



# **Corporation of the Township of Esquimalt**

## **2008/2009 Strategic Plan**

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

Adopted by Esquimalt Council, March 3, 2008



## MESSAGE FROM MAYOR AND COUNCIL

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The Mayor and Council of the Corporation of the Township of Esquimalt have been listening to residents as they have developed and articulated a vision for their community. In 2004, a broad group of citizens created a community vision statement, which was re-visited during the Official Community Planning Process from 2005 to 2006. In 2005, residents gave substance to their vision by electing seven people to Council, who support the principles of sustainability: a major underpinning of the community vision.

Council is presenting this strategic plan as a way of prioritizing action and focussing financial, staff, and volunteer resources to achieve their community's vision. This strategic plan identifies the following key community goals and actions required to achieve these goals:

- 1. Ensure the Corporation of the Township of Esquimalt remains economically viable and financially sustainable.**
- 2. Ensure Esquimalt accommodates growth in a manner that is sustainable, while maintaining its small town ambience.**
- 3. Protect and improve the health of our natural environment.**
- 4. Provide, encourage, and leverage development of facilities, amenities, and programming to enhance the health and quality of life for all residents.**
- 5. Ensure Esquimalt is recognized as an integral component of the Capital Region and the community actively participates in the region's future.**
- 6. Ensure Esquimalt is a safe community in which to live, work and play.**
- 7. Ensure Esquimalt's local government is open, consultative and communicative.**

Council intends to review and update this strategic plan over the next year and to work with municipal staff to develop performance measures to ensure successful implementation.

Council welcomes feedback from community members about this strategic plan to ensure that it is a relevant, topical document.

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**

Focussing 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 team, 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**

According to the 1987 World Commission on the Environment, development is sustainable, “when it meets the needs of the present without compromising the ability of future generations to meet their own needs.”

The Council of the Township of Esquimalt supports the principles of economic, environmental, and social sustainability and understands that we, as a municipality, must be proactive to ensure that future generations have the same opportunities and quality of life that we enjoy today.

Council will work with community members to learn more about their respective roles in promoting community sustainability. Council will then adopt policies and initiatives to protect and improve the natural environment, while preserving economic opportunities and attaining social objectives.



## Economic Viability

### GOAL

Ensure the Corporation of the Township of Esquimalt remains economically viable and financially sustainable.

### OBJECTIVES

The municipality aims to:

- 1) allocate adequate funding for core infrastructure
- 2) provide appropriate service levels
- 3) encourage economic development to expand the tax base
- 4) explore alternative revenue sources

### ACTIONS

Objective	Action	Responsibility	Timeframe	Progress to Date
2	➤ Undertake community satisfaction survey	Corporate Services	2008→ongoing	
1	➤ Adopt life-cycle funding and benefit/cost analysis practices for infrastructure	Director of Engineering and Public Works	2008	Pavement management study 80% completed Life-cycle cost analysis to be added to the tangible capital asset system for end of 2008
1	➤ Assess capacity of infrastructure to accommodate growth and develop expansion plans where required	Director of Engineering and Public Works	2007/2008	Hydraulic modeling of sanitary sewer system 95% complete
4	➤ Review user pay opportunities such as development cost charges and other density bonus opportunities	Director of Development Services	2007/2008	Currently examining application fees



## COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
2, 3	➤ Ensure consistent expectations for the development community and benefits to the citizens of Esquimalt	Director of Development Services	2007→ongoing	Ongoing
2, 3	➤ Complete marketing and information packages for prospective businesses and residents	Director of Development Services	2007/2008	Ongoing
3	➤ Develop economic development initiatives priority list	Director of Development Services	2007/2008	Economic Development Plan in process
3	➤ Review economic development incentives in Community Charter	Director of Financial Services	2008	Workshop to be scheduled with Council spring 2008
4	➤ Pursue senior government assistance and partnership opportunities for major infrastructure initiatives	Director of Engineering and Public Works	2007→ongoing	Application for grants on a project-by-project basis
2	➤ Develop a Human Resource Strategy to retain and attract a skilled workforce	HR Manager	2007/2008	
4	➤ Examine the benefits and costs to performing work outside municipal boundaries	Director of Engineering and Public Works	2008	To be carried out in the first half of 2008.
1, 2, 4	➤ Proactively protect Class 4 taxation and Federal Payment in lieu of tax revenues	Director of Financial Services	2007→ongoing	MFA seminar on Class 4 Taxation attended March 2007
1, 2	➤ Implement required asset depreciation system	Director of Financial Services	2007/2008/2009	Initial planning started May 2007
3	➤ Promote expanded retail and commercial sector	Director of Development Services	2008→ongoing	Tourism Strategy and annual business mixers
3, 4	➤ Develop policy for amenity contributions	Director of Development Services	2008→ongoing	Information session held February 2008





## COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
2, 3, 4	➤ Proceed with Esquimalt Village Project	Director of Development Services Planning Coordinator	2007/2008	Consultants presented results of 1 <sup>st</sup> set of public input, options and concept plans to be presented to Council in February
2	➤ Implement paper-less service choices for clients	Corporate	2007/2008	
2	➤ Review inter-departmental staff resource efficiencies to ensure equitable billing	Corporate	2008→ongoing	



**Managed Growth**

**GOAL**

Ensure Esquimalt accommodates growth in a manner that is sustainable, while maintaining its small town ambience.

**OBJECTIVES**

The municipality aims to:

- 1) provide a clear community land use vision
- 2) promote neighborhood harmony
- 3) promote sustainable land use practices

**ACTIONS**

<b>Objective</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Progress to Date</b>
1	➤ Amend Zoning Bylaw to reflect OCP	Director of Development Services	2008	
2, 3	➤ Review Secondary Suite Policy and enforcement practices	Director of Development Services	2007/2008	To start fall 2007
1	➤ Review infill housing and duplex guidelines	Director of Development Services	2007/2008	Review underway with consultant
1, 2, 3	➤ Review parking requirements and amend bylaw as required	Director of Development Services	2008	
1, 3	➤ Develop affordable housing policy for multi-family developments	Director of Development Services	2009	



**Environmental Protection**

**GOAL**

Protect and improve the health of our natural environment.

**OBJECTIVES**

The municipality aims to:

- 1) be a regional leader in environmental stewardship
- 2) promote transportation alternatives
- 3) participate in reducing global warming
- 4) participate in reducing resource depletion

**ACTIONS**

<b>Objective</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Progress to Date</b>
2	➤ Support development of the E & N Trail, including safe crossing at Admirals Road	Director of Engineering and Public Works	2007/2008/2009	On-going discussions with CRD and DND
2	➤ Include bike lane as part of Craigflower Road project	Director of Engineering and Public Works	2007/2008/2009	Included in Craigflower Road Corridor upgrading
1	➤ Complete sewer system upgrade	Director of Engineering and Public Works	2007/2008	Project 50% completed
1, 3	➤ Research community energy strategies	Director of Development Services Planning Technician	2008	Included in Sustainability Strategic Planning Document-funding sources will be reviewed in 2008



## COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
1	➤ Develop municipal pesticide use regulations	Director of Parks and Recreation	2007	Development of pesticide program in progress with partner municipalities and CRD Environment
1, 3	➤ Maintain quantity of Municipal trees throughout Esquimalt	Director of Parks and Recreation	2007→ongoing	Funding for new trees in 2007 budget. Dedicated work unit focused 50% on 3,000 municipal trees
1, 3	➤ Incorporate ecological standards and storm water re-use requirements in EVP	Director of Development Services Planning Coordinator	2007/2008	Included in Esquimalt Village Project Process
2	➤ Investigate and adopt Transportation Demand Management Strategies	Director of Development Services	2008	Included in Sustainability Strategic Planning Document Development Services to coordinate
1, 4	➤ Develop community environmental and ecosystem protection priority list	Director of Engineering and Public Works	2007/2008	
1	➤ Develop organizational environmental policies and procedures	Chief Administrative Officer Director of Parks and Recreation Planning Technician	2007/2008	Will form part of strategic planning in Fall 2007
3, 4	➤ Explore/consider GHG audit	Director of Development Services	2008/2009	
1, 3	➤ Implement efficient data collection/storage/archival and disposal systems for all departments	Municipal Clerk	2007/2008	Departments have contributed 2007 budget funds for acquisition



## COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
1, 2, 3	➤ Develop and implement a sustainable procurement policy for Township, including travel	Planning Technician Deputy Director of Financial Services	2008	
1, 3, 4	➤ Develop and implement municipal wide zero-waste meetings and facilities policy	Planning Technician Engineering Services	2008	
1, 4	➤ Update Sewer and Storm Drain Connection bylaw to reflect best management practices in on-site storm water management for private property	Engineering Services Planning Technician	2008	
1, 3, 4	➤ Comprehensive recycling/ compost/waste management for all municipal buildings	Corporate	2008	
1	➤ Formalize and prioritize natural areas management plans for municipal properties along Gorge waterway and existing parks. This includes invasive species removal, restoration, communication strategy to residents and managing species at risk.	Director of Parks and Recreation	2008-2012	
1, 3, 4	➤ Implement building efficiencies to reduce GHG emissions	Director of Engineering and Public Works	2008	
1, 3, 4	➤ Implement fleet efficiencies to reduce GHG emissions	Public Works Supervisor	2008	
1, 2, 3, 4	➤ Implement road infrastructure efficiencies to reduce pollution and GHG emission	Director of Engineering and Public Works	2007→ongoing	
1,3	➤ Consideration to adopting an anti-idling bylaw	Director of Engineering and Public Works	2009	
1	➤ Shoreline erosion control in Esquimalt parks	Director of Engineering and Public Works	2008/2009	2008 budget request- prep work 2008, repairs 2009



**Enhanced Quality of Life**

**GOAL**

Provide, encourage and leverage development of facilities, amenities, and programming to enhance the health and quality of life for all residents.

**OBJECTIVES**

The municipality aims to:

- 1) participate in and initiate viably affordable housing strategies
- 2) provide facilities and programming to promote healthy, active living for all ages and abilities
- 3) provide diverse, quality green space and parks
- 4) enhance community appearance
- 5) encourage development proposals that include opportunities to live, work and play within walking distance
- 6) promote cultural and heritage opportunities in Esquimalt

**ACTIONS**

<b>Objective</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Progress to Date</b>
4, 5	➤ Proceed with Esquimalt Village project	Director of Development Services Planning Coordinator	2007/2008	Consultants selected and public consultation started June 2006
3	➤ Review management practices at Saxe Point Park	Director of Parks and Recreation	2007	Park management plan not funded for 2007. Work rescheduled to 2008.
2, 3, 4	➤ Continue with Gorge Park Improvement Plan	Director of Parks and Recreation	2007/2008/2009	Japanese Garden concept design approved in February 2007. Matching funding in place



**COMMUNITY GOALS (continued)**

Objective	Action	Responsibility	Timeframe	Progress to Date
				subject to BC Spirit Square funding. Active zone planning scheduled for Fall 2007. Gorge Creek management ongoing with new partnership with Camosun College for monitoring water quality. Option for development of nature house being explored.
3	➤ Construct Phase 2 of Macaulay-West Bay Walkway	Director of Engineering and Public Works Director of Parks and Recreation	2008/2009	Project on hold because of species at risk act (SERA)-correspondence sent to PCC for grant extension; correspondence sent to request condensed timeline for habitat assessment August 2007
4, 5	➤ Construct 800 Block Esquimalt Road Improvement Project	Director of Engineering and Public Works	2007/2008	Construction scheduled for Aug-Nov 2007 with asphalt overlay in 2008
3	➤ Provide community garden opportunity	Director of Parks and Recreation	2008	Parks Manager met with garden proponents, project is at proposal stage.



## COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
3, 4, 5	➤ Create partnerships to develop parks and greenways	Director of Parks and Recreation	2007→ongoing	New Little League Park opened April 2007 (50-50 partnership with Association), \$10,000 in municipal trees planted through BC Hydro partnership, new West Bay Walkway bridge opened in May 2007 with lead partners City of Victoria, new Playground Committee established in the Spring 2007. partnership re: Ken Hill Park scheduled for Spring 2008 for phase one park work (naming approved February 2007)
2	➤ Create partnerships with schools to maximize benefit of public facilities	Director of Parks and Recreation	2007→ongoing	New L'ecole Brodeur sportsfield to open September 2007
2	➤ Review diversity of recreational program offerings	Director of Parks and Recreation	2007→ongoing	Scheduled for Fall 2007
2, 3	➤ Review and update Parks and Recreation Strategic Plan	Director of Parks and Recreation	2008	2008 initiative
2	➤ Adopt and implement recommendations from the Seniors' Strategy	Director of Parks and Recreation	2007/2008	Interim arrangement in place June 1, 2007 for continued operation of Silver





## COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
				Threads program for 10 months, Joint project committee being established to develop service strategy for 2008
2	➤ Continue "Active Community" Strategy	Director of Parks and Recreation	2007→ongoing	Highway to Health program launched in April 2007, Nutrition strategy in place – implementation 2 <sup>nd</sup> half of 2007.
4, 5	➤ Continue ETAG (Esquimalt Together Against Graffiti) program	Director of Parks and Recreation	2007→ongoing	First 2007 Event held June 1 <sup>st</sup> at Trackside site with participation from Esquimalt High School Leadership class.
1	➤ Leverage affordable housing units	Director of Development Services	2009	
6	➤ Develop and strengthen policies to preserve heritage	Director of Development Services	2008/2009	
6	➤ Develop policies to promote and support culture	Director of Development Services	2008/2009	
6	➤ Develop facility plan for municipal archives	Chief Administrative Officer Corporate Administrator	2008	
2	➤ Review strategies to foster life/work balance for all employees through programs that offer choices and opportunities for personal growth and development	HR Manager	2007→ongoing	
1	➤ Develop affordable housing policy for multi-family developments	Director of Development Services	2009	



**Regional Participation**

**GOAL**

Ensure Esquimalt is recognized as an integral component of the Capital Region and the community actively participates in the region’s future.

**OBJECTIVES**

The municipality aims to:

- 1) be a leader in regional issues
- 2) be a proactive participant in all levels of regional government

**ACTIONS**

<b>Objective</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Progress to Date</b>
1, 2	➤ Actively participate in sewage treatment discussions and procurement processes	Mayor and Council Director of Engineering and Public Works	2007/2008	Director of Engineering and Public Works sits on Technical Advisory Committee, Mayor Clement is chair
2	➤ Seek funding from other levels of government for transportation projects involving significant inter-municipal regional travel (e.g. Craigflower Road and Admirals/Colville intersection)	Director of Engineering and Public Works	2007→ongoing	Applications for grant on a project by project basis
2	➤ Pursue regional user-pay alternatives for capital improvements to transportation systems and other	Director of Engineering and Public Works	2007→ongoing	



## COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
	regional services			
1, 2	➤ Initiate regional sustainability discussion opportunities	Director of Development Services Planning Technician	2007/2008	Included as part of Community Assessment in Fall 2007 and early 2008  Regional Sewage Treatment Forum and Accessibility Forum held
2	➤ Work with Songhees and Esquimalt First Nations to improve understanding of each neighbouring community's needs	Mayor and Council Senior Staff	2007→ongoing	Discussions with Songhees initiated regarding upgrading of Craigflower Road corridor
2	➤ Pursue regional transportation authority for Capital Region	Mayor and Council	2007→ongoing	
2	➤ Continue positive, constructive dialogue with DND	Mayor and Council	2007→ongoing	
1, 2	➤ Participate in regional solid waste diversion program	Mayor and Council Director of Engineering and Public Works	2007→ongoing	
2	➤ Monitor and develop a position on the Regional Growth Strategy	Director of Development Services	2007→ongoing	
2	➤ Work with DND on species at risk management at Macaulay Point Park	Director of Parks and Recreation	2008	



**Community Safety**

**GOAL**

Ensure Esquimalt is a safe community in which to live, work and play.

**OBJECTIVES**

The municipality aims to:

- 1) deliver protective services at an acceptable standard and in an economically efficient manner
- 2) implement traffic regulations to provide for safe movement of vehicles, bicycles and pedestrians
- 3) ensure pedestrian routes are connected and accessible

**ACTIONS**

<b>Objective</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Progress to Date</b>
1	➤ Review the cost effectiveness of the current structure for fire protection	Chief Administrative Officer	2007/2008	Preliminary review April/May 2007 further review in 2008
1	➤ Review the scope of roles of the Fire Department	Chief Administrative Officer	2007/2008	Preliminary review April/May 2007 further review in 2008
1	➤ Advocate effective community policing	Mayor and Council Chief Administrative Officer	2007→ongoing	Mayor raises issue of community policing standards regularly at Police Board. There have been 2 meetings with the Esquimalt business community in regard to community policing
1	➤ Improve delivery of bylaw enforcement services	Director of Development Services	2007→ongoing	Ongoing



## COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
2	➤ Review traffic regulations	Director of Engineering and Public Works	2008	To be carried out in 2008
3	➤ Review trip hazards and safety inspection frequency of existing sidewalks	Director of Engineering and Public Works	2007→ongoing	Trip hazard survey to be carried out on 1/3 of sidewalks every year (Policy Plan-17)
3	➤ Identify walking routes with inadequate or no sidewalks and work to remedy gaps	Director of Engineering and Public Works	2008→ongoing	Identify opportunities on an on-going basis to obtain contribution from developers for sidewalks
2, 3	➤ Identify mobility impediments and trip hazards to the disabled, and those with carriages, etc.	Director of Engineering and Public Works Director of Parks and Recreation Services	2007/2008	Identify priorities for installation of handicapped ramps at intersections. Measure Up Program
2, 3	➤ Work with other agencies to improve the intersection at Admirals/Colville and E & N Rail	Director of Engineering and Public Works	2007/2008	Preliminary geometric design complete. Cost estimate to be completed
1	➤ Continue proactive emergency preparedness program	Chief Administrative Officer	2007→ongoing	Further EOC training held June 2007 Neighbourhood Group expanding Further EOC training to be held Fall 2007
2, 3	➤ Incorporate walking charter principles	Director of Development Services	2007→ongoing	



**Government Communications**

**GOAL**

Ensure Esquimalt’s local government is open, consultative and communicative.

**OBJECTIVES**

The municipality aims to:

- 1) be open in conducting its business
- 2) seek community input into local government issues
- 3) inform the community about local government activities

**ACTIONS**

<b>Objective</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Progress to Date</b>
1, 3	➤ Develop and implement corporate communication plan	Communications Manager	2007/2008	In progress; Ongoing assessment and improvement of corporate communication practices; Communication plans developed for highly sensitive or significant municipal projects
1, 2, 3	➤ Hold informal neighbourhood meetings with Council once each term	Municipal Clerk	2007→ongoing	In Progress
3	➤ Continue tri-annual community newsletter	Communications Manager	2007→ongoing	February and June 2007 newsletters published; October in progress.



**COMMUNITY GOALS (continued)**

Objective	Action	Responsibility	Timeframe	Progress to Date
2	<ul style="list-style-type: none"> <li>➤ Develop active processes to garner community participation and opinion</li> </ul>	Communications Manager	2007→ongoing	Online surveys developed for Esquimalt Village Project and Greenhouse Gas Reduction Challenge; Feedback forms for Esquimalt Village Project available on the website, at open houses, and in municipal facilities; Active communication with residents using a variety of channels; Involved in ongoing, responsive issues management.
2	<ul style="list-style-type: none"> <li>➤ Continue practice of open houses to seek public input</li> </ul>	Chief Administrative Officer	2007→ongoing	Open houses scheduled for Esquimalt Village Project in June 2007; Next Esquimalt Village Project open house scheduled for February 2008; Public consultation opportunities to be provided for projects (including duplex zoning bylaw review, noise bylaw, tree protection bylaw)



## COMMUNITY GOALS (continued)

Objective	Action	Responsibility	Timeframe	Progress to Date
1, 2, 3	➤ Improve website and design municipal logo	Communications Manager	2007/2008	Website consultants hired for municipal website redesign project; Start-up meeting scheduled for September 2007; Website reorganization, redesign, rewriting, and revision expected to be completed in early January 2008 with the implementation of a new content management system.
1, 3	➤ Investigate communication tools to assist people with disabilities	Communications Manager	2008	
3	➤ Municipal staff training program on objectives of sustainability for the Township (i.e. eLearning course; in-house training on energy saving tips)	HR Manager	2008	
3	➤ Human Resource strategies for recruitment and new employee orientation on sustainability objectives	HR Manager	2008	
3	➤ Directors to link long range sustainability goals to work plans and foster collaborative innovation for and with staff	Corporate	2007→ongoing	





The initial strategic plan as developed for 2006 has been updated and revised in this current 2008/2009 document to provide a more comprehensive strategic plan that reflects changing community needs and priorities. This latest update also reflects an increased focus on sustainability actions.

Senior municipal staff and Council will identify progress measures and report on successes with respect to this plan's objectives.

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.