responsibility	Progress
Support community growth, housing and development consistent with our Official Community Plan (OCP)		
Proactively address potential increased movement on E&N rail corridor (including parking strategy)	Engineering & Public Works	As information becomes available it will be reviewed. Based on the review a course of action will be developed for potential situations.
Consider establishment of Social Planning Committee	Corporate Services Development Services	This was referred to Council's Strategic Planning sessions.
Develop strategy for private use of public lands	Community Safety Services Development Services	Report taken to Council In Camera re: enforcement. Additional report forthcoming in the next period.
Consider establishment of Housing Task Force after adoption of OCP to research and recommend sustainable and inclusive housing strategies	Development Services	Will be considered in consultation with the CAO.
Adopt and implement updated OCP including all DP Guidelines	Development Services	Completed
Ensure multi-modal traffic strategies consider and reflect business and residential growth and development		
Research and consider best practices for multi-modal traffic initiatives and strategies	Engineering & Public Works	Project for traffic studies continues. As work proceeds, practice/guidelines will be reviewed/modified/implement as per project area.
Integrate Bike Lanes with consideration of CRD Master Cycling Plan	Engineering & Public Works	Project for traffic studies continues. As work proceeds, practice/guidelines will be reviewed/modified/implement as per project area.
Engage with stakeholders and user groups to ensure input is considered	Engineering & Public Works	Project for traffic studies continues. As work proceeds, practice/guidelines will be reviewed/modified/implement 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 initiated, engage will be carried out with user/stakeholder groups.
Consult with Esquimalt Chamber of Commerce on installation of additional bike racks in commercial areas	Development Services	Will be done in the first period of 2019.

Operational Strategies 2015 - 2019

Build a vibrant and sustainable arts, culture and heritage community		
Review and update public art policy	Parks & Recreation Development Services	A Public Art Master Plan process is being developed for 2019.
Parks and Recreation enhancements and strategic parkland acquisition and expansion		
Continue to implement a multi-year upgrade and replacement of Township playground areas (Hither Green & Little League)	Parks & Recreation	Playground upgrades have been completed at Lampson Park. A new swing set was installed at Anderson. A neighborhood engagement strategy has been developed for park planning at Hither Green.
Facilitate and conduct public consultation for McLoughlin Point Amenity Reserve Funds	Parks & Recreation	Round Two engagement activities have been completed.
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.
Ensure heritage values are considered in land use decisions		
Training for Advisory Planning Commission members on Heritage Values	Development Services	To be completed in first period of 2019
Complete 2 additional statements of significance in accordance with the Heritage Policy	Development Services	To be completed in 2019.
Support food security and initiatives to improve community spaces		
Explore opportunities for community gardens	Parks & Recreation	A new community garden society has been established to operate at Anderson Park. Ten additional garden plots and other upgrades were added and completed.
Promote awareness of urban farming opportunities	Development Services	This will be a 2019 project.
Proactively address emerging trends in public safety		
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

Operational Strategies 2015 - 2019

		the applicability of the Framework Agreement.
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. Further work has been done on identifying a public alerting system. Two options have been identified and the Emergency Planning Committee will be reviewing those options early next period.

Operational Strategies 2015 - 2019

KEY RELATIONSHIPS

Operational strategies	Responsibility	Progress
Advocate at the regional level for voice and equity in regional services		
Review Capital Regional District arts service involvement and funding	Financial Services	This will be reviewed with a staff report being prepared during the first period of 2019
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; allocation of grant funds for regional planning; regional grant application for flood and tsunami modelling; Joint Purchasing with other fire services; Automatic Aid fire response with CFB Esquimalt; Surrey Fire Dispatch
Work with First Nations and the Esquimalt community to support economic, social and cultural opportunities		
Continue to organize regular Community to Community forums	Development Services	Working with CAO to organize C to C forms.
Consult and engage with First Nations on economic development and planning initiatives	Development Services	This will be done in the first period of 2019.
Advocate with intergovernmental entities to promote issues affecting Esquimalt		
Utilize larger organizations to advocate with other levels of government (AVICC/UBCM/FCM)	Mayor & Council	No items were referred during 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	Ongoing discussions with VicPD and Province; currently awaiting further information and clarification from Director of Police Services; orientation session held with Council for clarification of Framework Agreement.

Operational Strategies 2015 - 2019

Continue working with government and school district stakeholders to promote positive relationships and advance issues impacting the community		
Collaborate with CFB Esquimalt, School Districts and other municipalities on efficiencies and partnerships in Parks and Recreation Services	Parks & Recreation	Discussions with the SD's are ongoing. Regional collaboration continues with other P&R municipalities. Regional work continues with VIHA on community health enhancements.
Continue to enhance use of social media as engagement tool	Corporate Services	Communication with Regional Stakeholders and sharing posts to increase engagement on matters of community interest; assemble graphics for use in social media postings; continuing to make use of social media schedule of regular posting
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; allocation of grant funds for regional planning
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. Handover of property from DND to Public Works and Procurement Canada had created confusion relating to service delivery. This matter has been resolved.
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 2 consultation concluded; results to be presented to Council January 14.

Operational Strategies 2015 - 2019

RESILIENT AND DIVERSE ECONOMY

Operational strategies	Responsibility	Progress
Continue to work with development partner on Esquimalt Town Square Project		
Obtain Certificate of Compliance	Engineering & Public Works	Submission package being finalized with submissions expected in early 2019
Monitor construction of new library space	Development Services	Meetings are held on an ongoing basis with the developer and the library.
Finalize storm and sanitary servicing	Engineering & Public Works	Tender package will be released early 2019. Completion to be at the end of 2019.
Ensure regular community updates on ETS progress (timelines/status in newsletters)	Development Services Corporate Services	Feature article in Fall 2018 community Newsletter; dedicated webpages for ETS on website including livestreaming of construction site
Implement Economic Development Strategy		
Review and update economic development strategies and action plan including measurables	CAO Development Services	Dependent on Council's recent initiative to hire an economic development consultant.
Engage consultant to develop Communications and Marketing Strategy and materials	CAO Development Services	Dependent on Council's recent initiative to hire an economic development consultant.
Utilize relationship with Urban Development Institute as additional input and resource for economic development, including workshop session	CAO Development Services	Workshop was held in the third period of 2018. Another workshop will be held early in 2019.
Prepare business case outlining options for enhanced economic development	CAO	This initiative was dependent on funds being reassigned from SIPP membership in 2019; that direction has now changed so this initiative will be discussed during 2019 budget.
Utilize relationship with Esquimalt Chamber of Commerce to increase engagement with local businesses	CAO	Esquimalt Chamber of Commerce has relayed to Council that there are ready and prepared to participate with economic development initiatives subsequent to budget discussions.

Operational Strategies 2015 - 2019

Support revitalization and beautification initiatives along Esquimalt Road		
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; EDS marketing strategy will be discussed during 2019 budget.
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	Completed. Township outside workers will be asked to make general observations about cigarette butts on Township property.
Ensure processes for business and development are clear and consistent		
Review Township policies and bylaws to ensure efficient processes; amend and update as necessary	Corporate Services	Business Licence & Bylaw Notice Enforcement Bylaws updated for regulation of cannabis retailers; Council Remuneration Bylaw and 3 Council Policies were revised; 1 obsolete Bylaw was repealed
Consider improvement to user services on website to make more accessible	Corporate Services	Optimizing site map of Township website will be completed in first period of 2019; continuing with development of fillable web forms
Encourage and facilitate community involvement that supports non-governmental initiatives		
Recruit volunteers for ETAG (Esquimalt Together Against Graffiti)	Engineering & Public Works	Direction received from Council on moving forward. Working on potential options for undertaking work.
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.

Operational Strategies 2015 - 2019

WELL MANAGED AND MAINTAINED INFRASTRUCTURE

Operational strategies	Responsibility	Progress
Participate in integrated waste strategies		
Monitor compliance with all zoning and development agreements for McLoughlin Point WWTP	CAO Development Services	All requirements for permits were completed; amenity funds were advanced to the Township.
Ensure Township representation continues on committees (technical & community)	Engineering & Public Works	Staff continues sit on liaison and technical committees which meet on a regular basis. All three project areas are represented on committees.
Work with CRD to ensure protection and enhancement of existing infrastructure	Engineering & Public Works	Working with 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	Continue to participate on relevant committees to be informed of new initiatives and developing ways to integrate into current operations. IRM Strategy Request for Proposal to occur in first period of 2019.
Identify infrastructure repair and proactively plan for replacement needs		
Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure	Engineering & Public Works	Modelling tender is underway. Continue to develop a policy/bylaw for cost sharing model for inflow and infiltration management.
Continued implementation of sidewalk master plan	Engineering & Public Works	Two projects have been completed. Third project to be completed early 2019.
Continued implementation of roadway master plan	Engineering & Public Works	Continued to inspect sanitary/storm main inspection/cleaning. Priority list is being refined.
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Project completed.
Public consultation for McLoughlin Point Amenity Reserve Fund (PSB)	Fire Chief	Participation in the completion of round 2 MAF.
Identify long term financial requirements for infrastructure		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works	Data cleanup and additions being added to various databases.

Operational Strategies 2015 - 2019

	Parks & Recreation	
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	Consultant working with staff to develop asset management philosophy and strategies including gap analysis and action plan. Work to be completed early 2019.