



Corporation of the Township of Esquimalt

2009 - 2011 Strategic Plan

**Focusing on community priorities, the Township of
Esquimalt provides quality municipal services
through open and innovative leadership**



MESSAGE FROM MAYOR AND COUNCIL

Community input received during Esquimalt's local government election process in November of 2008 emphasized the social aspect of our community in the context of economic strength and environmental responsibility: the three principles of sustainability.

Immediately following the election, Council worked to identify its priorities for the community for 2009 and beyond. Council emphasized the social and cultural issues facing the community: for example, retaining an ice skating facility and curling opportunities for Esquimalt residents; and addressing social issues burgeoning from changing societal expectation, future density increases and transforming demographics.



Council recognized that the cost of strengthening “community” requires economic growth. Growth will both help finance local government services and generate the economics necessary to enable a broader range of goods and services to be provided by the private sector.

Council also recognized that the community will undergo dramatic changes and the economy will not continue to flourish if we do not protect our environment. Council will therefore support climate action initiatives while at the same time take steps within our municipality to improve the environment.

While Council's initiatives are listed under individual principles of sustainability, many initiatives overlap and work towards achieving more than a single sustainability objective. Indeed, transportation initiatives are an excellent example of a single action impacting all three objectives. Transportation initiatives are therefore listed separately.

Council intends to review the actions within its strategic plan on a regular basis. The review will involve assessing progress, affirming or amending priorities and updating the plan as necessary.

Respectfully,

Mayor and Council
Corporation of the Township of Esquimalt



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The Township of Esquimalt's community vision, mission statement, organizational values, and commitment to sustainability principles provide the context for this strategic plan. These tools will guide Council and staff within the Township of Esquimalt in their daily work and in the achievement of strategic goals and objectives. They will also be used to gauge the success of initiatives outlined in this strategic plan.

VISION

Esquimalt is a diverse community, a desirable place to live, and an integral member of a larger region.

We encourage meaningful community participation and consultation to provide open and responsible decision-making. We enhance responsible economic opportunities and embrace sports, recreation, the arts, and the west coast lifestyle.

As we achieve the vision, we enhance our quality of life, enjoy health and safety, build upon our cultural heritage, revitalize our community, protect our natural environment, and foster our diversity.

MISSION STATEMENT

Focusing on community priorities, the Township of Esquimalt provides quality municipal services through open and innovative leadership.





ORGANIZATIONAL VALUES

The following organizational values will guide Council and staff as they work towards achieving strategic goals and realizing Esquimalt's community vision:

Openness – We are open and transparent with our information, process, and communication to our customers, community, the public, and one another, except where clearly prohibited.

Fiscal and Performance Accountability – We are accountable to our community, the Municipality, and our work teams for the work we do and taxpayer's money we spend. We do this through long term planning, setting measurable performance goals, performance reviews, and regular feedback about our work to our leaders, community, and customers. We value hard work and achievement of organizational goals.

Team Work – We work as members of teams, understanding that individuals, divisions, and departments that work together achieve high quality results and provide exceptional service.

Respect – As public servants we treat all residents, customers, co-workers, and viewpoints with the respect that we would have accorded to ourselves.

Customer Service – We are in the business of providing exceptional service to our community, customers, and co-workers.

Integrity and Trust – We say what we mean and mean what we say. We honour our work and keep our commitments. We are worthy of the public's and each other's trust.

Innovation and Creativity – We strive for excellence as individuals and team members, and in the services that we provide to our community. We create a work environment in which we look for new solutions and experiment with innovative ways to work – even if they don't always succeed the first time. We recognize the need to be dynamic in meeting the community's changing needs. Each employee is given the opportunity to grow and develop.

Recognition – We recognize and are proud of achievements in the organization. We also recognize the need for balance in work and non-work as a value that will ultimately benefit our organization and the taxpayers of Esquimalt.

Stewardship – The work we do makes our community, the environment, and the world a better place to live for residents of today and future generations. We use our energy, skills, and resources to protect and nurture community assets for the greater good of all residents. We think and work locally, but our actions and results have global impact.



SUSTAINABILITY PRINCIPLES

The Council of the Township of Esquimalt supports the principles of human sustainability which includes the integration of economic, environmental, and social sustainability.

The most widespread definition of sustainability was established by the 1987 World Commission on the Environment, which is, “[to meet] the needs of the present without compromising the ability of future generations to meet their own needs.”

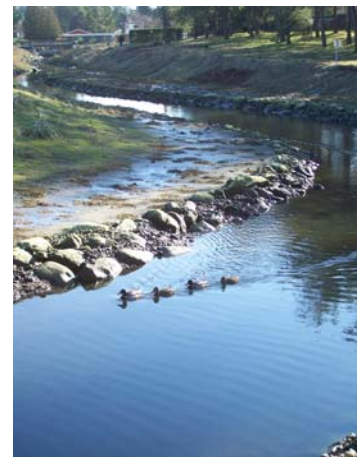
Council understands that we must not just strive for maintaining quality of life, but look towards improving it, so that future generations can prosper. To do this, Council will build the concept of sustainability into its operations and decision making processes by considering the longer term implications of its decisions on the environment and the community.

Council recognizes the future financial implications of climate change. The 2006 Stern Review on the economics of climate change found that it costs less to act now on mitigating climate change than later.

Council has demonstrated its commitment to climate change mitigation by signing on to the Province’s and Union of BC Municipalities’ British Columbia Climate Action Charter. The municipality will fulfill its commitments under the Charter by: achieving carbon neutrality in the municipality’s operations by 2012; decreasing the community’s greenhouse gas emissions; and creating a complete, compact and more energy efficient community.

This Council’s commitment to sustainability is reflected in the development of its strategic plan. The Township of Esquimalt’s strategic plan is divided into the three components of economic, environmental, and social sustainability.

Council is excited for the municipality to spearhead sustainability initiatives in its daily operations and to be a sustainability leader in both the local and global community.





Council of the Township of Esquimalt undertook a strategic objective and priority setting process in January/February of 2009.

Council's goal is to lead Esquimalt towards being a sustainable community. As such, Council's objectives focus on the three principles of sustainability: social improvement, economic growth and environmental responsibility.

Social Improvement

Council believes the opportunity to participate in ice based sports and activities is a critical element of Esquimalt's social fabric.

	Person Responsible	Timeframe	Progress to date
Eliminate option of no arena in the Esquimalt Village Plan	Council/Consultant	Immediate	
Provide more detailed economic advice on retention of Archie Browning Sports Centre arena	Consultant/CAO	2009	
Support continued curling opportunity for Esquimalt's residents	Council	2009 →	

There are a number of existing community issues that will intensify with continued densification and these need to be addressed.

Action	Person Responsible	Timeframe	Progress to date
Resolve secondary suite issue including assigning fair costs	Director of Development Services/Director of Financial Services	2009	
Develop a comprehensive parking strategy to examine: <ul style="list-style-type: none"> - Secondary suites - Residential only permitting system - Trailers/boats - Public use versus private expectation - Adequacy of zoning bylaw parking space requirements - Applicability of meters - Adequacy of seniors/disabled parking - Paid permits 	Director of Development Services/Director of Engineering and Public Works	2010	



Social Improvement - Continued

Part of the uniqueness of Esquimalt in the Capital Region is its diversity of population. Council wants to facilitate opportunities for diversity.

Action	Person Responsible	Timeframe	Progress to date
To examine opportunities to support “age in place” housing	Council/Director of Development Services	2010 →	
To encourage a variety of housing opportunities from rental, to affordable ownership, to luxury ownership	Council	2009 →	
To examine means of leveraging affordable housing both for rental and ownership	Director of Development Services	2010 →	



Esquimalt’s heritage is an important component of our community and Council wants to identify and protect Esquimalt’s significant heritage resources.

Action	Person Responsible	Timeframe	Progress to date
To develop management programs to identify, conserve and interpret heritage resources	Director of Development Services	2009 →	
Implement heritage conservation programs	Director of Development Services	2010/2011→	



COMMUNITY GOALS

Social Improvement - Continued

Council believes community health and safety is a top priority and believes that its improvement comes through a variety of means.

Action	Person Responsible	Timeframe	Progress to date
Improve the Emergency Planning Program by renewing training efforts for: <ul style="list-style-type: none"> - Council - Staff - Neighbourhood program 	Fire Chief	2009 →	
Develop an extreme weather protocol	Fire Chief	2009	
Improve Police Services by encouraging a provincial audit, lobbying for a more significant role on the Police Board for Esquimalt; and improving communication between Esquimalt Police Board appointee and Council	Mayor	2009	
Ensure policing services are affordable for Esquimalt.	Council	2009 →	
Improve understanding of Victoria Police Department's Esquimalt Citizen's Advisory Committee	CAO/ Police Inspector-West Division	2009	
Support community based programs such as: <ul style="list-style-type: none"> - Active Living - ETAG - Blockwatch - CPTED (Crime Prevention Through Environmental Design) 	Council	2009	
Encourage community events and celebrations	Council	2009	
Obtain better understanding of the relationship between the municipality and its school districts and the opportunities for maximizing use of public facilities	Recreation Manager	2009	
Encourage the establishment of more health facilities and health professionals in Esquimalt	Mayor	2009	
Work towards ensuring the community's pedestrian network is safe for all users including those with disabilities	Director of Engineering and Public Works	2009	
Consider "accessibility" as an amenity for density bonusing	Director of Development Services	2009/2010	



COMMUNITY GOALS

Social Improvement - Continued

Council believes that a multi-pronged approach to communication will maximize awareness of community issues.

Action	Person Responsible	Timeframe	Progress to date
Be more open to additional public input at Council and COTW meetings	Mayor/Council/Manager of Corporate Services	2009 →	
Continue Communications Manager Position	Council	2009 →	
Continue to improve website	Manager of Communications and Sustainability	2009 →	
Continue hosting/participating in community face to face events	Council/Manager of Corporate Services	2009 →	
Review means of community consultation (e.g., Facebook, blogs, school visits, event TV's @ school, grocery store, ABSC)	Manager of Communications and Sustainability	2009 →	
Update community contacts in the Active Living Guide	Recreation Manager	2009 →	
Continue program of news releases and Community Newsletter	Manager of Communications and Sustainability	2009 →	
Use auto-email data bases to keep user groups informed (e.g., ABSC)	Recreation Manager/Manager of Communications and Sustainability	2009 →	
Electronically circulate all committee minutes to all committee members	Manager of Corporate Services	2009 →	
Consider acquisition of electronic signboard for ABSC	Recreation Manager/Council	2009	



Sustainable Economic Growth

Council believes it needs to re-invigorate, give firm direction to and expedite the Village Core project.

Action	Person Responsible	Timeframe	Progress to date
Ensure plan provides for phasing. Proceed quickly with an early phase (e.g., old hall/works yard site)	Director of Development Services/Consultant/Council	2009 2010/2011	
Review the possibility within the Village Core Plan for a future cultural attraction and hotel site	Consultant/Council	2009	
Consider high density/multi-use opportunities including multi-family residential/commercial in conjunction with public recreational	Consultant	2009	
Consider underground parking with room for significant community events (e.g., Buccaneer Days)	Consultant	2009	
Arrive at final decision on location of protective services building prior to any further expenditures	Consultant/Council	2009	
Council to meet with consultants early for review of progress to date and clarification of future direction and timeline	CAO/Consultants	2009	
Discuss how to improve community interest, knowledge and participation perhaps with additional technical advice	Consultants/Council/ CAO	2009	





Sustainable Economic Growth - Continued

Council believes that additional population through densification of the broader Village Core area will generate new commercial, retail and business opportunities.

Action	Person Responsible	Timeframe	Progress to date
Host a community information session to discuss impacts, benefits and costs of densification	Director of Development Services	2009	
Review OCP if greater densification receives positive feedback	Council/Director of Development Services	2009	

There are specific opportunities Council would like to explore that may impact Esquimalt's Village Core.

Action	Person Responsible	Timeframe	Progress to date
Explore the opportunities for requiring, providing, or encouraging the broad use of: <ul style="list-style-type: none"> • "wireless" technology; • green development (including on-site sewage treatment or integrated resource management); and • alternate energy technologies in the Village Core. 	IT Manager, Director of Development Services, Director of Engineering and Public Works, Manager of Communications and Sustainability	2010	

Council believes additional opportunities exist for economic growth from tourism. Council intends to:

Action	Person Responsible	Timeframe	Progress to date
Inventory and understand opportunities presented by the routes tourists arrive in Esquimalt	Director of Development Services	2009	
Inventory and advertise tourist opportunities	Director of Development Services	2009	
Develop new tourist opportunities such as: <ul style="list-style-type: none"> - artisan tour - heritage home tour - garden tour 	Director of Development Services	2009	
Examine new opportunities that may exist given our proximity to the ocean, in particular at Fleming Beach, Westbay Walkway and the Gorge.	Director of Development Services	2009/2010	



Sustainable Economic Growth - Continued

Council would like to partner with other associations and businesses to:

Action	Person Responsible	Timeframe	Progress to date
Encourage a shop local campaign	Chamber of Commerce Liaisons	2009	
Develop a community promotion campaign	Manager of Communications and Sustainability	2010	
Participate in promotion of community events	Manager of Communications and Sustainability	2009	
Raise profile of community events through Council attendance	Council	2009 →	

Council needs to understand its taxing policies' impact on business and development.

Action	Person Responsible	Timeframe	Progress to date
Develop comprehensive tax comparison data	Director of Financial Services	2009	
Review opportunities for tax incentives for business growth	Director of Financial Services	2009	

Council needs to examine its regulations to encourage appropriate development.

Action	Person Responsible	Timeframe	Progress to date
Encourage Bed & Breakfast opportunities	Director of Development Services	2010	
Promote opportunities at Westbay for retail, restaurant, tourist and evening activity uses as identified in the Official Community Plan	Council	2009→	
Facilitate Industrial Park growth/densification	Director of Development Services	2010	



Sustainable Economic Growth - Continued

Council is concerned the property tax is the only substantive form of revenue for the municipal corporation. Council wants to review diversified opportunities for revenue generation.

Action	Person Responsible	Timeframe	Progress to date
Consider legalizing secondary suites and charging appropriate license and user fees (e.g., business license, and inspection, sewer, garbage, and parking fees)	Director of Development Services/Director of Financial Services	2009	
Review opportunities for generating additional operating revenues from parks and other properties (Kayak launch, etc.)	Parks Manager	2010	
Investigate practicality and economics of acquiring ownership of Esquimalt's water system	Director of Engineering and Public Works/CAO	2010/2011	
Investigate opportunities for establishing own energy utility	Director of Engineering and Public Works /Manager of Communications and Sustainability	2010	
Review opportunity for a "coffee cart"/tourist information service at the terminus of Westbay Walkway	Director of Development Services/Parks Manager	2009/2010	
Review opportunity for commercial activity in Saxe Point	Parks Manager	2011	
Review expanding Mayor's role to include promotion and Economic Development	Mayor/CAO	2009	



Environmental Responsibility

Council supports the philosophy behind the Climate Action Charter aimed at reducing greenhouse gas emissions and producing carbon offsets.

Action	Person Responsible	Timeframe	Progress to date
Prepare report summarizing Council's non-binding commitment under the BC Climate Action Charter	Manager of Communications and Sustainability	2009	
Prepare a strategy for complying with commitments under the BC Climate Action Charter	Manager of Communications and Sustainability/CAO	2009	
Utilize knowledge of DND professionals to assist in identifying initiatives	Manager of Communications and Sustainability	2009	
Review opportunities for Integrated Resource Management in Esquimalt	Director of Engineering and Public Works	2009/2010	
Review opportunities for alternate energy sources for municipal facilities (research The Land Conservancy's experience)	Director of Engineering and Public Works/ Recreation Manager	2009/2010	
Review opportunities for urban forest expansion as a carbon offset with a community planting/maintenance partnership component	Parks Manager	2009/2010	





Environmental Responsibility - Continued

Council believes that resolving the sewage treatment issue is a priority for the region.

Action	Person Responsible	Timeframe	Progress to date
Develop a cohesive policy statement outlining Council's perspective on sewage treatment including: <ul style="list-style-type: none">- Minimal trucks- No loss of green space- Not at Macaulay Point- Improved source control- Integrated resource management- Affordable solution- Community Mitigation	Mayor	2009	
Utilize STAG's energies and resources to inform Council and the community	Mayor	2009	
Present update on outcome of 5 year capital plan to improve the sewage collection system and develop strategy to tackle the connections component of the system	Director of Engineering and Public Works/Council	2009	





Environmental Responsibility - Continued

Council believes there are numerous other means of encouraging environmental stewardship.

Action	Person Responsible	Timeframe	Progress to date
Require a “green features” report from the developer for every development application and require adherence to same	Director of Development Services	2009	
Advertise “greening grants” available from the province for private property owners and have the Environment Advisory Committee research availability and assist in promotion	Manager of Communications and Sustainability	2009/2010	
Prepare a report reviewing jurisdiction, environmental standards and compliance of Esquimalt’s marinas	Director of Engineering and Public Works/Manager of Corporate Services	2010	
Have the corporation and Council lead sustainability practices by example at every feasible opportunity	Manager of Communications and Sustainability	2009	
Review opportunity to make composters available to the general public at cost.	Manager of Communications and Sustainability	2010	
Prepare a report outlining long-term, hard costs of climate change to the municipality	Manager of Communications and Sustainability	2010	
Encourage the establishment of community gardens	Parks Manager	2009	





Social Improvement, Sustainable Economic Growth and Environmental Responsibility

Improvements in internal and external transportation links clearly reap social, economic and environmental benefits and thereby improve the community through supporting all three principles of sustainability.

Council supports and encourages improved bus service.

Action	Person Responsible	Timeframe	Progress to date
Encourage extended service hours to downtown	Council	2009	
Encourage improved connections to the North and the West Shore	Council	2009	
Support the proposed Bay Street service connecting to DND base along Esquimalt Road	Council	2009	
Encourage greater frequency and extended hours of the Munro Street bus	Council	2009	
Partner with DND and Dockyard to encourage Transit to better service these major regional employers	Council	2009	
Pursue Esquimalt representation on the Victoria Regional Transit Commission even if it means re-constituting the Board (partner with West Shore communities)	Mayor	2009	





Social Improvement, Sustainable Economic Growth and Environmental Responsibility - Continued

Council supports a number of other initiatives which will lead to improvements in various transportation modes including walking, cycling, bussing and ferry service.

Action	Person Responsible	Timeframe	Progress to date
Encourage the CRD's "railtrail" project and strive to ensure it has adequate lighting	Council	2009	
Adopt the Pedestrian Charter as an amendment to Esquimalt's OCP	Director of Development Services	2009	
Complete Phase 1 and 2 of the Craigflower Road Upgrade	Director of Engineering and Public Works	2009/2010	
Complete the Admirals/Colville Intersection Upgrade	Director of Engineering and Public Works	2009/2010	
Encourage the Victoria Harbour Ferries to offer a commuter package to Esquimalt residents	Mayor	2009	
Review and ensure the accessibility of the Esquimalt Industrial Area for truck traffic	Director of Engineering and Public Works	2011	
Plan for the future upgrade of Lyall Street considering pedestrians, cyclists, trucking and parking	Director of Engineering and Public Works	2011	
Review potential for upgrading the blocks of Esquimalt Road between the two improved areas	Director of Engineering and Public Works	2011	
Encourage the City of Victoria to improve Esquimalt Road east of Dominion Street	Mayor/Director of Engineering and Public Works	2009	
Develop an infrastructure maintenance plan	Director of Engineering and Public Works	2010	

Council believes that commuter rail transit could provide an outstanding opportunity for Esquimalt.

Action	Person Responsible	Timeframe	Progress to date
Seek an accurate capital and operating cost model for such a service along with details regarding expected sources of revenue and form of governance	Councillor Garrison/Mayor	2009 →	
Review opportunities for a second stop in Esquimalt in addition to the Dockyards' stop	Councillor Garrison/Mayor	2009 →	
Ensure we have examined and amended our land use planning tools before commencement of any rail service	Director of Development Services	2010	



By outlining its priorities Council focuses its two most significant resources, human and fiscal, to achieve Council's goal of community sustainability through specific actions and objectives. Council's budget, staff's departmental work plans and regular progress reports provided by senior municipal staff to Council will ensure organizational focus on accomplishing this plan's goals and attaining Esquimalt's community vision.

