

## Schedule:

Now

Next

Later

**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, categorizing the remaining Goals as Next or Later.

#	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	CAO		completed	2019
1.1.2	Re-examine Council and COW meeting structure	CAO/Corporate Services			2019
1.1.3	Prepare for CUPE collective agreement bargaining	CAO/Human Resources			2019
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	Complete
1.2.2	Hire a Chief Municipal Engineer	Human Resources		position filled	2019
1.2.3	Improve efficiency and staffing capacity of the Building Permit department	CAO		Hire of Chief Building Official complete	2019
1.2.4	Creation of new Council Procedure Bylaw	Corporate Services		Bylaw adopted	Complete
1.2.5	Create/Update DoS Policy Framework	Corporate Services		Policy adopted	Complete
1.2.6	Update and modernize Business Licence Bylaw and Policies	CAO & Bylaw		Bylaw adopted; policy(s) adopted	2019/2020
1.2.7	Creation of bylaws for cannabis production and retail	Planning		Bylaws adopted	Zoning BL Complete;
1.2.8	More consistent, even-handed application of bylaws and policies	All departments			
1.2.9	Improve records management program/plan	Corporate Services			
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)				Ongoing
1.3.2	Encourage Council and staff participation in professional organizations				Ongoing
1.3.3	More effective collaboration, support and joint ventures with local service and community groups	Council, DoS			

#	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	Council, CAO			2019
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			
1.4.4	Establish a Communications staff position	Human Resources		Role filled	
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			Annually
1.5.2	Expand sidewalk network starting with West Coast Road (Otter Point to Whiffin Spit)	Engineering			
1.5.3	Improvements to wastewater treatment system (new centrifuge, ongoing system improvements, manhole inspections, safety grating, upgraded pump stations)	Wastewater Treatment Plant			
1.5.4	Focus on short and long-term Asset Management planning and prioritization	GIS, Development Services			
1.5.5	Continued expansion of District's Geographic Information System (GIS), including public web maps and an inventory of natural capital assets	GIS, Development Services			
1.5.6	Begin annual Five-Year Financial Plan process in the fall each year	Financial Services		Implemented	Annually starting Fall 2019
1.6	Support programs that enhance Council and staff's health and wellbeing				
		Human Resources			

**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	DoS (SEP)	CRD, UBCM Grant Programs	Partnership with CRD supported with REMP and Vegetation Management 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
2.1.3	Reinstate Climate Change Action Committee	DoS (Council)	Sooke Emergency Program (SEP) Grants	Update Terms of Reference (TOR) for SEP Executive Committee.	2019
	Implement a citizen “call to action” for the climate emergency	Dos			
<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	DoS		Admin Policy AD-002 Complete	2019
2.2.2	Continue and expand the neighbourhood POD system	SEP	ESS	- Compile Neighbourhood Emergency Preparedness Program (NEPP) Boundary file for SEP showing growth in high risk. - Update SEP Emergency Plan with Community Risk Reduction analysis.	2020-2021
2.2.3	Require use of FireSmart principles in development applications	Development Services, Building & Fire Department			2019

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
2.3	Build additional trail infrastructure, connectivity, and amenities				
2.3.1	Develop a Parks & Trails Master Plan	Parks & Environmental Services		Adopted by Council	2019
2.3.2	Develop a Transportation Master Plan and revisit core bypass routes	Engineering		Adopted by Council	2019
2.3.3	Completion of Little River bridge and trail connections	Parks & Environmental Services; Engineering		Ribbon cutting in 2020	2020
2.3.4	Ongoing Parks & Recreation capital construction (staircases, bathrooms, water access transit stops)	Parks & Environmental Services; Engineering			
2.3.5	Identify location(s) and establishment of dog park(s)	Parks & Environmental Services		Park(s) opened	
2.3.6	Continue to advocate for expanded public transit				
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		
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		n/a	COW discussion and Council priorities set	2019
2.6.2	Develop a Solid Waste Management Strategy			Adopted by Council	TBD

### 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			Breaking ground on library	2020
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	DoS (Planning)	n/a	Adopted OCP w/ strong public support	2021
3.2.2	Update and develop related District bylaws and policies to be consistent with the Council Strategic Plan and Official Community Plan	DoS (Planning, Dev't Services)		Updated and adopted bylaws and policies	Ongoing
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	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	Improved ambulance response times; expansion of Ayre Manor	
3.3.4	Childcare Needs Assessment study as prelude to expansion of childcare spaces	Development Services	CitySpaces, Province		
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		Sooke Region Tourism Assoc.		

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
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	Development Services departments			
3.6	Continue to address housing affordability and accessibility for all income levels				
3.6.1	Complete Housing Needs Assessment	Development Services			
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			