



## 2019 Strategic Plan background

### Township of Esquimalt

#### Our Vision

The Township of Esquimalt is a vibrant, distinct and diverse community for people to discover and belong.

#### Our Mission

The Township of Esquimalt works to make our economic, cultural, social and environmental community a better place for today and for the future.

#### Our Core Values

##### **Accountability**

We are transparent and take responsibility for our policies, our decisions and our actions.

##### **Integrity**

We practice high standards of ethical behaviour and open communication that inspires trust.

##### **Respect**

We value people and treat everyone with dignity and fairness.

##### **Service Excellence**

We meet community needs and achieve high-quality results through teamwork, partnerships, innovation and creativity.

##### **Passion**

We approach our work with conviction and enthusiasm.

## **The process so far**

Mayor and Council met November 30 and December 1, 2018 and January 12, 2019 to develop and identify key strategic priorities and goals to be undertaken during the term of Council 2019 – 2023.

The Chief Administrative Officer and senior leadership group then used the draft strategic priorities and goals in a separate workshop to update and develop operational strategies and work plans to support the direction set by Council. The operational strategies were developed with consideration to capacity and resource requirements.

The draft Strategic Priorities and Goals including supporting Operational Strategies were then considered at a Special Committee of the Whole on March 11, 2019. After some deliberation and direction for minor updates, the Committee endorsed the draft priorities, goals and strategies. The Committee then directed staff to distribute the documents to all Advisory Committees and post to the Township website for comment and input.

Comments and input will be open until April 3, 2019 at which time the information will then be reviewed by staff and recommendations for action will be presented for consideration at the April 15, 2019 regular Committee of the Whole meeting. The meeting will be held in the Municipal Hall Council Chamber at 7:00pm. There will be additional opportunity for public input at this public meeting.

## **Key terms**

### **1. Chief Administrative Officer (CAO):**

Staff position appointed by Council and responsible for overall management of the operations of the Township. The CAO ensures that the policies, programs and other direction of Council are implemented and advises and informs Council on the operations and affairs of the Township.

### **2. Strategic priorities and goals:**

Strategic priorities are the issues that create a gap between the ideal and reality. Priorities are long-term and is aligned with the Township's Mission and Vision.

Strategic Goals are broad priorities for the Township and are not likely to change from year to year. Goals are big picture, where the Township hopes that our efforts will ultimately bring us.

3. Operational strategies:

Operational strategies are actions that work to close the gap between where you are starting from and where you want to be, how you intend to reach the strategic goal.

4. Special Committee of the Whole (COTW):

A Special Committee of the Whole means a Committee of the Whole meeting outside of the regularly scheduled meetings for the year. The purpose of the COTW is to allow Council to meet in a less formal and structured manner to discuss issues of long term planning and policy development or other matters that from time to time may require in depth consideration.