

FOCUSING ON CREATING A SUSTAINABLE COMMUNITY

Strategic Priorities at the Township of Esquimalt



Updated January 2014

Please see www.esquimalt.ca for more information on Council's Strategic Planning

Updating Council's Strategic Priorities - 2014

Background

In January 2012, Council held a workshop to set short-term strategic priorities and longer-term strategic directions. A draft report was prepared, which was released for public input and circulated for review and comment to management staff and Council Advisory Committees. The finalized "2012 Strategic Priorities Report" was approved by Council on May 7, 2012. This Report is intended to be reviewed regularly to ensure it remains consistent with Council's priorities. As a part of this workshop, Council set out a process to regularly set, monitor and adjust short-term strategic priorities.

Updating Township Strategic Priorities

On January 26, 2013 and again on January 25, 2014, Council and the Chief Administrative Officer (CAO) held a workshop to update the Strategic Priorities Report. The workshop process involved the following steps:

- (1) Reviewing existing Strategic Priorities Chart to determine which items can be removed as either completed or incorporated into day-to-day operations.
- (2) Reviewing the remaining items to determine whether there is any change in priority due to new information, changing conditions or internal capacity issues.
- (3) Identifying current and emerging issues that have arisen in our community during the past year, due to changing external and internal influences, and determine whether they should be included as strategic priorities at this time.
- (4) Determining whether items are "Council Priorities" (requiring political attention) or "Operational Strategies" (to be dealt with by staff with Council's oversight).
- (5) Assigning responsibility for implementation of priorities to appropriate departments.

Strategic Priorities Chart

The preparation of a 'Strategic Priorities Chart' is an important part of the strategic planning process to translate plans into action and to assign responsibility for priorities and strategies with target dates for regular monitoring and updating.

The attached updated Chart provides a summary of short-term matters requiring attention. It will be used by staff to prepare a draft Budget and Financial Plan for Council's consideration, and to develop their work program. It is also intended that Council's Advisory Committees will ensure that their annual work plans are focused on assisting Council and staff achieve these strategic priorities. The Strategic Priorities Chart is a living document that should be reviewed regularly to make adjustments, update priorities and celebrate achievements.

Highlights of the updated 2014 Strategic Priorities Chart

- Policing continues to be a major issue affecting our community. The negotiation of a new Framework Agreement for Policing is pending and has been moved as an Operational Strategy for the CAO.
- Waste Resource Management remains as an urgent Council priority, which includes sewage treatment plant, resource recovery, kitchen scraps, and solid waste management including garbage collection and landfill issues, and has also been added as a staff Operational Strategy for several Departments.
- The preparation and implementation of Economic Development Strategies for the Township as well as the advancement of the Esquimalt Village Project remain Council Priorities. The details have been added as Operational Strategies for the Development Services and Finance Departments, including review of development of housing strategies and a revitalization tax exemption program.
- Under Advocacy, “Strengthening Relationships” was identified as a major theme, focusing on our interactions with the Esquimalt and Songhees First Nations. Council will continue to be cognizant of opportunities for the Township to take positive actions to enhance these important relationships with our neighbouring First Nations. While technically these fall outside of our boundaries, nonetheless they significantly impact our community.
- Traffic Management Strategies, including infrastructure, roads, traffic, safety, and parking, was added as a Council Priority in recognition of the importance of dealing with this community wide and regional issue. The development of standardized policies, programs and practices to address various issues, which would be posted on the Township’s website for public information and references, are to be considered.
- Council has initiated a process to review our current participation in the Regional Arts & Culture Service and the possibility of transitioning to support a more local community-based Arts Council. The development of a Comprehensive Arts Policy, including a review of Public Art requirements, has been added as staff Operational Strategies.
- Dealing effectively with Unsightly Properties was identified as a priority for Council and as an Operational Strategy for staff, since it is tied into community revitalization and economic development, and is a continuation of the ongoing Bylaw Services and Enforcement review program.
- The review and updating of the Official Community Plan is a significant project to be undertaken commencing in 2014, and was acknowledged as a Council Priority and Staff Operational Strategy.
- Council confirmed its ongoing commitment to moving forward with the Climate Action Plan and the Township’s overriding philosophy of sustainability implementation, including environmental, financial, and social impacts. Council acknowledged our success in incorporating sustainability into all we do, and as such this was removed as a Council Priority.
- Council also acknowledged that we incorporate sound financial responsibility into all of our actions and ensure that all decisions are reviewed through the financial accountability lens; accordingly, Tax Planning was removed as a Council Priority.

Township of Esquimalt
STRATEGIC PRIORITIES CHART

COUNCIL PRIORITIES: “SHAPING OUR FUTURE”

| | |
|--|---|
| NOW (Not listed in priority order) | |
| <ul style="list-style-type: none"> • ECONOMIC DEVELOPMENT STRATEGIES • ESQUIMALT VILLAGE PROJECT ADVANCEMENT • WASTE RESOURCE MANAGEMENT • OFFICIAL COMMUNITY PLAN REVIEW • HOUSING STRATEGIES | 2014 Ongoing 2014 2014 2014 |

| | |
|--|---|
| NEXT (Not listed in priority order) | ADVOCACY |
| <ul style="list-style-type: none"> • TRAFFIC MANAGEMENT STRATEGIES (Ongoing) • ARTS AND CULTURE TRANSITION (2014) • UNSIGHTLY PROPERTIES (2014) | <ul style="list-style-type: none"> • <i>Strengthening Relationships – Esquimalt & Songhees Nations</i> |

OPERATIONAL STRATEGIES (CAO/Staff)

| | |
|--|--|
| CHIEF ADMINISTRATIVE OFFICER | DEVELOPMENT SERVICES |
| <ul style="list-style-type: none"> • WASTE RESOURCE MANAGEMENT • Policing Framework Agreement (March 2014) • Service Delivery Assessment (Ongoing) • Performance Management (Ongoing) | <ul style="list-style-type: none"> • ECONOMIC DEVELOPMENT STRATEGIES (Spring 2014, Public Consultation/Fall 2014, Final Strategy) • ESQUIMALT VILLAGE PROJECT ADVANCEMENT: Provincial Environmental Certification (2014); Zoning Bylaw/Public Hearing (2014) • WASTE RESOURCE MANAGEMENT • OFFICIAL COMMUNITY PLAN REVIEW • HOUSING STRATEGIES • Zoning Bylaw Review (2015) |

| | |
|---|--|
| ENGINEERING | COMMUNITY SAFETY SERVICES |
| <ul style="list-style-type: none"> • ESQUIMALT VILLAGE PROJECT ADVANCEMENT • WASTE RESOURCE MANAGEMENT • TRAFFIC MANAGEMENT STRATEGIES • Multi-Modal Transportation (Ongoing) • Manhole Separation (December 2014) • Sidewalk Continuity Plan (October 2014) • EVP Brownfield Remediation (2014) | <ul style="list-style-type: none"> • UNSIGHTLY PROPERTIES • Business Continuity Plan: Emergency Program Community Education (February 2014) • Safe Community: Operational Audit (2014) • Monitor Implementation of Policing Framework Agreement (Ongoing) • Implement New Process for Bylaw Ticketing and Collection (2014) |

| | |
|---|---|
| CORPORATE SERVICES | FINANCE |
| <ul style="list-style-type: none"> • ARTS AND CULTURE TRANSITION • Webcasting of Council Meetings (2014) • Bylaw Review: Target List (next group Mar 2014) • Records Management: Paperless Agendas (2014), Update (Ongoing) • Public Engagement (Ongoing) • Comprehensive Arts Policy | <ul style="list-style-type: none"> • ECONOMIC DEVELOPMENT STRATEGIES • HOUSING STRATEGIES • UNSIGHTLY PROPERTIES • Revitalization Tax Exemption Program Bylaw (October 2014) • Parkland Reserve Fund Replenishment (December 2014) |

| | |
|---|---|
| RECREATION | FIRE SERVICES |
| <ul style="list-style-type: none"> • ARTS AND CULTURE TRANSITION • Special Events Management Strategy (Ongoing) • Urban Forest/Greenway Management (2014) • Infrastructure Renewal Strategy (Ongoing) • Centennial Legacy Projects – Walkway & Annual Home and Garden Contest (Ongoing) • Comprehensive Arts Policy | <ul style="list-style-type: none"> • Underwriter Survey (July 2014) • Seniors Fire Safety Public Education Program • Continuing Public Education – Oil Tanks |