

Operational Strategies 2015 - 2019

HEALTHY AND LIVEABLE COMMUNITY

Operational strategies	Responsibility	Progress
Support community growth and development consistent with our Official Community Plan (OCP)		
Incorporate Environmental Advisory Committee review process as part of OCP update	Development Services	Reviewed and provided input on draft policies related to energy, environment, and food systems.
Undertake Public consultation of draft Policies and Guidelines	Development Services	Completed an open house and on-line consultation in June. Had an Council form on affordable housing on October 3, 2017
Review opportunities for increased density along rail corridor (dependent upon commuter rail service being revitalized)	Development Services	Draft land use map includes increased density at the intersection of Colville and Admirals Road.
Review Food Strategies as part of OCP update	Development Services	Food policies have been developed and are included in the draft Official Community Plan
Conduct Housing Forum as part of OCP Review; include consideration of Policies on Secondary Suites	Development Services	Housing forum was held in May. An additional discussion was held with Council on October 3, 2017.
Consider establishment of Social Planning Committee	Corporate Services Development Services	This will be done following the adoption of the OCP.
Clarification of multi-jurisdictional responsibility along Gorge Waterway	Community Safety Services Development Services	Information provided in second period report. Further discussion regarding Gorge jurisdiction first period 2018.
Ensure multi-modal traffic strategies consider and reflect business and residential growth and development		
Research and consider best practices for multi-modal traffic initiatives and strategies	Engineering & Public Works	Request for Proposal on a number of traffic studies released late 2017. As work proceeds, these practices will be reviewed and implemented.
Integrate Bike Lanes with consideration of CRD Master Cycling Plan	Engineering & Public Works	Request for Proposal on a number of traffic studies released late 2017. As work proceeds, these practices will be reviewed and implemented.
Engage with stakeholders and user groups to ensure input is considered	Engineering & Public Works	No projects have come forward in this period. As projects are initiated, engagement will occur with user and stakeholders as required.

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Ensure input from Environmental Advisory Committee is considered for multi-modal strategies	Engineering & Public Works	No projects have come forward in this period. As projects are initiated, input will be sought as required.
Build a vibrant and sustainable arts, culture and heritage community		
Ensure community events support strategic objectives	Parks & Recreation Financial Services	This item is ongoing.
Revisit local grant funding and policies for continuous improvement opportunities	Financial Services	Feedback from applicants was received and changes were viewed overall as positive. Will continue to review and assess in 2018
Review public art policy in regard to murals	Parks & Recreation Development Services	This item was deferred to 2018.
Parks and Recreation enhancements and strategic parkland acquisition and expansion		
Create and implement a multi-year upgrade and replacement plan for Township playground areas	Parks & Recreation	Pieces of the former Town Square playground were added to Little League Park. Hither Green Park playground replacement reflected in the 2018 budget.
Facilitate and conduct public consultation for McLoughlin Point Amenity Reserve Funds	Parks & Recreation	An RFP was conducted and Council awarded the consultant contract for public engagement and consultation. Work will begin in 2018.
Review Strategies for replenishment of Parkland Acquisition Fund	Parks & Recreation Financial Services	This item will be reviewed in early 2018.
Consider improvements to skate park at Anderson, consider art project and involvement with Esquimalt High School	Parks & Recreation	Discussion with Esquimalt High School and SD #61 is currently scheduled for early 2018.
Ensure heritage values are considered in land use decisions		
Ensure heritage values are considered during OCP review and update	Development Services	The draft Official Community Plan contains numerous policies related to heritage.
Training for Advisory Planning Commission members on Heritage Values	Development Services	Staff will be arranging for a series of webinars to be presented to the APC.
Ensure Advisory Planning Commission composition reflects accessibility, environment and heritage	Development Services Corporate Services	Completed. Consideration of applicants' strengths and appropriateness to each committee was considered during annual recruitment process.

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Support food security and initiatives to improve community spaces

Recommended strategies for food security developed by EAC to be considered during OCP review

Development Services

Food policy was reviewed and revised at the February meeting of the Environmental Advisory Committee.

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KEY RELATIONSHIPS

Operational strategies	Responsibility	Progress
Advocate at the regional level for voice and equity in regional services		
Review Capital Regional District arts service involvement and funding	Financial Services	Funding levels and participation were reviewed early in 2017 and Council wished to review this annually. CRD budget presentation is scheduled for January 22. Staff will prepare report subsequent to this meeting if Council wishes to revisit for 2018.
Explore and identify efficiencies between local and regional initiatives	**staff responsibility dependent on specific initiative	Ongoing work incorporating the Township Emergency Management Program through the LEGPAC and REPAC in to the Regional Emergency Management Partnership
Continue to engage BC Transit to advocate for higher level of services	Mayor and Council	BC Transit is participating as part of the E&N Transit Rail Corridor working group, largely due to advocacy by Esquimalt Council for improved transit options; there has been no activity this period for the working group
Work with First Nations and the Esquimalt community to support economic, social and cultural opportunities		
Continue to organize regular Community to Community forums	Development Services	Staff plan two conduct these forms in 2018.
Consult and engage with First Nations on economic development and planning initiatives	Development Services	This will be done in conjunction with the Community to Community forms in 2018.
Engage with local service entities to ensure input is considered to support strategic priorities	Corporate Services	Notification of events and initiatives are provided to relevant local organizations and input is sought for new initiatives or programs. Prepared email master list of local service entities for notifications and requests for input.
Advocate with intergovernmental entities to promote issues affecting Esquimalt		
Utilize larger organizations to advocate with other levels of government (AVICC/UBCM/FCM)	Mayor and Council	No new initiatives were forwarded during this period.

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Work closely with CFB Esquimalt to align our community visions	Mayor and Council	Mayor and Council continue to participate in semi annual luncheon/discussions of relevant issues and to advance agenda items of interest.
Continue working with government and school district stakeholders to promote positive 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	Regional collaboration continues on the regional implementation of PerfectMind. A regional fitness conference was coordinated in partnership with regional recreation departments. Staff met with SD #61 to discuss future opportunities for further collaboration – a future meeting is established for early 2018.
Implement new social media channel(s)	Corporate Services	Continuing to research enhancement of social media program, including expanding content on YouTube Channel, LinkedIn, and PlaceSpeak as an additional social media engagement tool; researched new online survey tool for Township and created account (to meet legal requirements to store information only in Canada)
Promote emergency preparedness through shared initiatives and training	Community Safety	Work with all local area governments through LEGPAC and REPAC working up through Regional Emergency Management Partnership. Work collaboratively on Public Education, Rapid Neighbourhood Damage Assessment, Evacuation and Emergency Social Services delivery, among others.
Utilize Community Safety Working Group on issues impacting the community	Community Safety	Group continues to meet on concerns that have a more global focus. Several issues involving traffic and safety concerns have been addressed. Long term issues still be addressed.
Consultation with stakeholders on McLoughlin Point amenities including First Nations, CFB Esquimalt, residents associations, School Districts, PAC	**responsibility varies and will involve multiple departments	Township participates in the Community Liaison Committee and the Technical Liaison Committee for the WWTP; the Community Liaison Committee provided an updated to Council at a public meeting, advised that the Committee is active and working well

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RESILIENT AND DIVERSE ECONOMY

Operational strategies	Responsibility	Progress
Continue to work with development partner on Esquimalt Town Square Project		
Implementation of remediation plan	Engineering & Public Works	Numerical remediation has been achieved. Preparation for Certificate of Compliance for both on and off site locations underway. This application will be submitted to the Ministry early 2018.
Continue to work with Aragon and GVPL on new library space	Development Services	Finalizing design and cost estimates for library tenant improvements completed in November.
Finalize site preparation for land transfer	Engineering & Public Works	Working with Developer for installation of permanent storm and sanitary services. Temporary solution has been installed and functioning.
Ensure regular information flow with stakeholders on major projects such as Esquimalt Town Square and McLoughlin Point Wastewater Facility	Development Services Corporate Services	Information releases are coordinated with Communications Specialist. Information updates from CRD re McLoughlin Point facility are posted on Township's website.
Implement Economic Development Strategy		
Review and update economic development strategies and action plan including measurables	Mayor and Council **staff responsibility dependent on actions identified	Working group was formed; reviewed Terms of Reference for RFP to prepare marketing strategy; RFP to be issued and awarded in first period 2018.
Engage consultant to develop Communications and Marketing Strategy and materials	CAO Development Services	This project is scheduled for 2018.
Utilize relationship with Urban Development Institute as additional input and resource for economic development	CAO Development Services	Meeting that was scheduled to continue relationship and input was cancelled due to scheduling issues with UDI; will be rescheduled in spring 2018.
Review relationship with South Island Prosperity Project	CAO Parks and Recreation Development Services	This review has been delayed; funds for continued membership are in 2018 budget and activity will be assessed during strategic planning.
Participate in Urban Development Institute (UDI) functions	Mayor and Council Directors	Function information is forwarded to Mayor and Council on a regular basis and attendance occurs as available.

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Leverage advertising opportunities, such as BC Economic Development Association 'Invest in BC' magazine	Corporate Services	Diversified our advertising opportunities to ensure exposure in wider array of publications, including Times Colonist's "Progress" magazine; completed additional Canada 150 advertising of community events with grant funding.
Facilitate Board-Council session with UDI	Development Services	This will be done in 2018.
Support revitalization and beautification initiatives along Esquimalt Road		
Promote Revitalization Tax Incentive Program	* as part of EDS marketing strategy	This will occur as part of consultant engaged once RFP issued in first period 2018.
Continue development of Esquimalt Road Urban Design Guidelines	Development Services	The project will be finalized in early 2018.
Enhanced maintenance along Esquimalt Road corridor	Engineering & Public Works	Work relating to weed control activities, curb repainting and line painting has been completed.
Ensure processes for business and development are clear and consistent		
Review Township policies and bylaws to ensure efficient processes; amend and update as necessary	Corporate Services	All Management Policies were reviewed, updated, formatted, renumbered to differentiate from Council Policies, and posted to The Bridge; Council Policies ADMIN-58 & -62 (Council Remuneration), PER-05 (Officers) and E&PW-01 (Traffic Calming) were updated; Streets & Traffic Regulation Bylaw, Bylaw Notice Enforcement, Animal Management, Officers, and Fire Protection and Control Bylaws were updated
Consider improvement to user services on website to make more accessible	Corporate Services	Established new search function on website for webpages and PDF documents; centralized Township contact directory with search feature
Organize Council-staff workshop to review processes including Green Development Guidelines	CAO Development Services	Green development guidelines will form part of the development permit guidelines in the Official Community Plan.

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Encourage and facilitate community involvement that supports non-governmental initiatives		
Promote and encourage a diverse range of community events	Corporate Services	Support of community events, including website, newsletter and social media included: Esquimalt Farmers Market, Esquimalt RibFest, Cars Rods and Rides, BC Afghanistan Memorial unveiling, Tour de Rock, Fire Department Open House, Renaissance Discussion series launch, Community Recycling Depot, Resilient Region Exchange, CFB Esquimalt Blood Donor Clinic, CRD Wastewater Treatment Open House, Celebration of Lights, New Year's Day Levee
Support community groups through Township communications resources	Corporate Services	November "Experience Esquimalt" quarterly feature page in Times Colonist showcased festive events in Esquimalt during the holiday season, highlighting Celebration of Lights.
Consider Policy for advertising/promotion on Township property & vehicles	Engineering & Public Works Development Services	Completed.
Consider initiatives to improve or encourage private owners to participate in Bloomin' Beautiful program	Parks and Recreation	Plans are underway for the development and expansion of the 2018 program.

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WELL MANAGED AND MAINTAINED INFRASTRUCTURE

Operational strategies	Responsibility	Progress
Participate in integrated waste strategies		
Monitor compliance with all zoning and development agreements for McLoughlin Point WWTP	CAO Engineering & Public Works	Township representatives sit on Community Liaison and Technical committees.
Ensure liaison committee is established and functioning	CAO	Liaison and Technical Committees established and meeting on a regular basis.
Work with Project Board to ensure assessment of existing infrastructure is developed and established	CAO Development Services	Technical committee will provide mechanism for Township and CRD communication; components of infrastructure to be assessed and level of service determined as project moves forward.
Participate in CRD led initiatives for other waste streams	Engineering & Public Works	Staff participates through various CRD committees. As initiatives come forward, staff is participating in development or implementation.
Identify infrastructure repair and proactively plan for replacement needs		
Implementation of Inflow and Infiltration management plan and evaluation of underground infrastructure – Year 1	Engineering & Public Works	Scope of work being developed for modelling project. Policy development has continued for cost sharing model for cross connections.
Implementation of sidewalk master plan	Engineering & Public Works	Work has been completed for 2 of the 3 projects. The remaining project to be completed in the first period of 2018.
Implementation of roadway master plan	Engineering & Public Works	Work awarded for geotechnical investigation has been completed. Work for storm/sanitary main inspection and cleaning being completed.
Implementation of street lighting improvements and upgrades	Engineering & Public Works	Completed.
Public consultation for McLoughlin Point Amenity Reserve Funds	**responsibility varies and will involve multiple departments	Consultant has been engaged; working group has been formed and met with consultant; schedule for public engagement to be reviewed by Committee of the Whole January 15, 2018.

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Identify long term financial requirements for infrastructure		
Complete and update infrastructure and asset inventory	Financial Services Engineering & Public Works	Information of linear and vertical is continued to be collected and assembled in data bases.
Development of short and long term asset management policies and plans	Financial Services Engineering & Public Works	Working group has taken the first steps to develop philosophy and strategies. Report provided to Council