

2016

DISTRICT OF SOOKE STRATEGIC PLAN

“Connecting People and Places for Economic Prosperity”



Council approved and
released to the public
December 7, 2015

Council Workshop

November 16, 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*

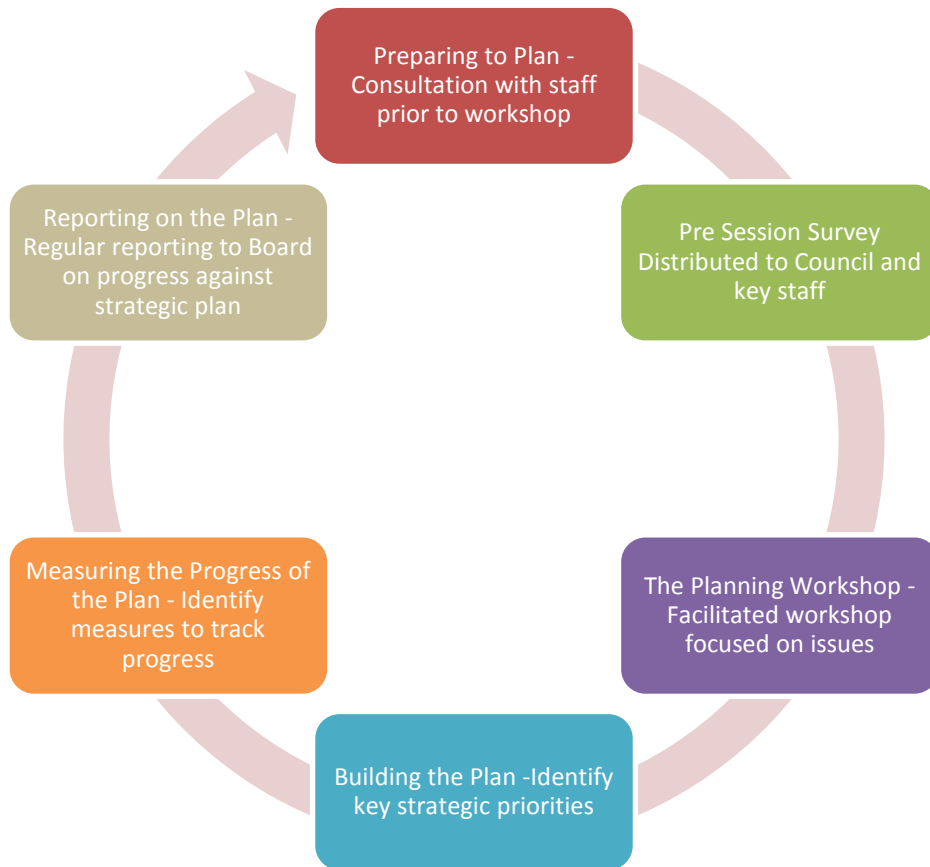


ENHANCING COMMUNITY LIVABILITY- THE DISTRICT WILL WORK TOWARDS MAKING SOOKE A VIBRANT AND ACCESSIBLE COMMUNITY

- *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 the 2015 Strategic Plan

The 2015 Strategic Planning Process undertaken by the newly elected 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 2015 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 four year term the focus would be shorter term with a more robust planning process being undertaken after the next election.

At a workshop held November 16, 2015, Council identified a significant number of initiatives that continue to support the strategic priorities identified in 2015 and have attached timelines and measures to those activities in the 2016 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 present the strategic plan to the community.

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



2016 WORKPLAN

In order to ensure that the Strategic Plan is utilized by Council and Staff, the 2016 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

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

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 • Development of Asset Management Plan • Fire Apparatus Replacement Plan 	Ongoing	Finance Engineering GIS Fire Services Commission
	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. 	Ongoing	Long Term Financial Planning Committee Finance
	Fire Service Level <ul style="list-style-type: none"> • The Province has 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. • Fire Services Commission to review Fire Department resources 	2016-2017 Ongoing	Fire Services Commission Fire
	Police Service Level <ul style="list-style-type: none"> • Explore the optimum level of security in the community. New RCMP member requested. 	2016-2018	RCMP Finance

	Review service contracts: <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 	Ongoing 2016	All departments Long Term Financial Planning Committee
	Explore opportunities to work with our neighbours on sewer expansion: <ul style="list-style-type: none"> • Support in principle for municipal sewer services for T'Sou-Ke First Nation – IR2 in conjunction with Whiffin Spit expansion 	2016-2018	Council
	Civic Building Maintenance: <ul style="list-style-type: none"> • Prepare a building maintenance schedule. 	2016	Contractor

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

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 	Community Engagement <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 per year 	2016-2018 Ongoing	Council/ CAO Corporate Services/IT GIS
	Records management <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 	2015-2018	Corporate Services

<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 staffing levels to provide desired service level to respond to applications/demand/request/queries/legislative requirements Enhance individual performance improvement program through existing annual reviews 	Ongoing	CAO
	Develop corporate performance measures <ul style="list-style-type: none"> Strategic Plan Financial Plan 	Ongoing	Council CAO Long Term Financial Planning Finance
	Risk Management <ul style="list-style-type: none"> Review policies to minimize liability 	2016	Municipal Insurance Assoc. All Departments

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

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)	2016	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 (Completed 2015) • Development bylaws and policies • Traffic and Highway Regulation Bylaw • Building Regulation Bylaw • Community Amenity Contribution Policy • Zoning Bylaw 	Ongoing	Corporate Services/ All Departments
	Review and amendment of Development Cost Charges Bylaw <ul style="list-style-type: none"> • Sanitary sewer • Roads 	2016-2017	Engineering Finance

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

Actions	Objectives / Work Plan	Timing	Resources Required
	Continue to support Municipal and Regional District Tax application designated for destination marketing.	2016-2018	Finance
	Review current economic development initiatives – proposed regional model	2016-2018	Council CAO

Enhancing Community Livability

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

- THE DISTRICT WILL 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

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 improvements: <ul style="list-style-type: none"> a. Explore and implement development of Goodmere Road b. Development of west side of Town Centre from Otter Point Road (sidewalk/multi-use trail) 	2016-2018	Engineering
	Community Gathering Spaces <ul style="list-style-type: none"> • Locate community gathering spaces in Town Centre and incorporate: <ul style="list-style-type: none"> a. wayfinding signs b. benches c. public art • John Phillips Memorial Park and Sooke River Road Park Plans 	Ongoing 2016	All Departments
	Town Centre Access and Servicing Plan <ul style="list-style-type: none"> • Road access and connectivity • Parking • Servicing (sanitary sewer and drainage) • 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 	2017 2016	Engineering Planning Parks and Trails Committee

	Investigate programs for Town Centre beautification: a. Improving existing buildings b. Link to Town Centre Design Guidelines	2016-2018	All departments
	Murray Road improvements (including drainage works)	2017	Engineering
Community Facilities	Library <ul style="list-style-type: none"> Continue to support Vancouver Island Regional Library for the construction of a new library in Town Centre Community Centre Facilities <ul style="list-style-type: none"> Finalize plans for Community Facilities Encourage community gardens	Ongoing 2016 Ongoing	CAO Community Centre Committee Planning
Our trail network is a key community asset.	Enhance Community Public space profiles : 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	Ongoing	Parks and Trails Committee Engineering Planning Corporate Services
Consistency in bylaw enforcement	Develop policy for bylaw enforcement <ul style="list-style-type: none"> Business licences Unsightly premises Signs 	2016/2017	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
Health Care	<ul style="list-style-type: none"> Support Primary Health initiatives 	Ongoing	Council