



2019-2022

# COUNCIL STRATEGIC PLAN

DISTRICT OF SOOKE



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Sooke is a vibrant, dynamic, and welcoming community with a strong connection to nature. We are inevitably facing change through a variety of challenges and opportunities – such as rapid population growth, increased development, and the climate change emergency.

This strategic planning process allowed Council to set broad directions for the District over the next four years. Through facilitated dialogue, we were able to find consensus for a clear guiding framework (this document) that will inform decision-making and priorities throughout Council's current term.

Further to this, an action plan was developed, providing a roadmap to achieve the identified goals and objectives through individual projects and initiatives. This latter process occurred with the aid of staff and input from community stakeholders.

I am very proud to serve as Mayor of Sooke and excited about the progressive direction this Council is taking to build a reputable organization, demonstrate climate leadership, and manage long-term growth. Effective communication is also a top priority of Council, and we welcome feedback as we work to achieve the aspirations of this plan.

Yours Truly,

**Maja Tait**  
Mayor



## Vision

An inclusive, healthy, and self-sufficient community where the rainforest meets the sea.

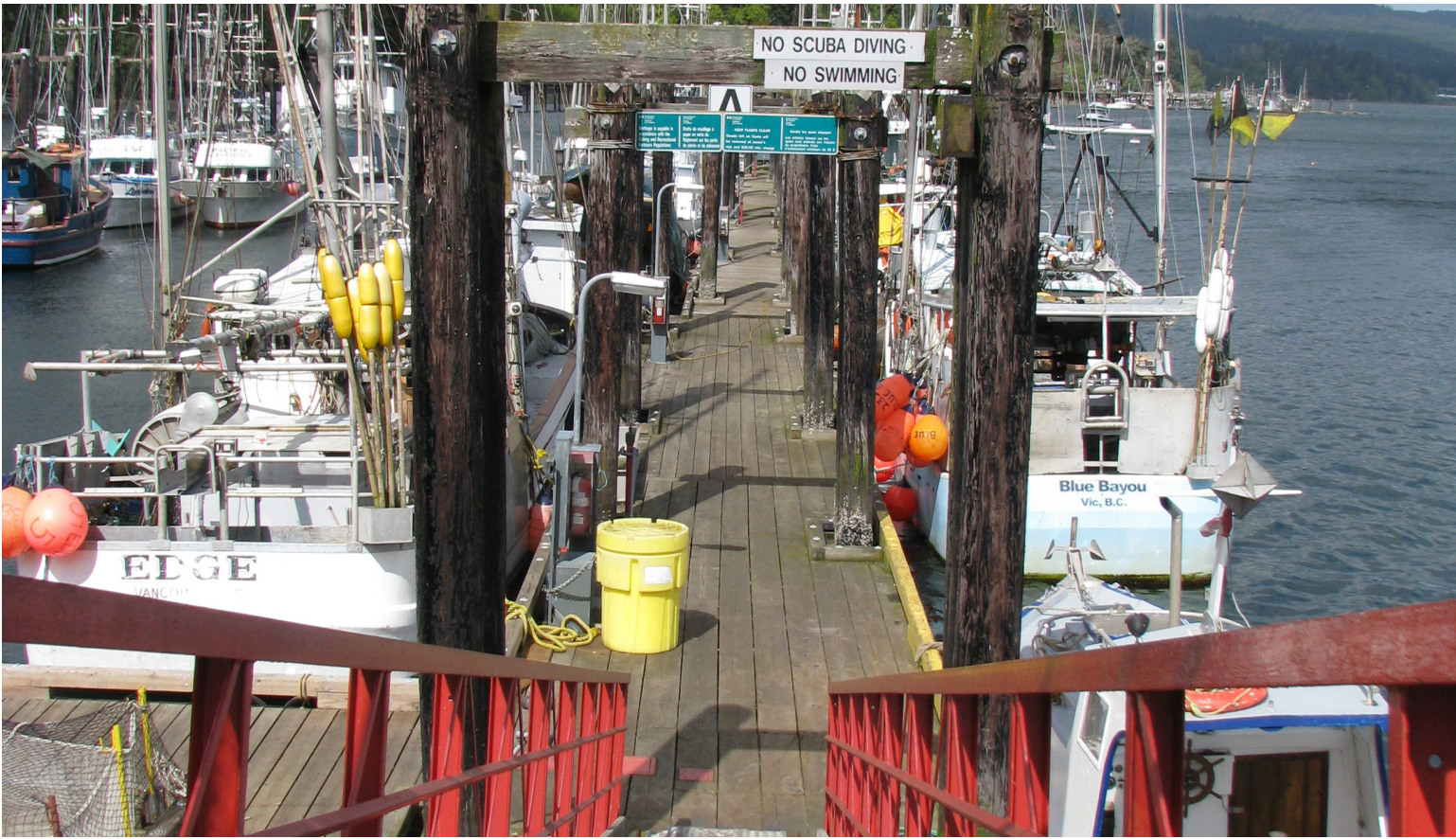


## Mission

The District of Sooke strives to be a compassionate, engaged, and effective organization providing excellent public services to its citizens by:

- ♦ Maintaining our strong sense of identity;
- ♦ Managing our growth for generations to come; and,
- ♦ Making our local economy diverse and resilient.





## Core Values & Guiding Principles



### Effective Governance

- ◆ Provide accountable, responsive, and connected leadership
- ◆ Maintain effective relationships with our residents, the T'Sou-ke Nation, other orders of government, and community partners and agencies
- ◆ Steward a healthy, respectful organization



### Community Well-being & Safety

- ◆ Promote health and well-being of residents and employees
- ◆ Improve the safety and accessibility of roads, trails, and public spaces
- ◆ Strengthen emergency preparedness, access to housing, and food security



### Community Vibrancy

- ◆ Enhance quality of life, sense of place, and community pride
- ◆ Champion arts, culture, and recreation
- ◆ Develop sustainable infrastructure and connected neighbourhoods





## Core Values & Guiding Principles



### Long-term Thinking

- ◆ Consider the costs and benefits to future generations in all decision-making and action
- ◆ Set long-term goals to guide current initiatives and short-term planning



### Effective & Consistent Communication

- ◆ Maintain effective communication between Council and staff
- ◆ Use proactive, positive public communication and community engagement



### Environmental Leadership

- ◆ Respond to climate change boldly
- ◆ Redefine and implement Sooke Smart Growth
- ◆ Become a leader in ecologically-sustainable corporate practices



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# Goals

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Build a reputable organization.



Demonstrate leadership in climate action.



Manage long-term growth while enhancing community identity, vitality, and safety.

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District of Sooke goals for 2019 - 2022

# Objectives



## **Build a reputable organization**

- ◆ Complete an organizational development and review process
- ◆ Improve communication and engagement with the public and community partners
- ◆ Strongly advocate together with First Nations, other local governments, and organizations to the provincial and federal governments
- ◆ Continue to manage District assets responsibly with sound financial principles and practices
- ◆ Support programs that enhance Council and staff's health and well-being
- ◆ Support Council and staff with the necessary tools to provide excellent governance and customer service



## **Demonstrate leadership in climate action**

- ◆ Prioritize community and corporate strategies to address the climate emergency
- ◆ Identify and plan for green infrastructure opportunities
- ◆ View municipal decision-making through a 'green' coloured lens
- ◆ Promote food security at individual and community levels
- ◆ Build additional trail infrastructure, connectivity, and amenities
- ◆ Improve community emergency and disaster preparedness



## **Manage long-term growth while enhancing community identity, vitality, and safety**

- ◆ Begin development of a community hub in the town centre
- ◆ Continue to advocate for improved access to health and child care
- ◆ Strengthen local economic development and tourism
- ◆ Undertake public space improvements and beautification projects
- ◆ Develop a regulatory framework to promote more sustainable land use patterns and development practices
- ◆ Continue to address housing affordability and accessibility for all income levels







## IMPLEMENTATION

This Strategic Plan is intended to guide the District of Sooke's work through the next three years and beyond. To keep it current and reflective of emerging priorities, the District intends to review and update it annually.

The established Goals and Objectives inform a living, breathing internal Action Plan from which subsequent detailed work plans can be developed at the staff level. For each objective, the Action Plan identifies intended actions – including roles, indicators of success, and projected timing.

## MONITORING & EVALUATION

The District will report on action taken and use a set of indicators to assess progress toward achieving the goals and objectives outlined in this Council Strategic Plan. As noted, the Action Plan will identify key indicators of success for each objective.

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## APPENDIX A - ACTION PLAN

### COUNCIL STRATEGIC PLAN

Schedule:

Now

Next

Later

### Goal #1: Build a reputable organization

**Note:** Council has determined the top two objectives for each of the three Goals. Later in 2019, the Next objectives will be identified.

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
1.1	Complete an organizational development and review process				
1.1.1	Conduct an organizational review with a focus on achieving Council priorities				
1.1.2	Re-examine Council and COW meeting structure				
1.1.3	Prepare for CUPE collective agreement bargaining				
1.2	Support Council and staff with the necessary tools to provide excellent governance and customer service				
1.2.1	Hire a new Chief Administrative Officer (CAO)				
1.2.2	Hire a Chief Municipal Engineer				
1.2.3	Improve efficiency and staffing capacity of the Building Permit department				
1.2.4	Creation of new Council Procedure Bylaw				
1.2.5	Create/Update DoS Policy Framework				
1.2.6	Update and modernize Business Licence Bylaw and Policies				
1.2.7	Creation of bylaws for cannabis production and retail				
1.2.8	More consistent, even-handed application of bylaws and policies				
1.2.9	Improve records management program/plan				
1.3	Strongly advocate together with First Nations, other local governments, and organizations, to the provincial and federal governments				
1.3.1	Ensure Council and staff are supported to attend working groups (FCM, UBCM, etc)				
1.3.2	Encourage Council and staff participation in professional organizations				
1.3.3	More effective collaboration, support and joint ventures with local service and community groups				

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
1.4	Improve communication and engagement with the public and community partners				
1.4.1	Work with T'Sou-ke Nation to identify and plan mutually beneficial initiatives				
1.4.2	Build capacity for facilitation development within the community groups				
1.4.3	Develop an internal and external communication strategy				
1.4.4	Establish a Communications staff position				
1.4.5	Undertake high-level staff and Council communications training				
1.4.6	Improve website and other communication tools				
1.5	Continue to manage District assets responsibly with sound financial principles and practices				
1.5.1	Execute Five-Year Road Improvement Program				
1.5.2	Expand sidewalk network starting with West Coast Road (Otter Point to Whiffin Spit)				
1.5.3	Improvements to wastewater treatment system (new centrifuge, ongoing system improvements, manhole inspections, safety grating, upgraded pump stations)				
1.5.4	Focus on short and long-term Asset Management planning and prioritization				
1.5.5	Continued expansion of District's Geographic Information System (GIS), including public web maps and an inventory of natural capital assets				
1.5.6	Begin annual Five-Year Financial Plan process in the fall each year				
1.6	Support programs that enhance Council and staff's health and wellbeing				



**Goal #2: Demonstrate leadership in climate action**

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
<b>2.1</b>	<b>Prioritize community and corporate strategies to address the climate emergency</b>				
2.1.1	Develop Climate Change Adaptation and Mitigation Strategies				
2.1.2	Develop and continue to implement a set of green corporate practices				
2.1.3	Reinstate Climate Change Action Committee				
	Implement a citizen “call to action” for the climate emergency				
<b>2.2</b>	<b>Improve community emergency and disaster preparedness</b>				
2.2.1	Promote Volunteer Fire Department acquisition and retention through the paid on-call system				
2.2.2	Continue and expand the neighbourhood POD system				
2.2.3	Require use of FireSmart principles in development applications				
<b>2.3</b>	<b>Build additional trail infrastructure, connectivity, and amenities</b>				
2.3.1	Develop a Parks & Trails Master Plan				
2.3.2	Develop a Transportation Master Plan and revisit core bypass routes				
2.3.3	Completion of Little River bridge and trail connections				
2.3.4	Ongoing Parks & Recreation capital construction (staircases, bathrooms, water access, transit stops)				
2.3.5	Identify location(s) and establishment of dog park(s)				
2.3.6	Continue to advocate for expanded public transit				
<b>2.4</b>	<b>View municipal decision-making through a ‘green’ lens</b>				
2.4.1	Community energy - <i>Expand Solar City</i> to rest of Sooke				
2.4.2	Advocate for sustainable fishing and marine harvesting				
2.4.3	Explore options for implementation of the BC Energy Step Code				
<b>2.5</b>	<b>Promote food security at individual and community levels</b>				

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
2.6	Identify and plan for green infrastructure opportunities				
2.6.1	Reinvigorate the Liquid Waste Management Plans				
2.6.2	Develop a Solid Waste Management Strategy				



### Goal #3: Manage long-term growth while enhancing community identity, vitality, and safety

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
3.1	Begin development of a community hub in the town centre				
3.1.1	Facilitate phase development of Lot A through planning, partnerships, and advocacy				
3.2	Develop a regulatory framework to promote more sustainable land use patterns and development practices				
3.2.1	Develop a new Official Community Plan				
3.2.2	Update and develop related District bylaws and policies to be consistent with the Council Strategic Plan and Official Community Plan				
3.3	Continue to advocate for improved access to health and child care				
3.3.1	Support the completion of the primary health centre expansion				
3.3.2	Support work on the development of a regional health centre				
3.3.3	Work with partners to improve access to health care in Sooke				
3.3.4	Childcare Needs Assessment study as prelude to expansion of childcare spaces				
3.4	Strengthen local economic development and tourism				
3.4.1	Expand staff capacity for local economic development				
3.4.2	Develop a Local Economic Development Strategy				
3.4.3	Secure Municipal and Regional Development Tax (aka Hotel Tax) funds to launch full-scale destination marketing for the Sooke region				
3.5	Undertake public space improvements and beautification projects				
3.5.1	Enact and advocate for the recommendations of the SPA committee				
3.5.2	Create signage in the community to recognize First Nation territories, language, and place names				
3.5.3	Improve community gateway on Highway 14				
3.5.4	Create more accessible drinking water fountains				

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
3.6	Continue to address housing affordability and accessibility for all income levels				
3.6.1	Complete Housing Needs Assessment				
3.6.2	Advocate for and facilitate housing pilot projects for a range of incomes				
3.6.3	Re-establish the Housing committee				



## APPENDIX B - Community Stakeholder Attendees

Council Strategic Plan Community Stakeholders Workshop - April 15, 2019

Community Partner	Representative
Chamber of Commerce	David Bloom, President
CRD – SEAPARC	Steve Knoke, Manager
Primary Health Care Services	Dr. Rick Robinson
Provincial Government of BC	Bruce Fogg, Executive Assistant to Premier John Horgan
School District #62	Scott Stinson, Superintendent & CEO
Sooke Community Association	Karl Linell
Sooke Economic Development Group	Doug Wittich
Sooke ESS	Shauna Davis, Acting Director
Sooke Family Resource Society	Nicky Logins, Administrator
Sooke Region Communities Health Network (SRCHN)	Mary Dunn, Chair
Sooke Region Food CHI Society	Anita Wasiuta, President
Sooke Region Historical Society	Lee Boyko
Sooke Rotary Club	Margot Swinburnson, President
Sooke Volunteer Firefighters Assoc	Kyle Sutherland, President
Transition Sooke	Michael Tacon, President