



Strategic Priorities 2015 - 2019

April 2015



Township of Esquimalt

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

Our 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.

Our Mission

Focusing on community priorities, the Township of Esquimalt works to make our community and environment a better place for today and the future.

Our Values

Accountability – we acknowledge and take responsibility for our actions, decisions and policies.

Integrity – we practice high standards of ethical behaviour and open communication that inspire trust.

Respect – we foster an environment of fairness where people are valued and treated with dignity.

Service – we strive to meet community needs and achieve high-quality results through teamwork, innovation and creativity.



Strategic Priorities 2015 – 2019



We continue to enhance the health and liveability of the community

- Support community growth and development consistent with our Official Community Plan
- Ensure multi-modal traffic strategies consider and reflect business and residential growth and development
- Continue to build a vibrant and sustainable arts, culture and heritage community
- Continue with Parks & Recreation enhancements and strategic parkland acquisition and expansion
- Ensure heritage values are considered in land use decisions



We recognize the importance of, and will enhance relationships with our neighbours and other levels of government

- Advocate at the regional level for voice and equity in regional services
- Work with First Nations and the Esquimalt community to support economic, social and cultural opportunities
- Advocate with intergovernmental entities to promote issues affecting Esquimalt
- Continue working with government and school district stakeholders to promote positive relationships and advance issues impacting the community



We encourage a resilient and diverse economic environment

- Continue to actively market opportunities in the Esquimalt Village Project
- Implement Economic Development Strategy
- Support revitalization and beautification initiatives along Esquimalt Road
- Ensure processes for business and development are clear and consistent
- Encourage and facilitate community involvement that supports non-governmental initiatives



We continue to address the operational and financial requirements of our infrastructure

- Proactively plan for integrated waste strategies
- Identify infrastructure repair and proactively plan for replacement needs
- Identify long term financial requirements for infrastructure

HEALTHY AND LIVEABLE COMMUNITY

Support community growth and development consistent with our Official Community Plan

Undertake process to update the Official Community Plan

Incorporate Environmental Advisory Committee review process as part of Official Community Plan update

Ensure multi-modal traffic strategies consider and reflect business and residential growth and development

Research and consider best practices for all traffic initiatives and strategies

Engage with stakeholders and user groups to ensure input is considered

Ensure input from Environmental Advisory Committee is considered for multi-modal strategies

Continue to build a vibrant and sustainable arts, culture and heritage community

Ensure that community organizations in receipt of Township special event funding have developed measurable objectives and are required to report back with results (update/create policy documents)

Ensure community events support strategic objectives

Review policies for funding community groups and associations to ensure resource accountability and avoid duplication of services

Develop and implement a comprehensive arts policy

Continue with parks and recreation enhancements and parkland acquisition and expansion

Review current model of support for arts, culture and heritage

Continue with Parks & Recreation enhancements and strategic parkland acquisition and expansion

Create and implement a multi-year upgrade and replacement plan for Township playground areas

Develop plans for a children's adventure and splash play park on Fraser Street

Ensure heritage values are considered in land use decisions

Incorporate Heritage Advisory Committee review process as part of Official Community Plan update

KEY RELATIONSHIPS

Advocate at the regional level for voice and equity in regional services

- Review Capital Regional District arts service involvement and funding
- Explore and identify efficiencies between local and regional initiatives
- Continue to engage BC Transit to advocate for higher level of services

Work with First Nations and the Esquimalt community to support economic, social and cultural opportunities

- Apply for Provincial grant funding to support the second round of Community to Community forums
- Consult and engage with First Nations on economic development and planning initiatives
- Conduct review of Committee governance to ensure alignment with strategic priorities
- Engage with local service entities to ensure input is considered to support strategic priorities

Advocate with intergovernmental entities to promote issues affecting Esquimalt

- Utilize larger organizations to advocate with other levels of government (Association of Vancouver Island Communities/Union of BC Municipalities/Federation of Canadian Municipalities)
- Work closely with CFB Esquimalt to align our community visions

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
- Develop additional social media connections to promote communications with stakeholders
- Promote emergency preparedness through shared initiatives and training

RESILIENT AND DIVERSE ECONOMY

Continue to actively market opportunities in the Esquimalt Village Project

- Maintain communication with Justice Institute of BC for anchor tenancy
- Utilize information gained through market and housing surveys to refine development options
- Continue with remediation of property and development of remediation plan
- Seek development partner through Expression of Interest and Request for Proposal processes

Implement Economic Development Strategy

- Appoint Select Committee and develop action plan
- Consider input from advisory committees prior to implementation of economic development action plan
- Review economic development strategies and implement approved action plan

Support revitalization and beautification initiatives along Esquimalt Road

- Develop Revitalization Tax Incentive Program and Bylaw
- Consider input from advisory committees prior to adoption of Revitalization Tax Incentive Program and Bylaw
- Commence Esquimalt Road design guidelines process

Ensure processes for business and development are clear and consistent

- Review Township policies and bylaws to ensure efficient processes; amend and update as necessary

Encourage and facilitate community involvement that supports non-governmental initiatives

- Promote and encourage a diverse range of community events
- Support community groups through Township communications resources

WELL MANAGED AND MAINTAINED INFRASTRUCTURE

Proactively plan for integrated waste strategies

Participate in Westside Wastewater Treatment and Resource Recovery Select Committee to review wastewater treatment strategies for local and regional solutions

Identify infrastructure repair and proactively plan for replacement needs

Continue with planning and implementation of Inflow and Infiltration management plan

Develop and approve sidewalk master plan

Develop and approve roadway master plan

Assess and evaluate condition of underground infrastructure

Proceed with manhole separation

Consider input from advisory committees on infrastructure decisions where applicable

Continue with repair, replacement and upgrades of parks and recreation infrastructure

Identify long term financial requirements for infrastructure

Complete and update infrastructure and asset inventory

Continue to fund Infrastructure Renewal Reserve Fund