

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. Later in 2020, the Next objectives will be categorized.

#	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		New organizational structure approved	2019	Complete
1.1.2	Re-examine Council and COW meeting structure	CAO / Corporate Services		Procedure Bylaw Amendment	2019	Council report complete.
1.1.3	Prepare for CUPE collective agreement bargaining	CAO/Human Resources		Collective Agreement ratified	2019	Complete
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	Human Resources		Position filled	2020	Director of Operations starts July 20, 2020
1.2.3	Improve efficiency and staffing capacity of the Building Permit department	CAO	Building community (i.e.: developers)	1. Hire of Chief Building Official. 2. Update processes.	2019 2019 / 2020	Complete Improved building permit process implemented May 2019. Lunch & Learn session held with partners. New Building Bylaw going to Feb 2020 COW. Clerk position review concludes August 2020
1.2.4	Creation of new Council Procedure Bylaw	Corporate Services		Bylaw adopted	2019	Complete

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1.2.5	Create/Update DoS Policy Framework	Corporate Services		Policy adopted	2019	Complete
1.2.6	Update and modernize Business Licence Bylaw and Policies	CAO & Bylaw		Bylaw adopted; policy(s) adopted	2019 / 2020	Bylaw dept. moved to Corp. Services on January 1, 2020.
1.2.7	Creation of bylaws for cannabis production & 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 Vault constructed	2019 Ongoing 2020	Complete Finance: created a new streamlined procedure for filing Home-Owner Grants, saving staff time. Funding eliminated - COVID
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	2020 Budget approved for council and staff conference & professional development.
1.3.2	Encourage Council and staff participation in professional organizations	Council, DoS			Ongoing	2020 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 working with local FN. Mentorship for building inspections. FLNRORD CED workshop scheduled for Feb 3, 2020. Meeting May 29, 2020 Community Economic Development (CED) organizations & FLNRORD CED meeting bi-weekly, focus on CED Strategy & COVID-19 Recovery

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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 2020	Complete Finance: Building staff working with local FN, providing mentorship for building inspection practices. Meet with T'Sou-ke First Nation to discuss project. Council to Council dinner complete. Wastewater service agreement for IR2 complete for signatures. Planning for IR1 connection on-going SEP EOC support during COVID pandemic. Participation with UBCM Evacuation Grant Planning project.
1.4.2	Build capacity for facilitation development within the community groups	Council, CAO				FLNRORD workshop complete. SHRCHIN awarded Age Friendly contract for TMP. SHRCHIN awarded Poverty Reduction contract focused on Food Security

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1.4.3	Develop an internal & external communication strategy	CAO, Corporate Services & IT		Strategy adopted through resolution of Council		Communications Coordinator hire deferred to Sept 2020
1.4.4	Establish a Communications staff position	Human Resources / CAO		Role filled	2020	Currently researching JDs & consulting CAO. Communications Coordinator hire deferred to Sept 2020
1.4.5	Undertake high-level staff and Council communications training	DoS, Council	Third Party Facilitator			Complete Workshop scheduled for January 31, 2020.
1.4.6	Improve website and other communication tools	Communications Officer & IT				Deferred until Communications Coordinator position is filled.
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. 2020 Tender to be provided to council June 22
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. West Coast Road to Shields awarded Otter Point to Wadams Way design in 2020 budget

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1.5.3	Improvements to wastewater treatment system (new centrifuge, ongoing system improvements, manhole inspections, safety grating, upgraded pump stations)	Wastewater Treatment Plant	Possible federal and provincial funding partners	Phase 1 Centrifuge contract awarded Commission Burr Lift Station Phase 2 Centrifuge Installation Improve Plant and collection system capacity Complete feasibility study to expand SSA	2019 2019 2020 2020 2020	Complete Complete Conveyor RFP on BC Bid; construction scheduled for summer 2020 completion. Environmental Quality grant in progress. Feb 26, 2020 deadline for submission. Exploring technical and funding requirements.
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 added in 2020.

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1.5.6	Begin annual Five-Year Financial Plan process in the fall each year	Financial Services		Implemented	Annually starting Fall 2019	Bylaw amended approved May 2020. Service Level Review scheduled for June 29, 2020 New Budget Software to be implemented in fall 2020 to better support public engagement
1.6	Support programs that enhance Council and staff's health and wellbeing					
	Ensure third party support available to employees and policies created or updated to support current best practices and provide training where required	Human Resources				EFAP counselling now offered, annual ergonomics assessments and hearing tests provided to staff, Working Alone or in Isolation policy implemented, WHIMS policy and training provided to all staff.
	Improve workplace culture	CAO	Internal Committee	Workplace culture recommendations implemented	2020	Culture Committee members named Jan 21, 2020. Culture Audit commissioned

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. Advocate to include Climate emergency strategies in the Modernizing BC's Emergency Management Legislation	2020-2022 2020	Bulletin on CAT 3, Class A burning in Sooke and impact from Provincial Open Burning Regulations. COW report presented on Air Quality concerns and recommendations for Bylaw changes and future public survey.
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 Action Committee	DoS (Council), Parks & Environmental Services	DoS	Create Terms of Reference (TOR) for Committee. Host CCAC workshop	2019 Fall 2019	Complete. (Dec 2019 – name of committee adjusted). Complete
2.1.4	Implement a citizen “call to action” for the climate emergency	DoS	Climate Action Committee	Citizen action on Climate Change	2020	CAC Workplan presented to Council June 22, 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 Phase 1 2020 Phase 2 2021 Phase 3 2020	New staff hired & pay-codes created. Establishment of Performance Fitness Evaluation Commission and deliverable of BC Sports Cardiology Health & Wellness membership analysis complete.

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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 2020	NEPP POD Evac exercise complete. UBCM Evacuation Grant Planning underway with deliverable of updated neighbourhood evacuation & communication plans.
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	FireSmart info media material June 2020 Targeted FireSmart high risk assessment project planning underway summer 2020.
2.3	Build additional trail infrastructure, connectivity, and amenities					
2.3.1	Develop a Parks & Trails Master Plan	Parks & Environmental Services, Engineering	Planning, UrbanSystem Reserves	Plan adopted by Council	2020	PTMP in final staff review. Public consultation next.
2.3.2	Develop a Transportation Master Plan and revisit core bypass routes	Engineering	Parks, Planning and Urban Systems	Plan adopted by Council	2020	TMP still with consultants.
2.3.3	Completion of Little River bridge and trail connections	Parks & Environmental Services, Engineering	Gas Tax Grants	Completion and ribbon cutting	2020	Dependant on successful Bike BC grant.
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

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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 Conduct WW feasibility study	2020 2020	Feb 26 grant application in progress. Working on refreshing 2016 feasibility proposal from Stantec. Grant submitted and feasibility study in discussion with T'Sou-ke Nation
2.6.2	Develop a Solid Waste Management Strategy	Parks & Environmental Services	CRD	Adopted by Council	2020-2021	Included as a key aspect of air quality report currently be developed by Fire. Report presented to COTW on May 19, 2020

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

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)	STATUS
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 reports in progress. Draft EOI complete. EOI released with closing date of June 29, 2020 Deferred until EOI closes
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 Senior Planner position is now filled OCP contract awarded
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		Funding agreements with the Province are under review
3.3.2	Support work on the development of a regional health centre	Island Health				

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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	Complete
3.4	Strengthen local economic development and tourism					
3.4.1	Expand staff capacity for local economic development	Human Resources		Rolled filled	2020+	Feb 3, 2020 workshop to determine governance model
3.4.2	Develop a Local Economic Development Strategy				2021	2020 – Service Agreement proposed for Sooke Region Chamber of Commerce and DoS is a member of SIIP Community Economic Development working group conducting a document review and governance model review
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 Association			
3.5	Undertake public space improvements and beautification projects					
3.5.1	Enact and advocate for the recommendations of the SPA committee					SPA committee recruitment underway
3.5.2	Create signage in the community to recognize First Nation territories, language, and place names	Parks & Environmental Services	T'Sou-ke Nation			Anticipating feedback from the T'Souke Nation
3.5.3	Improve community gateway on Highway 14	Engineering	Rotary, Lions, Museum			

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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	Complete
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				Complete Housing Committee completed work by presenting the Housing Needs Assessment to Council