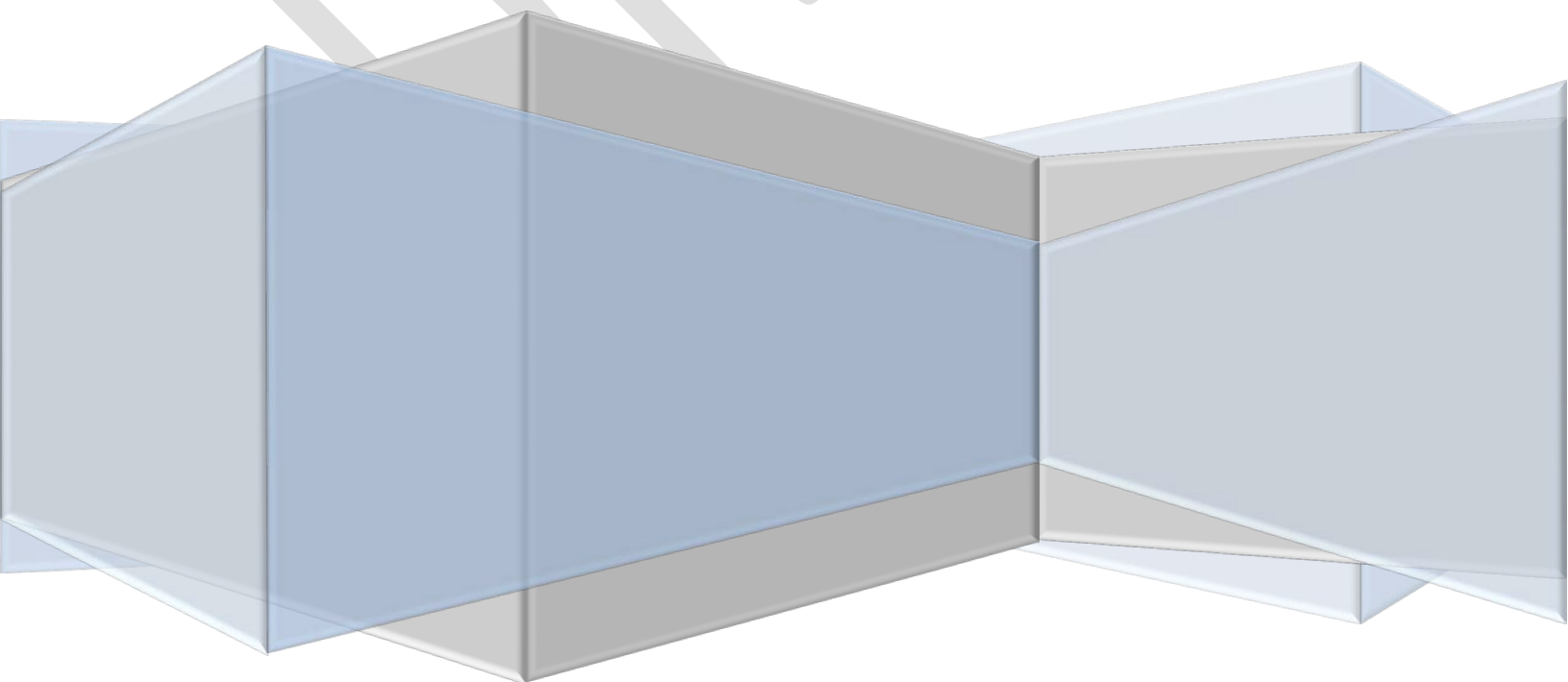


Township of
ESQUIMALT

**Draft Strategic Priorities
and Goals**

WITH OPERATIONAL STRATEGIES

2019 - 2023



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 neighborhood 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 2 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

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

HEALTHY, LIVABLE AND DIVERSE COMMUNITY

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

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 and development of marketing strategy
- Consider option to work with South Island Prosperity on an Economic Development Assessment Framework and Business Investment Toolkit
- Work with the 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 Vancouver Island Economic Development Association 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 to enhance

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

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