

Strategic Plan 2019-2023

Adopted: November 18, 2019



Message from Saanich Council

We are pleased to present the District of Saanich 2019 – 2023 Strategic Plan.

The coming years will bring opportunities and challenges. We will move forward with the resolve and focus to build on our past accomplishments and look to our current and future priorities. Through collaboration, informed decision-making and a commitment to action, we will continue to make steady progress toward the Saanich Vision and advance the interests of our citizens.

We welcome your input and comments on the goals, initiatives and actions we have set out in this plan via the Corporate Services Department in person, by telephone at 250-475-1775 or through email to strategicplan@saanich.ca.

The Strategic Plan is available on saanich.ca and is also available in printed form at the Municipal Hall, recreation centres and Saanich libraries.



Top (left to right): Councillors Zac de Vries, Judy Brownoff, Colin Plant, Nathalie Chambers, Ned Taylor
Bottom (left to right): Councillors Karen Harper, Susan Brice, Mayor Fred Haynes, Councillor Rebecca Mersereau

Achieving the vision

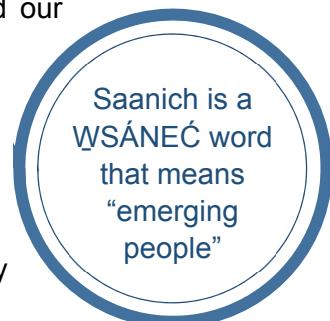
The Strategic Plan is Saanich's roadmap that tells us where we are going and what kind of community we hope to be.

Saanich strives to be an inclusive community where diversity thrives and our residents feel supported.

Saanich lies within the Coast and Straits Salish territory, the traditional territories of the Lekwungen and WSÁNEĆ peoples, and is mindful of its commitment to reconciliation and relationship-building with neighbouring First Nations.

Our Strategic Plan is guided by three fundamental elements adopted by Saanich Council:

- Our vision or Official Community Plan (OCP);
- Our mission; and
- Our values.



The Official Community Plan expresses the fundamental values and goals of our community and describes a future view of our community that we are committed to achieving. The OCP embraces three themes that Council and the community identified as core focus areas for Saanich over the next 20 years, including environmental integrity, social well-being and economic vibrancy.



Mission and values

Our mission describes both our purpose and our practices. It acknowledges that Saanich serves many stakeholders, and all of their interests are important to us. Our mission also speaks directly to our employees, without whose tremendous effort and contributions we can never achieve our goals. Both our OCP and mission are founded on the values that guide all our actions and decisions.



Strategic Plan process

The Saanich Strategic Plan process has evolved steadily, with successive Councils adding many progressive elements to improve corporate direction and accountability.

This plan is the result of the collaborative efforts of Council and staff. The goals outlined in this plan guide municipal staff in delivering services, setting priorities and developing programs.

Initiatives or actions for achieving the goals have been determined. Every initiative/action is aligned with the OCP, however, the majority of the initiatives/actions are also informed by another process, program, strategy, master plan or public body. These initiatives/actions are a to-do list; they are concrete steps to achieve the strategic plan.

This Strategic Plan is a continual work in progress. Over time, new priorities, opportunities, demands and challenges will emerge, and may be incorporated into the strategic planning process.



We will use the Strategic Plan to:

- define the municipality's priorities, processes, and short and long term plans;
- guide work priorities through departmental plans;
- prioritize budget and resource allocations through the five-year financial plan;
- provide context for staff reports to Council; and
- evaluate achievement of Saanich goals.

Ultimately, the success of the Strategic Plan is moving toward our vision.





Goals

Community well-being

Diversity, respect and inclusion is vital

- Ensure all residents, including those that are housed and those experiencing homelessness, are represented in the solutions or decisions
- Acknowledge the diversity of our community and changing demographics
- Ensure the inclusion of all by adapting Saanich plans appropriately
- Continue support to the Age-friendly Initiative

Public safety is critical to livability in our community

- Ensure public safety through high-quality and effective police, fire, crime prevention and regulatory services
- Strengthen road safety for all transportation modes
- Maintain citizens' sense of safety and security in our neighbourhoods
- Support continued improvement of our emergency preparedness programs

A healthy community is a worthy investment

- Collaborate with partners and organizations that complement our work
- Continue commitment to parks, trails and recreational amenities which are vital to a healthy, vibrant and livable community

Relations with our Indigenous neighbours are valued

- Commit to a leadership role in reconciliations
- Strengthen relationships with Indigenous populations
- Implement projects and initiatives that improve government to government relationships



Goals

Affordable housing, land use and infrastructure management

Affordable and diverse housing that meets our residents' needs now and in the future

- Increase housing supply and diversity to support more affordable, vibrant and inclusive communities
- Continue to work with regional partners on regional homelessness solutions.
- Seek opportunities to work with partners to build purpose-built and non-market housing

Land use decisions are consistent with our community-supported plans

- Ensure land use planning recognizes and protects our rural and urban character while encouraging a suitable mix of housing in our neighbourhoods
- Continue to conduct long term planning at the local level integrating environment, housing, transportation, economic development, community amenities and services
- Continue to protect our urban containment boundary

Asset management is critical to sustainable, effective service delivery

- Implement an asset management strategy that promotes financial sustainability and integrates climate change in the provision, renewal and enhancement of services, facilities and assets
- Continue to provide stewardship of existing and future built and natural assets

Active transportation networks help our residents commute and connect

- Integrate sustainable modes of transportation with land use planning
- Build connected neighbourhoods with a focus on active transportation and accessible services



Goals

Organizational excellence

Good governance balances speed, transparency and engagement

- Ensure community engagement is measured and meaningful
- Review governance structures to better leverage volunteer and committee contributions
- Balance community input and engagement with the necessity to make timely final decisions
- Promote meaningful opportunities for community engagement
- Proactively communicate about our community's challenges, opportunities and unique attributes
- Use care when determining our role with issues outside of foundational local government responsibilities

Financial decisions are based in stability, prudence and long term sustainability

- Uphold sound financial management policies and decision-making so residents remain confident that tax dollars are being spent wisely
- Ensure sustainable and effective funding strategies are in place to continue to provide quality services, infrastructure and facilities for Saanich current and future residents
- Safeguard Saanich taxpayer interests when faced with service provision or funding shifts from the provincial and federal government

Strong internal processes support service excellence

- Align bylaws and enforcement with strategic initiatives
- Continue commitment to update and implement our master plans and strategies
- Ensure effective, efficient and responsive customer service through:
 - investment in technology upgrades protecting the integrity, privacy and security of our information assets;
 - investment in our facilities; and
 - a commitment to innovation and continuous improvement as we implement best practices

A high performing workforce is our greatest asset

- Maintain a healthy, dynamic and safe workplace that consistently attracts and retains top-quality people and enables them to perform at their best



Goals

Economic diversification

A diversified economic base is foundational to community vibrancy

- Foster an environment that attracts new businesses and industries that fit in Saanich and nurtures existing businesses and industries
- Ensure doing business with Saanich is encouraging and supportive
- Promote Saanich as an effective place for businesses and industries to invest
- Ensure protection of commercial and industrial lands

Strategic dialogue with key institutions and organizations creates synergies

- Engage in strategic dialogue with post-secondary institutions, school districts and other key organizations located in Saanich and seek opportunities to leverage mutual benefits with these strategic partners

Economic development is a key focus area

- Provide support for initiatives and to organizations which enhance economic development in Saanich and the region
- Investigate opportunities for Saanich based economic development



Goals

Climate action and environmental leadership

Steward the natural environment

- Focus on initiatives that reduce carbon dependency, enhance energy resilience, conserve energy and resources, and reduce waste, while protecting and enhancing the health of ecosystems
- Improve the quality of stormwater entering our watersheds
- Engage the community in recognizing and protecting our unique biodiversity and habitat
- Increase the number of trees in Saanich to support a wide range of environmental and community services
- Encourage local agriculture by supporting food security and farmland initiatives
- Lead change in behaviours that support a more responsible and sustainable approach to the environment
- Work towards our goal of carbon neutrality by 2030
- Contribute to the mitigation of climate change and its effects

Balanced transportation initiatives are supported to reduce our environmental impact

- Promote active transportation through a convenient, affordable, accessible and efficient transportation system
- Manage our transportation system efficiently as the community evolves
- Prioritize walking, cycling, transit, and other sustainable modes of transportation
- Work to enhance accessibility and usability of transit

Building stock transformation helps curb climate change and integrity of natural systems

- Support initiatives that reduce carbon emissions of buildings and improve their overall environmental performance
- Contribute to the restoration or enhancement of natural systems through re-development opportunities



Initiatives/Actions

Community well-being

Initiative	Description	Timing
Funded		
Migrate to Industry Canada's dedicated public safety radio frequencies	700 Mhz - P25 network has been built and tested in the core municipalities of Saanich, Victoria, Esquimalt and Oak Bay. The Saanich Police Department will transition in Q1 2019 and the Saanich Fire Department will transition in early Q2 2019.	Complete by Q4 2019
Plan for the use and management of major parks and open spaces	Provide the final draft of the Cedar Hill Park Management Plan to Council by Q4 2019. Provide recommendations to Council regarding subsequent planning processes based on Council's priorities. Parks capital budgets funds the planning processes. Implementation plans associated with developed plans are typically unfunded.	Complete by Q1 2020
Consider options on how community contributions can be negotiated in an equitable, clear and focused manner	Property developers can offer in-kind or cash community contributions as part of the re-zoning process. Our current process lacks clarity for the development industry and communities. Develop a report outlining approaches taken by other communities and options of how Council may wish to proceed.	Report to Council Q4 2019
Collaborate with the Ministry of Transportation and Infrastructure to identify and undertake safety improvements and advance active transportation initiatives	Provide support and feedback on the bus lane and McKenzie Interchange project, as needed. Advocate for Saanich interests in the South Vancouver Island Transportation Strategy. Advocate for safety improvements at provincially owned high collision intersections within Saanich.	Multi-year project



Initiatives/Actions

Community well-being

Initiative	Description	Timing
Funded		
Strengthen transportation safety for all road users	<p>Implement initiatives from the Active Transportation Plan that improve transportation safety through infrastructure improvements, policy development, and education and public outreach programs.</p> <p>Saanich Police Patrol and the Traffic Safety Unit will focus efforts on proactive road safety enforcement projects to detect and prevent alcohol and drug related impaired driving, speeding in the municipality, and distracted driving.</p>	Multi-year project

Initiative	Description	Timing
Partially Funded or Unfunded		
Reinforce and conduct ongoing reviews of bylaws, and review Saanich's bylaw enforcement approach	<p>Review processes used to update and reinforce bylaws, and continue to review approach to bylaw enforcement.</p> <p>This initiative is partially funded.</p>	Complete reviews by Q4 2020
Review bylaw enforcement hours of operation	<p>Complete a review of the bylaw enforcement implications associated with extending the hours of operations of bylaw enforcement staff to weekends.</p> <p>This initiative is partially funded.</p>	Complete by Q4 2020



Initiatives/Actions

Community well-being

Initiative	Description	Timing
Partially Funded or Unfunded		
Assess the need for childcare in Saanich and review/consider options to improve access	<p>Saanich and its six municipal partners will develop a robust inventory of childcare services and identify any service gaps.</p> <p>The consultant's report will provide recommendations for implementation. Council will determine Saanich's level of involvement.</p> <p>Phase one of this initiative is funded through a UBCM grant.</p>	Multi-year project – Complete phase one by Q4 2020
Proactively support the installation of public art in the community	<p>Through Saanich's Arts Policy, public art is a requirement of major above-ground municipal construction projects. Council also has the ability to acquire public art, typically in relation to a significant event or initiative. Saanich works with non-profits and private land owners who wish to create public works of art for the benefit and enjoyment of the community.</p> <p>There are some public art projects currently underway related to:</p> <ul style="list-style-type: none">▪ Canada 150;▪ First Nations Reconciliation; and▪ Saanich Fire Hall No. 2 upgrade. <p>This initiative is partially funded.</p>	Multi-year project
Undertake a citizens' assembly to explore the costs, benefits, and disadvantages of amalgamation between Victoria and Saanich	<p>Provide support to the citizens' assembly as they explore the needs and interests of local residents, examine the implications of an amalgamated municipal structure, and advise Saanich and Victoria Councils on the costs, benefits and disadvantages of amalgamation.</p> <p>This initiative is partially funded.</p>	TBD



Initiatives/Actions

Community well-being

Initiative	Description	Timing
Partially Funded or Unfunded		
Improve parking enforcement	<p>In an effort to reduce operating costs, improve service delivery and cost recovery, Saanich Police will work with the District to research a better model for parking enforcement.</p> <p>This initiative is unfunded.</p>	TBD
Rename Mount Douglas Park	<p>Work with partners, First Nations and other stakeholders to develop a process and agreement for the renaming of Mount Douglas Park.</p> <p>This initiative is unfunded.</p>	TBD



Initiatives/Actions

Affordable housing, land use and infrastructure management

Initiative	Description	Timing
Funded		
Explore the potential for garden suites as a new housing option in Saanich	<p>Garden suites are small detached dwellings located in the rear yards of single family dwelling lots.</p> <p>The last round of community engagement is complete. A report to Council outlining community feedback, and potential regulations and implementation process is in the final stage of drafting. Present the report to Council for consideration in late 2019.</p>	Complete by Q4 2019
Investigate inclusionary zoning guidelines as a means to provide more affordable housing in Saanich	<p>Inclusionary zoning requires and/or provides incentives to a developer to include affordable housing as part of their development.</p> <p>A report outlining the potential benefits and impacts of this approach to increase the supply of affordable housing is currently being drafted. Present report to Council for consideration in late 2019.</p>	Complete by Q4 2019
Complete the Uptown-Douglas Corridor Plan	<p>Create a 20 to 30 year vision and plan for the Uptown-Douglas Corridor to better guide growth and change.</p> <p>A draft plan is currently being developed and the final phase of community engagement on that draft plan will occur in Q3 of 2019.</p> <p>Present the final draft report to Council for consideration following community engagement.</p>	Complete by Q1 2020



Initiatives/Actions

Affordable housing, land use and infrastructure management

Initiative	Description	Timing
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Funded

Prepare a District-wide storm water management master plan	Develop a model of the entire drainage network (pipe, ditches, swales, etc.) and a detailed report outlining the network's capacity to receive and convey storm water for various rainfall intensities/durations. Consider climate change impacts for rainfall for major events to identify areas of susceptibility. The model and report will prioritize infrastructure replacement projects for capital renewal, inform future development cost charges programs and work with the development community to identify system constrictions early in the application stage. It is also a foundational stepping stone to the development of an Integrated Watershed Management Plan which considers both water quantity and quality impacts on receiving systems.	Complete by Q4 2021
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Initiative	Description	Timing
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Partially Funded or Unfunded

Explore modular housing options on municipal lands	Review options to work with BC Housing on developing modular supportive and/or affordable housing in Saanich. Present a report to Council in early 2020 for consideration. This initiative is partially funded.	Complete by Q1 2020
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Initiatives/Actions

Affordable housing, land use and infrastructure management

Initiative	Description	Timing
<h3>Partially Funded or Unfunded</h3>		
Update the 12 Local Area Plans	<p>The updated Local Area Plans will help provide direction for future growth and change in neighbourhoods and implement the overarching goals of Saanich's Official Community Plan.</p> <p>The process of updating the Local Area Plans is underway. Complete the first two plan updates by Q4 2019. The next two plan updates are proposed to commence in Q4 2019. The entire program is proposed to be completed in Q4 2024.</p> <p>As committed to at the start of the Local Area Plan update process, present a report to Council in late 2019 outlining learnings from the first two Local Area Plan updates.</p> <p>This initiative is partially funded.</p>	Complete by Q4 2024
Develop an asset management road map	<p>Develop a corporate asset management program which will include the creation of a Council policy, training of staff, analysis of all assets/categories, and the implementation of asset management software.</p> <p>This initiative is partially funded.</p>	Multi-year project
Implement the Panama Flats concept plan	<p>Saanich acquired Panama Flats to establish the site as public open space, provide flood plain management, optimize environmental values, create new parks and trails, and enhance food security. Discussions with the ALR is one of the first steps as outlined in the Panama Flats Concept Plan.</p> <p>This initiative is unfunded.</p>	Multi-year project



Initiatives/Actions

Affordable housing, land use and infrastructure management

Initiative	Description	Timing
<h3>Partially Funded or Unfunded</h3>		
Explore options to increase below market and rental housing in Saanich	<p>Increase below market and rental housing in Saanich by exploring and pursuing policy approaches, funding opportunities and partnerships</p> <p>This initiative is unfunded.</p>	Multi-year project
Develop a housing needs assessment framework	<p>Improve the understanding of current and future housing needs in Saanich through a housing needs assessment</p> <p>Saanich is currently working jointly with other CRD municipalities on a Regional housing needs assessment.</p> <p>This initiative is unfunded.</p>	TBD
Develop a housing strategy	<p>Develop a Saanich housing strategy to identify and implement policies to increase the supply, affordability and diversity of housing</p> <p>This initiative is unfunded.</p>	TBD



Initiatives/Actions

Organizational excellence

Initiative	Description	Timing
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Funded

Review structure, roles and appointment process for advisory committees and other Council appointments	Council will review the structure of their advisory committees. Considerations include terms of reference, mandates, appointment length and relevance to Council's Strategic Plan.	Complete by Q4 2020
Review and improve the development application process	Complete a service delivery assessment for all development application processes. Update policy, process and technology changes (e.g., digital submissions, plan check program, enhanced tracking) as resources permit.	Complete by Q4 2020

Initiative	Description	Timing
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Partially Funded or Unfunded

Review and update the Council Procedural Bylaw	Review and adopt a revised Council Procedure Bylaw to reflect good governance, accountability and transparency while promoting efficiency for meetings of Council and committees. This initiative is partially funded.	Complete by Q2 2020
Conduct a long-term financial planning process	Long term financial planning is the process of aligning financial capacity with long-term service objectives. We aim to develop strategies to achieve long-term financial sustainability. This initiative includes updating Saanich's infrastructure replacement funding strategy. This initiative is partially funded.	Complete by Q4 2020



Initiatives/Actions

Organizational excellence

Initiative	Description	Timing
Partially Funded or Unfunded		
Establish metrics related to a high-performing workforce	<p>Establish metrics to measure organization health, behavior, activities, and performance. Using those measures, work with a consultant to develop and undertake an employee engagement survey.</p> <p>This initiative is partially funded.</p>	Complete by Q4 2020
Integrate electronic records management	<p>Integrate and improve the management of Saanich's electronic records. This initiative aims to move us away from paper based records.</p> <p>This initiative is unfunded.</p>	TBD



Initiatives/Actions

Economic diversification

Initiative	Description	Timing
Funded		

Partially Funded or Unfunded

Consider the creation of an economic development strategy	Develop a report outlining potential options for the creation of an economic development strategy. This initiative is unfunded.	TBD
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Initiatives/Actions

Climate action and environmental leadership

Initiative	Description	Timing
Funded		
Support the Capital Regional District (CRD) as they complete the Core Area Wastewater Treatment Project	<p>Final approvals for projects in Saanich will be complete by Q3 2019. The CRD will then start drafting the engineering designs for Saanich infrastructure improvements (i.e., curb, gutter and sidewalk on Esson and Grange roads; traffic circle at the intersection of Vincent and Obed).</p> <p>Oversee Construction work on Saanich roadways until the end of the project in Q4 2020. Start discussions with the CRD to complete a municipal access agreement to address items such as emergency response, notification of work, future permit processes, etc. as a framework for CRD maintenance work in Saanich.</p>	Complete by Q4 2020
Commence the Shelbourne Street Improvement Project (SSIP)	The SSIP is a three-phase project which implements the short-term mobility improvements identified in the Shelbourne Valley Action Plan. The upgrades will deliver positive benefits including safer routes for all types of transportation users; modern underground utilities to serve long-term needs; improved landscape and roadways; and the creation of a more walkable, cycle-friendly community with easier access for everyone.	Complete by Q4 2022
Update Saanich's Climate Plan and implement actions	<p>The new Climate Action Plan is currently being drafted. The last phase of community engagement will take place in Q3 2019.</p> <p>An implementation strategy forms part of the updated plan and will guide ongoing work.</p>	Multi-year project – Plan to Council by Q1 2020



Initiatives/Actions

Climate action and environmental leadership

Initiative	Description	Timing
Funded		
Support BC Transit initiatives	<p>Provide technical input to BC Transit in the development and implementation of the updated BC Transit Corporate Strategic Plan.</p> <p>Support the principles of the BC Transit Future Plan and seek opportunities to advance initiatives through transportation improvement projects.</p> <p>Participate in discussions advancing the Uptown Multi-Modal Transit Hub and secure positive community amenities.</p>	Multi-year project
Introduce an Environmental Policy Framework with a focus on climate change, stewardship and biodiversity	<p>Council will develop terms of reference for a Technical Advisory Committee to support staff in reviewing and preparing the draft goals and objectives of the Environmental Policy Framework, and subject to input from the public and Council.</p> <p>The committee will further refine the scope for the Environmental Policy Framework and data collection, and develop an evaluation matrix for the selection of policy tools. Council will allocate resources for a temporary staff position to manage the environmental database, mapping and GIS production while staff identify implications, including climate change, administrative costs and likely effectiveness of the proposed interim measures. Prepare a report for Council highlighting opportunities to expedite the Environmental Policy Framework process.</p>	TBD



Initiatives/Actions

Climate action and environmental leadership

Initiative	Description	Timing
<h3>Partially Funded or Unfunded</h3>		
Implement key initiatives from the Agriculture and Food Security Plan	<p>The Agriculture and Food Security Plan outlines a coordinated approach to support agriculture and improve food security in Saanich over the next 10 to 15 years. Saanich Council endorsed the plan in September 2018 and work is underway to implement the key initiatives captured in the plan.</p> <p>Implementation will occur in phases and there is flexibility to adjust priorities if/as external funding opportunities arise and/or beneficial partnerships with other organizations arise.</p> <p>Initiative partially funded.</p>	Complete by Q3 2021
Enhance electric vehicle infrastructure in an effort to reduce greenhouse gas emissions	<p>Start the development of an electric vehicle infrastructure strategy later this year. The strategy will enable Saanich to create the infrastructure necessary to support residents, visitors and businesses to use or switch to electric vehicles and bicycles.</p> <p>Present the final draft strategy to Council for consideration in early 2020.</p> <p>This initiative is partially funded.</p>	Multi-year project - Complete Strategy by Q1 2020
Implement the existing Invasive Species Management Strategy	<p>Continue to decrease the impacts of invasive species in Saanich through programs on private and public lands. On public lands, continue to support and build the highly successful Pulling Together volunteer program. For private lands, a program will address invasive species management, including, roles and responsibilities, priorities, actions, community stewardship, partnerships, and resources.</p> <p>Both the Pulling Together Program and the private lands program are partially funded.</p>	Multi-year project



Initiatives/Actions

Climate action and environmental leadership

Initiative	Description	Timing
Partially Funded or Unfunded		
Review and implement the Urban Forest Strategy	<p>An update will begin with a review of the current Urban Forest Strategy (2010) to ensure that goals and actions continue to be relevant. The review will include a new tree canopy analysis to provide a current snap shot of Saanich, potential bylaw amendments, the creation of a spatial tracking system for replacement trees, boulevard trees, and newly planted public trees and other policy tools and programs along with proposed organizational structure and staffing levels required for successful implementation. A revised strategy will have a five-year implementation plan.</p> <p>Parts of the 2010 Urban Forest Strategy are partially funded. The review and update of the strategy is unfunded.</p>	Multi-year project



Initiatives/Actions

Climate action and environmental leadership

Initiative	Description	Timing
<h3>Partially Funded or Unfunded</h3>		
Encourage and support residents, institutions and businesses to generate less waste and increase recycling and composting of waste	<p>Move toward "lighter living" in Saanich at the municipal and community level. Reduce consumption and waste in Saanich with actions:</p> <ul style="list-style-type: none">○ Create a Zero Waste Strategy that creates the "infrastructure" and addresses gaps so waste reduction is easy and becomes second nature;○ Advocate for expanded producer responsibility to reduce un-recyclable waste production;○ Work with the CRD to enhance enforcement of the recyclable materials ban;○ Work with businesses and other governments on "circular economy" initiatives; and○ Motivate Saanich residents to reduce their consumption and choose low-carbon options through use of educational tools like the Saanich Carbon Calculator and by supporting "lighter living" initiatives like tool libraries and repair cafes. <p>Participate and provide strategic support on the CRD's Solid Waste Management Plan working group that promotes zero waste approaches; promotes the 3 Rs (reduce, reuse and recycle); maximizes use of waste material; and prevents organics, recyclables and household hazardous waste from going into the garbage.</p> <p>This initiative is partially funded.</p>	Multi-year project



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