



# **Strategic Priorities 2019-2023**

**May 2019**



# Table of contents

Strategic planning: Mayor and Council.....	2
Our vision .....	3
Our mission .....	3
Our core values .....	3
Strategic priorities .....	4
Our goals and operational strategies .....	5
Healthy, livable and diverse community.....	6
Build and enhance partnerships .....	9
Resilient and diverse economic environment.....	10
Local services and infrastructure .....	11
Excellence in public service.....	13

# Strategic planning: Mayor and Council

Mayor and Council adopt bylaws and policies, approve the municipal budget, and serve on various committees within the municipality and region.

They also develop and identify key strategic priorities and goals to be undertaken during the term of Council 2019 – 2023.

The Chief Administrative Officer and senior leadership group then use these strategic priorities to develop operational strategies and work plans to support the direction set by Council.



*Clockwise from top left: Councillor Meagan Brame, Councillor Jacob Helliwell, Councillor Tim Morrison, Councillor Jane Vermeulen, Councillor Ken Armour, Mayor Barbara Desjardins and Councillor Lynda Hundleby*



## Our vision

The Township of Esquimalt is a vibrant, distinct and diverse community for people to discover and belong.

## Our mission

The Township of Esquimalt works to make our economic, cultural, social and environmental community a better place for today and for the future.

## Our core values

### Accountability

We are transparent and take responsibility for our policies, our decisions and our actions.

### Integrity

We practice high standards of ethical behaviour and open communication that inspires trust.

### Respect

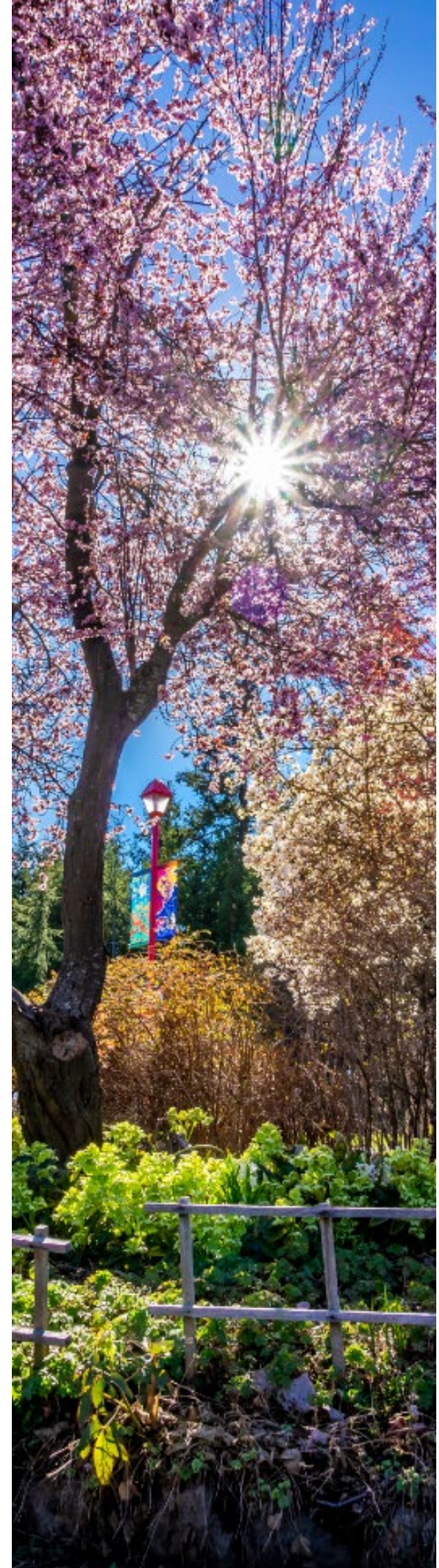
We value people and treat everyone with dignity and fairness.

### Service excellence

We meet community needs and achieve high-quality results through teamwork, partnerships, innovation and creativity.

### Passion

We approach our work with conviction and enthusiasm.

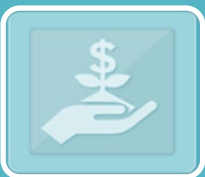


# Strategic priorities

Strategic priorities are the issues that create a gap between the ideal and reality. Priorities are long-term and are aligned with the Township's Mission and Vision.



**We strengthen the health, livability and diversity of the community**



**We encourage a resilient and diverse economic environment**



**We will build and enhance partnerships with community groups and other governments**



**We efficiently and effectively provide local services and infrastructure**



**We achieve excellence in public service**

# Our goals and operational strategies

Goals are big picture, where the Township hopes that our efforts will ultimately bring us.

Operational strategies are actions that work to close the gap between where you are starting from and where you want to be, how you intend to reach the strategic goal.



*Healthy, livable and diverse community objective: “Enhance opportunities for parks & recreation.”*

## 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 neighbourhood 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 two 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 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 required as recommendations 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
- Seek Provincial approval of deer management and reduction strategy, with Urban Wildlife Stewardship Society assistance
- Contact Department of National Defence regarding realignment with Township strategy
- Advocate with the Capital Regional District for a region wide strategy

## **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



*Healthy, livable and diverse community objective: “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, development of marketing strategy and amendment of visioning statement
- Consider option to work with South Island Prosperity Project on an Economic Development Assessment Framework and business investment toolkit
- Work with the Esquimalt 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 Island Prosperity Project 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 for enhancement
- Develop an Active Transportation Plan for completion by the end of 2020

## 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



*Local services and infrastructure objective: “Develop an Active Transportation Plan for completion by the end of 2020.”*

## EXCELLENCE IN PUBLIC SERVICE

### **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



## **Township of Esquimalt**

1229 Esquimalt Road  
Esquimalt, BC V9A 3P1  
250-414-7100

## **Connect with us**

[esquimalt.ca](http://esquimalt.ca)  
[facebook.com/TownshipofEsquimalt](https://facebook.com/TownshipofEsquimalt)  
[twitter.com/EsquimaltBC](https://twitter.com/EsquimaltBC)