

# Operational Strategies 2019 - 2023

## HEALTHY, LIVABLE AND DIVERSE COMMUNITY

Operational strategies	Responsibility	Progress
<b>Support community growth, housing and development consistent with our Official Community Plan (OCP)</b>		
Develop parking strategy including review and update of parking bylaw	Engineering & Public Works	Scope of work to be determined in the third period.
Facilitate policy discussion for private use of public lands	Community Safety	Concluded in P1
Complete housing inventory	Development Services	Underway – will be presented to Council in the third period.
Complete staff report on implications and costs to develop neighbourhood design guidelines for the entire community	Development Services	Some work has been completed – do to other priorities and workloads this may have to wait until the first period in 2020.
Complete staff report on the feasibility and benefits of a policy in regard to detached accessory dwelling units, carriage houses and below market housing	Development Services	Research is underway. Monitoring progress in nearby municipalities. Final report will be presented to Council in the third period.
<b>Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development</b>		
Research and consider best practices for multi-modal traffic initiatives and strategies	Engineering & Public Works	As streets come up for renewal or upgrade, current guides and best practices are reviewed (i.e. Lampson Street and Lyall Street cross sections) – there were no applicable projects in this period.
Engage with stakeholders, user and advisory groups to ensure input is considered as development occurs	Engineering & Public Works Development Services	Engagement occurs as projects are being undertaken – there were no applicable projects this period.
<b>Support the arts, culture and heritage community</b>		
Develop a Public Art Master Plan	Parks & Recreation	This work is scheduled for the 3 <sup>rd</sup> period.
Provide training for Advisory Planning Commission members on heritage values	Development Services	To be completed in the third period when appropriate staff can be scheduled to organize a presentation to the APC.
Complete two additional statements of significance in accordance with the	Development Services	To be completed in the third period when appropriate staff can be scheduled to complete the statements of

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Heritage Policy		significance.
Utilize Township communication tools to promote and support community events	Corporate Services	<ul style="list-style-type: none"> <li>Promoted township events on a variety of channels, including social media, website, digital displays and subscriber-based direct emails</li> <li>Promoted township events in community newsletter</li> <li>Promoted township events in paid Times Colonist feature highlighting Esquimalt events</li> <li>Established clear parameters to volunteer groups on the communications services available to support events to improve efficient collaboration and expectations</li> </ul>
<b>Enhance opportunities for Parks &amp; Recreation</b>		
Continue with opportunity to replenish Parkland Acquisition Fund	Development Services CAO	In progress, RFP process for 880 Fleming has been concluded with negotiations ongoing with the preferred proponent at this time.
Develop long-range design plans for major parkland areas	Parks & Recreation	Work is underway for Esquimalt Gorge Park this Fall.
Engage with stakeholders and residents on parks and recreation services	Parks & Recreation	Surveys for summer program feedback have been completed.
<b>Fully utilize the \$17 million McLoughlin amenity funds to maximum potential</b>		
Identify and facilitate the selection of projects to be funded by McLoughlin amenity funds (MAF) in conjunction with public consultation (emergency services and public safety facilities, waterfront park improvements and recreation/public space improvements)	Parks & Recreation MAF staff working group	Stantec was been retained to develop concepts and facilitate the next round of public consultation in Sept.
<b>Advance the work of reconciliation with Indigenous People</b>		
Support working group as required as recommendations made to Council	Dependent on recommendations approved	Grant application approved to support Indigifest.
<b>Control deer in partnership with other governments</b>		
Continue with public education program	Community Safety	Pub Ed as managed by UWSS is ongoing.

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Continue with annual deer counts in conjunction with Department of National Defence	Community Safety	Discussions with DND indicate they will participate in a final deer count in the fall in conjunction with the Township.
Seek Provincial approval of deer management and reduction strategy, with Urban Wildlife Stewardship Society assistance	Community Safety	Discussions with UWSS indicate that they are unable to assist with seeking permission for the province to conduct additional research. They do not have the resources to conduct the Oak Bay study and also a study in Esquimalt. UWSS is willing to act as a resource to assist the Township in identifying a contractor to put a proposal together from the Township to the Province, however, any proposed study would need to be written and presented by a private contractor.
Contact Department of National Defence regarding realignment with Township strategy	Community Safety	DND staff has presented a report to the DND management team seeking direction in relation to partnering with Esquimalt on a research project relating to immunocontraception. DND staff expect a decision soon from the DND management team.
Advocate with the Capital Regional District for a region wide strategy	Mayor and Council	Verbal update from Council to be provided at public meeting.
<b>Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals</b>		
Evaluate all public buildings for potential energy efficiencies	Engineering & Public Works Parks and Recreation	Working with consultant to determine asset management strategy for Municipal Hall. This will lead to scope of work for replacement of various assets in the third period.
Evaluate all equipment purchases consistent with Township sustainable purchasing policies	Development Services	This is done through the purchasing bylaw.
Create a Climate Adaptation Plan	Development Services	In progress – to be completed in the third period. The next workshop is scheduled in October.
Create a Climate Action Plan	Development Services	Will start in the third period when staff will present a report to Council at the October COTW.
Participate in the Residential Retrofit Acceleration Project to advance energy efficiency in the built environment	Development Services	Coordinated with Communications to add info about the program to social media and website

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Develop health strategies for our community		
Work with developers and community organizations to support research related to health and wellness	Development Services	Much of our work on “Designing Density” relates to health and wellness. The results of this project will be developed into policy and guidelines for incorporation into the OCP.
Work with developers to incorporate health and wellness facilities in new developments	Development Services	As rezoning applications are received, staff and the applicant discuss the potential for incorporating medical facilities.
Develop design guidelines for improving the design of ‘missing middle’ housing (PlanH)	Development Services	In progress – there will be an open house in October after which time the final report will be completed and presented to Council. The design guidelines will fall out of the recommendations in the report.
Continue to develop opportunities that promote healthy and active living	Development Services Parks and Recreation	The active sidewalk was installed at the Rec Centre.

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## BUILD AND ENHANCE PARTNERSHIPS

Operational strategies	Responsibility	Progress
<b>Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities</b>		
Organize regular Community to Community forums	Development Services CAO	CAO recently made contacts with Esquimalt Nation and will engage in the third period to look at scheduling.
Consult and engage with First Nations on update of Economic Development Strategy	Development Services	Waiting for partnership with SIPP to be activated.
Consult and engage with First Nations on any Official Community Plan amendments	Development Services	This is done with every OCP amendment
<b>Work with governments, school districts and stakeholders to enhance 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	Work continues on establishing regional collaboration on facility passes and PerfectMind software. The inter-Municipal Health and Recreation Alliance partnership with Island Health continues to be developed.
Promote emergency preparedness through shared initiatives and training	Community Safety	Staff continues to participate in working groups of the Regional Emergency Management Partnership including Measuring Regional Preparedness Project, Regional exercises, and Regional Concept of Operations. Staff is also working with the City of Victoria and Victoria Police Department to utilize a successful joint grant application for EOC exercise and training.
Utilize Community Safety Working Group on issues impacting the community	Community Safety	There was only one ECSSWG meeting this period as the group does not meet over the summer months. The group discussed revitalizing ETAG, VicPD activities, Private use of public land, and reviewed outstanding action items.
Continue to advocate for improvements to sustainable regional transportation initiatives	Mayor and Council	Verbal update to be provided from Council at public meeting.
Advocate with other governments for increased childcare opportunities	Mayor and Council	Verbal update to be provided from Council at public meeting.

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<b>Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities</b>		
Continue with the Adapting Together Project to assess and prioritize climate risks to Esquimalt	Development Services	The two final workshops will take place in the third period. The report will then be written and presented to Council.
Create policies and guidelines to improve social health in multi-family housing (Plan H project)	Development Services	In progress – the final report will be presented to Council in the third period. Policies and guidelines will be developed from the report's recommendations.
Continue consultation for implementation of Checkout Bag Regulation Bylaw	Development Services	On hold pending the outcome of the provincial review of the issue.

## **RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT**

<b>Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre</b>		
Obtain Certificate of Compliance	Engineering & Public Works	Submission package for on and off site Certificates completed and will be submitted to the Ministry in September for acceptance.
Monitor construction of new library space	Development Services	Construction has not yet started.
Finalize storm and sanitary servicing	Engineering & Public Works	Working with the developer to review costs and timelines. Work is expected to occur in the third period.
Explore opportunities for Public Safety Building project in conjunction with McLoughlin amenity funds	Fire	Information gathered in the first quarter will be reviewed and opportunities will be explored in the third quarter.
<b>Support revitalization and beautification initiatives along Esquimalt Road</b>		
Explore further opportunities under the Revitalization Tax Incentive Program	Financial Services	Amendment made to bylaw; Further discussion and potential revisions planned for third period 2019
Enhance intersection safety and explore parking options	Engineering & Public Works	In the third period a COTW report will be presented to deal with Esquimalt Road from Canteen Road to Admirals Road.
<b>Boost investment in the local economy and promote the growth and diversity of businesses</b>		
Review short and long term options for increased focus on economic development	CAO	Short term is to commence project with South Island Prosperity Project in the third period 2019 and long term

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including update of Economic Development Strategy, resourcing options, development of marketing strategy and amendment of visioning statement		options will be determined in 2020 with results of his project.
Consider option to work with South Island Prosperity Project on an Economic Development Assessment Framework and business investment toolkit	CAO	This work is scheduled to begin in the third period.
Work with the Esquimalt Chamber of Commerce to increase engagement with local business	Corporate Services Development Services	<ul style="list-style-type: none"> <li>• Attend the Chamber “Linger at Lunch” events 1/month to learn about local events, meet new businesses</li> <li>• Work directly with Chamber to include mention of Township Revitalization Tax Exemptions</li> <li>• Work directly with Chamber to include public engagement opportunities in the Chamber newsletter (increase business awareness of township feedback opportunities)</li> <li>• Work directly with Chamber to help solicit applications for council committees (increase business awareness of township volunteer opportunities)</li> <li>• Consult with Chamber on policy issues such as “check-out bags”.</li> </ul>
Facilitate budget discussion to assess readiness for additional business investment and growth	CAO	This has been rolled in to project with South Island Prosperity Project and results are expected in second or third quarter of 2020; funding for SIPP project has been approved in the 2019 budget.
Utilize relationship with Urban Design Institute and South Island Prosperity Project as additional input and resource for economic development	Development Services CAO	Meeting with Urban Design Institute is currently being scheduled for early October. Work with South Island Prosperity Project starting in third period.
Provide options to complete a development	Development Services	This will be done in the third period. Background

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capacity assessment

research has started.

## LOCAL SERVICES AND INFRASTRUCTURE

Operational strategies	Responsibility	Progress
<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	Communication strategy has been developed for dye testing program. Carrying out cameraing of collection mains (sanitary/storm) to determine condition and cross connections. Legal opinion obtained for working on private property with a draft bylaw. In discussions with CRD about potential funding for II study.
Continued implementation of sidewalk master plan	Engineering & Public Works	A portion of the new sidewalk program has been completed while purchase of right of way has been underway. Remaining portion to be completed in third period. Replacement sidewalk program to be undertaken in third period.
Continued implementation of roadway master plan	Engineering & Public Works	No major projects approved in budget. Carrying out major maintenance/minor capital works at various locations over the first and second periods. Work to continue in the third period.
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Purchase Order for equipment along Colville Road has been placed. Work to occur in the third period.
Explore local initiatives for other waste streams	Engineering & Public Works	Have carried out discussion with CRD on potential yard/garden/kitchen scraps stream combination but no definitive answer yet. Yard and Garden contract awarded. Working on COTW report in third period for IRM.
<b>Identify long term financial requirements for local services and infrastructure</b>		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works Parks & Recreation	Continue to correlate and location information from various sources to centralized databases.
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	Report received in late second period and will be finalized in the third period that assesses Township progress in developing asset management project.



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		Road/sidewalk assessment completed and data being analyzed in third period and used to determine activities in 2020.
<b>Promote opportunities to share services where operationally and financially beneficial</b>		
Develop management plan with the Department of National Defence and Public Works Canada for storm drain spill events	Engineering & Public Works	Meetings have been held with DND and Coast Guard with some minor exercises being completed. Will meet with PWCGS in the third period at bi-annual meeting of stakeholders.
<b>Work to achieve equitable costing and optimization of policing in Esquimalt</b>		
Explore all possibilities to ensure compliance with Victoria and Esquimalt Police Framework Agreement	CAO	Meetings have occurred with staff from Esquimalt, Victoria and Province in discussion with Board. Further meetings to discuss performance metrics scheduled this week with VicPD and municipal staff.
<b>Operational strategies</b>	<b>Responsibility</b>	<b>Progress</b>
Review all alternatives for provision of police services to the community	CAO	Alternatives are being considered in conjunction with Framework Agreement.
Clarify and establish Esquimalt position on the Framework Agreement with Victoria & Esquimalt Police Board	CAO	This strategy has been completed.
<b>Support ongoing improvements to transportation corridors</b>		
Evaluate transportation corridors for opportunities and options for enhancement	Engineering & Public Works	Utilizing corridor management data, developing a master plan for maintenance/renewal/upgrade for 2020 budget.
Develop an Active Transportation Plan for completion by the end of 2020	Engineering & Public Works	Budget request will be made in the 2020 budget. Scope of work to be determined in the third period.
<b>Plan for continuity of core local services and infrastructure in the event of an emergency</b>		
Research opportunities for public alert system	Community Safety	Voyent Alert system has been purchased and will have a soft rollout in the next period.
Review existing plans and update for business continuity and update as necessary	Community Safety	Review of plans is partially completed. Expected to have all plans reviewed by the end of next period.

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## EXCELLENCE IN PUBLIC SERVICE

Operational strategies	Responsibility	Progress
<b>Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values</b>		
Ensure hiring practices incorporate core values	Corporate Services	Job descriptions updated to include core values. Manager of Engineering, Manager of Finance and Assistant Chief recruitment processes included assessments of candidates values to ensure alignment with the Township's.
Ensure regular performance evaluations are completed throughout the organization and are reflective of the core values	Corporate Services	Performance evaluations are completed annually and HR will be improving evaluation tools in the third quarter.
<b>Ensure capacity is adequate to support the goals in the Strategic Plan</b>		
Assess capacity in the organization and develop succession plans	Corporate Services Directors	Development of a leadership development program has begun with implementation in first quarter of 2020.
Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals	CAO	This strategy has been completed in the second period.
Promote leadership development within the organization	CAO Corporate Services	Research has begun on building a leadership development program and this will be a focus for the third quarter.
<b>Engage, respect and respond to the needs of our community</b>		
Consider improvement to user services on website to make more accessible	Corporate Services	Assessed the possibility of having a translate function built into our website; however this function is not supported. Research completed with regards to requirements to update Council meeting information on website with updates to be implemented in the third quarter. Several webpages have been updated to ensure user friendly links are accessible.

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Explore feasibility of enhanced online services	Financial Services Corporate Services	Discussions were held with service provider; Quoted costs were significant and did not provide sufficient value or return; Scaled down scope of services being implemented in third period.
Coordinate information and opportunities to improve awareness of financial processes	Financial Services	Public information session to educate about the Financial Services department as well as topics including budget/financial plan and taxation. Session was held in first period with a second session planned for third period 2019.