



## Village of Sayward 2023 Strategic Plan

# Strategic Plan – Priorities 2023





## Village of Sayward

### Mission Statement:

**“We shall promote improvement and development of a strong and vibrant community for our residents”**

### Core Values:

- We are accountable to our constituents and to the Village of Sayward
- We work as a committed team in the spirit of collaboration and community
- We are caring and respectful in all our interactions and relationships
- We are open and honest. We adhere to the highest standards of ethical conduct
- We deliver effective public service through professionalism and creativity

### Vision Goals:

- Promote economic development
- Provide the best healthcare and social services for our community
- Promote Sayward as a tourism destination
- Affordable quality services are delivered in a fiscally responsible way
- The Village is a leader in local governance, with diverse jurisdictions, including First Nations, working together cohesively and collaboratively.
- Work in cooperation with the Area A director, SRD and other government agencies

## COMMUNITY RELATIONS

Priorities	Progress Measures	Timeline	Resources Required (Budget, Consultant, Contractor, Equipment, Machinery, Administration)
<ul style="list-style-type: none"> <li>• <b>Show progress toward reconciliation with K’omoks First Nation and other First Nations</b></li> <li>• <b>Continue to negotiate a Framework Agreement with Western Forest Products (WFP) regarding the operations at the log sort</b></li> <li>• <b>Work with SRD on funding for services jointly used by all valley residents - Recreation, Fire, Health, Comox Strathcona Waste Management and Comox Strathcona Regional Hospital Board</b></li> </ul>	<ul style="list-style-type: none"> <li>• Steps taken to provide for visual and physical recognition of First Nation habitation in the Sayward area</li> </ul>	Q4	Administration, Budget
	<ul style="list-style-type: none"> <li>• Interpretive signage installed at KFN totem Pole and at other key Village locations</li> </ul>	Q4	Administration, Budget
	<ul style="list-style-type: none"> <li>• Legal Agreement in place to clarify terms and communications around early start times of WFP and measures in place to manage dust and noise</li> </ul>	Q4	Administration
	<ul style="list-style-type: none"> <li>• Noise Bylaw amended to permit agreement terms</li> </ul>	Q4	Administration
	<ul style="list-style-type: none"> <li>• Data collected and presented to Council early 2022; new agreements in place, funding obtained from SRD for Recreation and Health Clinic</li> </ul>	Q4	Administration, Budget

**ECONOMIC DEVELOPMENT**

<b>Priorities</b>	<b>Progress Measures</b>	<b>Timeline</b>	<b>Resources Required</b> (Budget, Consultant, Contractor, Equipment, Machinery, Administration)
<ul style="list-style-type: none"> <li>• <b>Encourage and support new housing initiatives</b></li> </ul>	<ul style="list-style-type: none"> <li>• Updated development framework including updated Zoning Bylaw</li> </ul>	Q2-Q4	Administration
<ul style="list-style-type: none"> <li>• <b>Finalize Official Community Plan (OCP)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Provide access to additional staff resources to administer new building and development applications</li> </ul>	Q2-Q4	Administration
<ul style="list-style-type: none"> <li>• <b>Revise and update Zoning Bylaw</b></li> </ul>	<ul style="list-style-type: none"> <li>• OCP Bylaw adopted</li> </ul>	Q2-Q4	Administration, Budget
<ul style="list-style-type: none"> <li>• <b>Support prospective businesses interested in locating to the Sayward area</b></li> </ul>	<ul style="list-style-type: none"> <li>• New Zoning Bylaw in place</li> </ul>	Q4	Administration
<ul style="list-style-type: none"> <li>• <b>Support prospective businesses interested in locating to the Sayward area</b></li> </ul>	<ul style="list-style-type: none"> <li>• Keep the Village website updated with links to business &amp; development resources and community partners (ex. CR Chamber of Commerce, ICET, etc.)</li> </ul>	Q2-Q4	Administration
<ul style="list-style-type: none"> <li>• <b>Work with local organizations and the Tourism Committee to promote tourism and attract business investment to the Sayward area</b></li> </ul>	<ul style="list-style-type: none"> <li>• Businesses promoted using business licence directory and promotion incentives</li> </ul>	Q2-Q4	Administration, Budget
<ul style="list-style-type: none"> <li>• <b>Work with local organizations and the Tourism Committee to promote tourism and attract business investment to the Sayward area</b></li> </ul>	<ul style="list-style-type: none"> <li>• Progress made on the Working Waterfront Project in accordance with Part 3.4 of the OCP</li> </ul>	Q3-Q4	Administration, Budget, Consultant
<ul style="list-style-type: none"> <li>• <b>Support existing businesses</b></li> </ul>	<ul style="list-style-type: none"> <li>• Keep the Village website updated with links to business &amp; development resources and community partners (ex. CR Chamber of Commerce, ICET, etc.)</li> </ul>	Q2-Q4	Administration

**ASSET MANAGEMENT**

<b>Priorities</b>	<b>Progress Measures</b>	<b>Timeline</b>	<b>Resources Required</b> (Budget, Consultant, Contractor, Equipment, Machinery, Administration)
<ul style="list-style-type: none"> <li>• <b>Complete Water Master Plan</b></li> <li>• <b>Complete Sewage Capacity Study</b></li> <li>• <b>Plan for full replacement of water, sewer, drainage, and road infrastructure</b></li> </ul>	<ul style="list-style-type: none"> <li>• Water Master Plan approved by Council</li> <li>• Sewage Capacity Study approved by Council</li> <li>• Use information from Water Master Study and Sewage Capacity Study to apply for grant funding and establish 8–10-year Infrastructure Replacement Strategy</li> </ul>	<p>Q3</p> <p>Q3</p> <p>Q2-Q4</p>	<p>Consultant</p> <p>Consultant</p> <p>Administration, Consultant</p>

<b>LIVING GREEN</b>			
<b>Priorities</b>	<b>Progress Measures</b>	<b>Timeline</b>	<b>Resources Required</b> (Budget, Consultant, Contractor, Equipment, Machinery, Administration)
<ul style="list-style-type: none"> <li>• <b>Establish Water Meter Bylaw for all commercial and industrial development and all new development</b></li> <li>• <b>Continue to work with the Provincial Government and K'omoks First Nation to secure an economically viable community forest</b></li> <li>• <b>Continue to expand the Community Garden and flower gardens throughout the Village</b></li> </ul>	<ul style="list-style-type: none"> <li>• Water Meter Bylaw in place and Village able to collect more information regarding water use</li> </ul>	Q4	Administration, Budget
	<ul style="list-style-type: none"> <li>• Community Forest secured with KFN and Provincial Government</li> </ul>	Q4	Administration, Budget, Consultant, Contractor
	<ul style="list-style-type: none"> <li>• Staff to research options, including costs</li> </ul>	Q3	Administration
	<ul style="list-style-type: none"> <li>• Community Garden revitalized</li> </ul>	Q3	Administration, Budget

<b>PROFESSIONAL DEVELOPMENT</b>			
<b>Priorities</b>	<b>Progress Measures</b>	<b>Timeline</b>	<b>Resources Required</b> (Budget, Consultant, Contractor, Equipment, Machinery, Administration)
<ul style="list-style-type: none"> <li>• <b>Ensure Village Council, staff and volunteers receive adequate emergency management training and the Village has an emergency response plan in place</b></li> <li>• <b>Continue Village Council, staff and volunteer professional development through various municipal and professional associations ensuring the Village continues to receive good value for the resources expended</b></li> </ul>	<ul style="list-style-type: none"> <li>• Staff and EOC representative reports to Council regarding quarterly meetings with stakeholders.</li> <li>• Emergency response plan in place</li> </ul>	<p>Q1-Q4</p> <p>Q1</p>	<p>Administration, EPC, Council time</p> <p>Administration, EPC</p>
	<ul style="list-style-type: none"> <li>• Council, staff &amp; volunteers <i>Training Plan</i> developed by CAO with budget confirmed</li> </ul>	<p>Q1-Q4</p>	<p>Administration, Budget</p>
	<ul style="list-style-type: none"> <li>• Training taken</li> </ul>	<p>Q1-Q4</p>	<p>Administration, Budget</p>

**TOURISM DEVELOPMENT**

<b>Priorities</b>	<b>Progress Measures</b>	<b>Timeline</b>	<b>Resources Required</b> (Budget, Consultant, Contractor, Equipment, Machinery, Administration)
<ul style="list-style-type: none"> <li>• <b>Continue the Village beautification program including upgrading signage, cleaning and painting Village buildings and structures, and enhancing the Village gardens</b></li> <li>• <b>Work with local organizations and the Regional District to enhance signage and way finding in Sayward</b></li> <li>• <b>Support and work with the Tourism Committee</b></li> </ul>	<ul style="list-style-type: none"> <li>• Off Road Vehicle (ORV) signage installed indicating the location of the designated ORV route</li> <li>• Work with the Tourism Committee to promote Trails</li> <li>• Additional signage installed</li> <li>• Meetings attended and joint initiatives completed</li> <li>• Host one annual meeting with the Tourism Committee to identify initiatives to be included in the Financial Plan</li> </ul>	<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q2</p>	<p>Administration, Budget</p> <p>Administration</p> <p>Administration, Budget</p> <p>Administration</p> <p>Administration</p>



**VILLAGE OPERATIONS**

<b>Priorities</b>	<b>Progress Measures</b>	<b>Timeline</b>	<b>Resources Required</b> (Budget, Consultant, Contractor, Equipment, Machinery, Administration)
<ul style="list-style-type: none"> <li>• <b>Create and staff Public Works on call back up position</b></li> <li>• <b>Review tax ratios</b></li> <li>• <b>Determine the ownership and responsibility of breakwater ships and develop strategies to reduce risk</b></li> </ul>	<ul style="list-style-type: none"> <li>• Public Works back-up hired</li> <li>• Updated tax ratio system</li> <li>• Plan in place to manage breakwater</li> </ul>	<p>Q4</p> <p>Q4</p> <p>Q4</p>	<p>Administration, Budget</p> <p>Administration</p> <p>Administration</p>