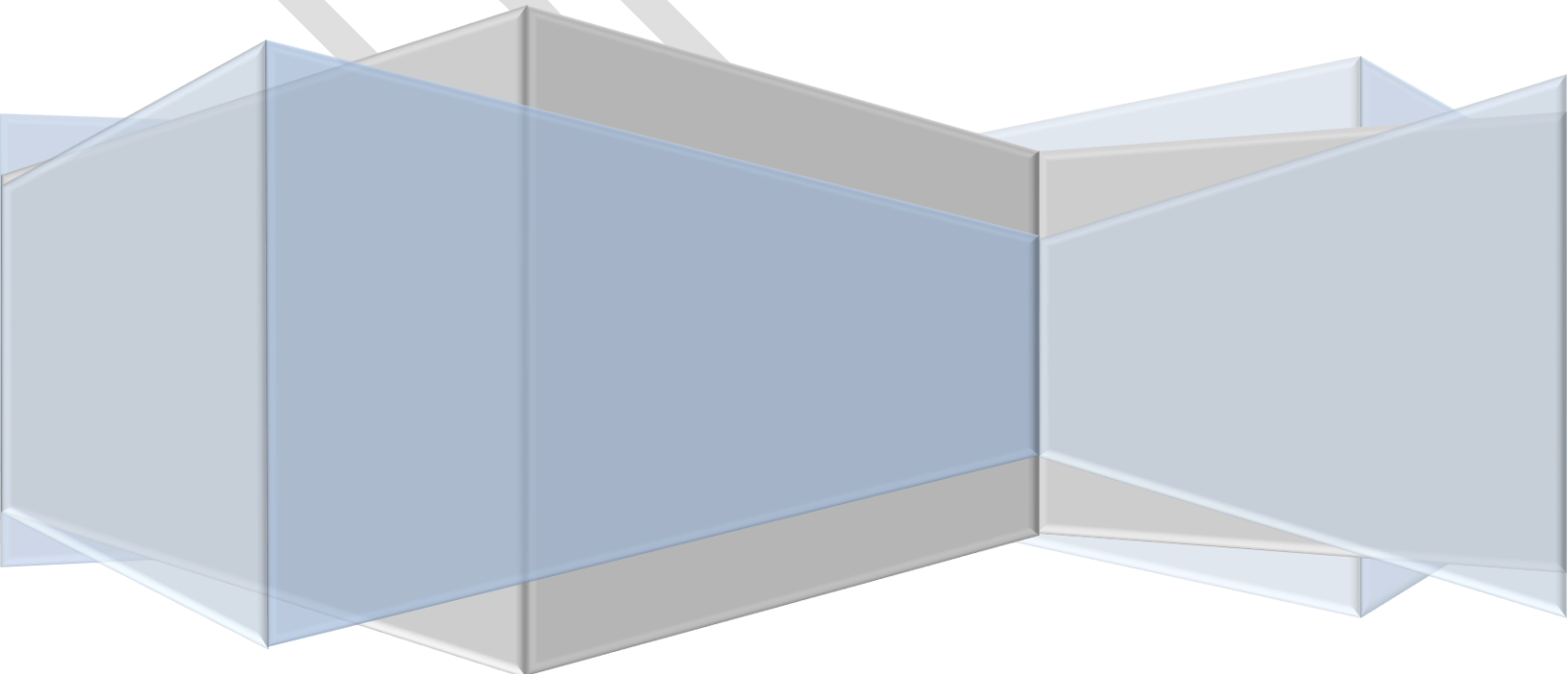




# **Draft Strategic Priorities and Goals**

WITH OPERATIONAL STRATEGIES

**2019 - 2023**



# 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

## **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 improvements to 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 (Emergency Services and Public Safety Facilities, Waterfront Park Improvements and Recreation/Public Space Improvements)

## **Advance the work of reconciliation with Indigenous People**

- Support working group as necessary and as recommendations are made to Council

## **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

## **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
- Create a Climate Action 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
- Develop design guidelines for improving the design of “missing middle” housing (PlanH)
- 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
- Continue to advocate for improvements to sustainable regional transportation initiatives
- Advocate with other governments for increased childcare opportunities

## **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**

- 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
- Consider option to work with South Island Prosperity on an Economic Development Assessment Framework and Business Investment Toolkit
- Work with the Chamber of Commerce to increase engagement with local business
- Facilitate budget discussion to assess readiness for additional business investment and growth
- 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

# LOCAL 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 local services and 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 the Framework Agreement with 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

## **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