



**Corporation of the
Township of Esquimalt**

**2006 – 2007
Statement of Municipal Objectives**



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Victoria, B.C. V9A 3P1
Telephone (250) 414-7100 Fax (250) 414-7111

File No. 120-20-06
Adopted: March 21, 2006

Statement of Municipal Objectives 2006 – 2007

Table of Contents

Page

PART I – VISION	1 - 2
PART II – MUNICIPAL OBJECTIVES	3
A. Community Development Objectives	3
- Enhance Economic Development	3 - 4
- Complete Official Community Plan	4 - 5
- Protect and Improve the Environment	6 - 7
- Redevelopment the Old Municipal Hall/Works Yard Site	7
- Prepare for Divestiture of DND Lands	8
- Establish Entrance Signs and Informational Signage	8
- Establish Bicycle/Pedestrian Walkway	9

Statement of Municipal Objectives

2006 – 2007

Table of Contents

Page

B. Infrastructure Upgrade Objectives	9
- Review Services and Facilities at the Sports Centre	9
- Upgrade Craigflower Road	10
- Participate in Regional Sewage Treatment and Disposal Solutions	11
- Improve Parks	12 - 13
- Manage Sea Breeze Pacific – HVDC Cable Proposal	13
- Recover Infrastructure Costs	14
C. Social Improvement Objectives	14
- Enhance Public Safety (Policing)	14
- Review Bylaw Enforcement Services	15
- Pursue Affordable Housing Options	15
- Provide Diverse Community Programming	16
D. Corporate Objectives	17
- Ensure Council's Actions are Fiscally Responsible	17
- Improve Communication with the Community	17 - 18
- Develop Relationship with Adjacent First Nations Bands	19
- Maintain Council Cohesiveness	19

PART I - VISION

The new Council for the Corporation of the Township of Esquimalt met on January 6th and 7th, 2006 to identify Council's Municipal Objectives.

In order to ensure Council's objectives had focus, Council began their deliberations discussing a vision for Esquimalt's future.

Vision discussions began by reviewing the following "Community Vision Statement" developed by a group of Esquimalt citizens in 2003/2004:

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.

Council's vision of Esquimalt includes specific details. Indeed, Council's long-term vision centers around a number of points of consensus:

- Esquimalt is a self-contained "town" within a larger urban area with a unique sense of community. Esquimalt has overcome its past reputation as a rough town and is a safe community to live, work and play in. With all that Esquimalt now has to offer, residency in Esquimalt is a preferred address within the Capital Region.

- Esquimalt's natural advantages are a key attraction to its residents who love to be surrounded by, and have access to, the sea; live on a southwest exposure on varied terrain. Esquimalt's proximity to downtown Victoria is a key attraction, particularly as through traffic is minimal and focused on the single Craigflower corridor.
- Esquimalt's public facilities are also a key attraction to the community. An outstanding Recreation Centre is complimented by a complete library and by numerous parks offering a wide variety of experiences.
- The local services available to Esquimalt's residents continue to expand. Esquimalt's growing population, coupled with the growth in neighbouring Vic West, generates new opportunities that all can take advantage of. First-class services are available to young families, and Esquimalt schools are refurbished, offering comprehensive educational opportunities.
- Housing opportunities in Esquimalt are varied. There are multiple forms of housing as Esquimalt densifies in order to maximize affordability. A variety of tenures exist including rental housing. With the varied housing, Esquimalt is home to young families, seniors and hard to house segments of society.
- The people of Esquimalt are a varied group who welcome additional diversity. Residents, including members of the military, are actively engaged in their community. Residents volunteer, participate in community initiatives and work at maintaining Esquimalt's sense of community. Residents are proud of Esquimalt's unique history and support an active cultural community.
- Sustainability is a key objective of the community of Esquimalt. The community is environmentally aware, practices stewardship, has a social conscience and is financially responsible.

PART II – MUNICIPAL OBJECTIVES

(This list of Council objectives is subject to change and is obviously not inclusive of all Council objectives nor is it in order of priority)

A. Community Development Objectives

Enhance Economic Development

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Develop Terms of Reference and a Business Plan for an Economic Development Committee. 	Chair/Director of Development Services	Terms of Reference approved by Council	2 nd Quarter 2006	
<ul style="list-style-type: none"> • Consider budgeting for Economic Development Committee operations. 	Director of Development Services/Council	Council budget decision	2 nd Quarter 2006	
<ul style="list-style-type: none"> • Review past reports and strategies pertaining to economic development in Esquimalt. 	Economic Development Committee	Committee discusses as part of goal setting	4 th Quarter 2006	
<ul style="list-style-type: none"> • Develop an economic development strategy focussed on attracting businesses such as: <ul style="list-style-type: none"> - “missing” businesses and services in Esquimalt recognizing that our population growth will generate further requirements - new accommodation opportunities - marine based business opportunities 	Economic Development Committee	Document completed	4 th Quarter 2007	

Enhance Economic Development (continued)

<ul style="list-style-type: none"> • Examine initiatives to encourage tourism such as: <ul style="list-style-type: none"> - establish an Esquimalt Tourism Kiosk (with partners) - erect directional/promotion signage - establish a full-service museum & archives 	Economic Development Committee	Completed report to Council with recommendations	2 nd Quarter 2007	
--	--------------------------------	--	------------------------------	--

Complete Official Community Plan

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Ensure the OCP develops a clear vision of the community, including a visual model of Esquimalt in the future. This will assist in discussion, presentation and eventually marketing the community. 	Director of Development Services	Adoption of Bylaw	4 th Quarter 2006	
<ul style="list-style-type: none"> • Ensure the plan includes strategic implementation initiatives (e.g. redevelopment of the Old Municipal Hall/Works Yard site) as well as appropriate regulations. 	Director of Development Services	Adoption of Bylaw	4th Quarter 2006	
<ul style="list-style-type: none"> • Provide Council a workshop opportunity to review the statutory requirements, purpose, and planning philosophy behind Official Community Plans and to provide Council opportunity to discuss its philosophy regarding the OCP. 	Director of Development Services	Workshop completed	1st Quarter 2006	

Complete Official Community Plan (continued)

<ul style="list-style-type: none"> • Review OCP's in other communities which have successfully developed town cores (e.g. Qualicum). 	Director of Development Services	Report considered by Council	2 nd Quarter 2006	
<ul style="list-style-type: none"> • Ensure the OCP welcomes responsible, appropriate development. 	Council	Adoption of Bylaw	4 th Quarter 2006	
<ul style="list-style-type: none"> • Follow-up to ensure our organization welcomes responsible, appropriate development. 	Director of Development Services	Annual review completed	Ongoing	
<ul style="list-style-type: none"> • Undertake comprehensive policy reviews of on-going issues of duplex zoning and secondary suites and ensure appropriate time is allocated for the review. 	Director of Development Services	Report considered by Council	4 th Quarter 2007	
<ul style="list-style-type: none"> • Ensure that every staff report pertaining to development proposals discusses the proposal in the context of the OCP. 	Director of Development Services	Reports contain discussion	Ongoing	

Protect and Improve the Environment

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Consider incorporating the goals of conservation and stewardship within the mandate of the Environmental Advisory Committee. • Develop a public education program, perhaps in conjunction with the CRD, promoting conservation and stewardship. • Lead in environmental stewardship by continuing such initiatives as the Gorge Creek daylighting project. • Consider providing alternate compost services and community-wide alternate recycling opportunities. • Consider re-budgeting for “spring clean-up”. • Review Tree Removal Bylaw #2047 in the context of protecting heritage trees, requiring an arborist’s report for development involving tree removal and requiring a landscaping deposit within development permit approvals. 	Chair/CAO/Director of Engineering Services	Terms of Reference Policy adopted by Council	2 nd Quarter 2006	
	Committee	Documentation completed	4 th Quarter 2007	
	Council	Approve new initiatives	Ongoing	
	Director of Engineering Services/Council	Report considered by Council	4 th Quarter 2006	
	Director of Engineering Services/Council	Report considered by Council	4 th Quarter 2006	
	Parks Manager	Report considered by Council	4 th Quarter 2006	

Protect and Improve the Environment (continued)

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Address the proliferation of weeds growing between roadways, curbs and sidewalks. • Continue program of noxious/invasive weed removal in parks. • Ensure weed proliferation problems on private lands are addressed. 	Director of Engineering Services	Annual weed eradication program implemented	2 nd Quarter 2006	
	Parks Manager	Weed removal work undertaken	Ongoing	
	Director of Development Services/Director of Parks & Recreation	Proactive enforcement program implemented	3 rd Quarter 2006	

Redevelopment of Old Municipal Hall/Works Yard Site

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Proceed with redevelopment of the Old Municipal Hall/Works Yard site. • Consider budgeting for consultant assistance to develop a “request for expression of interest”. 	Director of Development Services	Report on detailed process to Council	3 rd Quarter 2006	
	Director of Development Services/Council	Council budget decision	2 nd Quarter 2006	

Prepare for Divestiture of DND Lands

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Develop a strategy to ensure municipal interests are protected and advanced when divestiture of DND Lands occurs. Strategy to address: <ul style="list-style-type: none"> - Building 1027 - Land at Macaulay Point - Understanding the divestiture process - Regular communication on divestiture plans from DND 	Council/CAO	Strategy completed	4 th Quarter 2006	

Establish Entrance Signs and Informational Signage

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Consider budgeting for entrance signs. 	Director of Engineering Services/Council	Council budget decision	2 nd Quarter 2006	
<ul style="list-style-type: none"> • Consider budgeting for internal information signs. 	Director of Engineering Services/Council	Council budget decision	2 nd Quarter 2006	

Establish Bicycle/Pedestrian Walkways

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> Develop a report as to the feasibility and means of establishing a multi-purpose cycle/ walkway on the E & N Right of Way for Council's consideration. 	Director of Eng. Services	Report considered by Council	4 th Quarter 2006	
<ul style="list-style-type: none"> Review opportunities to establish other non-vehicle transportation corridors in Esquimalt. 	Director of Eng. Services/Environment Committee	Report considered by Council	4 th Quarter 2006	

B. Infrastructure Upgrades Objectives

Review Services and Facilities at the Sports Centre

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> Proceed with Sports Centre Review Committee and report back to Council with specific service and facility options. 	Director Parks & Recreation	Report considered by Council	3 rd Quarter 2006	
<ul style="list-style-type: none"> Consider budgeting funds to hire consultant to assist with developing requests for expressions of interest. 	Director Parks & Recreation/ Council	Council budget decision	2 nd Quarter 2006	
<ul style="list-style-type: none"> Pursue funding opportunities for capital improvements, if available. 	Director Parks & Recreation	Applications submitted when available	Ongoing	

Upgrade Craigflower Road

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Continue to pursue senior government funding assistance at least through: <ul style="list-style-type: none"> - regional gas-tax funding - future infrastructure programs 	Council/CAO/ Director of Engineering Services	Lobby and make application as available	Ongoing	
<ul style="list-style-type: none"> • Discuss project with the Songhees Band 	Mayor	Conversation concluded	4 th Quarter 2006	
<ul style="list-style-type: none"> • Update staff and Council on earlier plans/ initiatives such as the “Ironwood Traffic Study”. 	Director of Engineering Services	Report considered by Council	3 rd Quarter 2006	
<ul style="list-style-type: none"> • Consider budgeting for implementation of the upgrade in phases – phase one project design. 	Director of Engineering Services/Council	Council budget decision	2 nd Quarter 2006	
<ul style="list-style-type: none"> • Ensure any design resolves issues surrounding pedestrians, bicycles and car parking. 	Director of Engineering Services	Incorporate in detailed design	Upon funding and completion of design	
<ul style="list-style-type: none"> • Review design of the crosswalk at Arcadia in light of its perceived lack of safety/efficiency. 	Director of Engineering Services	Report considered by Council	3 rd Quarter 2006	

Participate in Regional Sewage Treatment and Disposal Solutions

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Invite the CRD to meet with Council, and possibly Councils from other communities, to provide an update on the CRD's current and long-term strategies for sewage treatment and disposal, and to provide the CRD with the opportunity to hear Council's concerns and ideas surrounding this issue. 	Environment Committee/ Director of Engineering Services	Meeting held	4 th Quarter 2006	
<ul style="list-style-type: none"> • Obtain up-to-date information on the Federal Government's position regarding sewage treatment/disposal in marine waters. 	Environment Committee/ Director of Engineering Services	Report considered by Council	4 th Quarter 2006	
<ul style="list-style-type: none"> • Ensure Council is pro-active regarding any land use decisions surrounding sewage treatment and disposal in our municipality. 	Council	Ongoing monitoring of situation	As issues arise	

Improve Parks

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> Consider budgeting in 2006 for completion of the next stage in the ten-year Gorge Park Plan. 	Director Parks & Recreation/ Council	Council budget decision	2 nd Quarter 2006	
<ul style="list-style-type: none"> Consider budgeting in 2006 and possibly 2007 to assist the City of Victoria with reconstruction of the failed bridge on the West Bay/West Song Walkway and pursue funding from the CRD and Provincial Capital Commission for the project. 	Director of Eng. Services/Council	Council budget decision	2 nd Quarter 2006 & 2 nd Quarter 2007	
<ul style="list-style-type: none"> Review requesting the CRD to take over the West Bay/West Song Walkway as a Regional Park. 	Director Parks & Recreation/ Council	Report considered by Council	4 th Quarter 2006	
<ul style="list-style-type: none"> Discuss extending the West Bay/West Song Walkway with DND and the new Base Commander. 	Mayor and Director of Parks and Recreation	Discussion concluded	2 nd Quarter 2006	
<ul style="list-style-type: none"> Determine if the Provincial Capital Commission grant can be used for linking the West Bay Marina to the current terminus of the West Bay/West Song Walkway and if funding is available, review tenure issues surrounding such a connection. 	PCC Director & Director Parks & Recreation	Report considered by Council	2 nd Quarter 2006	

Improve Parks (continued)

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Develop appropriate administrative policies to manage docks (vis a vis use of adjacent public lands, municipal liability and environmental stewardship) if the OCP process determines that docks are a suitable use along the Gorge Waterway. • Consider development of community gardens in Esquimalt. • Review the existing policy regarding land acquisition and the development of a walkway along the Gorge. 	Director of Dev. Services	Report considered by Council	4 th Quarter 2007	
	Director Parks & Recreation	Report considered by Council	3 rd Quarter 2007	
	Dir. P. & R. & Director of Dev. Services	Report considered by Council	4 th Quarter 2007	

Manage Sea Breeze Pacific – HVDC Cable Proposal

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Ensure the municipality’s interests are protected and advanced as the Sea Breeze proposal evolves including: <ul style="list-style-type: none"> - host a public information/input meeting - pursue intervener status - investigate possible revenue opportunities - investigate possible infrastructure development opportunities - ensure current infrastructure is protected 	Director of Engineering Services	Council consideration of an access agreement and participation in the National Energy Board hearing	2 nd Quarter 2006	

Recover Infrastructure Costs

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Develop report examining options to recover costs of providing physical and social infrastructure and present for Council's consideration. • Examine options to recover costs from uses and activities that adversely impact infrastructure and report to Council. 	Director of Dev./ Director of Eng. Services	Report considered by Council	4 th Quarter 2006	
	Director of Engineering Services	Report considered by Council	2 nd Quarter 2007	

C. Social Improvement Objectives

Enhance Public Safety

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Organize Police orientation for Council. • Schedule a meeting with the Police to review budget (materials to be provided in advance of meeting for review). 	West Division Inspector	Orientation held	1 st Quarter 2006	
	CAO	Budget meeting held	1 st Quarter 2006	

Review Bylaw Enforcement Services

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> Develop a report identifying various service levels, reviewing community expectations of service levels and identifying costs of service levels for Council's consideration. 	Director of Development Services	Report considered by Council	2 nd Quarter 2006	

Pursue Affordable Housing Options

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> Arrange presentation to Council by Capital Regional Housing Trust representatives. 	CAO	Presentation made to Council	2 nd Quarter 2006	
<ul style="list-style-type: none"> Consider participating in the Capital Region Housing Trust. 	Council	Council decision	2 nd Quarter 2006	
<ul style="list-style-type: none"> Review other strategies for development of affordable housing. 	Director of Development Services	Report considered by Council	2 nd Quarter 2007	

Provide Diverse Community Programming

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Consider providing social programs focussed on: <ul style="list-style-type: none"> - family activities - youth/seniors - families/youth at risk 	Director Parks & Recreation	Programs offered through Parks and Recreation	Ongoing	
<ul style="list-style-type: none"> • Schedule Council workshops on developmental asset building based on the Youth Strategy. 	Director Parks & Recreation	Workshop held	2 nd Quarter 2006	
<ul style="list-style-type: none"> • Schedule Council workshop with the Police regarding gangs/youth issues. 	West Division Inspector	Workshop held	2 nd Quarter 2006	
<ul style="list-style-type: none"> • Examine inter-generational programming in other communities. 	Director Parks & Recreation	Report considered by Council	4 th Quarter 2006	
<ul style="list-style-type: none"> • Support development of a seniors' strategy. 	Council	Council adoption of Senior's Strategy	4 th Quarter 2006	

D. Corporate Objectives

Ensure Council's Actions are Fiscally Responsible

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> Ensure basic services and responsibilities receive adequate funding. 	Council	Council budget decision	2 nd Quarter 2006	
<ul style="list-style-type: none"> Ensure Council's initiatives are undertaken in a fiscally responsible manner considering community affordability. 	Council	Council budget decision	2 nd Quarter 2006	

Improve Communication with the Community

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> Abide by the corporate value of "openness" at Council and throughout the organization. 	Council/Leadership Team	Information and decision making process is open to the public	Ongoing	
<ul style="list-style-type: none"> Improve communication with residents by: <ul style="list-style-type: none"> - developing and having Council distribute three newsletters per year (two for 2006) 	Municipal Clerk	Newsletters produced	2 nd & 4 th Quarters 2006	
<ul style="list-style-type: none"> - continuing to improve website 	Municipal Clerk	Website regularly updated	Ongoing	
<ul style="list-style-type: none"> - hosting rotating community open houses (two per year) 	Mayor/Mayor's Secretary	Open House held	2 nd & 4 th Quarters 2006	

Improve Communication with the Community (continued)

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Hosting public information meetings on key issues. 	Municipal Clerk	Meeting held	As required	
<ul style="list-style-type: none"> • Celebrate organizational achievements and the achievements of our residents through public presentation, displays in Town Hall foyer, notification in quarterly newsletter, etc. 	Secretary to Mayor & CAO	Formal recognition plan developed and implemented	4 th Quarter 2006	
<ul style="list-style-type: none"> • Improve communication with neighbouring jurisdictions by: <ul style="list-style-type: none"> - hosting joint Council training and educational workshops 	Director of Corp. Services	Workshops held as topics arise	Ongoing	
<ul style="list-style-type: none"> - continuing with joint DND/Council lunches including inviting other municipalities from time to time 	Secretary to the Mayor & CAO	Luncheons held	Twice per year	
<ul style="list-style-type: none"> • Improve Council's communication with its employees by hosting a staff appreciation event. 	Leadership Team/Mayor	Annual event held	3 rd Quarter 2006	
<ul style="list-style-type: none"> • Improve our abilities and skills at communication by: <ul style="list-style-type: none"> - developing an internal protocol for utilizing/responding to the media 	Director of Corp. Services	Protocol adopted by Council	2 nd Quarter 2006	
<ul style="list-style-type: none"> - arranging appropriate training for Council members 	Director of Corp. Services	Training held	4 th Quarter 2006	

Develop Relationship with Adjacent First Nations Bands

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Examine successes of other agencies/ municipalities (possibly the Harbour Authority, Police, and District of Central Saanich) to assist in developing an effective, respectful relationship with First Nations. • Initiate joint discussions with the Esquimalt and Songhees Bands. • Participate in public activities of Bands. 	Director of Corp. Services	Report considered by Council	2 nd Quarter 2006	
	Director of Corp. Services/Mayor	Discussions held	2 nd Quarter 2006	
	Council	Attend activities	Ongoing	

Maintain Council Cohesiveness

Actions	Coordinator	Measures	Completion Date	Progress to Date
<ul style="list-style-type: none"> • Ensure that Council members govern themselves in a respectful manner recognizing the richness of varied opinions and the sanctity of a Board's decisions. 	Council	Bi-annual checkups are held	2 nd & 4 th Quarters 2006	