



Strategic Priorities Update

RECOMMENDATION:

THAT the Committee of the Whole recommend Council approve the updated Council Strategic Priorities Chart dated July 2021

Report Summary:

Strategic long-range planning at the District of Sooke is accomplished by developing a vision, mission, core values and guiding principles in the Council Strategic Plan. The current 2019-2022 Plan includes three (3) goals that direct work over the current 4-year Council term. These three goals are included in a one-page dashboard referred to as the Strategic Priorities Chart. The Chart is reported on quarterly to Council and is repopulated semiannually. This report is for the second quarter of 2021 and includes a draft Chart for the remainder of 2021 for Council's consideration.

Previous Council Action:

November 26, 2018 - Council directed the release of an RFP for consulting services to develop the 2019-2022 Council Strategic Plan

February 4, 2019 - Contract awarded to Barefoot Planning and Design

April 15, 2019, - Community Stakeholder Workshop

September 30, 2019 - Council approved the 2019-2022 Council Strategic Plan

October 21, 2019 - Council received the first quarterly update

June 29 and August 7, 2020 - CAO, Staff and Council participated in a Service Capacity Review workshop

September 14, 2020 - Council received the Strategic Priorities 2020 Report and Strategic Priorities Chart

January 11, 2021 - Council received the four-quarter 2020 update

January 18, 2021 - Council renewed the priorities in the current Strategic Priorities Chart

April 19, 2021 - Council received the Q1 report on the Strategic Priorities Chart to March 31, 2021

Report:

On February 4, 2019, Council Awarded a contract for consulting services to develop their 2019-2022 Council Strategic Plan. The process to develop the Plan included significant internal and external engagement by way of surveys, planning meetings and focus groups. The Plan was approved by Council on September 30, 2019. Since adoption, staff have been continuously improving the processes for setting priorities and aligning resources to meet the stated priorities. In September of 2020, after a two-day strategic planning workshop with Dr. Gordon McIntosh, Council approved the 2020 Strategic Priorities Report and the Council Strategic Priorities Chart format. The current

Strategic Priorities Chart was renewed at a Special Council meeting on January 18, 2021 and first-quarter results for 2021 were provided to Council at the April 19 Committee of the Whole meeting.

Q 2 2021

NOW Actions

Goal #1: Build a reputable organization

Enhance communication with the community

We continue to improve our communication and engagement practice. Since the April 2021 update to Council, we have initiated Let's Talk Development Cost Charges Bylaw engagement, the Low Carbon Resilience engagement, Dog Park engagement and the Budget 2022 engagement. The plan going forward is to build our engagement around the annual planning and budget cycle. The goal is to have the 5-year financial plan developed so that we can see capital and operating projects move from year 5 through to the current year and that projects are well understood when they reach the year in which they are funded.

Capital project reporting updates

Council will receive quarterly reports from Finance on capital projects and current financial information.

Improve corporate culture and strive for service excellence

A culture assessment report video has been shared with staff and Council. Service area teams have met to review values and behaviours. The Culture Club is compiling this information to support further action. An all-staff meeting is being planned for the Fall which will include our research results. A half-day workshop on Culture may be part of the staff meeting, Council will be invited to participate in the workshop.

Goal #2: Demonstrate leadership in climate action in response to the climate emergency

Re-establish the Climate Action Committee

The Climate Action Committee is working on three initiatives, a 7% solution to GHG emission reduction, a Social Mobilization storytelling strategy, and a climate adaptation and mitigation strategy. An update of the Committee work will be presented to the Committee of the Whole on July 19, 2021.

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

Community economic development strategy

The Community Economic Development Strategy is coming together around a 3-part engagement plan that will run from July 15 to October 15 of this year. The three parts of the engagement plan are as follows:

- Part 1 of the Plan includes a business walk modelled after the Provincial methodology for this type of engagement. The Walk is scheduled for July 22 and will include physical visits to storefront businesses and offices.

- Part 2 will consist of home-based, construction and industrial businesses being invited to participate in a telephone interview in the July/August timeframe.
- Part 3 will also take place in the July/August timeframe, Sooke citizens and nonprofit organizations will be invited to participate in an online survey about how they interact in and experience Sooke's local economy.

The draft strategy will be shared for community feedback from Sept 28 and Oct 15.

Complete inventory of secondary suites

This item went to the Land Use and Development Committee on June 16. Six (6) recommendations from the committee were presented to Council on June 26. Council requested further information on two of the recommendations; excluding garage parking as part of any parking ratio for suites, and using water consumption to develop a full cost accounting model for wastewater service.

John Phillips Memorial Park

1. Engagement has closed on the Ponds Park Corridor Dog Park, an engagement report with recommendations will be presented to the Committee for the Whole in the Fall of 2021.
2. A development permit for a new parking lot between the property at 2197 Otter Point Road and the District Hall has been approved, construction will be completed as part of the 2197 Otter Point Road development.
3. An alternative approval process to lease approximately 1.3 acres of land in John Phillips Memorial Park was approved by Council on June 12, 2021 with a report to Council expected in September communicating the results of the AAP.

NEXT Actions

Goal #1: Build a reputable organization

Perform a follow-up culture assessment

The follow-up assessment will be commissioned in the Fall of 2021.

Goal #2: Demonstrate leadership in climate action in response to the climate emergency

Develop climate adaptation and mitigation strategy

BC Preliminary Climate Risk Assessment, Vancouver Island and Coastal Communities Territorial Analysis and Survey of Local Government Priorities for Climate Action report, and the Modernizing BC's Emergency Management Legislation was presented to Council on January 11, 2021. The Low Carbon Resilience (LCR) framework was adopted on March 22, 2021. Staff are using the "LCR lens" to optimize recommendations made to Council.

The modernized *Emergency Program Act* will consider climate adaptation requirements that take an "all of society" approach to climate adaptation and mitigation. The new Act was originally scheduled to be completed in the Fall of 2021 but is now scheduled for completion in the Spring of 2022. The District of Sooke adaptation strategy will rely on the recommendations in the new Act and will need to be moved to 2022 for completion.

Additionally, Green House Gas reduction targets, policies, and actions to achieve those targets are a requirement in the new OCP. This work is underway through DIALOG and will be included in the draft OCP that the OCP Advisory Committee will present to Council in September.

The Climate Action Committee is also working on adaption and mitigation strategy recommendations for Councils' consideration and will be part of their presentation to the Committee of the Whole on July 19, 2021.

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

Post-COVID Planning

We are currently in Step 3 of the BC 4-Step Recovery Plan. Emergency Management BC and the Regional Emergency Management Program will be undertaken following action reviews of the pandemic to examine the effectiveness of and improve emergency planning. This review will include an examination of the four pillars of the Sendai framework; mitigation, preparedness, response and recovery. The District of Sooke Emergency Plan will be updated to include the findings of these reviews.

Lot A Development

The library construction is progressing nicely, there are no issues of note at this time.

The Sooke Regional Communities Health Network was not successful with their BC Housing application. BC Housing has suggested that SRCHN will receive pre-development funding that will help them to get more work completed on the subdivision and development permit approvals in place. More discussion is in the works to secure this pre-development funding. The next call for proposals is not yet known but is expected to be 12 to 18 months away.

The Plaza design work has been awarded to Stantec Consulting. The design start-up meeting was held on July 14, 2021.

Budget/Financial Impacts:

Items on the Strategic Priorities Chart are included in the 2021-2025 financial plan or will be included in the 2022-2026 plan for consideration.

Attached Documents:

[Sooke - Council Strategic Plan FINAL](#)

[February 2021 Strategic Priorities Chart](#)

[Analysis of February 2021 Strategic Priorities Chart](#)

[DRAFT July 2021 Strategic Priorities Chart](#)

[Analysis of July 2021 Strategic Priorities Chart](#)

Approved by
Raechel Gray, Director of Financial Services

Approved - 14 Jul 2021

Carolyn Mushata, Corporate Officer
Norm McInnis, Chief Administrative Officer

Approved - 14 Jul 2021
Approved - 14 Jul 2021



2019-2022

COUNCIL STRATEGIC PLAN

DISTRICT OF SOOKE





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), which 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 and 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



Goals



Build a reputable organization.



Demonstrate leadership through strong action in response to the climate emergency.



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

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
- ◆ Continue to advocate for expanded public transit
- ◆ 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.

STRATEGIC PRIORITIES CHART		
COUNCIL’S PRIORITIES		
NOW Actions	ADVOCACY <ul style="list-style-type: none">○ Wastewater & Transportation Master Plan grant opportunities○ Enhanced transit service○ Little river crossing funding○ Regional health center○ Pesticide & rodenticide bans○ VIIMCU inclusion○ First nation relationships○ Sooke Homeless Coalition○ Gas tax funding○ Municipal & Regional District Tax○ Community gateway revitalization○ Local Enhanced Roadside Assessment testing○ 911 (Provincial cost download)	
Goal #1 – Build a reputable organization <ul style="list-style-type: none">• Enhance communication with the community• Capital project reporting updates• Improve corporate culture & strive for service excellence		
Goal #2 - Demonstrate leadership in climate action <ul style="list-style-type: none">• Re-establish the Climate Action Committee		
Goal #3 - Manage long-term growth while enhancing community identity, vitality, and safety <ul style="list-style-type: none">• Community economic development strategy• Complete an inventory of secondary suites• John Phillips Memorial Park development		
NEXT Actions		
Goal #1 - Build a reputable organization <ul style="list-style-type: none">• Perform a follow up culture assessment		
Goal #2 - Demonstrate leadership in climate action <ul style="list-style-type: none">• Develop a climate adaptation & mitigation strategy		
Goal #3 - Manage long-term growth while enhancing community identity, vitality, and safety <ul style="list-style-type: none">• Post Covid planning• Lot A Development		
OPERATIONAL STRATEGIES		
ADMINISTRATION <ul style="list-style-type: none">• Culture assessment implementation plan• Community economic development plan• Alternate (additional) office space for District staff• Social media guidelines• Website refresh• Public participation standards (operating guidelines)		OPERATIONS <ul style="list-style-type: none">• Subdivision & development standards bylaw revisions• 50% design completion of key transportation corridors• Wastewater centrifuge project• Inflow & infiltration mitigation strategy for pump stations (phase 1)• Develop a solid waste management strategy• Tree management purpose-based strategy
PLANNING & DEVELOPMENT <ul style="list-style-type: none">• Amenity reserve policy review• Agricultural land reserve exclusion policy• Development procedures bylaw update	CORPORATE SERVICES <ul style="list-style-type: none">• Update and modernize business licence bylaw and policies• Improve records management programs/ plan	
FINANCE <ul style="list-style-type: none">• Community service agreement review• Council media upgrade (Information Tech. Support)	COMMUNITY SAFETY <ul style="list-style-type: none">• Retention of temporary contract Firefighters• Building maintenance for Station 1 (renovations)• Fire department master plan	

Note: This Appendix will be updated quarterly at a Regular Council meeting where Council and staff will provide updates and re-evaluate priorities.

[Approved: February 2, 2021] endorsed at the February 22, 2021 Regular Council meeting

NOW Actions						
Goal	Objectives	Results	Resources	Status	Lead Dpt.	Contact
1	Enhance communication with the community	<i>Foster confidence and trust in local government</i>	Communications Coordinator; IT; GIS	[Remove from Priorities Chart - integrated into business practice.] The Sooke Spotlight Quarterly Print Newsletter launched; growing electronic mailing lists; monthly e-newsletter launched; picturesooke.ca OCP review micro-site launched; increased website traffic; increased Twitter content and following on Twitter; web content enhancements including traffic advisories, blasting, low carbon resilience page, transportation master planning page, and development tracker.	Communications	Christina
1	Capital project reporting updates	<i>Transparency and increase awareness of public funding use</i>	All depts with Capital prjs	[Remove from Priorities Chart - integrated into business practice.] This will be an ongoing deliverable - First quarterly update to be provided to Council in April, next update July 26th Council meeting	Finance	Raechel
1	Improve corporate culture & strive for service excellence	<i>Change past relationships and instill trust between staff and Council and Community</i>		Culture Assessment report video complete. Report review with each department, Culture Committee compiling department meeting results.	Administration	Norm
2	Re-establish Climate Action Committee	<i>Cultivate growth that promotes the community.</i>	Parks & Corp. Serv.	[Remove from Priorities Chart - integrated into business practice.] Complete	Legislative	Carolyn
3	Community economic development strategy	<i>Cultivate growth that promotes the community.</i>		Vision and goals in draft format. Building a CED Strategy public engagement - Business Walk, surveys, telephone interviews, draft posted for feedback - being implemented July-October.	CED	Sue
3	Complete an inventory of secondary suites	<i>Ensure safety of residents and business, protecting municipality and ensure regulations are upheld.</i>	Planning & Building Staff	To committee for discussion June 16, 2021. Report to Council June 26, 2021, resolutions to change garage parking requirement for suites and report back to Council on full cost accounting based on water consumption.	Planning & Development	Matthew
3	John Phillips Memorial Park development	<i>Increase services (knowledge) for promoting health and wellness.</i>		Parking lot approved April 12, 2021. AAP for Lions project on July 12, 2021 agenda. Dog Park report on July 19 COW agenda.	Operations	Jeff

NEXT Actions						
Goal	Objectives	Results	Resources	Status	Lead Dept.	Contact
1	Perform a follow up cultural assessment		Culture Committee and Culture Consultant	In discussions with Barrett Values Centre consultant to complete follow up assessment before year end.	Administration	Norm
2	Develop climate adaptation & mitigation strategy	<i>Establish tangible/ actionable ways to make a positive change addressing the climate.</i>	OCP; CAC; CEDC; CED; Environmental Services	Council approved 7% annual GHG Reduction targets in April CAC will present Climate mitigation strategy to COW in July The provincial Emergency Program legislation has been delayed to 2022, and this may result in a delay to the District's Climate Adaptation Strategy	CED	Sue
3	Post Covid planning	<i>Evaluate experience and be prepared with actionable project to support community.</i>	Emergency program; CRD after action review; EMBC review	Working with the Regional Emergency Management Program (REMP) to complete an After Action Review of Pandemic planning, response and recovery. Information from the Business Walk may also be included in a subsequent report.	Administration	Norm
3	Lot A Development	<i>Long-term planning and asset management</i>	Planning Staff	NE SRCHN subdivision on hold, working with BC Housing to prepare for next grant call SE Ongoing proposal discussions SW Public Plaza design project NW Library under construction	Planning & Development	Matthew

STRATEGIC PRIORITIES CHART	
COUNCIL’S PRIORITIES	
NOW Actions	ADVOCACY
<i>Goal #1 – Build a reputable organization</i>	<ul style="list-style-type: none">○ Wastewater & Transportation Master Plan grant opportunities○ Enhanced transit service○ Little River crossing funding○ Regional health center○ Pesticide & rodenticide bans○ VIIMCU inclusion○ First Nation relationships○ Sooke Homeless Coalition- Mental health and addiction resources○ Gas tax funding○ Municipal & Regional District Tax○ Community gateway revitalization○ Local Enhanced Roadside Assessment testing○ 911 (Provincial cost download)○ Moratorium: Van Isle wolf hunting & trapping
<ul style="list-style-type: none">• Engagement plan for 2022 five year financial plan• Capital project reporting updates in five year financial plan• Perform a follow up culture assessment• Review organizational chart and propose new positions for 2022 budget	
<i>Goal #2 - Demonstrate leadership in climate action</i>	
<ul style="list-style-type: none">• Consider Climate Action Committee social mobilization• Consider 7% Solution GHG reduction strategy• Draft strategic framework for climate adaptation and mitigation	
<i>Goal #3 - Manage long-term growth while enhancing community identity, vitality, and safety</i>	
<ul style="list-style-type: none">• Complete 2021 Official Community Plan• Develop parking and wastewater criteria for secondary suites• Complete AAP for JPMP Lease to Lions Club• Work with SRCHN to source funding for Lot A Complex• Explore Public Plaza partnership with Evergreen Shopping Centre• Complete Asset Management Investment Plan	
NEXT Actions	
<i>Goal #1 - Build a reputable organization</i>	
<ul style="list-style-type: none">• Develop annual planning and budget engagement plan	
<i>Goal #2 - Demonstrate leadership in climate action</i>	
<ul style="list-style-type: none">• Create policy aligning with climate adaptation & mitigation strategy	
<i>Goal #3 - Manage long-term growth while enhancing community identity, vitality, and safety</i>	
<ul style="list-style-type: none">• Review Zoning and other Bylaws recommended in the new OCP	
OPERATIONAL STRATEGIES	
ADMINISTRATION <ul style="list-style-type: none">• Community economic development plan• Alternate (additional) office space for District staff• Social media guidelines• Website refresh• Public participation standards (operating guidelines)	OPERATIONS <ul style="list-style-type: none">• Subdivision & Development Standards Bylaw revisions• design completion of key transportation corridors• WWTP expansion• Inflow & infiltration mitigation strategy for pump stations (phase 1)• Tree management purpose-based strategy
PLANNING & DEVELOPMENT <ul style="list-style-type: none">• Amenity reserve policy review• Agricultural Land Reserve exclusion policy• Development procedures bylaw update	CORPORATE SERVICES <ul style="list-style-type: none">• Continue to update and modernize bylaws and policies• Improve records management programs/ plan
FINANCE <ul style="list-style-type: none">• Engagement plan for 2022 five year financial plan• Capital project reporting updates• Review organizational chart and propose new positions for 2022 budget.	COMMUNITY SAFETY <ul style="list-style-type: none">• Building maintenance for Station 1 (renovations)• Fire Department master plan

[Amended: July 19, 2021] This Chart will be updated quarterly at a Regular Council meeting where Council and Staff will provide updates and re-evaluate priorities.

Strategic Priorities Chart - Analysis

NOW Actions				
Goal	Objectives	Description/ Purpose	Results	Council's Values
1	Engagement Plan for 2022 five year financial plan	Improve understanding of planning and budget process	Support for capital and operating projects and citizen input into service levels	Effective & Consistent Communication
1	Capital project reporting updates in five year financial plan	Improve information availability to public	Transparency and increase awareness of public funding use	Long-term Thinking
1	Perform follow up culture assessment	Increase staff morale and performance	Sooke seen as a employer of choice in the region	Community well-being & Safety
1	Review organizational chart and propose new positions for 2022 budget	Determine the best use of non-market growth revenue and consider tax increases where service levels are not being met	Priority areas resourced to meet service level expectations	Effective Governance
2	Consider climate action committee social mobilization campaign	Integrate CAC strategies into District communications, policy and operations	Reduction in GHG emissions in line with targets established in the OCP	Environmental Leadership
2	Consider 7% Solution GHG reduction strategy	Integrate CAC strategies into District communications, policy and operations	Reduction in GHG emissions in line with targets established in the OCP	Environmental Leadership
3	Complete 2021 Official Community Plan	Ensure OCP engagement and Advisory Committee recommendations are considered	OCP that is widely supported in the Community	Community Vibrancy
3	Develop parking and wastewater criteria for suites	Consider recommendations from the Land Use and Development Committee regarding approval of suites	Fair and equitable approval and enforcement framework for suites	Community well-being & Safety
3	Complete AAP for JPMP lease to Lions Club	Provide excellent process and content information for citizens to participate in the AAP	A decision that is understood and accepted by the community	Community Vibrancy
3	Work with SRCHN to source funding for Lot A development	Continue to work with SRCHN to build the facility that we have spend design money on	A seniors/youth centre and seniors affordable housing complex on Lot A	Effective Governance
3	Explore Public Plaza partnership with Evergreen Shopping Centre	Integrate the Lot A public plaza and the Evergreen Shopping Centre for access and amenities	A public space that people use and enjoy	Community Vibrancy
3	Complete Asset Management Investment Plan	Know the amount of funding that is required to renew and replace District assets	Depreciation of assets is funded in the annual budget	Long-term Thinking

NEXT Actions				
Goal	Objectives	Description/ Purpose (Value)	Results	Council's Values
1	Develop annual planning and budget engagement plan	Identify engagement priorities for annual cycle and manage over engagement.	Citizens can see capital and operational projects develop over multiple years in the financial plan	Effective and Consistent Communication
2	Draft climate adaptation mitigation strategy	Enhance resiliency & capacity	Establish tangible/ actionable ways to make a positive change addressing the climate.	Environmental Leadership
2	Create policy aligning with climate adaptation and mitigation strategy	DOS Emergency Plan keeps up to date with Emergency Program Act modernization	Updated DOS Emergency Plan	Long-term Thinking
3	Review Zoning and other Bylaws recommended in the new OCP	Have a plan to amend bylaws affected by the new OCP	Zoning, servicing and processing development and building applications are aligned with OCP	Effective Governance