



DISTRICT OF SECHLT

2019–2022 STRATEGIC PLAN

APRIL 2019



WHO WE ARE



*District of Sechelt Council | BACK ROW LEFT TO RIGHT: Eric Scott, Alton Toth, Tom Lamb and Matt McLean
FRONT ROW: Janice Kuester, Mayor Darnelda Siegers, Brenda Rowe*

The District of Sechelt, named after the *shíshálh* people on whose unceded lands it was built, is located on the Sunshine Coast in southern British Columbia. With a current population of just over 10,000 and a trading area of 30,000, the community maintains a unique economic balance between small-scale manufacturing, retail and service sectors, tourism, and industrial uses. The municipality is bounded by the Salish Sea on the south, Sechelt Inlet and Porpoise Bay on the north, Roberts Creek to the east and Halfmoon Bay to the west.

Sechelt, famous for its relaxed seaside vibe, has it all with a vibrant arts presence, unparalleled recreation opportunities, entrepreneurial spirit and strong community values. With easy access to tidal, fresh water and backcountry recreation it is quickly becoming a hub for outdoor enthusiasts.

We are a growing community that embraces smart and sustainable development. With a business friendly attitude and a supportive municipal council, the District of Sechelt works with developers and business owners to streamline processes and foster success.

VISION | What we are aiming for

The District of Sechelt strives to be a more sustainable community which provides an exceptional quality of life for every age and stage of life.

MANDATE | Our roles and responsibilities

The District plays an important role in the daily lives of our residents. Whether it is addressing affordable housing needs, providing community services, improving infrastructure and municipal services or determining how we will strengthen the economy, we must manage the needs of today, while planning for the future.

The mandate of the Council is to provide services and programs to build and support a prosperous, healthy, caring and sustainable community.

We will do this by:

- Providing good governance
- Encouraging effective and open communication
- Working to obtain additional resources and supports for our community
- Working to remove unnecessary roadblocks and red tape
- Demonstrating sound leadership
- Wisely stewarding our scarce resources
- Encouraging a culture of respect
- Promoting continual improvement

CORE VALUES | What guides us in fulfilling our mandate

We believe in being:

- Representative of the community as a whole
- Responsive to changing needs, technologies and challenges
- Respectful of differing needs, cultures and the land we live on
- Accountable for the decisions we make
- Honest

2019–2022 STRATEGIC PRIORITIES

THE STRATEGIC PLANNING CONTEXT

The Strategic Plan is a statement of the District’s overall vision and priorities. It will be implemented through various actions, policies, plans, and regulations. Council is committed to working collaboratively with the administration, stakeholders, residents and senior levels of government to ensure that our plans and policies are designed and developed to effectively achieve our vision. These include:

1. Revising or reinforcing our overall direction through the Official Community Plan and the Integrated Community Sustainability Plan (ICSP).
2. Developing and implementing more focused planning through area and neighbourhood plans, corridor plans and special district plans.
3. Updating and implementing our various master plans and technical studies such as the Transportation Master Plan, Urban Forest Plan, and Parks and Open Space Master Plan.
4. Developing new strategies associated with housing affordability, harbour development, downtown revitalization and airport development.
5. Implementing our strategies through our financial and regulatory tools such as the Financial Sustainability Plan, capital project planning and budgeting, and operational budgeting. The District is also committed to land use regulatory reform by updating the land use bylaw, amenity contribution policy, development cost charges bylaw, subdivision and development control bylaw and improvements to the Development Permit guidelines.

1

PROMOTING ECONOMIC PROSPERITY

The District is committed to developing a more prosperous and economically resilient community by supporting a spectrum of workplace opportunities from home-based business to marine and airport-related industrial activities.

We will do this by:

- 1.1 Exploring opportunities to enhance the economic potential of the airport lands, harbour and wharf.
- 1.2 Developing an airport development strategy and identifying grant opportunities.
- 1.3 Creating a Council committee of business leaders to develop a Sechelt economic development strategy that supports local job creation, local investment, and will enhance and sustain local businesses.
- 1.4 Continuing to support regional economic development strategies through the Sunshine Coast Regional Economic Development Organization.
- 1.5 Continuing to support the work of Sunshine Coast Tourism and leverage opportunities to promote tourism and enhance the visitor experience in Sechelt.

2 ENHANCING FISCAL SUSTAINABILITY

The District focusses on fiscal sustainability of the municipality to ensure we can continue to provide needed services and infrastructure.

We will do this by:

- 2.1 Continuing to improve our asset management program.
- 2.2 Implementing internal processes and software to track our operational activities to find efficiencies and cost savings.
- 2.3 Developing a risk mitigation strategy.
- 2.4 Ensuring financial resiliency by building reserves and improving investment strategies.
- 2.5 Reviewing our fees and charges to ensure adequacy and fairness.

3 ENHANCING COMMUNITY LIVEABILITY

The District is committed to the improvement of community sustainability, accessibility, affordability and community health and well-being.

We will do this by:

- 3.1 Planning neighbourhoods to enable all residents to meet their daily needs easily, safely and conveniently by linking neighbourhoods with pathways, sidewalks, bicycle lanes and transit routes.
- 3.2 Providing a mix of housing types throughout the District that provide options for a range of needs and incomes.
- 3.3 Addressing housing affordability and homelessness by: lobbying senior levels of government to secure funding and other social supports; and working collaboratively with regional partners to develop a comprehensive affordable housing strategy.
- 3.4 Giving consideration to community safety and well-being in operational practices and infrastructure projects.
- 3.5 Providing support to community arts and culture initiatives.
- 3.6 Taking the actions to reach the goals in the Festival and Events Strategy, and the Public Art Program and policy.

2019–2022 Strategic Priorities

4

MANAGING GROWTH EFFECTIVELY

The District is committed to managing growth in a way that stewards scarce resources, protects environmentally sensitive areas, and provides appropriate and sustainable housing and employment opportunities.

We will do this by:

- 4.1 Revising and updating the Official Community Plan to reflect the vision and to improve predictability in growth and development objectives.
- 4.2 Updating the Subdivision and Development Control Bylaw (Bylaw No. 430) to better align with District needs and community liveability and sustainability.
- 4.3 Updating the density bonusing policy and the amenity contribution policy to better define and incentivise community liveability and sustainability.
- 4.4 Updating the Liquid Waste Management Plan and aligning our development priority areas with our servicing areas.

5

REVITALIZING THE DOWNTOWN

The District is committed to developing a vibrant downtown for visitors and the people who live and work in our community.

We will do this by:

- 5.1 Providing support and streamlining processes to facilitate success for community-lead downtown projects.
- 5.2 Identifying and improving infrastructure needs to support downtown business and activities.
- 5.3 Working collaboratively with land owners, the Sechelt Downtown Business Association and the Sechelt Chamber of Commerce to reduce vacant premises, address parking needs, and identify service improvements.
- 5.4 Developing a pedestrian-first policy to improve access and vibrancy in the downtown.
- 5.5 Initiate encourage and support art in public places.

6

IMPROVING GOVERNANCE AND COMMUNICATION

The District is committed to open, transparent and accountable governance and communications.

We will do this by:

- 6.1 Operating and communicating in a timely manner with transparency and accountability following best practices for local government.
- 6.2 Improving communications with the community and increasing public participation by implementing the goals and objectives of the Communications Plan.
- 6.3 Providing opportunities for public participation in the decision making process.
- 6.4 Pursuing federal reconciliation recommendations.
- 6.5 Identifying opportunities for shared services and projects with stakeholders and other governments.

7

IMPROVING OPERATIONS AND INFRASTRUCTURE

The District is committed to improving the delivery and effectiveness of municipal services and infrastructure throughout the District to meet community needs and to respond to changing conditions.

We will do this by:

- 7.1 Improving the programming of the Water Resource Centre and developing a strategy for the use of reclaimed water.
- 7.2 Working collaboratively with our regional partners to improve the supply, storage and delivery of water.
- 7.3 Demonstrating leadership by implementing district water conservation measures and exploring water supply options.
- 7.4 Working with our community, stakeholders and volunteer groups to implement the priority parks and trails projects identified through the Parks and Open Space Master Plan.
- 7.5 Completing the construction of the Parks and Public Works Operation Building.
- 7.6 Completing the Suncoaster Trail Phase 2.
- 7.7 Developing a strategy for fully utilizing District owned community facilities.



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