



Corporation of the Township of Esquimalt

2009 - 2011 Strategic Plan

Adopted by Council - April 20, 2009
Updated by Council – January 2010
Updated by Council – January 2011

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



MESSAGE FROM MAYOR AND COUNCIL

Community input received during Esquimalt's local government election process in November of 2008 emphasized the social aspect of our community in the context of economic strength and environmental responsibility: the three principles of sustainability.

Immediately following the election, Council worked to identify its priorities for the community for 2009 and beyond. Council emphasized the social and cultural issues facing the community: for example, retaining an ice skating facility and curling opportunities for Esquimalt residents; and addressing social issues burgeoning from changing societal expectation, future density increases and transforming demographics.



Council recognized that the cost of strengthening “community” requires economic growth. Growth will both help finance local government services and generate the economics necessary to enable a broader range of goods and services to be provided by the private sector.

Council also recognized that the community will undergo dramatic changes and the economy will not continue to flourish if we do not protect our environment. Council will therefore support climate action initiatives while at the same time take steps within our municipality to improve the environment.

While Council's initiatives are listed under individual principles of sustainability, many initiatives overlap and work towards achieving more than a single sustainability objective. Indeed, transportation initiatives are an excellent example of a single action impacting all three objectives. Transportation initiatives are therefore listed separately.

Council intends to review the actions within its strategic plan on a regular basis. The review will involve assessing progress, affirming or amending priorities and updating the plan as necessary.

Respectfully,

Mayor and Council
Corporation of the Township of Esquimalt



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STRATEGIC CONTEXT

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

Focusing 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 teams, 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

The Council of the Township of Esquimalt supports the principles of human sustainability which includes the integration of economic, environmental, and social sustainability.

The most widespread definition of sustainability was established by the 1987 World Commission on the Environment, which is, “[to meet] the needs of the present without compromising the ability of future generations to meet their own needs.”

Council understands that we must not just strive for maintaining quality of life, but look towards improving it, so that future generations can prosper. To do this, Council will build the concept of sustainability into its operations and decision making processes by considering the longer term implications of its decisions on the environment and the community.

Council recognizes the future financial implications of climate change. The 2006 Stern Review on the economics of climate change found that it costs less to act now on mitigating climate change than later.

Council has demonstrated its commitment to climate change mitigation by signing on to the Province’s and Union of BC Municipalities’ British Columbia Climate Action Charter. The municipality will fulfill its commitments under the Charter by: achieving carbon neutrality in the municipality’s operations by 2012; decreasing the community’s greenhouse gas emissions; and creating a complete, compact and more energy efficient community.

This Council’s commitment to sustainability is reflected in the development of its strategic plan. The Township of Esquimalt’s strategic plan is divided into the three components of economic, environmental, and social sustainability.

Council is excited for the municipality to spearhead sustainability initiatives in its daily operations and to be a sustainability leader in both the local and global community.





Social Improvement

Council of the Township of Esquimalt undertook a strategic objective and priority setting process in January/February of 2009.

Council’s goal is to lead Esquimalt towards being a sustainable community. As such, Council’s objectives focus on the three principles of sustainability: social improvement, economic growth and environmental responsibility.

Council believes the opportunity to participate in ice based sports and activities is a critical element of Esquimalt’s social fabric.

Action	Person Responsible	Timeframe	Progress to date
Provide ongoing detailed economic advice on retention of Archie Browning Sports Centre (ABSC) arena	Consultant/Chief Administrative Officer (CAO)	Ongoing	
Support continued curling opportunity for Esquimalt’s residents	Council	Ongoing	
Include ice facilities in Phase II of the Esquimalt Village Plan (EVP)	Director of Development Services	Ongoing	
Complete ABSC improvements with grant funding in 2011	Director of Parks and Recreation	2011	

There are a number of existing community issues that will intensify with continued densification and these need to be addressed.

Action	Person Responsible	Timeframe	Progress to date
Develop a comprehensive parking strategy to examine: <ul style="list-style-type: none"> - Residential only permitting system - Trailers/boats - Public use versus private expectation - Adequacy of zoning bylaw parking space requirements - Applicability of meters - Adequacy of seniors/disabled parking - Paid permits - Ad Hoc Committee/Public Consultation - Signage 	Director of Development Services/Director of Engineering and Public Works	2011	



Social Improvement - Continued

Part of the uniqueness of Esquimalt in the Capital Region is its diversity of population. Council wants to facilitate opportunities for diversity.

Action	Person Responsible	Timeframe	Progress to date
To encourage opportunities to support “age in place” housing	Council/Director of Development Services	Ongoing	
To encourage a variety of housing opportunities from rental, to affordable ownership, to luxury ownership	Council	Ongoing	
To encourage means of leveraging affordable housing both for rental and ownership	Director of Development Services	Ongoing	

Esquimalt’s heritage is an important component of our community and Council wants to identify and protect Esquimalt’s significant heritage resources.

Action	Person Responsible	Timeframe	Progress to date
To develop management programs to identify, conserve and interpret heritage resources	Director of Development Services	June 2011	
Implement heritage conservation programs and creation of Heritage Foundation	Director of Development Services	2010/2011→	
Develop corporate policy to recognize significant property or neighborhood improvements	Director of Development Services	2011	

Council believes community health and safety is a top priority and believes that its improvement comes through a variety of means.

Action	Person Responsible	Timeframe	Progress to date
Improve the Emergency Planning Program by renewing training efforts for: <ul style="list-style-type: none"> - Council - Staff - Neighbourhood program - Annual training for all groups - Include Council in table top exercise – develop documents for roles/responsibilities and protocol for Mayor and Council 	Fire Chief	Ongoing	
Review and understand Extreme Weather Protocol	CAO	2011	
Develop Emergency Social Services (ESS) plan	Fire Chief	2011	



Council believes community health and safety is a top priority and believes that its improvement comes through a variety of means (continued).

Action	Person Responsible	Timeframe	Progress to date
Improve Police Services by considering results of the provincial audit	Council	2010/2011	
Ensure policing services are affordable for Esquimalt	Council	Ongoing	
Support further development of community based programs such as: <ul style="list-style-type: none"> - Active Living - Esquimalt Together Against Graffiti (ETAG) - Blockwatch 	Council	Ongoing	
Encourage, promote, and participate in community events and celebrations	Council	Ongoing	
Promote relationships between the municipality and its schools and the opportunities for maximizing use of public facilities	Recreation Manager	Ongoing	
Encourage the establishment of more health facilities and health professionals in Esquimalt	Mayor/CAO	Ongoing	
Work towards ensuring the community's pedestrian network is safe for all users including those with disabilities	Director of Engineering and Public Works	Ongoing	

Council believes that a multi-pronged approach to communication will maximize awareness of community issues.

Action	Person Responsible	Timeframe	Progress to date
Continue to improve website	Communications Coordinator	Ongoing	
Continue hosting/participating in community face to face events	Council/Manager of Corporate Services	Ongoing	
Continue to review means of community interaction (e.g., Facebook, blogs, school visits, event TV's @ school, grocery store, ABSC)	Communications Coordinator	Ongoing	



Sustainable Economic Growth

Council believes it needs to re-invigorate, give firm direction to and expedite the Esquimalt Village Plan.

Action	Person Responsible	Timeframe	Progress to date
Complete implementation of Phase 1	Director of Development Services/Consultant/Council	2011	
Review the possibility within the EVP for a future cultural attraction and hotel site	Consultant/Council	Ongoing	
Consider high density/multi-use opportunities including multi-family residential/commercial in conjunction with public recreational	Consultant	Ongoing	
Consider location of protective services building prior to any further major capital expenditures	Consultant/Council	2011	

Council believes that additional population through densification of the broader village core area will generate new commercial, retail and business opportunities.

Action	Person Responsible	Timeframe	Progress to date
Review Official Community Plan (OCP) if infill housing feedback deems necessary.	Council/Director of Development Services	2011	

There are specific opportunities Council would like to explore that may impact Esquimalt’s Village Plan.

Action	Person Responsible	Timeframe	Progress to date
Explore the opportunities for requiring, providing, or encouraging the broad use of: <ul style="list-style-type: none"> • “wireless” technology; • green development (including on-site sewage treatment or integrated resource management); • alternate energy technologies in the EVP; and • wireless technology in municipal buildings 	IT Manager/ Director of Development Services/ Director of Engineering and Public Works/Sustainability Coordinator	2011	



Sustainable Economic Growth - continued

Council believes additional opportunities exist for economic growth from tourism. Council intends to:

Action	Person Responsible	Timeframe	Progress to date
Promote and develop tourist opportunities. Examine new opportunities that may exist at: <ul style="list-style-type: none"> Fleming Beach Westbay Walkway the Gorge Saxe Point 	Director of Development Services	Ongoing	

Council would like to partner with businesses to:

Action	Person Responsible	Timeframe	Progress to date
Continue with community promotion	Communications Coordinator Mayor & Council	Ongoing	
Encourage a shop local campaign	Chamber of Commerce Liaisons	Ongoing	

Council needs to understand its taxing policies' impact on business and development.

Action	Person Responsible	Timeframe	Progress to date
Review comprehensive tax comparison data	Director of Financial Services	2011	
Review opportunities for tax incentives for business growth	Director of Financial Services	2011	

Council needs to examine its regulations to encourage appropriate development.

Action	Person Responsible	Timeframe	Progress to date
Encourage Bed & Breakfast opportunities through changes to the Zoning Bylaw.	Director of Development Services	2011	
Facilitate Industrial Park growth/densification	Director of Development Services/Director of Financial Services	Ongoing	
Review and ensure the accessibility of the Esquimalt Industrial Area for truck traffic	Director of Engineering and Public Works	2011	



Sustainable Economic Growth - continued

Council is concerned that property tax is the only substantive form of revenue for the municipal corporation. Council wants to review diversified opportunities for revenue generation.

Action	Person Responsible	Timeframe	Progress to date
Consider charging appropriate license and user fees (e.g., business license and inspection, sewer, garbage, parking fees and Development Cost Charges)	All Directors	Ongoing	
Review opportunities for generating additional operating revenues and commercial activities from parks and other properties (Kayak launch, etc.)	Parks Manager	Ongoing	
Mayor and Council continue to promote Economic Development	Mayor & Council CAO	Ongoing	



Environmental Responsibility

Council supports the Climate Action Charter aimed at reducing greenhouse gas emissions and producing carbon offsets.

Action	Person Responsible	Timeframe	Progress to date
Complete a strategy for complying with commitments under the BC Climate Action Charter	Sustainability Coordinator	2011	
Begin implementation of strategies for complying with commitments under the BC Climate Action Charter	Sustainability Coordinator	2011	
Review and promote opportunities for Integrated Resource Management in Esquimalt	Director of Engineering and Public Works	Ongoing	
Review opportunities for alternate energy sources for municipal facilities	Director of Engineering and Public Works Recreation Manager	Ongoing	
Review and promote opportunities for urban forest expansion and urban food production through community partnerships	Parks Manager	Ongoing	



Environmental Responsibility - Continued

Council believes that resolving the sewage treatment issue is a priority for the region.

Action	Person Responsible	Timeframe	Progress to date
Continue to advocate policy statement on sewage treatment	Mayor/Director of Engineering and Public Works/CAO	2011	
Utilize energies and resources of community groups to inform Council	Mayor	2011	
Implementation of plan to improve sewage collection system	Director of Engineering and Public Works	Ongoing	

Council believes there are numerous other means of encouraging environmental stewardship.

Action	Person Responsible	Timeframe	Progress to date
Have the corporation and Council lead sustainability practices by example at every feasible opportunity	Sustainability Coordinator	Ongoing	
Prepare a report outlining long-term, hard costs of climate change to the municipality (climate change adaptation costs)	Director of Engineering and Public Works	2011	
Establish community gardens	Parks Manager Sustainability Coordinator	Ongoing	



Social Improvement, Sustainable Economic Growth and Environmental Responsibility

Improvements in internal and external transportation links clearly reap social, economic and environmental benefits and thereby improve the community through supporting all three principles of sustainability.

Council supports and encourages improved transit service including rail on Esquimalt & Nanaimo (E&N) corridor.

Action	Person Responsible	Timeframe	Progress to date
Promote commuter rail service on E&N corridor	Council	Ongoing	
Encourage extended service hours to downtown	Council	Ongoing	
Encourage improved connections to the North and the West Shore	Council	Ongoing	
Encourage greater frequency and extended hours of the Munro Street bus	Council	Ongoing	
Partner with Department of National Defence (DND) and Dockyard to encourage Transit to better service these major regional employers	Council	Ongoing	
Continue to pursue Esquimalt representation on the Victoria Regional Transit Commission	Mayor	Ongoing	

Council supports a number of other initiatives, which will lead to improvements in various transportation modes including walking, cycling, busing, rail on E&N and ferry service.

Action	Person Responsible	Timeframe	Progress to date
Complete 2 of the Craigflower Road Upgrade	Director of Engineering and Public Works	2011	
Develop an infrastructure maintenance plan	Director of Engineering and Public Works	2011	
Complete traffic studies on Admirals and Lampson for north/south routes	Director of Engineering and Public Works	2011	

Council believes that commuter rail transit will provide an outstanding opportunity for Esquimalt.

Action	Person Responsible	Timeframe	Progress to date
Ensure we have examined and amended our land use planning tools in anticipation of increased rail service on E&N	Director of Development Services	Ongoing	



Council of the Township of Esquimalt reviewed the actions within its strategic plan in January 2010. The following accomplishments were identified for 2009.

Social Improvement

Council believes the opportunity to participate in ice based sports and activities is a critical element of Esquimalt’s social fabric.

Action	Person Responsible	Timeframe	Progress to date
Provide more detailed economic advice on retention of Archie Browning Sports Centre arena	Consultant/CAO	2009	KPMG report on cost centres Food Services Audit
Eliminate option of no arena in the Esquimalt Village Plan	Council/Consultant	2009	Complete

There are a number of existing community issues that will intensify with continued densification and these need to be addressed.

Action	Person Responsible	Timeframe	Progress to date
Resolve secondary suite issue including assigning fair costs	Director of Development Services/Director of Financial Services	2009	Complete

Esquimalt’s heritage is an important component of our community and Council wants to identify and protect Esquimalt’s significant heritage resources.

Action	Person Responsible	Timeframe	Progress to date
To develop management programs to identify, conserve and interpret heritage resources	Director of Development Services	2009	Heritage Context Plan adopted December 2009



Social Improvement - Continued

Council believes community health and safety is a top priority and believes that its improvement comes through a variety of means.

Action	Person Responsible	Timeframe	Progress to date
Develop an extreme weather protocol.	Fire Chief	2009	Complete
Improving communication between Esquimalt Police Board appointee and Council.	Mayor	2009	Complete
Ensure policing services are affordable for Esquimalt.	Mayor	2009	Council resolutions adopted on budget and CREST issues
Encourage community events and celebrations	Council	2009	Adopted Council policy for Celebration of Lights; support of Naval celebrations; supported successful Lantern Festival; other support through local grants such as policy for École Victor-Brodeur
Obtain better understanding of the relationship between the municipality and its school districts and the opportunities for maximizing use of public facilities	Recreation Manager	2009	Understanding obtained, transition to promoting relationship
Work towards ensuring the community's pedestrian network is safe for all users including those with disabilities	Director of Engineering and Public Works	2009	Several crosswalk openings; addition of Pedestrian Charter to OCP; new sidewalks; sidewalk master plan



Social Improvement - Continued

Council believes that a multi-pronged approach to communication will maximize awareness of community issues.

Action	Person Responsible	Timeframe	Progress to date
Be more open to additional public input at Council and COTW meetings	Mayor/Council/Manager of Corporate Services	2009	New Council procedure bylaw adopted; public input component on all public meetings
Continue Communications Manager Position	Council	2009	Completed
Continue to improve website	Communications Coordinator	2009	Now have online survey capabilities
Continue hosting/participating in community face to face events	Council/Manager of Corporate Services	2009	Township hosted Town Hall meetings; sponsored sewage forum; held various open houses and workshops on OCP and road infrastructure projects
Review means of community consultation (e.g., Facebook, blogs, school visits, event TV's @ school, grocery store, ABSC)	Communications Coordinator	2009	Online survey capabilities; additional links to websites
Continue program of news releases and Community Newsletter	Communications Coordinator	2009	Complete
Use auto-email data bases to keep user groups informed (e.g., ABSC)	Recreation Manager/ Communications Coordinator	2009	Complete
Electronically circulate all committee minutes to all committee members	Manager of Corporate Services	2009	Complete
Consider acquisition of electronic signboard for ABSC	Recreation Manager/Council	2009	Current signboard updated



Sustainable Economic Growth

Council believes it needs to re-invigorate, give firm direction to and expedite the Esquimalt Village Plan project.

Action	Person Responsible	Timeframe	Progress to date
Ensure plan provides for phasing. Proceed quickly with an early phase (e.g., old hall/works yard site)	Director of Development Services/Consultant/ Council	2009	Phasing approved; Phase 1 presented subsequent to input from open houses
Consider high density/multi-use opportunities including multi-family residential/commercial in conjunction with public recreational	Consultant	2009	High density mixed use considered for Phase 1
Council to meet with consultants early for review of progress to date and clarification of future direction and timeline	CAO/Consultants	2009	Complete
Discuss how to improve community interest, knowledge and participation perhaps with additional technical advice	Consultants/Council/ CAO	2009	Complete

Council believes that additional population through densification of the broader Village Core area will generate new commercial, retail and business opportunities.

Action	Person Responsible	Timeframe	Progress to date
Host a community information session to discuss impacts, benefits and costs of densification	Director of Development Services	2009	Community Forum held on March 24, 2009

Council believes additional opportunities exist for economic growth from tourism. Council intends to:

Action	Person Responsible	Timeframe	Progress to date
Inventory and understand opportunities presented by the routes tourists arrive in Esquimalt	Director of Development Services	2009	Complete
Inventory and advertise tourist opportunities	Director of Development Services	2009	New website developed; walking tour brochures; rack card displays; promotional materials at Tourism Victoria



Sustainable Economic Growth - Continued

Council would like to partner with other associations and businesses to:

Action	Person Responsible	Timeframe	Progress to date
Develop a community promotion campaign	Communications Coordinator	2009	Tourism strategy; liaise with media on community events; coordination with Experience Esquimalt
Participate in promotion of community events	Communications Coordinator	2009	Events promoted through media relations, website, newsletters and announcements

Council is concerned that property tax is the only substantive form of revenue for the municipal corporation. Council wants to review diversified opportunities for revenue generation.

Action	Person Responsible	Timeframe	Progress to date
Consider legalizing secondary suites	Director of Development Services/Director of Financial Services	2009	Bylaws 2704 and 2708 amending the OCP and Zoning Bylaw to permit secondary suites adopted October 19, 2009



Environmental Responsibility

Council supports the philosophy behind the Climate Action Charter aimed at reducing greenhouse gas emissions and producing carbon offsets.

Action	Person Responsible	Timeframe	Progress to date
Prepare report summarizing Council's commitment under the BC Climate Action Charter	Sustainability Coordinator	2009	Complete
Review opportunities for Integrated Resource Management in Esquimalt	Director of Engineering and Public Works	2009	Forums and workshops held in 2009.
Review opportunities for urban forest expansion as a carbon offset with a community planting/maintenance partnership component	Parks Manager	2009	Trees for Tomorrow planting; tree retention bylaw

Council believes that resolving the sewage treatment issue is a priority for the region.

Action	Person Responsible	Timeframe	Progress to date
Develop a cohesive policy statement outlining Council's perspective on sewage treatment including: <ul style="list-style-type: none"> - Minimal trucks - No loss of green space - Not at Macaulay Point - Improved source control - Integrated resource management - Affordable solution - Community Mitigation 	Mayor Director of Engineering and Public Works	2009	Township position on sewage treatment clearly communicated to CRD and the general public.
Present update on outcome of 5 year capital plan to improve the sewage collection system and develop strategy to tackle the connections component of the system	Director of Engineering and Public Works/Council	2009	Completed smoke testing.



Environmental Responsibility - Continued

Council believes there are numerous other means of encouraging environmental stewardship.

Action	Person Responsible	Timeframe	Progress to date
Advertise “greening grants” available from the province for private property owners and have the Environment Advisory Committee research availability and assist in promotion	Sustainability Coordinator	2009	Information and educational material displayed at Earth Day and Buccaneer Days; sustainability webpage maintained and updated.
Have the corporation and Council lead sustainability practices by example at every feasible opportunity	Sustainability Coordinator	2009	Participated in Earth Hour, Earth Day, Bike to Work Week; tested and evaluated an electric vehicle; Pesticide Use Reduction Bylaw; leadership noted in Taking Action on Climate: BC Government Examples



Social Improvement, Sustainable Economic Growth and Environmental Responsibility

Improvements in internal and external transportation links clearly reap social, economic and environmental benefits and thereby improve the community through supporting all three principles of sustainability.

Council supports and encourages improved bus service.

Action	Person Responsible	Timeframe	Progress to date
Encourage extended service hours to downtown	Council	2009	3 month trial period for some routes.
Support the proposed Bay Street service connecting to DND base along Esquimalt Road	Council	2009	Complete

Council supports a number of other initiatives which will lead to improvements in various transportation modes including walking, cycling, bussing and ferry service.

Action	Person Responsible	Timeframe	Progress to date
Encourage the CRD's "railtrail" project	Council	2009	Complete
Adopt the Pedestrian Charter as an amendment to Esquimalt's OCP	Director of Development Services	2009	Added as Appendix F in November
Encourage the Victoria Harbour Ferries to offer a commuter package to Esquimalt residents	Mayor	2009	Complete – pass now available
Encourage the City of Victoria to improve Esquimalt Road east of Dominion Street	Mayor/Director of Engineering and Public Works	2009	Complete



Council of the Township of Esquimalt reviewed the actions within its strategic plan in January 2011. The following accomplishments were identified for 2010.

Social Improvement

Council believes the opportunity to participate in ice based sports and activities is a critical element of Esquimalt's social fabric.

Action	Person Responsible	Timeframe	Progress to date
Support continued curling opportunity for Esquimalt's residents	Council	2010	Esquimalt High School Curling Academy
Complete ABSC improvements with grant funding in 2011	Director of Parks and Recreation	2010	Project is in progress and is scheduled for completion Spring 2011

Part of the uniqueness of Esquimalt in the Capital Region is its diversity of population. Council wants to facilitate opportunities for diversity.

Action	Person Responsible	Timeframe	Progress to date
To encourage opportunities to support "age in place" housing	Council/Director of Development Services	2010	Development of a green building checklist. Various community access awareness information sessions conducted. Approval of secondary suites.
To encourage a variety of housing opportunities from rental, to affordable ownership, to luxury ownership	Council	2010	Adoption of bylaw to delegate authority for selected development permits to streamline processing



Social Improvement – Continued

Esquimalt’s heritage is an important component of our community and Council wants to identify and protect Esquimalt’s significant heritage resources.

Action	Person Responsible	Timeframe	Progress to date
To develop management programs to identify, conserve and interpret heritage resources	Director of Development Services	2010	Heritage awards were designed and presented to property owners. Statements of significance have been created for relevant properties. Historical display of local sports activities for Heritage Week.

Council believes community health and safety is a top priority and believes that its improvement comes through a variety of means.

Action	Person Responsible	Timeframe	Progress to date
<p>Improve the Emergency Planning Program by renewing training efforts for:</p> <ul style="list-style-type: none"> - Council - Staff - Neighbourhood program - Annual training for all groups <p>Include Council in table top exercise – develop documents for roles/responsibilities and protocol for Mayor and Council</p>	Fire Chief	2010	<p>Training: Council: Presentation on roles, responsibilities and overview Staff: (10) Senior staff taken EOC training courses Neighbourhood Program: Coordinator attended training sessions at annual BC conference Groups: Communications group - weekly training/practice sessions ESS - monthly training meetings with workshops also done throughout the year.</p>



STRATEGIC PLAN UPDATE – 2010 ACCOMPLISHMENTS

Action	Person Responsible	Timeframe	Progress to date
			<p>Council exercise / documents: Table top exercise anticipated in spring. Documentation for Council roles and responsibilities distributed</p> <p>Other Improvements: Completion of new updated Esquimalt Emergency Plan. Completion of Community Risk Assessment for Esquimalt. Creation of Esquimalt ESS team. Implementation of Emergency Program manager position (part time).</p>
Improve Police Services by considering results of the provincial audit	Council	2010	Esquimalt Board established; following through on audit recommendations for future police services
Lobby for a more significant role on the Police Board for Esquimalt	Mayor	2010	Provincial Audit issued
Improve understanding of Victoria Police Department's Esquimalt Citizen's Advisory Committee	CAO/ Police Inspector-West Division	2010	Replaced by Community Forums
Support further development of community based programs such as: <ul style="list-style-type: none"> - Active Living - ETAG - Blockwatch 	Council	2010	Provision of new accommodation for Rock Solid; potential for Blockwatch
Encourage, promote, and participate in community events and celebrations	Council	2010	In 2010 Council actively supported events such as: Lantern Festival; Buccaneer Days;



Action	Person Responsible	Timeframe	Progress to date
			<p>Celebration of Lights; Pride Parade; Seniors tea; Composting event; BC Hydro workshop; Christmas Parade; Church events; DND light up; various sporting events. Support was also given to events through the P&R community events funding.</p>
<p>Promote relationships between the municipality and its schools and the opportunities for maximizing use of public facilities</p>	<p>Recreation Manager</p>	<p>2010</p>	<p>Well established ongoing relationships with all local schools. New teen fitness program to begin at Rockheights School, successful tree planting event with Esquimalt High, regular discussions between Mayor and Esquimalt High girls group and all school principals, use of L'École Brodeur for Esquimalt Programs has increased by 5 hours weekly, worked with L'École on torch relay and youth resource officers are active with schools.</p>
<p>Work towards ensuring the community's pedestrian network is safe for all users including those with disabilities</p>	<p>Director of Engineering and Public Works</p>	<p>2010</p>	<p>Completion of: Phase 1 of masterplan, walkway from ABSC to RC, participation with CRD in network plan, additional crosswalks opened. Extensive work on sidewalk clearing and hedge trimming. Various</p>



STRATEGIC PLAN UPDATE – 2010 ACCOMPLISHMENTS

Action	Person Responsible	Timeframe	Progress to date
			improvements to lighting and bus shelters.
Consider “accessibility” as an amenity for density bonusing	Director of Development Services	2010	‘Accessibility’ was added to Sections 2.2.4.2 and 2.2.4.4 of the OCP as an item which qualifies for density bonusing.
Continue to improve website	Communications Coordinator	2010	New initiatives include community calendar function, photo gallery, and survey application. Focus on timely postings to home page. Added centennial pages to website and created wrongplan.ca website. Worked on more effective Active Living Guide presence on site and using new web-based news and events e-mail function which provides analytical information on subscribers
Continue hosting/participating in community face to face events	Council/Manager of Corporate Services	2010	<u>Community Meetings:</u> March 18 – Town Hall Meeting May 5 – Centennial Open House June 17 – Open Forum with the Mayor July 19 – Sewage Treatment Plant Site meeting October 27 – Esquimalt Policing Input meeting November 10 – Esquimalt policing Input Meeting



Action	Person Responsible	Timeframe	Progress to date
Continue to review means of community interaction (e.g., Facebook, blogs, school visits, event TV's @ school, grocery store, ABSC)	Communications Coordinator	2010	Parks and Recreation initiated use of Facebook for enhanced community interaction

Sustainable Economic Growth

Council believes it needs to re-invigorate, give firm direction to and expedite the Esquimalt Village Plan project.

Action	Person Responsible	Timeframe	Progress to date
Complete planning of Phase 1	Director of Development Services/Consultant/Council	2010	Council approved the preferred development option for Phase 1 of the EVP

Council believes that additional population through densification of the broader Village Core area will generate new commercial, retail and business opportunities.

Action	Person Responsible	Timeframe	Progress to date
Host further community information sessions to discuss impacts, benefits and costs of densification	Director of Development Services	2010	Community information sessions on Height and Density were held in 2009 and 2010.
Review OCP if greater densification receives positive feedback	Council/Director of Development Services	2010	Increases to permitted heights and densities in Multiple Family Residential and Mixed-Use Commercial zones were approved in May 2010.



Sustainable Economic Growth - continued

There are specific opportunities Council would like to explore that may impact Esquimalt’s Village Core.

Action	Person Responsible	Timeframe	Progress to date
Explore the opportunities for requiring, providing, or encouraging the broad use of: <ul style="list-style-type: none"> green development (including on-site sewage treatment or integrated resource management); 	Director of Development Services	2010	Green Checklist prepared by Development Services and will be returned to Council in January 2011 for final consideration.

Council would like to partner with businesses to:

Action	Person Responsible	Timeframe	Progress to date
Continue with community promotion	Communications Coordinator Mayor & Council	2010	Coordinator assisted departments, committees and community organizations to publicize events (web, newsletter, news releases); worked with Times Colonist on “Experience Esquimalt” advertorial page (revamped page design and working with TC on new features); worked with Black Press (Vic News) to ensure that “What’s New in Esquimalt” has current news and events information and designed and wrote ads for P&R Department



Environmental Responsibility

Council supports the Climate Action Charter aimed at reducing greenhouse gas emissions and producing carbon offsets.

Action	Person Responsible	Timeframe	Progress to date
Complete a strategy for complying with commitments under the BC Climate Action Charter	Sustainability Coordinator	2010	Completed Energy Study of all Municipal Facilities; participated in BC Hydro's Community Energy and Emissions Planning QuickStart Pilot; successful application for project partnership with Royal Roads University students to assist with 2 initiatives
Review opportunities for Integrated Resource Management in Esquimalt	Director of Engineering and Public Works	2010	As part of WWT review and ongoing operations to explore opportunities as they present themselves to modify operations to incorporate IRM philosophy.
Review opportunities for urban forest expansion as a carbon offset with a community planting/maintenance partnership component	Parks Manager	2010	Trees for Tomorrow community planting, ongoing new tree plantings and replacement



Environmental Responsibility - Continued

Council believes that resolving the sewage treatment issue is a priority for the region.

Action	Person Responsible	Timeframe	Progress to date
Develop a cohesive policy statement outlining Council's perspective on sewage treatment including: <ul style="list-style-type: none">- Minimal trucks- No loss of green space- Not at Macaulay Point- Improved source control- Integrated resource management- Affordable solution- Community Mitigation	Mayor Director of Engineering and Public Works	2010	Comprehensive policy statement developed; launched thewrongplan.ca website; extensive and numerous meetings with Ministry officials, community members and groups
Present update on outcome of 5 year capital plan to improve the sewage collection system and develop strategy to tackle the connections component of the system	Director of Engineering and Public Works/Council	2010	Carrying out dye testing of suspected cross connected homes. Investigated and corrected suspected cross connected catch basins. First year of combination manhole separation program completed. Working on storm outfall issues identified by CRD with respect to high fecal coliform counts.



STRATEGIC PLAN UPDATE – 2010 ACCOMPLISHMENTS

Council believes there are numerous other means of encouraging environmental stewardship.

Action	Person Responsible	Timeframe	Progress to date
Require a “green features” report from the developer for every development application	Director of Development Services	2010	Green Checklist has been prepared; ‘green features’ in each new development proposal are discussed as standard practice.
Have the corporation and Council lead sustainability practices by example at every feasible opportunity	Sustainability Coordinator	2010	<p>Earth Hour (March 27). Tuned off non-essential lights in municipal buildings.</p> <p>Earth Week (April 16-25): held Compost Bin Sale; Open House on GHG Emission Reduction Targets; and display at Rec Centre.</p> <p>Bike to Work Week. Staff team participated in inter-municipal challenge.</p> <p>Hosted community Bike Maintenance 101 workshop in partnership with Marty’s Mountain Cycle.</p> <p>Solar hot water installation on municipal hall.</p> <p>Voluntarily opted in to BC Building Code Solar Hot Water Ready Regulation.</p> <p>Energy Savings Workshop (July 15): promoted CRD clothing line program; BC Hydro Power Smart Program; Home Energy Audits and available</p>



STRATEGIC PLAN UPDATE – 2010 ACCOMPLISHMENTS

Action	Person Responsible	Timeframe	Progress to date
			incentives; and domestic solar hot water installation and incentives. SolarBC Solar Community. Three grants of \$1000 available for permitted and completed installs between Oct. 1 – Dec. 31, 2010. Established first community garden. Hosted CRD Transportation Tune Up Workshop (Nov. 29)
Review opportunity to make composters available to the general public at cost.	Sustainability Coordinator	2010	Compost Bin Sale & Workshops: One day sale on April 17 and 3 workshops hosted throughout the spring. Sold 70 composters, 20 digesters and 2 worm bins below cost.
Establish community gardens	Parks Manager Sustainability Coordinator	2010	First Community Garden with 15 allotment beds established in Anderson Park in June 2010. Opening Ceremony held in October 2010.



Social Improvement, Sustainable Economic Growth and Environmental Responsibility

Improvements in internal and external transportation links clearly reap social, economic and environmental benefits and thereby improve the community through supporting all three principles of sustainability.

Council supports and encourages improved transit service including rail on E&N corridor.

Action	Person Responsible	Timeframe	Progress to date
Encourage extended service hours to downtown	Council	2010	Pilot service for this route achieved.

Council supports a number of other initiatives which will lead to improvements in various transportation modes including walking, cycling, busing, rail on E&N and ferry service.

Action	Person Responsible	Timeframe	Progress to date
Complete Phase 1 and 2 of the Craigflower Road Upgrade	Director of Engineering and Public Works	2010	Phase 1 complete.
Complete the Admirals/Colville Intersection Upgrade	Director of Engineering and Public Works	2010	Work has been completed. Project in maintenance stage.
Expand the Victoria Harbour Ferries for Esquimalt residents	Mayor	2010	Complete, seasons pass with no restrictions now available.
Review potential for upgrading the blocks of Esquimalt Road between the two improved areas	Director of Engineering and Public Works	2010	Bike lanes complete

Council believes that commuter rail transit could provide an outstanding opportunity for Esquimalt.

Action	Person Responsible	Timeframe	Progress to date
Kiosk at Admirals with tourist materials	Director of Engineering and Public Works	2010	Work completed in early 2010.



By outlining its priorities Council focuses its two most significant resources, human and fiscal, to achieve Council's goal of community sustainability through specific actions and objectives. Council's budget, staff's 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.

