



2015

DISTRICT OF SOOKE STRATEGIC PLAN

“Connecting People and Places for Economic Prosperity”



Council approved April 13, 2015

Workshop held February 13, 2015

DISTRICT OF SOOKE STRATEGIC PLAN



FISCAL SUSTAINABILITY - THE DISTRICT WILL WORK TOWARDS LONG-TERM FINANCIAL SUSTAINABILITY. IT WILL PREPARE FOR THE FUTURE BY ENSURING ADEQUATE CONTRIBUTIONS ARE MADE TOWARDS REQUIRED LONG-TERM CAPITAL INFRASTRUCTURE NEEDS, WHILE LIVING WITHIN OUR MEANS.

- *PROACTIVELY PLAN FOR REPLACEMENT OF OUR INFRASTRUCTURE*
- *DETERMINE LEVELS OF SERVICE AND PROPERLY FUND*
- *BUILD CAPACITY IN OUR COMMUNITY BY SUPPORTING INITIATIVES THAT SUPPORT SUSTAINABILITY*



EXCELLENCE IN MANAGEMENT AND GOVERNANCE- THE DISTRICT WILL USE BEST PRACTICES TO ENSURE EXCELLENCE IN MANAGEMENT AND GOVERNANCE

- *FOCUS ON GOOD GOVERNANCE*
- *ENHANCE OUR COMMUNICATION WITH OUR RESIDENTS*
- *ENSURE WE ARE PROPERLY STRUCTURED AND RESOURCED TO MEET THE COMMUNITY'S NEEDS*



COMMUNITY PLANNING- THE DISTRICT WILL WORK TOWARDS STREAMLINING PLANNING PROCESSES TO ENCOURAGE INVESTMENT AND JOB GROWTH IN THE COMMUNITY.

- *OUR OFFICIAL COMMUNITY PLAN IS CRITICAL TO OUR COMMUNITY VISION AND WE WILL ENSURE IT STAYS CURRENT*
- *ENSURE OUR BYLAWS REFLECT COMMUNITY NEEDS AND VALUES*



ECONOMIC PROSPERITY - THE DISTRICT WILL WORK TOWARDS DEVELOPING APPROPRIATE MECHANISMS TO FACILITATE AND PROMOTE LONG-TERM COMMUNITY ECONOMIC PROSPERITY.

- *PROACTIVELY PURSUE ECONOMIC OPPORTUNITIES*
- *FOCUS ON BEING CONSISTENT IN OUR DECISION MAKING*
- *ENSURE OUR CRITERIA ARE REFLECTIVE OF OUR COMMUNITY'S NEEDS*
- *IMPROVE OUR CUSTOMER SERVICE FOCUS*



ENHANCING COMMUNITY LIVABILITY- THE DISTRICT WILL WORK TOWARDS MAKING SOOKE A VIBRANT AND ACCESSIBLE COMMUNITY

- *FOCUS ON MAKING THE TOWN CENTRE VIBRANT AND ACCESSIBLE*
- *IMPROVE OPPORTUNITIES FOR RESIDENTS TO GATHER AND CONNECT*
- *TAKE STEPS TO PROTECT SOOKE'S NATURAL BEAUTY*

DISTRICT OF SOOKE

STRATEGIC PLANNING SESSION 2015



Preparing to Plan

The Strategic Planning Process undertaken by Council was heavily invested in preparation – Council members and key staff completed online surveys to identify the strengths, weaknesses, opportunities and threats facing the organization. The feedback from these surveys was shared with Council prior to commencing the session.

In addition, previous planning documents were reviewed and considered to build on the work the organization has done in prior years and preparatory conference calls were held.

The Planning Workshop

The workshop was attended by Council as well as selected senior staff. The workshop focused on the key issues facing the organization and the strategic priorities were chosen specifically to take advantage of opportunities as well as to protect the organization against threats.

Building the Plan

The notes of the workshop were compiled by Paragon Strategic Services Ltd., and formed the basis of the 2015 Strategic Plan. It was recognized that in the final year of the three year term the focus would be shorter term with a more robust planning process being undertaken after the next election.

Council has identified a significant number of initiatives that support the strategic priorities identified and have attached timelines and measures to those activities in the 2015 Workplan.

Measuring Plan Progress

Progress measurements have been attached to the strategic priorities, including:

- Identifying the resources required
- Identifying achievable timelines for each action/goal
- Identifying measures that show progress to goals
- Prioritizing activities within the plan
- Initiate tracking progress on a quarterly basis

Reporting on the Plan

Council will report on a quarterly basis to the community to ensure that progress to goals is tracked.

Communicating the Plan

Council will hold a public information meeting to introduce the strategic plan to the community.

**2015 District of Sooke Strategic Plan
“Connecting People and Places for
Economic Prosperity”**



2015 WORKPLAN

In order to ensure that the Strategic Plan is utilized by Council and Staff, the 2015 Workplan was developed:

1. A detailed review of the Strategic Plan was done to ensure the Plan captured the intent of the Council during the workshop;
2. Specific action items under each strategic priority have been assigned within the Workplan;
3. Measures and time frames have been assigned to these activities in order for Council and Staff can ensure progress towards the strategic priorities;
4. Regular meetings will be scheduled to review the strategic priorities and workplan -- and to identify any changes that need to be made;
5. Council will ensure the Strategic Priorities will drive regular decision making – if an initiative is brought to Council there should be a review of the its alignment with the priorities selected by Council;
6. Council will communicate the priorities to Staff and the Community.

MOVING FORWARD

Council and staff are committed to making a real difference in each of the strategic priority areas by the end of the current four year term. The following Workplan tables address each of the priorities:

- Providing an overview of the long term outcomes or results desired (some beyond the four years)
- Describing immediate actions and/or ongoing behaviours that will help deliver these outcomes or results;
- Listing specific projects or initiatives that will require significant investment of time and/or financial resources (see *Five Year Financial Plan*)

Fiscal Responsibility

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Actions	Objectives / Work Plan	Timing	Resources Required
<ul style="list-style-type: none"> • Exercise discipline by focusing on priorities and when undertaking new services • Regular consideration of ongoing and related costs as decisions are made and/or projects approved. 	Asset Management Plan <ul style="list-style-type: none"> • Implementation and transfer of data to new software system • Parallel systems ready to operate for Financial Statements • Fire Apparatus Replacement Plan 	Ongoing	Finance Engineering GIS
	Long Term Financial Plan <ul style="list-style-type: none"> • Affordable sustainability must take into account infrastructure maintenance, safety services, operations as well as funding community programs. 	2017	Committee Finance
	Fire Service Level <ul style="list-style-type: none"> • The Province has recently released the British Columbia Fire Service Minimum Training Standards Training Playbook. It is now incumbent on all local governments to review the Playbook and formally adopt the level of training and, therefore service, they wish to provide their communities. • Third party review of Fire Department equipment and resources 	2015/2016 2015/2016	Fire Consultant
	Police Service Level <ul style="list-style-type: none"> • Explore the optimum level of security in the community. 	2015/2016	RCMP Finance

<p>Review service contracts:</p> <ul style="list-style-type: none"> • Ensure all contracts provide value for money • Review Fee for Service Agreements (e.g. Chamber, SRTA, SCA, SRHS, CHI) • Evaluation of performance indicators 	2015/2016	All departments Community Grant Review Committee
<p>Explore opportunities to work with our neighbours on sewer expansion:</p> <ul style="list-style-type: none"> • Sewer service for T'Sou-Ke First Nation 	Ongoing	Council
<p>Review Community Grant Policy:</p> <ul style="list-style-type: none"> • Criteria for grant funding • Streamline procedure • Support grants that improve civic pride and community improvement 	2015	Community Grant Review Committee Finance
<p>Civic Building Maintenance:</p> <ul style="list-style-type: none"> • Prepare a building maintenance schedule. 	2015	Contractor

EXCELLENCE IN MANAGEMENT AND GOVERNANCE

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Actions	Objectives / Work Plan	Timing	Resources Required
<ul style="list-style-type: none"> • Clearly identify objectives • Focus on performance and measures • Continue to ensure our Committees are well designed to achieve community objectives: <ul style="list-style-type: none"> • When should they be used (ie. for specific projects) • Access expertise in the community • Address key community interests • Long term impacts • Value community input in the decisions we make 	<p>Community Engagement</p> <ul style="list-style-type: none"> • Use of select/task force committees with specific outcomes • Develop internal and external communication strategy (Communication Plan and policies) • Ongoing website improvement; explore other tools • Public mapping showing infrastructure and public space information • Digitally share information used for Open Houses or Public Information meetings • Council resolution tracking • Continue public information meetings twice/year 	<p>2015-2018</p> <p>Ongoing</p>	<p>Council</p> <p>Corporate Services</p>
	<p>Records management</p> <ul style="list-style-type: none"> • Necessary conversion of antiquated files • Implementation of electronic records management • Upgrade electronic devices/tools to enhance service • Implement online application forms 	<p>2015/2016</p>	<p>Corporate Services</p>

<ul style="list-style-type: none"> Continue to ensure residents have access to information that affects them 	Comprehensive staffing review <ul style="list-style-type: none"> Develop organization succession plan Ensure adequate service level to respond to applications/demand/request/queries Enhance individual performance improvement program through existing annual reviews 	2015-2016	CAO
	Develop corporate performance measures <ul style="list-style-type: none"> Strategic Plan Financial Plan 	Ongoing	Council CAO
	Risk Management <ul style="list-style-type: none"> Review policies to minimize liability. 	2015	Municipal Insurance Assoc. All Departments

Community Planning

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Actions	Objectives/Work Plan	Timing	Resources Required
<ul style="list-style-type: none"> • Continue to ensure relevancy and correctness in our Bylaws and Policies 	Official Community Plan “Refresh” in accordance with the <i>Local Government Act</i> (5 years)	2015	Planning
	Ongoing review and amendment as required of Bylaws and Policies with priority to regulatory bylaws such as: <ul style="list-style-type: none"> • Sign Regulation Bylaw • Animal Regulation and Impounding Bylaw • Development bylaws and policies • Traffic and Highway Regulation Bylaw • Building Regulation Bylaw 	2015/2016	Corporate Services Other departments as appropriate

Economic Prosperity

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Actions	Objectives / Work Plan	Timing	Resources Required
	Continue to support Hotel Tax application designated for destination marketing.	2015/2016	Finance
	Review current economic development initiatives.	2015/2016	Council CAO

Enhancing Community Livability

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Actions	Objectives / Work Plan	Timing**	Resources Required**
Town Centre Development – <ul style="list-style-type: none"> • Improvements for the safety of the residents and visitors, sidewalks, crosswalks , lighting • Consider development of South Town Centre • We want our beautiful waterfront accessible for residents and visitors • Consider vulnerable residents needs 	Town Centre Development: <ul style="list-style-type: none"> • Move forward with approved projects: <ol style="list-style-type: none"> a. Sooke Road/Brownsey Boulevard Roundabout b. Explore options for development of Goodmere Road c. Throup Road Connector from Phillips Road to Charters Road (Grant Dependent) d. Sooke Road sidewalks from Otter Point Road to Church Road 	2015/2016	Engineering Consultant
	Community Gathering Spaces <ul style="list-style-type: none"> • Locate community gathering spaces in Town Centre and incorporate: <ol style="list-style-type: none"> a. wayfinding signs b. benches c. public art • John Phillips Memorial Park and Sooke River Road Park Plans 	2016 2015/2016	Planning Engineering Parks and Trails Advisory Committee
	Town Centre Access and Servicing Plan <ul style="list-style-type: none"> • Road access and connectivity • Parking • Servicing (sanitary sewer and drainage) 	2017	Engineering Planning

	<ul style="list-style-type: none"> • Waterfront Access <ul style="list-style-type: none"> a. Explore and implement ways to improve waterfront access for residents and visitors b. Identify and maintain water access points and pocket parks 	2016	
	Murray Road improvements (including drainage works)	2017	Engineering
	Investigate programs for Town Centre beautification: <ul style="list-style-type: none"> a. Improving existing buildings b. Link to Town Centre Design Guidelines 	2015/2016	All departments Committee
Community Facilities	Library <ul style="list-style-type: none"> • Continue to support Vancouver Island Regional Library to construct new library in Town Centre Community Centre Facilities <ul style="list-style-type: none"> • Finalize plans for Community Facilities Encourage community gardens	Ongoing 2015/2016 Ongoing	CAO Sooke Community Centre Advisory Committee
Consistency in bylaw enforcement	Develop policy for bylaw enforcement <ul style="list-style-type: none"> • Business licences • Unsightly premises • Signs 	Late 2015	Corporate Services
Environment	<ul style="list-style-type: none"> • <i>Liquid Waste Management Plan</i> requires bylaws and policies to be established and certain actions implemented in accordance with Provincial requirements. • Reduce illegal dumping. 	2016/2017	Engineering

<p>Our trail network is a key community asset.</p>	<p>Enhance Community Public space profiles :</p> <ul style="list-style-type: none"> a. enhance connectivity b. public safety and maintenance c. park naming and appropriate signage d. wayfinding signage e. public space brochures f. public awareness campaign 	<p>Ongoing</p>	<p>Parks and Trails Advisory Committee</p>
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