



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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Attachments: 1. Strategic priorities and goals 2019 draft

Date	Ver.	Action By	Action	Result
5/27/2019	1	Council	approved	Pass

REQUEST FOR DECISION

DATE: May 14, 2019 Report No. ADM-19-014
TO: Mayor and Council
FROM: Laurie Hurst, Chief Administrative Officer

SUBJECT:

Draft Strategic Priorities and Goals 2019 - 2023, Staff Report ADM-19-014

RECOMMENDATION:

That Council approve the Draft Strategic Priorities and Goals 2019 - 2023 including Operational Strategies as presented in Staff Report ADM-19-014.

RELEVANT POLICY:

Once adopted, this document will be referenced as relevant policy going forward.

STRATEGIC RELEVANCE:

To set Council's Strategic Priorities and Goals for 2019 - 2023.

BACKGROUND:

The Mayor and members of Council met November 30 and December 1, 2018 and again on January 12, 2019 to develop and identify key strategic priorities and goals to be undertaken during the term of Council 2019 - 2023. All of these sessions were facilitated by Stacey Holloway, Holloway Group. In addition to the development of strategic priorities and goals, Mayor and Council reviewed and updated the Vision, Mission and Core Values.

The Chief Administrative Officer and senior staff attended the facilitated sessions to offer support and provide research and advice as requested during the deliberations. The CAO and senior leadership group then used the draft strategic priorities and goals in a separate workshop to update and develop operational strategies to support the direction set by Council.

At a Special Committee of the Whole meeting on March 11, 2019, the draft documents were reviewed and discussed. The draft documents were updated, posted to the website and provided to all advisory committees for input. Input was summarized and presented to Council for discussion at the May 13, 2019 Committee of the Whole.

ISSUES:

1. Rationale for Selected Option

Based on the direction given at the May 13, 2019 Committee of the Whole meeting, staff have actioned the following:

- Retained the current wording for the operational strategy of: 'Evaluate transportation corridors for opportunities and options to enhance'
- Added 'Build All Ages and Abilities bikeways on at least two corridors by 2023' to the action list for strategic planning in January 2020
- Added the operational strategy 'Develop an Active Transportation Plan by the end of 2020' to the operational strategies listed under the strategic priority 'Support ongoing improvements to transportation corridors'
- 'Apply the additional lens of Climate Emergency Declaration to entire strategic plan and operational strategies' has been added to the January 2020 strategic planning agenda for consideration
- A staff report on multi-family housing, what can be regulated, has been added to the Council agenda calendar for a Committee of the Whole discussion in the fall of 2019
- Deer management actions have been added to operational strategies as resolved at March 18, 2019 Council meeting
- Amendment of visioning statement has been added to the operational strategy dealing with the update of the Economic Development Strategy under the strategic goal 'Boost investment in the local economy and promote the growth and diversity of businesses'

2. Organizational Implications

The strategic priorities and goals will be used by staff to guide operational strategies and work programs.

3. Financial Implications

Sufficient resources have been allocated in the budget to accommodate work programs that support the strategic priorities and goals.

4. Sustainability & Environmental Implications

There are no sustainability and environmental implications.

5. Communication & Engagement

The Draft Strategic Priorities and Goals with Operational Strategies have been updated for content and formatted for publication as attached. Once approved, the document will be distributed to staff and all Advisory Committees and will be posted on our website. A chart will be created for the

Council Chamber for reference during meetings.

In future, all staff reports will refer to the Strategic Priorities and Goals where relevant and staff will provide updates on the status of all initiatives as part of the regular period reports. Once received at a Special Committee of the Whole, all period reports are posted to the website as Municipal Accomplishments.

ALTERNATIVES:

1. That Council approve the Draft Strategic Priorities and Goals as presented, including Operational Strategies.
2. That Council provide additional direction as they deem necessary.