

Operational Strategies 2019 - 2023

HEALTHY, LIVABLE AND DIVERSE COMMUNITY

Operational strategies	Responsibility	General Timelines
Support community growth, housing and development consistent with our Official Community Plan (OCP)		
Develop parking strategy including review and update of parking bylaw	Engineering & Public Works	Start August 2019, complete by December 2019.
Facilitate policy discussion for private use of public lands	Community Safety	Currently ongoing, additional communication with property owners will occur second quarter 2019.
Complete housing inventory	Development Services	Start second quarter of 2019, complete by end of third quarter of 2019.
Complete staff report on implications and costs to develop neighborhood design guidelines for the entire community	Development Services	Start and complete in third quarter 2019.
Complete staff report on the feasibility and benefits of a policy on detached accessory dwelling units, carriage houses and below market housing	Development Services	Start and complete in third quarter of 2019.
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	Engineering & Public Works	Lyall Street ongoing, complete by October 2019 Lampson Street ongoing, complete by October 2019.
Engage with stakeholders, user and advisory groups to ensure input is considered as development occurs	Engineering & Public Works Development Services	Ongoing with no specific completion date.
Support the arts, culture and heritage community		
Develop a Public Art Master Plan	Parks & Recreation	Start third quarter 2019, complete by third quarter 2020.
Provide training for Advisory Planning Commission members on heritage values	Development Services	Will occur during third quarter of 2019.
Complete 2 additional statements of significance in accordance with the Heritage Policy	Development Services	Will occur during third quarter of 2019.
Utilize Township communication tools to promote and support community events	Corporate Services	Currently in progress and ongoing with no specific completion date.

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Enhance opportunities for Parks & Recreation		
Continue with opportunity to replenish Parkland Acquisition Fund	Development Services CAO	Currently in progress, completion by third quarter 2020.
Develop long range design plans for major parkland areas	Parks & Recreation	Start first quarter 2020, complete by third quarter 2021.
Engage with stakeholders and residents on parks and recreation services	Parks & Recreation	Currently ongoing with no specific end date.
Fully utilize the \$17 million McLoughlin amenity funds to maximum potential		
Identify and facilitate selection of projects to be funded by McLoughlin amenity funds (MAF) in conjunction with public consultation	Parks & Recreation MAF staff working group	Start second quarter 2019, complete third quarter 2019.
Advance the work of reconciliation with Indigenous People		
Support working group and Mayor's task force as required when recommendations are made to and approved by Council	Dependent on recommendations approved	Start and completion dependent on task force uncertain at this time.
Control deer in partnership with other governments		
Continue with public education program	Community Safety	Public education to commence again second period 2019.
Continue with annual deer counts in conjunction with Department of National Defence	Community Safety	Count to occur fourth quarter 2019.
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	Engineering & Public Works Parks and Recreation	Start second quarter 2019, complete by first quarter 2020.
Evaluate equipment purchases consistent with sustainable purchasing policies	Development Services	Start January 2019, end October 2019.
Create a Climate Adaptation Plan	Development Services	Currently in progress, complete by second quarter 2020.
Create a Climate Action Plan	Development Services	Start second quarter 2019, complete by second quarter 2020.

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Participate in the Residential Retrofit Acceleration Project to advance energy efficiency in the built environment	Development Services	Currently in progress, complete by first quarter 2021.
Develop health strategies for our community		
Work with developers and community organizations to support research related to health and wellness	Development Services	Currently in progress and ongoing with no specific completion date.
Work with developers to incorporate health and wellness facilities in new developments	Development Services	Currently in progress and ongoing with no specific completion date.
Develop design guidelines for improving the design of 'missing middle' housing (PlanH)	Development Services	Currently in progress, complete by third quarter 2019.
Continue to develop opportunities that promote healthy and active living	Development Services Parks and Recreation	Currently in progress and ongoing with no specific completion date.

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BUILD AND ENHANCE PARTNERSHIPS

Operational strategies	Responsibility	General Timelines
Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities		
Organize regular Community to Community forums	Development Services CAO	Start second quarter of 2019.
Consult and engage with First Nations on update of Economic Development Strategy	Development Services	Currently in progress and ongoing with no specific completion date.
Consult and engage with First Nations on any Official Community Plan amendments	Development Services	Currently in progress and ongoing with no specific completion date.
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	Parks & Recreation	Currently in progress and ongoing with no specific completion date.
Promote emergency preparedness through shared initiatives and training	Community Safety	Currently ongoing through LGEPAC and REPAC, training occurs throughout the year.
Utilize Community Safety Working Group on issues impacting the community	Community Safety	Currently ongoing with next meeting second quarter 2019.
Continue to advocate for improvements to sustainable regional transportation initiatives	Mayor and Council	
Advocate with other governments for increased childcare opportunities	Mayor and Council	
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	Development Services	Currently in progress, complete by second quarter 2020.
Create policies and guidelines to improve social health in multi-family housing (Plan H project)	Development Services	Currently in progress, complete by third quarter 2019.
Continue consultation for implementation of Checkout Bag Regulation Bylaw	Development Services	Currently in progress, complete by third quarter 2019.

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RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

Operational strategies	Responsibility	General Timelines
Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre		
Obtain Certificate of Compliance	Engineering & Public Works	This is currently ongoing, expected to finalize December 2019.
Monitor construction of new library space	Development Services	Start second quarter 2019, complete third quarter 2020.
Finalize storm and sanitary servicing	Engineering & Public Works	Start May 2019, complete by December 2019.
Explore opportunities for Public Safety Building project in conjunction with McLoughlin amenity funds	Fire	Currently ongoing, complete by third quarter 2019.
Support revitalization and beautification initiatives along Esquimalt Road		
Explore further opportunities under the Revitalization Tax Incentive Program	Financial Services	Start and complete third quarter 2019.
Enhance intersection safety and explore parking options	Engineering & Public Works	Start third quarter 2019, complete fourth quarter 2020.
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	CAO	Start second quarter 2020, dependent on outcomes of Economic Development Assessment Framework and Business Investment Toolkit.
Consider option to work with South Island Prosperity on an Economic Development Assessment Framework and Business Investment Toolkit	CAO	Currently in progress, complete by second quarter 2020.
Work with the Chamber of Commerce to increase engagement with local business	Corporate Services Development Services	Start second quarter of 2019, no specific completion date.
Facilitate budget discussion to assess readiness for additional business investment and growth	CAO	Start second quarter 2020, dependent on outcomes of Economic Development Assessment Framework and Business Investment Toolkit.

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Utilize relationship with Urban Design Institute and South Vancouver Island Economic Development Association as additional input and resource for economic development	CAO	Start second quarter 2020, dependent on outcomes of Economic Development Assessment Framework and Business Investment Toolkit.
Provide options to complete a development capacity assessment	Development Services	Start third quarter 2019, complete by third quarter 2020.

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LOCAL SERVICES AND INFRASTRUCTURE

Operational strategies	Responsibility	General Timelines
Identify infrastructure repair and proactively plan for replacement needs		
Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure	Engineering & Public Works	Start January 2019, complete by December 2019.
Continued implementation of sidewalk master plan	Engineering & Public Works	Start May 2019, complete by end of November 2019.
Continued implementation of roadway master plan	Engineering & Public Works	Start May 2019, complete by end of November 2019.
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Start May 2019, complete by end of October 2019.
Explore local initiatives for other waste streams	Engineering & Public Works	Start May 2019, complete by end of December 2019.
Identify long term financial requirements for local infrastructure and services		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works Parks & Recreation	This is currently ongoing, complete by end of December 2019.
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	This is currently ongoing, complete by end of December 2020.
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	Engineering & Public Works	Start August 2019, complete by end of January 2020.
Work to achieve equitable costing and optimization of policing in Esquimalt		
Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement	CAO	Commence second quarter 2019.

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Review all alternatives for provision of police services to the community	CAO	Commence first quarter 2019.
Clarify and establish Esquimalt position on the Framework Agreement with Victoria & Esquimalt Police Board	CAO	Estimated to occur second quarter 2019.
Support ongoing improvements to transportation corridors		
Evaluate transportation corridors for opportunities and options to enhance	Engineering & Public Works	Esquimalt Road – August 2019, complete end of December 2020. Tillicum Road – December 2020, complete end of December 2021.
Plan for continuity of core local services and infrastructure in the event of an emergency		
Research opportunities for public alert system	Community Safety	Rollout to occur second period 2019.
Review existing plans and update for business continuity and update as necessary	Community Safety	Currently ongoing, completion expected fourth quarter 2019.

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EXCELLENCE IN PUBLIC SERVICE

Operational strategies	Responsibility	General Timelines
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	Corporate Services	Start second quarter 2019, complete third quarter 2019.
Ensure regular performance evaluations are completed throughout the organization and are reflective of the Core Values	Corporate Services	Currently in progress, complete fourth quarter 2019.
Ensure capacity is adequate to support the goals in the Strategic Plan		
Assess capacity in the organization and develop succession plans	Corporate Services Directors	Start third quarter 2019, complete fourth quarter 2019.
Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals	CAO	Start first quarter 2019, complete second quarter 2019.
Promote leadership development within the organization	CAO Corporate Services	Start second quarter 2019, complete fourth quarter 2019.
Engage, respect and respond to the needs of our community		
Consider improvement to user services on website to make more accessible	Corporate Services	Start second quarter 2019, complete fourth quarter 2019.
Explore feasibility of enhanced online services	Financial Services Corporate Services	Start third quarter 2019, complete fourth quarter 2019.
Coordinate information and opportunities to improve awareness of financial processes	Financial Services	Start and complete second quarter 2019.