

DISTRICT OF
OAK  **BAY**

REPORT TO: Mayor and Council
FROM: Lou Varela, Interim CAO
DATE: January 21, 2019
RE: Strategic Planning

This memo serves as an introduction to the Strategic Planning workshop and presentation to the Committee of the Whole on January 21st.

Strategic Planning is a path by which a local government can identify: what they are doing; where they are going; and how they are measuring progress along the way. The path of Strategic Planning isn't a "one size fits all" exercise. Rather, it is a process that is designed to fit a community's specific needs and capabilities within a given year.

The Strategic Plan document can be situated on a continuum from basic in composition (built in house within existing staff capacity) to comprehensive (with specific budget and staff/consultant efforts), and evolving over time. To date in Oak Bay, Strategic Planning has identified priorities and associated projects and initiatives, without the subsequent compilation of a Corporate Strategic Plan document. For 2019, Council has provided direction to staff to develop a Strategic Plan document that is linked to, and builds upon, the Official Community Plan (OCP).

Council recognizes that the OCP represents the community's vision for the future; articulating the values, goals and issues of importance that make up that vision. By integrating the OCP within the Strategic Plan, the OCP's public engagement and planning processes can inform Council's Strategic Priorities.

Once Council has established Corporate Strategic Priorities, the next task is to select initiatives for implementation; those significant deliverables that Council will choose to prioritize and fund during the April Estimates Meetings. The selection of these initiatives will be informed by: best practices; operational requirements; input from advisory bodies; District plans and policies; and more.

While Council will review the Corporate Strategic Priorities and Initiatives annually, the chosen approach is to consider these targets in the timeframe of current Council's term of office; 2018 - 2022. These priorities, and subsequent initiatives, are a key piece of the longer term approach that will realize the community's aspirations for how Oak Bay will be described in the future, as per the OCP's Vision Statement.

As a means to link the OCP to the District of Oak Bay's Corporate Strategic Planning process for 2018 - 2022, Council may consider grouping the 13 OCP Goals (and an additional goal of Organizational Optimization) under four (4) draft overarching Corporate Strategic Priorities. The

following draft Priorities are respectfully provided as a foundation for Council's discussion and decision making at the January 21st Committee of the Whole Meeting and are subject to change as per Council direction:

- I. **Ensure Access to Diverse Housing Options Within the Built Environment**, which reflects the unique character of Oak Bay's neighbourhoods and village centres, by reviewing and planning for community needs. (OCP Goals: Housing; Neighbourhoods; and, Built Environment).
- II. **Achieve Sustainable Service Delivery** through an Asset Management Program that is integrated with a long term Financial Plan. (OCP Goals: Utilities and Services; Transportation; and the additional Goal of Facilities Management).
- III. **Provide Service Excellence** by optimizing operational effectiveness and fostering public engagement. (OCP Goals: Community and Social Well-Being; and the additional Goals of Organizational Optimization and Public Safety).
- IV. **Enhance and Promote Oak Bay's Quality of Life and Sense of Place** by stewarding the community's history, landscape, culture and amenities within the context of Southern Vancouver Island. (OCP Goals: Parks and Open Space; Arts and Culture; Emergency Management; Climate Change and Energy; Natural Environment; Business and Commerce; and, Heritage).

Once Council has established the Corporate Strategic Priorities, the next step is to consider projects and timelines as new **initiatives** (one time projects and capital projects not currently included in the Five Year Financial Plan), at upcoming Strategic Planning sessions to be held January 24 (Asset Management), January 29 (Housing), and February 13 (new initiatives).

Respectfully submitted by:



Lou Varela
Interim Chief Administrative Officer