

APPENDIX A - ACTION PLAN**COUNCIL STRATEGIC PLAN****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

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)	STATUS
1.1	Complete an organizational development and review process					
1.1.1	Conduct an organizational review with a focus on achieving Council priorities	CAO		completed	2019	Complete
1.1.2	Re-examine Council and COW meeting structure	CAO / Corporate Services		Procedure Bylaw Amendment adopted	2019	
1.1.3	Prepare for CUPE collective agreement bargaining	CAO/Human Resources		Collective Agreement ratified	2019	Bargaining progressing well; next session to occur at end of Oct/19
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)	Council		position filled	2019	Complete
1.2.2	Hire a Chief Municipal Engineer / Director of Operations (updated title April 2019)	Human Resources		position filled	2019	Posting closes Oct 20, 2019
1.2.3	Improve efficiency and staffing capacity of the Building Permit department	CAO	Building community (ie: developers)	1. Hire of Chief Building Official. 2. Update processes.	2019 2019 / 2020	Complete Improved building permit process implemented May/19 Lunch & Learn session held with partners.
1.2.4	Creation of new Council Procedure Bylaw	Corporate Services		Bylaw adopted	2019	Complete
1.2.5	Create/Update DoS Policy Framework	Corporate Services		Policy adopted	2019	Complete

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1.2.6	Update and modernize Business Licence Bylaw and Policies	CAO & Bylaw		Bylaw adopted; policy(s) adopted	2019 / 2020	Structure reorganization- bylaw moves to Corp Services on January 1, 2020
1.2.7	Creation of bylaws for cannabis production and retail	Planning		Bylaws adopted	2019	Complete
1.2.8	More consistent, even-handed application of bylaws and policies	All departments		Positive feedback from public and industry via satisfaction survey	Ongoing	
1.2.9	Improve records management program/plan	Corporate Services		Hire Records Management professional Meet LGMA minimum standards.....	2019 Ongoing	Complete Finance: created a new streamlined procedure for filing Home Owner Grants which saved staff time
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)	Council, DoS			Ongoing	Budget approved for council and staff conference & professional development
1.3.2	Encourage Council and staff participation in professional organizations	Council, DoS			Ongoing	Budget approved for memberships in each department
1.3.3	More effective collaboration, support and joint ventures with local service and community groups	Council, DoS			Ongoing	Finance: Building staff are working with local FN & providing mentorship around building inspection practices

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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	Council, CAO	T-Sou-ke First Nation	Council to Council MOU meeting	Fall 2019 2019	Complete Finance: Building staff working with local FN, providing mentorship for building inspection practices
1.4.2	Build capacity for facilitation development within the community groups	Council, CAO				
1.4.3	Develop an internal and external communication strategy	CAO, Corporate Services & IT		Strategy adopted through resolution of Council		
1.4.4	Establish a Communications staff position	Human Resources / CAO		Role filled	2020	Currently researching JDs & consulting CAO.
1.4.5	Undertake high-level staff and Council communications training	DoS, Council	Third Party Facilitator			
1.4.6	Improve website and other communication tools	Communications Officer & IT				
1.5	Continue to manage District assets responsibly with sound financial principles and practices					
1.5.1	Execute Five-Year Road Improvement Program	Engineering	Gas Tax	Annual completion	2019-2022 annually	Five Year Budget approved by council & 2019 work underway
1.5.2	Expand sidewalk network starting with West Coast Road (Otter Point to Whiffin Spit)	Engineering	MoTI	Phase 1 completion (2020)	2025	2019 budget transfer approved by council
1.5.3	Improvements to wastewater treatment system (new centrifuge, ongoing system improvements, manhole inspections, safety grating, upgraded pump stations)	Wastewater Treatment Plant		Centrifuge contract awarded Commission Burr Lift Station Centrifuge Upgrade	2019 2019 2020	Complete Complete

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1.5.4	Focus on short and long-term Asset Management planning and prioritization	GIS, Engineering	Reserves	1. Capital projects prioritized in Master planning documents (TMP/PTMP) 2. DCC Bylaw updated to reflect long term asset priorities.	2019-2022	worked with software provider to build better reports to be used in Asset Management planning, 3 staff were supported in obtaining their asset management certification
1.5.5	Continued expansion of District's Geographic Information System (GIS), including public web maps and an inventory of natural capital assets	GIS, Engineering				updated orthophotos to be added in 2020
1.5.6	Begin annual Five-Year Financial Plan process in the fall each year	Financial Services		Implemented	Annually starting Fall 2019	Finance: first draft 2020-2024 Financial Plan to be presented to council Dec 5
1.6	Support programs that enhance Council and staff's health and wellbeing					
		Human Resources				EFAP counselling now offered, annual ergonomics assessments and hearing tests provided to staff, Working alone policy implemented, WHIMS training provided to all staff

Goal #2: Demonstrate leadership in climate action

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)	STATUS
2.1	Prioritize community and corporate strategies to address the climate emergency					
2.1.1	Develop Climate Change Adaptation and Mitigation Strategies	DoS Emergency Program (SEP), Parks & Environmental Services	CRD, UBCM, FCM Reserves, Grant Programs	Partnership with CRD supported with REMP and Vegetation Management strategies. Embed as an action item into new OCP. Strategies	2020-2022	
2.1.2	Develop and continue to implement a set of green corporate practices	DoS	DoS	Capital Investment of pump test pit at Station 1 to recycle test water	2021	annual climate action report & receives an annual climate action rebate from Province
2.1.3	Reinstate Climate Change Action Committee	DoS (Council), Parks & Environmental Services	DoS	Create Terms of Reference (TOR) for Committee. Host Committee workshop	2019 Fall 2019	Complete Complete
2.1.4	Implement a citizen “call to action” for the climate emergency	DoS	Climate Action Committee	Citizen action on Climate Change	2020	
2.2	Improve community emergency and disaster preparedness					
2.2.1	Promote Volunteer Fire Department acquisition and retention through the paid on-call system	DoS		Admin Policy Complete	2019	new staff hired & pay-codes created
2.2.2	Continue and expand the neighbourhood POD system	SEP	Emergency and Social Services (ESS)	1. Compile Neighbourhood Emergency Preparedness Program (NEPP) Boundary file for SEP showing growth in high risk. 2. Update SEP Emergency Plan with Community Risk Reduction analysis.	2020-2021	NEPP POD Evac exercise complete

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2.2.3	Require use of Fire-Smart principles in development applications	Fire Department	Planning, Development Services, Building	Adoption of development standards into OCP, Bylaw 404, and TMP.	2020-2021	
2.3	Build additional trail infrastructure, connectivity, and amenities					
2.3.1	Develop a Parks & Trails Master Plan	Parks & Environmental Services, Engineering	Planning and Urban Systems, Reserves	Plan adopted by Council	2020	
2.3.2	Develop a Transportation Master Plan and revisit core bypass routes	Engineering	Parks, Planning and Urban Systems	Plan adopted by Council	2020	
2.3.3	Completion of Little River bridge and trail connections	Parks & Environmental Services, Engineering	Gas Tax Grants	Completion and ribbon cutting	2020	
2.3.4	Ongoing Parks & Recreation capital construction (staircases, bathrooms, water access transit stops)	Parks & Environmental Services, Engineering	Reserves, BC Transit Gas Tax	Washrooms installed Cains Staircase complete	2019 2019	Complete Complete
2.3.5	Identify location(s) and establishment of dog park(s)	Parks & Environmental Services	Developers	Park(s) established & opened	2021	Ongoing
2.3.6	Continue to advocate for expanded public transit	Council		Incremental expansion of service annually		Ongoing
2.4	View municipal decision-making through a 'green' lens					
2.4.1	Community energy - <i>Expand Solar City</i> to rest of Sooke	Development Services, Building	CCAC			
2.4.2	Advocate for sustainable fishing and marine harvesting	Council	DFO			
2.4.3	Explore options for implementation of the BC Energy Step Code	Building & Development Services	CCAC	DoS Building Bylaw Updated & Adopted	2020	initiated
2.5	Promote food security at individual and community levels					
2.6	Identify and plan for green infrastructure opportunities					
2.6.1	Reinvigorate the Liquid Waste Management Plans	Engineering	Reserves Grants	COW discussion and Council priorities set	TBD	
2.6.2	Develop a Solid Waste Management Strategy	Parks & Environmental Services	CRD	Adopted by Council	TBD	

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

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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	DoS	NorthEast Quadrant Task Force Committee	Breaking ground on library. Due diligence completed. Rezoning approved/adopted.	2020 2020 2020	Lease agreement approved Due diligence budget approved and professional services quotes requested.
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	Planning Department	n/a	Adopted OCP w/ strong public support	2021	Budget is approved
3.2.2	Update and develop related District bylaws and policies to be consistent with the Council Strategic Plan and Official Community Plan	Planning/ Development Services/Corporate Services		Updated bylaws and policies adopted by Council	Ongoing	
3.3	Continue to advocate for improved access to health and childcare					
3.3.1	Support the completion of the primary health centre expansion	Island Health	DoS, other community partners	Completion of building expansion		
3.3.2	Support work on the development of a regional health centre	Island Health				
3.3.3	Work with partners to improve access to health care in Sooke		Prov Gov't Island Health	1. Improved ambulance response times 2. Expansion of Ayre Manor facility		
3.3.4	Childcare Needs Assessment study as prelude to expansion of childcare spaces	Planning	CitySpaces, Province	Report accepted by Council	2019	
3.4	Strengthen local economic development and tourism					
3.4.1	Expand staff capacity for local economic development	Human Resources		Rolled filled	2020+	
3.4.2	Develop a Local Economic Development Strategy					

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3.4.3	Secure Municipal and Regional Development Tax (aka Hotel Tax) funds to launch full-scale destination marketing for the Sooke region		Sooke Chamber of Commerce			
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	Parks & Environmental Services	T'Sou-ke Nation			
3.5.3	Improve community gateway on Highway 14	Engineering	Rotary, Lions, Museum			
3.5.4	Create more accessible water fountains	Parks & Environmental Services	Reserves Gas Tax	Installed	2019 (2) 2021	Complete
3.6	Continue to address housing affordability and accessibility for all income levels					
3.6.1	Complete Housing Needs Assessment	Planning	Urbanics Consulting	Report accepted by Council	2019	
3.6.2	Advocate for and facilitate housing pilot projects for a range of incomes	Council				
3.6.3	Re-establish the Housing committee	Council				