1410-40

The Corporation of the District of Saanich

Report

C 7 Dec 20

RECEIVED
NOV 27 2020
LEGISLATIVE DIVISION
DISTRICT OF SAANICH

To: Mayor and Council

From: Laura Ciarniello, Director Corporate Services

Date: November 26, 2020

Subject: Strategic Plan Check-in

RECOMMENDATION

That Council receive and review the progress on initiatives included in the 2019-2023 Strategic Plan and determine if there are any initiatives that need to be added, revised or removed from the plan.

That Council approve the 2021 Strategic Plan check-in meetings for February 22 and September 20.

PURPOSE

The Strategic Plan check-in meeting provides Council the opportunity to review progress on initiatives and reassess priorities of the 2019-2023 Strategic Plan. The check-in also facilitates public input on the Strategic Plan to assist Council in their deliberations.

BACKGROUND

Council adopted the 2019-2023 Strategic Plan on November 18, 2019. Council's key priority initiatives are included within the plan which provides clear direction to the organization regarding Council's priorities for this term.

As part of the adoption of the 2019-2023 Strategic Plan, Council established a schedule of periodic public Strategic Plan check-ins.

COMMUNICATION

To increase awareness and encourage Saanich residents to provide feedback on the 2019-2023 Strategic Plan in advance of the December 7 Council meeting, a communications plan was created. This plan included updates to the Saanich website, social media posts through Facebook, Twitter and LinkedIn for the period of November 24 – December 7. Residents can provide feedback by sending an email to **strategicplan@saanich.ca** or **council@saanich.ca**, mail or drop off a note at the Municipal Hall or register to call in and speak at the December 7 Council meeting.

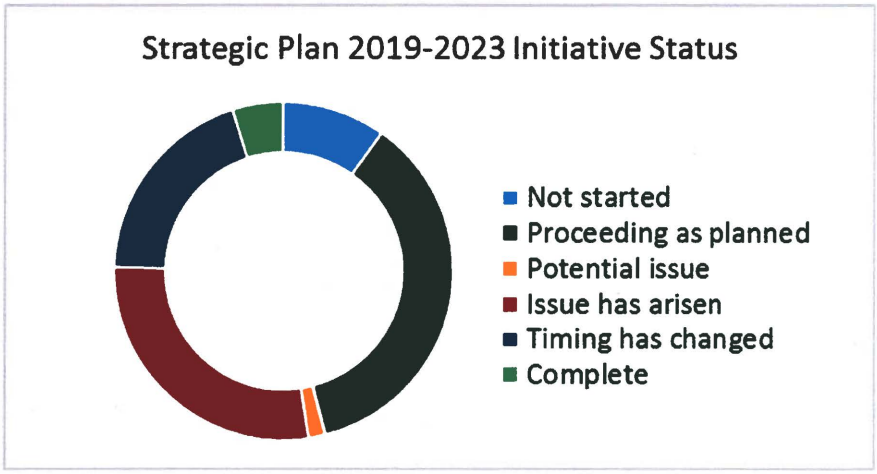
Feedback received at the time of writing this report is included in Attachment C. Additional feedback will be provided to Council on December 7, 2020.

DISCUSSION

1) Strategic Plan Dashboard

A December 31, 2020 status is provided for all Strategic Plan initiatives. All are categorized into the following statuses:

- No issues / Proceeding as planned
- Issue has arisen
- Potential issue
- Timing has changed
- Not started
- Completed



As a result of COVID and the changes to the 2020 Financial Plan, many of the initiatives reflect a change in timing or identify that an issue has arisen.

Completed items include:

- Community Well Being – #1-2 Plan for the use and management of major parks and open spaces
- Affordable housing, land use and infrastructure management - #2-1 Explore the potential for garden suites as a new housing options in Saanich
- Organizational Excellence - #3-1 - Review structure, roles and appointment process for advisory committees and other Council appointments.

2) Strategic Plan Bike Rack (aka Parking Lot)

Initiatives that are on the Strategic Plan Bike Rack come from three different sources.

a) Outstanding items from the 2015-2018 Strategic Plan parking lot that were carried over;

b) Initiatives that were drafted during the creation of the 2019-2023 Strategic Plan that were not included in the plan but that Council determined were placed on the parking lot; and
c) Items that are referred to the Parking Lot through the course of regular Council meetings since the plan was adopted.

As the Strategic Plan is a living document, items that are on the Bike Rack can be moved into the Plan. Council would also provide direction to staff as to which Goal the initiative should be included in.

FINANCIAL IMPLICATIONS

Initiatives in the Strategic Plan are either funded, partially funded or have not yet received funding. The funded status of the initiative impacts the progress that can be achieved.

Goals	Funded	Partially funded	Unfunded
Community well-being	5	5	2
Affordable housing, land use and infrastructure management	4	3	4
Organizational excellence	2	3	1
Economic diversification	0	0	1
Climate action and environmental leadership	5	5	0

Council makes the funding decision on strategic planning items through the budget process. As part of the 2021 budget process we will be looking for Council's direction regarding those priority projects / initiatives that are partially funded or unfunded. Decisions of Council will provide us direction on which projects proceed.

STRATEGIC PLAN CHECK-INS - 2021

As there is a significant amount of work undertaken by both the Directors and the Corporate Services team to track, create, collated and report on the strategic plan initiatives, staff is suggesting that we move to 2 strategic plan check-ins in 2021. One in February (just prior to budget) and one in September. This will ease the burden on staff while still providing Council with timely information on which to make decisions.

ALTERNATIVES

1. Council receives the report and attachments for information.
2. Council revises the plan adding and removing initiatives to align with their vision.

Prepared by

Laura Ciarniello
Director of Corporate Services

CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:

I endorse the recommendation from the Director of Corporate Services.

Paul Thorkelsson
Chief Administrative Officer

Attachments

A Strategic Plan Dashboard to December 31, 2020

B Strategic Plan Bike Rack to November 26, 2020

C Feedback