



## STRATEGIC PLAN 2009-2011

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District of Sooke

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# 2009-2011 STRATEGIC PLAN

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The newly elected District of Sooke Council completed its first corporate planning sessions in December, 2008. Out of the planning sessions, a comprehensive Strategic Plan for 2009-2011 was developed. The intent was to create a Strategic Plan that would act as a guide to decision-making for Council, staff and various committees.

## VISION FOR THE DISTRICT OF SOOKE

- ❖ Council sees the District of Sooke as the hub of South Vancouver Island's West Coast and a vibrant arts and eco-tourism waterfront community built on its tourism and green business resource base.
- ❖ Council maintains a fair tax and service delivery policy to municipal taxpayers while encouraging sustainable, SMART growth.
- ❖ Council encourages volunteers and community participation.
- ❖ The District of Sooke community takes pride in its social, environmental and entrepreneurial achievements.
- ❖ Council considers the interest and concerns of all District of Sooke residents in local decision making and strives to inform the public on all issues.
- ❖ Sooke's diverse arts and culture, sports, eco-tourism and hospitality add to the interest and enjoyment of visitors and area residents.
- ❖ Amenities and facilities complement Sooke's waterfront location and lifestyle.



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## COUNCIL VALUES

Successful organizations and groups take the time to identify what sort of values they would like to exhibit as they move forward with their work. The District of Sooke Council identified the following list of values they wish to see evident in their actions over the course of their term of office.

Communication	Politeness	Dedication
Respect	Accountability	Responsibility
Courtesy	Fairness	Integrity
Sincerity	Attentiveness	Continuity
Listening	Humour	Honesty
Open-mindedness	Patience	Trust
Ethics	Public interest	Team building

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## STRATEGIC DIRECTIONS

In order to achieve the “Vision”, seven Strategic Directions have been identified:

- A. Well Planned, Sustainable Community
  - B. Responsible Stewardship of the Environment
  - C. Proactive Improved Infrastructure
  - D. Diverse and Vibrant Local Economy
  - E. Sustainable Financial Management
  - F. Support Social/Community Initiatives
  - G. Safe and Caring Community
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## A. WELL PLANNED, SUSTAINABLE COMMUNITY

**Goal:** Through a strong commitment to the Official Community Plan, promote a well planned, sustainable community that provides a high quality of life for the citizens and responsible, quality development with a focus on limiting the size of the urban footprint.

<b>Actions:</b>	1. Complete, adopt and implement policies of the 2010 Official Community Plan (including Regional Growth Statement) as a long term planning tool that will guide development in the District of Sooke;	Adoption February 2010
	2. Complete and incorporate the Sooke Sustainable Development Plan, 2008 Town Centre Plan, 2008 Parks and Trails Master Plan and 2008 Transportation Master Plan into the <u>2010</u> Official Community Plan;	Plans complete, OCP to be adopted February 2010
	3. Consider additional plans for the District of Sooke: <ul style="list-style-type: none"> <li>a. Agricultural Plan;</li> <li>b. Wildlife Awareness and Management Plan;</li> <li>c. Affordable Housing Plan;</li> <li>d. Fire Department Mater Plan;</li> <li>e. Wildland Fire Master Plan.</li> </ul>	
	4. Consider the locations for the proposed Sun River School site to enhance the safety of students and develop regulation size sports fields as a community asset;	Sun River reviewing offer
	5. Consider the location of an additional Fire Hall;	Ongoing
	6. Identify priority areas for expansion of the sewer system: <ul style="list-style-type: none"> <li>a. develop implementation and finance plan for each priority catchment area;</li> <li>b. monitor existing sewer capacity and develop long term plans to expand capacity of the wastewater treatment plan and related pump stations.</li> </ul>	Working with contractor



	<p>7. Upon adoption of the 2010 Official Community Plan, undertake a review of the Sooke Zoning Bylaw to update and revise the Bylaw as necessary, including:</p> <ul style="list-style-type: none"> <li>a. Create Town Centre zone;</li> <li>b. Update industrial and commercial zones;</li> <li>c. Create business park zone;</li> <li>d. Consider pre-zoning certain areas.</li> </ul>	<p>Spring 2010 – staff working with consultant</p>
	<p>8. Develop or revise land development policies and bylaws to streamline municipal application processes and better regulate development, including:</p> <ul style="list-style-type: none"> <li>a. Amenities Policy;</li> <li>b. Affordable Housing &amp; Social Housing Policy;</li> <li>c. Subdivision and Development Standards Bylaw; (including Frontage and Use of Right of Way bylaws)</li> <li>d. Manufactured Home Park Development Bylaw;</li> <li>e. Development Procedures Bylaw</li> <li>f. Development Application Procedures Policy;</li> <li>g. Development Permit Delegation Bylaw.</li> </ul>	<ul style="list-style-type: none"> <li>a. Completed</li> <li>b. Completed, amendment 2010</li> <li>c. February 2010 (after OCP adopted)</li> <li>d. 2011</li> <li>e. Completed, amendment 2010</li> <li>f. Completed, amendment 2010</li> <li>g. Completed</li> </ul>
	<p>9. Consider other bylaws as recommended by 2010 Official Community Plan upon adoption:</p> <ul style="list-style-type: none"> <li>a. Development Cost Charges Bylaw</li> <li>b. Sign Regulation Bylaw</li> <li>c. Significant Slopes and Riparian Area Protection Bylaw</li> </ul>	<p>After OCP adopted</p>



## B. RESPONSIBLE STEWARDSHIP OF THE ENVIRONMENT

**Goal: Promote conservation, reuse and protection of our resources.**

Actions:	<p>1. Identify and implement green house gas reduction initiatives to meet commitment to the BC Climate Action Charter, including:</p> <ul style="list-style-type: none"> <li>a. Bio-waste composting facility;</li> <li>b. Wood-waste processing facility;</li> <li>c. Food security;</li> <li>d. Alternative energy strategies</li> <li>e. Alternative transportation system (eg. multi-use trails)</li> </ul> <p>1.(a) Invite the T'Sou-ke Nation to be a member of the Climate Change Action Committee</p>	<p>Climate Change Action Committee established November 2009</p> <p>Working with sewer contractor as to Bio-waste composting facility</p>
	2. Implement policies of the Sooke Sustainable Development Plan;	Incorporated in the OCP
	3. Complete and implement the Liquid Waste Management Plans for onsite septic system management, stormwater management, and community sewer system management issues;	March 2010
	4. Continue monitoring Sooke Harbour and Basin water quality and investigate methods to revitalize and protect the Sooke Harbour and Basin;	Ongoing monitoring by CRD and expansion of sewer system
	5. Continue to consult with senior governments as to removal of derelict vessels in the Sooke Harbour and Basin.	Ongoing – letter sent November 2009
	6. Explore partnerships with the T'Sou-Ke Nation (ie. solar power, protection of the Sooke Harbour & Basin, etc.)	



## C. PROACTIVE IMPROVED INFRASTRUCTURE

**Goal:** Facilitate a legacy of durable, functional, effective and sustainable physical infrastructure of all kinds.

<p><b>Actions:</b></p>	<p>1. Develop and enact implementation strategies for infrastructure upgrades and new construction identified in the following plans:</p> <ul style="list-style-type: none"> <li>a. 2008 Transportation Master Plan (including Highway 14 Upgrade and Phillips/Thrup Road Upgrade);</li> <li>b. 2008 Town Centre Plan;</li> <li>c. 2008 Parks and Trails Master Plan (including Galloping Goose Connector);</li> <li>d. Liquid Waste Management Plans (Sanitary and Rainwater).</li> </ul>	<ul style="list-style-type: none"> <li>a. High priority action - design completed with grant application</li> <li>b. Completed – stimulus program in place</li> <li>c. Included in financial plan</li> <li>d. LWMP completed by March 2010</li> </ul>
	<p>2. Develop an implementation strategy for a multi-use trail connecting Whiffin Spit to the Town Centre to the Galloping Goose Regional Trail network (2008 Parks and Trails Master Plan);</p>	<p>High priority project</p>
	<p>3. Enter into a long-term contract (up to 21 year partnering/franchise agreement) for operation, maintenance and capital expansion of sewer system;</p>	<p>Under negotiation</p>
	<p>4. Develop a strategy to identify phasing of sidewalk improvements and beautification in the Town Centre;</p>	<p>Started with <i>Towns for Tomorrow</i> Grant – identified in financial plan</p>
	<p>5. Commence a process for design and construction of the Spirit Square project – Murray Road to Ed Macgregor Park;</p>	<p>Underway, completion March 2010</p>
	<p>6. Work cooperatively with other levels of government for upgrades and improvements to Highway 14 and to identify a second route in and out of Sooke (eg. West Sooke to Malahat);</p>	<p>Underway; Draft Memorandum of Understanding with Ministry of Transportation</p>



	7. Continue to advocate for water services to North Sooke;	Ongoing – 2010 OCP Regional Growth Strategy
	8. Continue to work with BC Transit for improvements to the transit system; internal and night/weekend services.	Ongoing – November 2009 presentation to BC Transit

#### D. DIVERSE AND VIBRANT LOCAL ECONOMY

**Goal: Attract, keep and nurture business and industry appropriate to our community through proactive economic and tourism development.**

The Sooke Economic Development Commission will be responsible for some of the following actions.

<b>Actions:</b>	1. Develop and implement appropriate economic development strategies in the 2008 Town Centre Plan and the 2008 Tourism Implementation Action Plan;	Town Centre Stimulus Program, Sooke Region Tourism Association invited to Sooke EDC
	2. Enhance partnerships with the Sooke Region Historical Society, Sooke Harbour Chamber of Commerce, Sooke Community Association, <u>Sooke Builder's Association</u> and Sooke Region Tourism Association for both economic development, tourism and recreation services;	High Priority initiative; meeting with Sooke Community Association
	3. Participate in regional economic development discussions;	Juan de Fuca EDC liaison with Sooke EDC and member of UDI
	4. Promote the vitality of the Town Centre (2008 Town Centre Plan) and encourage commercial growth on the waterfront and in the Town Centre;	High Priority
	5. Proactively promote the development and/or establishment of enterprises such as: <ul style="list-style-type: none"> <li>a. hotels/motels in or in close proximity to the Town Centre;</li> <li>b. light industrial and/or manufacturing business park;</li> <li>c. businesses supporting eco-tourism, arts, medical.</li> </ul>	<ul style="list-style-type: none"> <li>a. Sooke Prestige Hotel underway</li> <li>b. Ongoing; OCP 2010</li> <li>c. Ongoing; OCP 2010</li> </ul>



	6. Investigate expansion for Industrial Sites	Ongoing; OCP 2010
	7. Investigate opportunities for a public boat launch facility;	Boat Launch at West Coast Road underway
	8. Work cooperatively with other governments and agencies to: <ul style="list-style-type: none"> <li>a. Build a joint-use medical centre facility in the Town Centre;</li> <li>b. Recruit and retain health care professionals;</li> <li>c. Expand housing options for Seniors (including Ayre Manor).</li> </ul>	Underway; meeting with proponents
	9. Enhance the District of Sooke and “Advantage Sooke” websites to promote opportunities within the District of Sooke for tourism and economic development including: <ul style="list-style-type: none"> <li>a. Eco-tourism;</li> <li>b. Agriculture-tourism;</li> <li>c. Green-based light industry;</li> <li>d. Seniors initiatives;</li> <li>e. Public market.</li> </ul>	Ongoing

## E. SUSTAINABLE FINANCIAL MANAGEMENT

**Goal:** Manage fiscal resources in a wise and thoughtful manner, both to maintain financial stability and to ensure long term financial sustainability.

<b>Actions:</b>	1. Align and integrate the Five Year Financial Plan with the Strategic Plan;	Ongoing
	2. Continue to monitor and renew as required all external contracts;	Ongoing
	3. Pursue new sources of revenue and alternative ways of finances: <ul style="list-style-type: none"> <li>a. decommission and sale of undeveloped park (Sooke Park Study and Parks &amp; Trails Master Plan) and highway properties;</li> <li>b. develop an amenity listing and policy;</li> <li>c. review and revision of Development Cost Charge Bylaw for roads/rainwater, wastewater, and park land;</li> </ul>	<ul style="list-style-type: none"> <li>a. Underway</li> <li>b. Policy completed; listing to be done</li> <li>c. Underway</li> <li>d. Ongoing</li> </ul>



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	<p>d. develop project funding partnerships with community based partners such as private sector, non-profit organization, governments and First Nations;</p> <p>e. proactively pursue strategic grant opportunities;</p> <p>f. create funding options to acquire strategic parcels of land (eg. Town Centre waterfront park, agricultural lands for food security, public market lands, light industrial lands).</p>	<p>e. Ongoing</p> <p>f. Ongoing</p>
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## F. SUPPORT SOCIAL/COMMUNITY INITIATIVES

**Goal: Preserve our community identity and volunteer spirit through partnerships with local organizations and the T'Sou-Ke Nation.**

<b>Actions:</b>	1. Be receptive and responsive to community groups that come forward with offers of, or request for, funding and assistance; youth, sports, arts, etc.	Ongoing; Community Grant Review Committee
	2. Implement policies and recommendations of the 2010 Official Community Plan regarding community services, including parks, recreation and culture;	After OCP 2010 adopted
	3. Review current practices and expenditures on communications with the public to look for methods of improvement;	Communication Plan under development
	4. Continue to foster the co-operative working relationship with the T'Sou-ke Nation (Memorandum of Understanding);	Ongoing
	5. Prepare for District of Sooke 10th Anniversary celebration;	December 7 <sup>th</sup> , 2009
	6. Continue to work with Spirit of BC Committee in the promotion of the District of Sooke; Spirit Square project, 2010 Olympic Torch relay, etc.;	Ongoing
	7. Through consultation and discussion with the appropriate jurisdictions, local community groups and sports organizations, develop a strategy to address the need for functional, high quality playfields for community use;	Ongoing;
	8. Complete Age-Friendly Community Plan and implement policies of the Age-Friendly Community Plan and the Measuring Up Accessibility Plan.	Incorporated into OCP
	9. Explore options for youth/mature citizens centre	



## G. SAFE AND CARING COMMUNITY

**Goal: Provide appropriate protective services and other initiatives to support community wellness and improve the quality of life in the District of Sooke.**

<b>Actions:</b>	1. Establish a Protective Services Committee to achieve a stronger working relationship with the local RCMP, emergency and fire services, and community stakeholders (safety and social issues);	Committee established
	2. Update the District of Sooke Emergency Plan in consultation with the Juan de Fuca Electoral Area Emergency Committee, and maintain and practice on a regular basis the Emergency Plan.	Ongoing; partnering with Juan de Fuca Emergency Committee; establishing Emergency Social Services
	3. Continue to coordinate Bylaw Enforcement services in cooperation with the RCMP, Sooke Fire Department, VIHA and associated health agencies and property owners to develop plans, strategies and initiatives.	Ongoing
	4. Update and adopt the Fire Master Plan.	To be completed Spring 2010
	5. Create an environment in the municipal office that promotes a professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.	Ongoing; Tempest in place for development application process; working with CUPE.

