

Operational Strategies 2019 - 2023

HEALTHY, LIVABLE AND DIVERSE COMMUNITY

Operational strategies	Responsibility	Progress
Support community growth, housing and development consistent with our Official Community Plan (OCP)		
Draft parking strategy and update parking bylaw	Engineering & Public Works Development Services	The Request for Proposals will be issued in the second period.
Prepare zoning bylaw amendments for detached accessory dwelling units	Development Services	The amendment bylaw is in progress with the public hearing scheduled for the second period.
Prepare minor housekeeping amendments to official community plan	Development Services	The current workload has resulted in a delay in this strategy and it will be completed in the third period.
Complete staff report on implications and costs to develop neighbourhood design guidelines for the entire community	Development Services	The current workload has resulted in a delay in this strategy and it will be completed in the third period.
Complete staff report on the feasibility and benefits of a policy on detached accessory dwelling units, carriage houses and below market housing	Development Services	Completed – The rezoning process for Detached Accessory Dwelling Units is underway with the public hearing scheduled early in the second period.
Support multi-modal transportation strategies that reflect the cumulative impact of business and residential development		
Develop strategies from Active Transportation Plan and best practices to enhance road corridors	Engineering & Public Works	Consultant has completed the baseline assessment portion of the study and carried out the first round of public engagement. This information will be reviewed, and scope of work developed for second round of public engagement in the second period.
Improvements to Lyall Street from Head to Lampson utilizing funding from wastewater treatment facility agreements	Engineering & Public Works	CRD has accepted the scope of work presented by the Township. Request for proposal for design/project management to be released early second period.

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Operational strategies	Responsibility	Progress
Support the arts, culture and heritage community		
Finalize and present Public Art Master Plan for Council consideration	Parks & Recreation	Patricia Huntsman was hired to develop a <i>Public Art Master Plan</i> which will guide and set direction for future decision making with regards to art in public spaces. Community engagement for this project is now underway.
Provide training for Advisory Planning Commission members on heritage values	Development Services	This will happen on-line when the new members are in place in July 2021.
Work with consultant to design new archive space in municipal hall	Corporate Services	Staff working with consultants to ensure planning and design for temporary police station meets long term criteria for archives and other office space. Currently refining final design.
Develop complete inventory of archival material	Corporate Services	The intent was to have this completed prior to the move to Municipal Hall. With the delay of the move, and the impact from COVID (no volunteers), minimal progress has been made in this period.
Ensure wastewater treatment plant and Esquimalt Town Square art funds utilized fully	CAO	Currently working with project lead at the CRD on a commitment review for all wastewater agreements; plan for art has been submitted by CRD.
Update local grant policy and online application	Financial Services	Report was presented to COTW; Updated policy and application will be prepared for review by Council during third period.
Enhance opportunities for Parks & Recreation		
Finalize sale of 880 Fleming Street and replenish Parkland Acquisition Fund	Development Services CAO	The Purchase and Sales Agreement has been executed. The rezoning application has been received and is being processed as per the agreement.
Complete Saxe Point Park natural area management plan	Parks & Recreation	A brainstorming session was held with the Parks and Recreation Advisory Committee to develop the key goals and objectives for the Saxe Point Park Natural Area Management Plan.

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Operational strategies	Responsibility	Progress
Enhance opportunities for Parks & Recreation (cont'd)		
Complete Esquimalt Gorge Park restoration and education plan	Parks & Recreation	Significant natural area restoration and educational awareness within Esquimalt Gorge Park has occurred. Work included invasive plant removal and native plantings along the banks of Gorge Creek and the linear forest that parallels Gosper Crescent. A new interpretive sign was designed and installed for the Esquimalt Gorge Park pollinator meadow. Bird boxes and mason bee boxes were installed on refurbished pilings adjacent to the pollinator meadow. Interpretive signs for Esquimalt Gorge Park creek and estuary have been drafted to raise awareness of this sensitive ecosystem. The Gorge Waterway Action Society received funding to host a Youth Community Partnership program in Esquimalt Gorge Park. Fourteen youth were hired to develop skills in the areas of restoration, biology and interpretation. A split rail fence was installed on the South side of Gorge Creek to help protect the migratory bird sanctuary and its sensitive ecosystem.
Develop operational plans for new Gorge Park Pavilion in conjunction with public consultation	Parks & Recreation	Over the summer months, we will engage the community and stakeholders to determine what programs and services are of the greatest interest. Concurrently, we will develop a business plan that will include: market research to help formulate fees and charges for services; revenue projections; an overall operating plan and budget; policy and procedure development for operating the new pavilion; a marketing plan; and a capital request plan to furnish the building.

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Operational strategies	Responsibility	Progress
Fully utilize the \$17 million McLoughlin amenity funds to maximum potential		
Finish construction of Gorge Park Pavilion	Parks & Recreation	Significant progress has occurred with the <i>Esquimalt Gorge Park Pavilion development</i> , including the installation of concrete footings, the foundation, and steel and timbers for the structural integrity of the building.
Finalize design and award construction tender for Public Safety Building (PSB) utilizing McLoughlin amenity funds	Community Safety PSB working group	Design finalization is underway with updated plans from the architects circulated to staff for review.
Undertake necessary processes to secure funding and approvals to ensure funding of PSB	Community Safety PSB working group Corporate Services	Council authorized AAP process to support borrowing bylaw. Process is on going and should be finalized in the next period.
Advance the work of reconciliation with Indigenous People		
Focus on economic development in addition to funding of Indigenous art projects in the Township	CAO Parks & Recreation	Indigenous art is being installed as part of the Macaulay Point improvements and wastewater art funding; future projects include plinths at the Esquimalt Town Square and consultation for installation of works in the new Gorge Park Pavilion.
Control deer in partnership with other governments		
Continue with public education program including results of study	Community Safety	Public Education program is continuing and should be kicking off for the year very soon.
Conduct immunocontraception study	Community Safety	Preliminary work has been done and the application to conduct the study is currently with the Province awaiting approval.

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Operational strategies	Responsibility	Progress
Develop and implement strategies that reduce impact on the environment consistent with our Climate Action Charter goals		
Consolidate energy efficiency reports for public buildings and identify gaps	Engineering & Public Works Parks and Recreation	Joint project with Parks and Engineering to retain a consultant to carry out review of past projects and potential further work. No work has been completed in this period. Scope of work to be developed in the second period.
Finalize a Climate Adaptation Plan	Development Services	Staff are editing the plan based on comments received from the Directors and will present a revised plan to the Directors in the second period.
Finalize a Climate Action Plan	Development Services	Staff are reviewing the draft Climate Mitigation Plan and will be providing the consultant with comments early in the second period.
Present staff report to Council on options to implement the step code	Development Services Community Safety	The Step Code will be implemented along the provincial timeline beginning in 2022.
Present staff report to Council for an EV ready bylaw for new development	Development Services	This has been completed.
Review all emergency policies and programs to ensure that they recognize and reflect climate change	Community Safety	This process is ongoing and will be completed by the end of the third period.
Review tree protection bylaw to ensure best practices	Parks & Recreation	This is scheduled to be done in the third period.
Conduct public education on oil tanks and report results to Council	Development Services	Letters were sent to all owners of property with known oil tanks. Staff will present a summary report to Council in the second period.
Develop health strategies for our community		
Develop design guidelines for improving the design of 'missing middle' housing (PlanH)	Development Services	This will be done in the third period.
Create Social Wellness Checklist	Development Services Fire Department	This will be done in the third period.

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BUILD AND ENHANCE PARTNERSHIPS

Operational strategies	Responsibility	Progress
Work with Esquimalt and Songhees First Nations to support economic, cultural, social and environmental opportunities		
Organize regular Community to Community forums	Council Corporate Services	These events are on hold until COVID-19 restrictions are lifted and allowed.
Consult and engage with First Nations on update of Economic Development Strategy	Council Corporate Services	Update of this strategy is on hold until the Economic Development Officer position with the Township has been recruited.
Develop territorial acknowledgements	Corporate Services	This has been completed, with a list of Territorial Acknowledgements being compiled for Council and Committee Chairs to select and read at the start of every meeting.
Continue to support First Nations events utilizing Township communication tools	Corporate Services	Reposting First Nation-specific businesses, Nation employment opportunities and grant offers on corporate social media accounts, noting that there have been few events during this period due to COVID.
Work with governments, school districts and stakeholders to enhance relationships and advance issues impacting the community		
Continue to advocate for improvements to sustainable regional transportation initiatives	Mayor and Council	Pending verbal update.
Work with VicPD on new Esquimalt Together Against Graffiti (ETAG) program	Engineering & Public Works	Public Works and Parks continue to clean up graffiti in public spaces and right of ways. Working with VicPD on the implementation of a graffiti tracking app.
Work with Esquimalt community groups to advance economic, cultural, social and environmental opportunities		
Implement Checkout Bag Regulation Bylaw subject to Provincial direction	Development Services	This is being held in abeyance due to COVID 19 and will be brought forward to Council when retailers have capacity to implement it.

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RESILIENT AND DIVERSE ECONOMIC ENVIRONMENT

Operational strategies	Responsibility	Progress
Develop and seek opportunities for the Municipal Lands within the Esquimalt Town Centre		
Monitor construction of new library space	CAO Development Services	CAO and consultant continue to monitor progress payments and change orders; currently have approved progress payment #7.
Support revitalization and beautification initiatives along Esquimalt Road		
Explore further opportunities under the Revitalization Tax Incentive Program	Financial Services	Review of programs in other jurisdictions has been completed; Report to COTW during second period.
Boost investment in the local economy and promote the growth and diversity of businesses		
Work with the Esquimalt and Victoria Chamber of Commerce as well as Destination Victoria to increase engagement with local businesses and awareness of Esquimalt amenities	Corporate Services Development Services	Development Services discusses Esquimalt's amenities with developers when they make inquiries. Engaged with Chamber communications to promote Chamber news, local business education opportunities and initiatives including ECC's "Feast" takeout food festival in March. Communicating directly with Chambers to share Township initiatives, like the Active Transportation Plan Project engagement campaign.
Facilitate budget discussion to implement economic development function as per recommendations from SIPP project	CAO	This function has been approved by Council and once office space is available will be recruited; expected to be complete in third period.
Utilize relationship with Urban Development Institute and South Island Prosperity Project as additional input and resource for economic development	CAO	Liaison committee met in first period and had good discussion with UDI.

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LOCAL SERVICES AND INFRASTRUCTURE

Operational strategies	Responsibility	Progress
Identify infrastructure repair and proactively plan for replacement needs		
Implementation of Inflow and Infiltration Management Plan and evaluation of underground infrastructure	Engineering & Public Works	II study has continued. Flow monitors were installed in various catchments to determine flows. Interpretation of the results has started with a work plan to be developed in the second period. Carrying out spot investigation of potential cross connection locations in Gosper Crescent. The results of the investigation will assist in modification to main line replacement work.
Continued implementation of sidewalk master plan	Engineering & Public Works	Preliminary design and public consultation for the Constance projects and the utility lane between Constance and Admirals completed. Request for proposals will be released early part of second period for design/tendering/project management. Grant application submitted for Greenwood sidewalk, but no response has been received yet.
Continued implementation of roadway master plan	Engineering & Public Works	Major maintenance/minor capital works projects are in the initial stages of being planned. Started work on request for proposal for underground inspection works.
Continued implementation of street lighting improvements and upgrades	Engineering & Public Works	Working with consultant to confirm lighting levels for planned work. Next set of road corridors have been determined, with work to start in the second period.
Explore local initiatives for other waste streams – Integrated Resource Management/CRD projects	Engineering & Public Works	Preparing the request for proposals for the undertaking of the business case development for submission to CRD and MOE. Preliminary discussions with CRD and MOE have been carried out along with review of background information.
Remove and replace underground fuel tank at public works yard	Engineering & Public Works	No work was carried out in this period. In the second period will be working with the consultant to determine horizontal and vertical delineation of potential contamination.

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Operational strategies	Responsibility	Progress
Identify long term financial requirements for local services and infrastructure		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works Parks & Recreation	Continue to update/add asset information to various components of the underground systems. Asset management training for two staff members.
Development of asset management strategy and plans	Financial Services Engineering & Public Works Parks & Recreation	Preliminary work has been completed on expenditures and annual activities for various infrastructure systems. Continue to develop an overarching philosophy of asset management.
Promote opportunities to share services where operationally and financially beneficial		
Develop clear guidelines on roles and responsibilities for storm drain spill events	Engineering & Public Works	No work has been carried out in this period. Anticipating discussions with DND and PWC in the second and third periods to develop roles and responsibilities.
Explore regional emergency support services	Community Safety	Active discussion with View Royal, Saanich and Oak Bay regarding enhanced mutual aid support that could lead to a more unified ESS approach. Planned joint training in Level One planning for summer with Colwood/View Royal ESS team. New Fire Department Mutual and Automatic Aid Agreement signed with the City of Victoria.
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	Administration Committee has met once in first period and will meet again in second period on budget allocation formula; discussion on performance metrics scheduled in second period.
Review all alternatives for provision of police services to the community	CAO	Correspondence sent to Province on alternatives; awaiting response.

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Operational strategies	Responsibility	Progress
Support ongoing improvements to transportation corridors		
Evaluate transportation corridors for opportunities and options for enhancement	Engineering & Public Works	Information obtained from the active transportation plan will be used to assist in the design of projects to encourage multi-modal movements. Detailed design of the Lampson Road project to occur in the second/third periods.
Develop an Active Transportation Plan	Engineering & Public Works	Active Transportation Plan is underway with an expected completion date late in the second or early third period.
Participation on CRD Regional Transportation working group	Engineering & Public Works	Staff work with the working group to present and advocate for Township priorities. Recommendations submitted to the CRD Board.
Plan for continuity of core local services and infrastructure in the event of an emergency		
Look for opportunities to fully utilize and expand subscription base for public alert system	Community Safety	Promotion of alert ready during Emergency Preparedness week and in local publications such as The Current.
Develop coordinated evacuation plans for Esquimalt and Victoria utilizing VicPD	Community Safety	The project was successfully completed, an evacuation plan was created that is in sync with City of Victoria. A tabletop exercise was conducted that validated the plan and exercised all participants including VicPD.
Monitor and review changes to the Emergency Program Act when released to determine impacts to the Township	Community Safety CAO	The updated Act has not been released and is pending.

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EXCELLENCE IN PUBLIC SERVICE

Operational strategies	Responsibility	Progress
Support Chief Administrative Officer to maintain an organizational culture of collaboration, learning and engagement consistent with the Township's core values		
Develop and implement diversity and inclusivity education sessions for all staff	Corporate Services	Two training sessions have been scheduled for staff, via Zoom, with Moussa Magassa, a UVIC Human Rights Educator, and an educator specializing in equity, diversity and inclusion. The sessions will take place in May.
Develop and implement two-tiered education program: supervisory training and leadership development program	Corporate Services	Development to be completed 2 nd quarter with implementation for September/October 2021.
Implement recommendations from the fire department environmental scan	Corporate Services CAO	Several recommendations have been implemented, and the fire department, together with the CAO and the Director of Corporate Services and HR are working collaboratively with a consultant to develop a strategic plan for the fire department. Completion of the strategic plan expected for the third period.
Ensure capacity is adequate to support the goals in the Strategic Plan		
Assess capacity in the organization and continue to ensure that effective succession planning has been developed	Corporate Services Directors	With the Assistant Chief vacancy in the Fire Department, four members were given an opportunity to perform the role of Acting Assistant Chief, each for a one month duration. The intent was to provide an opportunity to do some of the work of an Assistant Chief and be mentored and coached by Chief Jancowski and Assistant Chief Widdifield.
Work with senior leadership team to develop operational strategies and budgets to achieve strategic goals	CAO	This work was completed in the first period.

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Operational strategies	Responsibility	Progress
Engage, respect and respond to the needs of our community		
Consider further improvement to Township website by evaluating best practices in accessibility standards and general usability	Corporate Services	Including committee agenda notifications as part of the council agenda subscriber email. Updated compost, yard waste and garbage sections of website for easier navigation and current information.
Implement increased online functionality	Financial Services	Agreement signed to improve functionality to apply for, and pay for, dog and business licences as well as property tax notices; full implementation during third period.
Explore opportunities for public engagement regarding annual budget process	Financial Services	Reviewing options and discussing similar projects completed in other municipalities; anticipated implementation during third period
Improve efficiency of Council and Committee meetings by updating the Council procedure bylaw	Corporate Services	To be completed by the third period.
Improve electronic records inventory	Corporate Services	Electronic shared drive restructure project completed. Electronic records are now inventoried and classified on the new shared drives that have been set up according to the Township's modified version of the LGMA records classification structure. Some clean-up remaining, but the move of records to the new classification system has been completed.