

Strategic Plan

2011 - 2015



“Sewing the people”

View from Mt. Doug ~ looking North



Saanich Vision

Saanich is a sustainable community where a healthy natural environment is recognized as paramount for ensuring social well-being and economic vibrancy, for current and future generations.

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

~ Brundtland Report 1987

Mission

The District of Saanich’s Latin motto "Populo Serviendo" means “serving the people.” Our mission is to enhance the quality of life for citizens, visitors and future generations in our municipality and the region. We strive to live in harmony with each other and our environment and further our citizens’ economic, physical and social well-being.

Saanich Values

Saanich Council members and staff are guided by the following values:

Honesty ~ We tell the truth, follow through on commitments, are trustworthy and never accept favours nor misuse public time or property.

Acceptance ~ We treat everyone equally and justly.

Diligence ~ We are competent, industrious, creative and resourceful in accomplishing our tasks and we promote a safe and healthy workplace.

Consideration ~ We have the courage to express our feelings and convictions tempered with a genuine sensitivity toward the feelings and convictions of others. We seek first to understand, then to be understood.

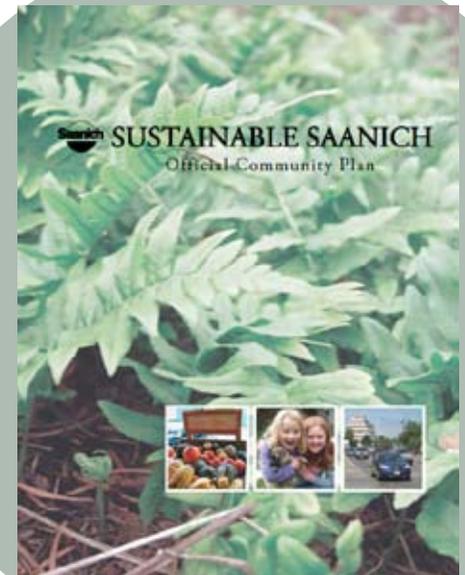
Respect ~ We hold each other and those we serve in high regard and have a modest sense of our own importance.

Service Excellence ~ We keep close contact with our customers and continually strive to provide effective service.

Responsibility ~ We take responsibility for our attitude, actions and behaviour, refusing to blame others or circumstances.

Loyalty ~ We are dedicated to the District of Saanich, its citizens and our fellow employees.

Stewardship ~ We are stewards of the environment and community assets, using the principles of sustainable development to ensure our ecological, social and economic future is not compromised.



Community Themes

The Official Community Plan embraces three themes that Council and the community identified as core focus areas for Saanich over the next twenty years. To ensure that the Strategic Plan remains focused on these priorities, the six Corporate themes are aligned to the respective Community Theme.

Corporate Themes

The six Corporate Themes remain as the key strategic focus. To ensure that the Strategic Plan remains centred on the priorities and needs in the community, Council advisory committees continue to be aligned with each of the Corporate Theme Groups.

Departmental Alignments

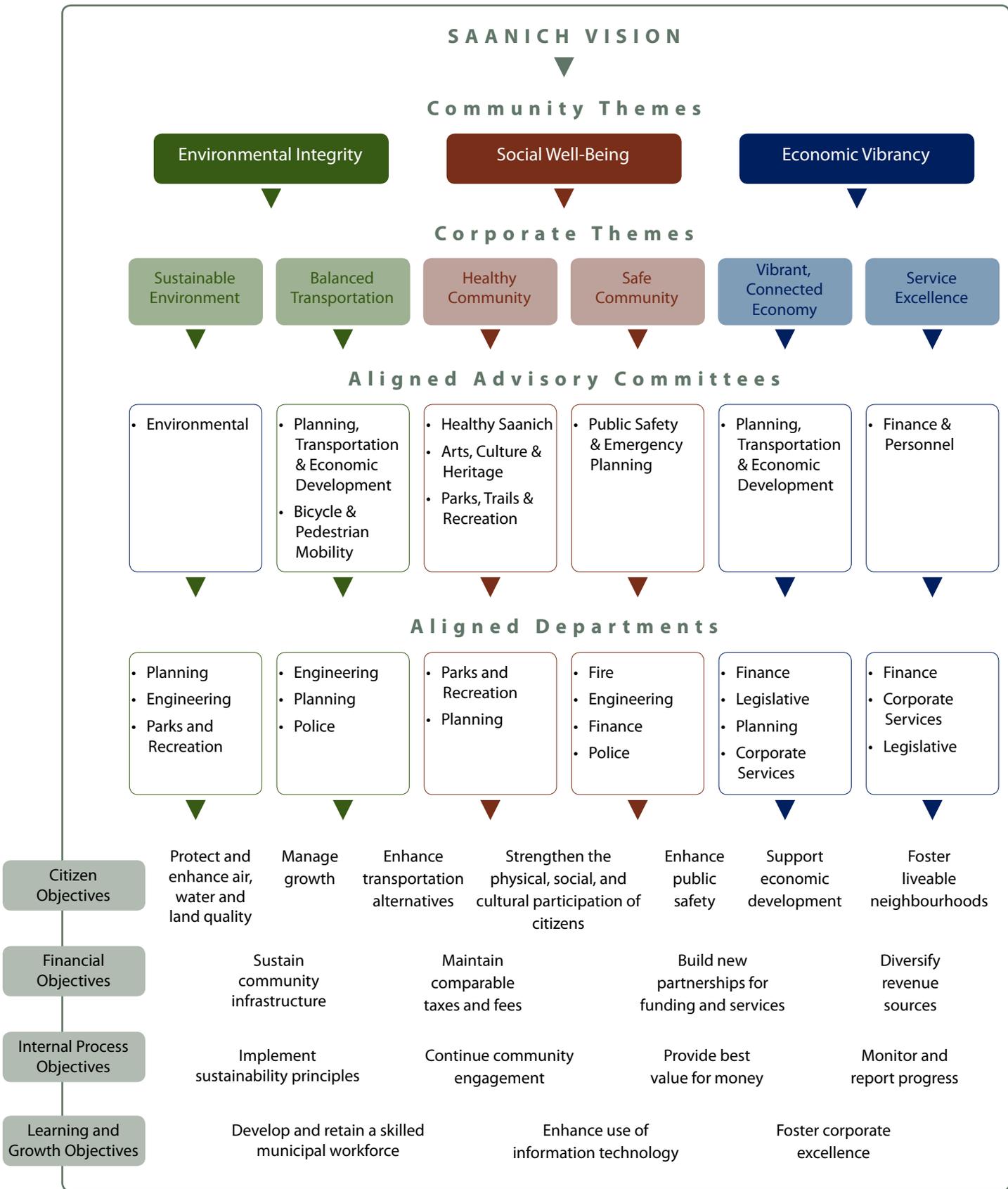
Each of the six Corporate Theme Groups is chaired by a Department Head who is the “Theme Group Leader.” Theme Group membership is cross-departmental and representatives are the staff members working toward the initiatives selected for the theme. The diagram on the following page outlines the departmental groupings for each theme.

Strategic Progress

How will we measure progress and show that we are living up to the principles in the Official Community Plan? To reflect progress, a traffic signal will be used to indicate how well and how often the guiding principles have been enacted. The principle policies contained in the OCP are listed at the end of this plan for reference. The target is to uphold all guiding principles when making decisions and taking actions throughout the year, which would result in a green light progress indicator assigned in the Annual Progress Report.



Alignment Diagram



Corporate Objectives

CITIZEN OBJECTIVES Is the municipality delivering services that citizens want?

Strengthen the physical, social and cultural participation of citizens

Promote public health and wellness by providing opportunities for residents to be physically, socially and culturally active. (C1)

Foster liveable neighbourhoods

Develop “Centres and Villages” as a focal point with business, service and housing opportunities that are accessible to surrounding neighbourhoods. (C2)

Manage growth

Balance modest growth with environmental sustainability and community values. (C3)

Protect and enhance air, water and land quality

Restore and protect air, land and water quality to support a healthy local ecosystem for plants, animals and people. (C4)

Support economic development

Take a leadership role in the promotion of a strong and growing local and regional economy. (C5)

Enhance public safety

Engage in problem solving partnerships with the community. Maintain a comprehensive emergency preparedness strategy involving emergency services, municipal staff, business and community associations. (C6)

Enhance transportation alternatives

Provide a range of transportation alternatives to enhance mobility of all citizens. Plan, design and construct transportation infrastructure that promotes and enhances safety. (C7)

LEARNING AND GROWTH OBJECTIVES How does the organization give our employees the tools and training to continually improve and respond to changing needs.

Develop & retain a skilled municipal workforce

Recruit and retain a workforce that is committed to and accountable for quality and value in the services it provides. (L1)

Enhance use of information technology

Improve efficiency and effectiveness of information technology in organizational processes. (L2)

Foster corporate excellence

Foster an environment of organizational wellness that supports excellence in meeting the needs of citizens. (L3)

FINANCIAL OBJECTIVES Is the municipality managing resources wisely?

Maintain comparable taxes and fees

Deliver a regionally comparable package of services, taxes and fees. (F1)

Diversify revenue sources

Increase and diversify the revenue base through levying user fees and selling our services to other municipalities. Grow the commercial tax base by enhancing the existing business sector and creating new business opportunities. (F2)

Build new partnerships for funding and services

Seek out cost-sharing or service delivery partnerships to reduce costs or improve services. (F3)

Sustain community infrastructure

Provide efficient, affordable, accessible and reliable public services, programs and utilities that sustain mobility, public safety, the economy and community liveability. (F4)

INTERNAL PROCESS OBJECTIVES How does the organization improve business processes?

Continue community engagement

Develop and strengthen partnerships with residents, neighbourhoods, community organizations, social services, schools, businesses and governments. (P1)

Implement sustainability principles

Continue to incorporate sustainability principles in land-use and transportation planning and in municipal operating and reporting systems. (P2)

Provide best value for money

Continually review operational processes, searching out redundancies, changing conditions or improved technologies to reduce cycle time and improve service to deliver best value for money. (P3)

Monitor and report progress

Continue to improve service delivery through use of best practices, regional cooperation and consultation to anticipate and exceed customer expectations. (P4)

Environmental Integrity

Saanich is a model steward working diligently to improve and balance the natural and built environments.

Conservation of life-supporting ecosystems is critical to the well-being and survival of our own and future generations. Without a healthy environment, social well-being, economic health, and sustainability of our community is not possible.

Looking after the natural environment, and mitigating the impact of the built environment, is an essential and shared responsibility between all levels of government, private interests, and the community. It requires awareness, cooperation, innovation, and action.

Environmental Integrity encompasses the Sustainable Environment and Balanced Transportation corporate themes. The policies adopted in the Official Community Plan (OCP) express the fundamental values and goals of the community and establish directions for achieving a collective vision.

To reflect progress toward Environmental Integrity within Saanich, a traffic signal will be used to indicate how well and how often the guiding principles of the OCP have been enacted. The principle policies contained in the OCP are listed at the end of this plan for reference. The target is to uphold all guiding principles when making decisions and taking actions throughout the year, which would result in a green light progress indicator shown in the Annual Progress Report.



Natural Environment

A healthy ecosystem is vital to the well-being of the region and planet, a healthy human community, and a vibrant economy. Native vegetation cleans the air, build soils, and regulates temperature.

Wetlands clean and hold water essential for life, and healthy soils support biodiversity.

Healthy oceans, lakes, and streams support fish and other aquatic life.

In addition, quiet, natural places and opportunities for viewing and experiencing natural spaces contribute to our quality of life within Saanich.

Saanich and its residents are considered to be leaders in the region in preserving and protecting the natural environment. The preservation and enhancement

of our natural heritage was founded and depends on raising public awareness, gaining support, and encouraging citizens, businesses, and institutions to conserve natural resources and restore the natural environment for the well-being of future generations. However, some practices will need to change if our community is to continue making progress in this area.

Ongoing and effective stewardship of the environment in the future calls for a renewed and enhanced commitment to habitat creation and protection, preservation of biodiversity, water and energy conservation, and measures to improve efficient land use and air quality. Sustainability practices also need to be entrenched into the management of growth and development, and as part of all corporate and community decision-making.

Built Environment

Containing and concentrating growth using the Urban Containment Boundary provides for better protection of rural and farmland, and environmentally sensitive areas and green spaces. It allows for more cost-effective servicing and makes alternative transportation more viable, while reducing non-renewable energy use. At the same time, it puts greater pressure on parts of the existing urban area to accommodate new development. To retain Saanich's liveability and improve its sustainability and vibrancy, the design and construction of the built environment will be critical.

Saanich has taken a leadership role in green building design through measures such as incorporating green building practices into municipal facilities,

undertaking life-cycle costing analysis for municipal construction and retrofit projects, and adopting LEED Silver or Gold-level certification for new construction, additions, and retrofits to civic buildings. Other initiatives include working with jurisdictions in the region to further promote consistent green building design and practice, encouraging green building learning and awareness, and recognizing achievement and excellence in the private sector.

Building on the Capital Regional District's Community Energy Plan, Saanich recently announced the development of a Climate Action Plan that aims to reduce energy consumption through energy efficiencies and the development of clean energy alternatives.

Saanich is a model sustainable community and steward of the environment.



Sustainable Environment

The challenge of any generation is to improve its natural and human environment before passing it on to the next generation. Saanich continues to restore and protect air, land and water quality and the biodiversity of its existing natural areas and ecosystems while responding and adapting locally to climate change and becoming carbon neutral in all municipal operations. Saanich demonstrates how modest growth can be accommodated while enhancing the overall environmental, social and economic health of the community.

Saanich departments work cooperatively on climate actions and Greenhouse Gas Emission reductions while supporting regional strategies of limiting growth in rural areas, enhancing the network of natural areas and open spaces, promoting complete communities, energy efficiency and green technologies.

Annual indicators focus on short term targets established in the Strategic Plan and measured in the Annual Progress Report the following year.

Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2011 Target
# of tonnes of waste diverted / generated in Saanich per year	New	20,276/60,694 = 33.4%	19,404/58,413 = 33.2%	19,422/53,423 = 36.4%	≥ 35 %
Average # of litres of potable water consumed per person per day	406.2	375.8	365.1	368.2	< 380
# of hectares in Saanich within the Agricultural Land Reserve (ALR)	New	New	New	1,872	≥ 1,872
# of properties located in Saanich that qualify for farm tax status	New	New	396	383	≥ 396
# of hectares of farmland in Saanich	New	New	New	1,713	≥ 1,713

Mid range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report.

Indicator	2001-2003 Actual	2004-2006 Actual	2007-2009 Actual	2012 Target
Number of additional multi-family units required per year to meet Saanich's 2026 Regional Growth Strategy (RGS) target	New	487 (2006)	0 (2009)	453
Municipal operations greenhouse gas (GHG) emissions in tonnes of CO ₂ equivalents	New	5,446 (2004)	4,813 (2009)	< 4,659
Community wide greenhouse gas (GHG) emissions in tonnes of CO ₂ equivalents	New	New	New	≤ 452,370
Urban Forest Cover	New	New	New	Establish baseline

Sustainable Environment 2011 - 2015 Initiatives

A healthy environment is an essential component of a socially progressive and economically vibrant community. Climate Change itself is the defining environmental challenge of this generation. The initiatives in this plan aim to make Saanich generally more sustainable and are specifically geared to address Greenhouse Gas Emission reductions in municipal operations and in the broader Saanich community plus develop adaptation strategies to reduce the physical impacts of climate change.



C4 Protect and enhance air, water and land quality

Owner: Parks and Recreation
Measure: Complete program
Target: December 2011
OCP policy: 4.1.2.3 & 4.1.2.27

a. Create a program to respond to invasive species and noxious weeds. This initiative from the Natural Areas Action Plan utilizes the principles of Early Detection Rapid Response and supporting community stewardship. The most economic and effective solution is to eradicate or control new populations before they become widespread problems. By having a program in place that uses all methods available, including volunteer support, species may be successfully controlled before they become established like English ivy and poison hemlock.

Owner: Planning
Measure: Complete project
Target: December 2012
OCP policy: 4.2.1.19

b. Encourage energy efficient new construction and the retrofitting of existing buildings through multiple initiatives to support and expand the existing District programs.

Owner: Parks and Recreation
Measure: Implement recommendations
Target: December 2011 and ongoing
OCP policy: 4.1.2.9

c. Review and implement strategies contained in the Urban Forest Strategy. The strategy is a long-term plan for the effective management of all trees and their associated ecosystems. In 2011, the focus will be on:

- Inventory the urban forest canopy
- Engage the community to amend the Tree Preservation Bylaw
- Develop the urban forest guidelines

Owner: Parks and Recreation
Measure: Complete
Target: December 2011 & ongoing
OCP policy: 4.2.8.12

d. Develop best management practices (BMP's) for maintenance activities within natural area parks. Parks has completed the template for these BMP's and will be drafting individual Practices in 2011. Natural parks areas play an important role in the protection of sensitive ecosystems. Developing best management practices will allow the municipality to work towards the long-term protection of these valuable areas.

Owner: Planning
Measure: 5 signs complete
Target: September 2011
OCP policy: 4.1.2.24

e. Design and install interpretive signs to promote and demonstrate stewardship. Using Naturescape BC principles, Low Impact Design for stormwater management, watershed identification and ecological restoration, Saanich can broaden the understanding of land owners to improve aquatic and terrestrial habitat. Signs can be made for use at different times in various neighbourhoods.

Sustainable Environment

2011 - 2015 Initiatives

C4 Protect and enhance air, water and land quality continued

Owner: Planning
Measure: Complete
Target: December 2013
OCP policy: 4.1.2.7, 4.1.2.4, 4.1.2.1 & 4.1.2.5,

f. Expand the inventory and mapping of sensitive ecosystems in Saanich to include smaller environmentally significant areas (ESA's), remnant rare and endangered ecosystems, and linkages between these areas. The current inventory is incomplete and many important and smaller ESA's are unmapped. Better mapping will assist in identifying potential greenways based on biodiversity.

Owner: Engineering
Measure: Complete
Target: December 2011
OCP policy: 4.1.2.15

g. Establish priorities for each of the major watersheds in Saanich for undertaking condition assessments, environmental restoration and protection, watershed planning, storm water management, and other works on streams to optimize the use of municipal resources and funds.

P2 Implement sustainability principles

Owner: Planning
Measure: 18% corporate reduction
6% community
reduction
Target: December 2013
OCP policy: 4.1.1.1 & 4.1.1.3

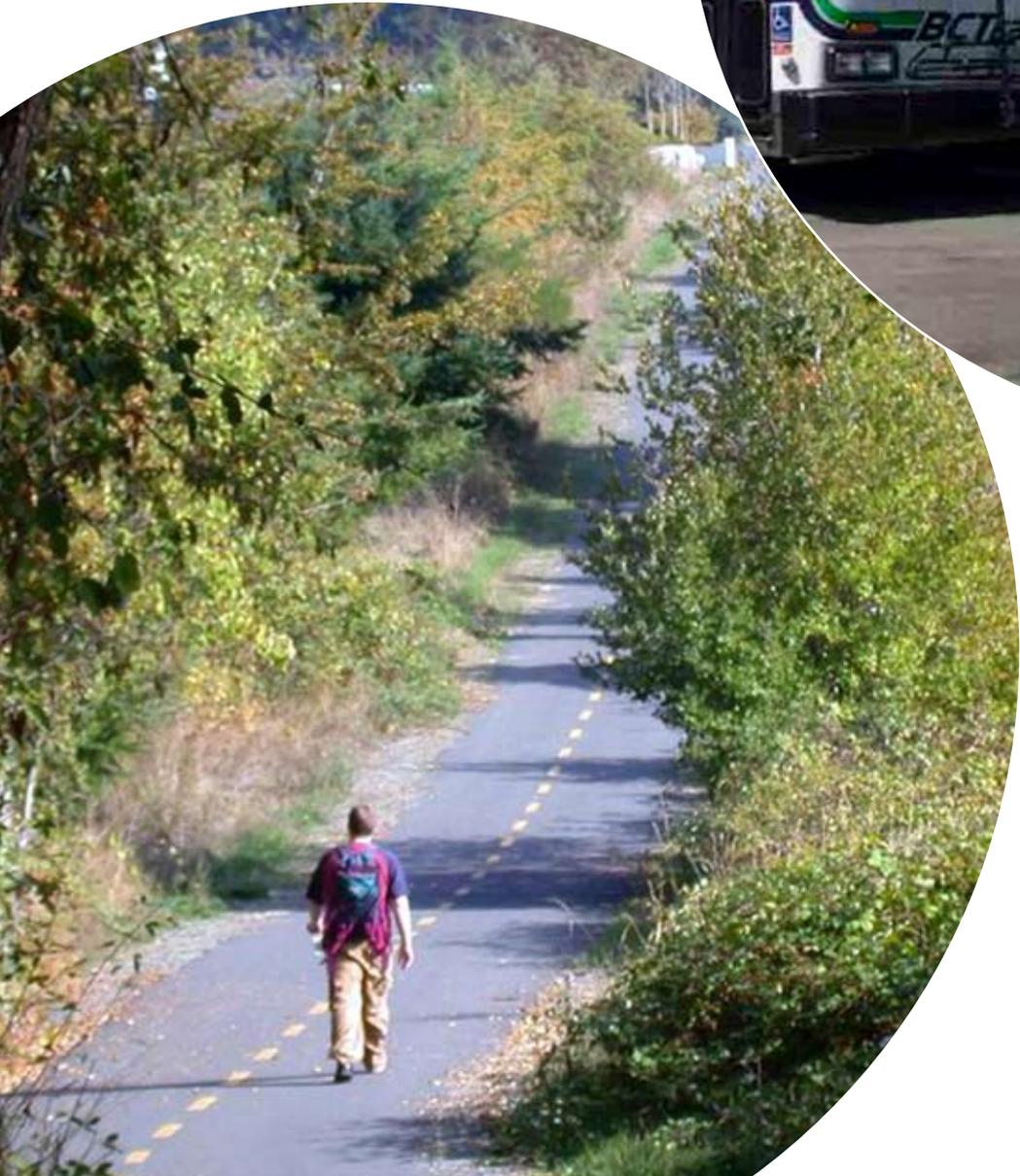
a. Implement key initiatives from the Climate Action Plan in an effort to reduce corporate greenhouse gas emissions by 18% and community greenhouse gas emissions by 6% by the year 2012. The Climate Action Plan is the blueprint to achieve these targets and provides the tools to address and adapt to climate change. To help take action on corporate climate action goals, Saanich will develop a Corporate Environmental Management System (CEMS) to track and monitor actions.

Owner: Planning
Measure: Implement 3 items
Target: December 2011
OCP policy: 4.1.1.1 & 4.1.1.3

b. Implement high priority items from the Climate Change Adaptation Plan. The focus is on adapting to the coming climate change impacts that are already underway. Adaptation is the only response available for the climate change impacts that will occur over the next several decades since mitigation measures will take decades to have an effect. This plan will ensure that a robust and effective list of actions can be developed for different stakeholders in the community.



Saanich:
People in
motion!



Balanced Transportation



A balanced transportation network provides residents with a choice of effective, efficient transportation alternatives and is accessible and safe for all users. The challenges are to improve traffic safety, manage congestion and pollution concerns and connect local neighbourhoods, institutions and businesses while addressing Saanich's role as a "through way" within the region for movement of people, goods and services.

Saanich respects vibrant, distinct neighbourhood character and focus on "Centre" and "Village" development to improve and enhance walking, cycling and transit use, while also maintaining existing roads and options for future needs. Land use, environmental sustainability, economic development and health and safety needs are balanced with the provision of mobility networks.

The corporate philosophy and growing transportation infrastructure support alternatives to the single occupancy vehicle. A variety of travel modes connect people with neighbourhoods and businesses.

Annual indicators focus on short term targets established in the Strategic Plan and measured in the Annual Progress Report the following year.

Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2011 Target
# of kilometers of new bike lane	3.4 km	1.2 km	2.3 km	2.7 km	1.5 km / year
# of kilometers of new sidewalk	1.4 km	1.8 km	3.6 km	3.1 km	3.0 km / year

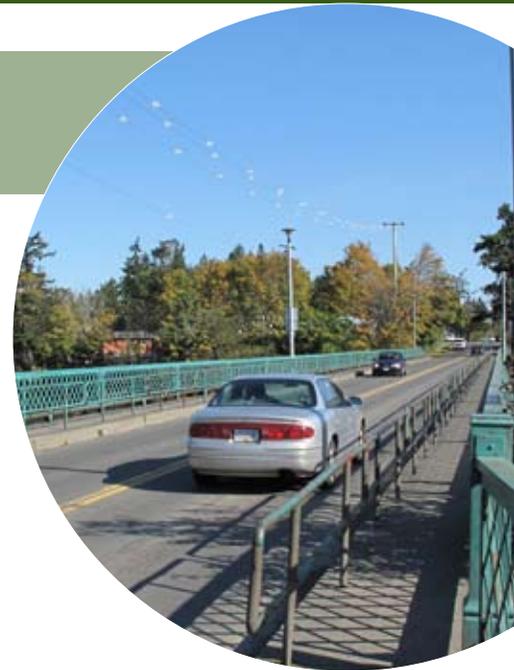
Mid range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report.

Indicator	2001-2003 Actual	2004-2006 Actual	2007-2009 Actual	2012 Target
Transit service measured as daily ridership on major Saanich routes	New	New	55,000 (2009)	57,000
Average daily automobile traffic volume on key routes in Saanich*	133,238	138,150	138,734	138,000
Average vehicle occupancy rates on key routes in Saanich	New	New	1.36 (2009)	1.4

* The average daily traffic volume is the number of automobiles crossing a regional corridor in Saanich averaged over a one week period.

Balanced Transportation 2011 - 2015 Initiatives

Just as motorists seek the shortest, most direct and time efficient route for travel, so to do most residents travelling by foot or on bicycle. This means more demand on the major and collector road for all travel modes. The challenge for the municipality is how to integrate all of these modes into what are the busiest corridors. With limited right-of-way widths and increasing demand to balance the needs of all, the municipality is often forced to prioritize travel modes. If Saanich is to be successful in the efforts to attract travellers to modes other than single occupant vehicles, there is a need to address the impediments to the use of each of these alternate modes.



C7 Enhance transportation alternatives

Owner: Engineering
Measure: Complete implementation by
Target: December 2012
OCP policy: 4.2.9.2, 4.2.9.6 & 4.2.9.9

a. Work with the CRD to implement the Pedestrian and Cycling Master Plan. The objective is to substantially increase the number of trips made as pedestrians and cyclists. Overall interconnectivity will be improved by establishing policies, design standards and programs that can be implemented by member municipalities.

Owner: Planning
Measure: Complete study
Target: December 2011
OCP policy: 4.2.4.1, 4.2.9.15 & 4.2.9.18

b. Complete a planning study of the Shelbourne Corridor to enable the community to capitalize on alternative transportation opportunities. The multi-disciplinary planning exercise, to define transportation and land use, extends from Feltham Avenue to North Dairy Road.

Owner: Engineering
Measure: Complete study
Target: December 2014
OCP policy: 4.2.4.1, 4.2.9.15 & 4.2.9.18

c. Participate in the Capital Regional District (CRD) Integrated Regional Corridor Study to identify regional transportation corridors, committed projects, functional road characteristics to promote the efficient movement of goods, services and people. Additional improvements required to enhance access and respond to new provincial targets for Greenhouse Gas (GHG) reduction and transit use will also be analyzed.

Owner: Planning
Measure: Complete project
Target: December 2012
OCP policy: 4.2.4.1, 4.2.9.15 & 4.2.9.18

d. Extend the work with BC Transit on the Victoria Regional Rapid Transit Project (VRRTP) to examine rapid transit options, ensuring that Saanich's preference for a rail based system are reflected in the plan. These options will undergo a more detailed analysis and evaluation to lead to a preferred solution. A rapid transit system solution will improve travel time, reliability, passenger comfort and convenience along an exclusive right-of-way. This will provide a green alternative to automobile travel in the Capital Region, beginning with connections to the West Shore.

Owner: Planning
Measure: Complete project
Target: December 2011
OCP policy: 4.2.4.1, 4.2.9.15 & 4.2.9.18

e. Advocate for Saanich residents as BC Transit develops their "Transit Network Plan." BC Transit is currently developing a 25 year plan for the region which is intended to optimize their service plan with respect to service levels, frequency and routing in Saanich. Servicing the University of Victoria will continue to be a priority and staff will ensure the needs of Saanich residents are reflected in the plan.

Owner: Engineering
Measure: Complete implementation by
Target: December 2012
OCP policy: 4.2.9.2, 4.2.9.6 & 4.2.9.9

f. Update the Pedestrian Priorities Implementation Planning Tool (PPIP). The tool has been invaluable in helping to identify and rank the areas of greatest need for new pedestrian infrastructure. This ground breaking tool, which formally recognized, for the first time, the impact of factors such as land use, proximity to large pedestrian generators, ambient traffic volume and speed, and a host of other factors as influencing the demand for pedestrian infrastructure is in need of updating. The update will recognize relevant changes to the land use, zoning and infrastructure which have taken place since the document was first published.

Balanced Transportation 2011 - 2015 Initiatives

C7 Enhance transportation alternatives continued

Owner: Engineering
Measure: Complete 4 projects totalling at least 2 kilometers
Target: December 2011
OCP policy: 4.2.9.2, 4.2.9.6 & 4.2.9.9

g. Increase sidewalk construction over the next three years. As the urban areas of Saanich continue to densify, we have experienced increased demand for sidewalks and other pedestrian infrastructure. Recent increases in the capital budget allocation for sidewalks have allowed us to significantly increase the amount of sidewalk which we construct each year. This additional funding, as well as other measures (e.g. new engineering standards) should allow us to continue to expand our sidewalk inventory over the next three years.

Owner: Engineering
Measure: Complete design
Target: December 2011
OCP policy: 4.2.3.2

h. Develop the conceptual design of one additional transit hub in the Municipality through partnership with BC Transit, to increase the efficient operation of transit, and provide the level of service and amenities that will attract riders. A new transit hub in the Saanich core/Uptown area has the potential to provide similar benefits in this area.

Owner: Engineering
Measure: Complete 20 upgrades
Target: December 2011
OCP policy: 4.2.3.2

i. Maintain the number of bus stops upgraded at a minimum of 20 per year. One very important aspect of transit is the conditions at transit stops, where every public transit trip starts and ends. Shelter from the weather, security and ease of boarding are factors which can affect ridership. Stops and loading platforms also need to be suitable for use by mobility assistance scooters. In the coming years we intend to significantly increase our investment in transit stops on a prioritized basis and will continue to eliminate inaccessible stops.

F4 Sustain community infrastructure

Owner: Engineering
Measure: Complete construction
Target: December 2011
OCP policy: 4.2.3.2

a. Complete improvements to Craigflower Bridge by 2011. The design of the Craigflower bridge improvements will provide enhanced pedestrian and cyclist facilities and a safer road layout for vehicles. The work is currently in the conceptual design phase and is slated to begin construction in 2011 in partnership with the Town of View Royal and Federal funding.

Owner: Engineering
Measure: Complete
Target: December 2011
OCP policy: 4.2.3.2

b. Develop an asset management plan for Saanich bridges. Bridges are aging and a major assessment was conducted in 2010. A system is required to monitor conditions, manage maintenance and plan for replacements.



Social Well-Being

Saanich is a strong community that provides the essential social infrastructure necessary for healthy individuals and families.

Strong communities provide the essential social infrastructure necessary for individuals and families to attain well-being. Social well-being encompasses two components: basic needs such as nutrition, housing, sufficient income, and public health and safety; and opportunities for learning, faith, recreation, creativity and artistic expression, community identity, citizen engagement, and cooperation.

Saanich has a long standing commitment to building and maintaining a healthy community. This commitment can be seen in long range policy documents, through the work of the Healthy Saanich Committee of Council, through the variety of outreach, capacity building, and education programs provided through the municipality's various Departments, and in partnerships with numerous community based groups.

Social well-being encompasses the Healthy Community and Safe Community corporate themes. The policies adopted in the Official Community Plan (OCP) express the fundamental values and goals of the community and establish directions for achieving a collective vision.

To reflect progress toward Environmental Integrity within Saanich, a traffic signal will be used to indicate how well and how often the guiding principles of the OCP have been enacted. The principle policies contained in the OCP are listed at the end of this plan for reference. The target is to uphold all guiding principles when making decisions and taking actions throughout the year, which would result in a green light progress indicator shown in the Annual Progress Report.



Basic Needs

Basic needs that must be satisfied if people are to maintain their physical, social, and mental health include adequate and nutritious food, suitable and affordable housing, opportunities to earn a living, and personal health, safety, and security.

Agriculture ~ Maintaining and enhancing local food production can increase the amount of food, particularly fresh food, available to local residents, decrease or eliminate the need for preservatives, reduce the amount of energy used to transport food, ensure a reliable food source in emergency situations, support the local economy, provide income and employment, and maintain rural and environmentally sensitive areas.

Housing ~ The provision of a range of housing types that can accommodate people of different ages, incomes, family structures, and physical and social needs is one of the fundamental elements of creating and maintaining a healthy, inclusive, and sustainable community.

As Saanich grows and as family and household characteristics change, a range of housing will be needed to accommodate new residents, meet the changing needs of an aging population, continue to address the issue of affordability, and provide lifestyle choices.

Employment ~ A stable labour market is essential to the social well-being and economic health of the community and region. Attracting and retaining environmentally friendly business to our community and region is essential to Saanich's sustainability. Recruiting and maintaining vibrant businesses can be significantly affected by the overall quality of life in Saanich, the cost and availability of accommodation – ownership and rental, support services such as child/elder care for employees, and the availability of a well trained labour pool.

Public Health & Safety ~ A community's health refers not only to population health outcomes, but also to the presence of health determinants in the environment, such as air and water. Safety is also more than the absence of crime or the loss of life – it requires a secure physical environment, supportive social surroundings, and a strong community foundation. Safe and healthy communities are diverse, convenient, and sustainable.

Strengthening Community

Strengthening Community ~ Community connections foster a sense of belonging and identity, participation and involvement, diversity and inclusiveness. They also provide the means for accessing resources, services, and activities, both within neighbourhoods and the wider community. Community's connections can be strengthened through support for Saanich's heritage, arts and culture, recreational and institutional facilities, programs and services, activities and events that bring people together, active citizen involvement and community partnerships, and accessibility.

Community Involvement & Partnerships ~ One of the important building blocks for creating a healthy and sustainable community is citizen involvement, based on open and fair processes that are accessible and responsive to residents' concerns and interests. Engagement can also help citizens understand the importance of sustainability and the links between social, economic, and environmental issues.

Recreation ~ Parks and Recreation facilities provide amenities for residents and visitors that enhance

community liveability and personal health. Saanich has several major community recreation centres. Key strategies involve focusing on high-risk populations and the non-involved and improvements to the built environment that encourage and support mobility and social interaction.

Arts and Culture ~ Arts and culture are intrinsic to neighbourhood and community identity, liveability, and diversity. Support for, and recognition of the arts and associated industries may also encourage tourism and influence an individual's decision to visit or live in Saanich.

Heritage ~ The history of Saanich and its pattern of settlement are evident in many of the buildings, structures, and landscapes located throughout the community. In addition, the invaluable resources of the Saanich Archives, also provides insight into the history of Saanich and its people. All of these resources provide a tangible link with the past, a meaningful sense of historical continuity, and a sense of place and community character.

Saanich is a community of choice, offering an active balanced, secure lifestyle: live well and enjoy life!



Healthy Community

Vibrant neighbourhoods in a sustainable environment that support individuals and families are the core of a healthy community and a high quality of life. Saanich residents have balanced, active lifestyles and a sense of security and well-being. The community's heritage is valued and promoted.

A healthy community like Saanich is one where residents are physically and socially active and take advantage of a diverse range of recreational, educational, social and cultural services. Housing, public services and amenities are affordable, accessible and inclusive. Community activities and events foster inter-generational and inter-cultural interest and participation. Neighbours know and support each other and participate in community and municipal affairs. "Centres" and "Villages" provide diverse commercial and residential opportunities and are easily accessible to the neighbourhoods they support. Saanich works to enhance food security for its residents through the safeguarding of agricultural land and the promotion of local food production and urban farming within the community.

Saanich is a vital partner and contributor to the well-being of residents and the surrounding region. By managing resources wisely and working in partnership with community stakeholders, public health and safety as well as our community infrastructure – schools, public works, recreation facilities, transportation system, trails, parks and open spaces – sustains a healthy community.

Annual indicators focus on short term targets established in the Strategic Plan and measured in the Annual Progress Report the following year.

Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2011 Target
# of social and affordable housing units	4,430*	4,488*	4,869	5,371	≥ 5,488
% of properties within 500m of multiple bus routes	New	New	New	84%	≥ 93%
% of properties within 500m of zoned parks	New	96.0%	97%	97%	≥ 97%
% of dwellings within 500m of a "Centre or Village"	New	New	New	38%	≥ 38%

* restated to include student housing

Mid range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report.

Indicator	2001-2003 Actual	2004-2006 Actual	2007-2009 Actual	2012 Target
Citizen engagement rating	63/100 (2003)	68/100 (2006)	62/100 (2009)	≥ 70/100
General level of physical activity of citizens	New	51% (2006)	68% (2009)	≥ 68%
Citizen quality of life rating	82/100 (2003)	88/100 (2006)	87/100 (2009)	≥ 88/100
% of renters paying >30% of income for housing	New	44.5%	45%	≤ 42.5%
% of owners paying >30% of income for housing	New	18.4%	19%	≤ 18.4%

Healthy Community 2011 - 2015 Initiatives

Healthy lifestyles encompass the physical, social and cultural aspects of where people live, as well as work and play. However, many of the goals found in other themes within this Strategic Plan such as “Sustainable Environment”, “Balanced Transportation” and “Safe Community” are also essential to achieving a healthy community. In 2010, this theme continues to focus on community based initiatives, services and infrastructure that support the engagement of people of all ages, abilities, incomes, interests and cultures in achieving healthy lifestyles.



C1 Strengthen the physical, social and cultural participation of citizens

Owner: Parks and Recreation
Measure: 10% increase in participation of citizens over 55 years
Target: December 2011
OCP policy: 5.1.4.3, 5.2.1.2 & 5.2.3.5

a. Develop training and opportunities to increase civic participation among older adults and seniors (World Health Organization – “Age Friendly Cities” report recommendation). With an increasing population of older adults, there is a need to define specific opportunities and develop training programs that support the needs and abilities of the senior population to encourage community participation and civic engagement.

Owner: Parks and Recreation
Measure: Complete strategy
Target: December 2011
OCP policy: 5.2.2.1, 5.2.2.2 & 5.2.1.11

b. Conduct a strategic analysis of early childhood programs and child care options in Saanich to assess gaps in service and provide strategic directions for supporting early childhood development. Providing this opportunity for citizen engagement will identify recommendations for the delivery of programs to address the needs of young families in our community.

Owner: Parks and Recreation
Measure: Strategy complete
Target: September 2011
OCP policy: 5.2.2.4

c. Work with School District 63 to promote active living. Conduct a consultation and analysis process with School District 63 to identify opportunities to improve healthy options for children. In 2010, Saanich Parks and Recreation received a grant from the Union of British Columbia Municipalities’ School community connections program to engage in a strategic planning process to identify opportunities and actions to address the increasing percentage of children in the population considered obese or overweight.

C2 Foster liveable neighbourhoods

Owner: Planning
Measure: Implement program
Target: December 2011
OCP policy: 5.1.1.8, 5.1.1.10 & 5.1.1.12

a. Implement an agricultural work plan in 2011 to support backyard residential gardening and commercial farming, giving consideration to:

- Participation in the development of a Regional Canada Goose Management Strategy
- Deer control / preservation measures such as feeding and fencing
- Investigation of options for worker housing on commercial farms
- Address issues associated with food security
- Additional opportunities and issues to support commercial farmers

Owner: Parks and Recreation
Measure: Plan complete
Target: September 2011
OCP policy: 5.2.2.4

b. Update the Parks and Recreation Master Plan to provide a renewed departmental decision making framework for 2010 to 2020. The Parks and Recreation Master Planning process occurs on a 5 - 7 year cycle and the 2001 update has now reached its lifespan.

Healthy Community 2011 - 2015 Initiatives



C2 Foster liveable neighbourhoods continued

Owner: Planning
Measure: Develop process
Target: December 2011
OCP policy: 5.1.2.13 & 5.1.1.15

c. Investigate with the CRD Housing Secretariat and other housing organizations, the development of a standardized process for securing affordable housing units within market housing developments. Housing affordability plays an important role in citizen's quality of life, but also in the community's economy, health, and sustainability. Housing prices have risen significantly, making home ownership less or not affordable for numerous residents. Housing supply and price can affect the Municipality's ability to attract and retain young families and the necessary workforce. An insufficient amount and range of housing throughout the region forces people to commute long distances to find suitable and/or affordable housing, thus increasing the cost of travel and its carbon footprint.

Owner: Planning
Measure: Complete project initiatives
Target: December 2012
OCP policy: 5.2.4.1

d. Monitor and encourage preservation of heritage resources according to the Heritage Resources Management Plan and Heritage Action Plan.

- Initiate a cultural heritage mapping project
- Prepare a general conservation and minimum maintenance plan, to be tied to the energy efficiency audit of Saanich owned heritage buildings
- Prepare a heritage preservation procedures bylaw that establishes application procedures with respect to bylaw, agreements and permits regulated under Part 27, Heritage Conservation, Local Government Act

F4 Sustain community infrastructure

Owner: Parks and Recreation
Measure: Complete installation
Target: March 2011
OCP policy: 5.2.2.2 & 5.2.2.7

a. Implement Recreation Infrastructure Canada grant priority park, playground, sport court and sport field upgrades by March 31, 2011. This refurbishment program will include 21 parks including 10 playgrounds, 6 sport courts, 3 sports fields & 8 tennis courts (including the complete re-build of the Lambrick courts).

Owner: Parks and Recreation
Measure: Open centre
Target: March 2011
OCP policy: 5.2.3.5, 5.2.3.6, 5.2.3.7 & 5.2.3.13

b. Construct the Arts Centre at Cedar Hill. The Arts Centre will provide an additional 7,000 sq ft of space at Cedar Hill Recreation Centre and will be the only purpose built arts facility owned and operated by Saanich. The centre will support participation in creative activities such as pottery, ceramics, visual and tactile arts while providing space to celebrate local artists and deliver community events.

Owner: Parks and Recreation
Measure: Inventory and 5 new signs complete
Target: September 2011
OCP policy: 4.1.2.24, 4.2.9.13, 4.2.9.14 & 5.2.4.9

c. Install interpretive and directional signs for Saanich Parks and Trails. Building on the existing inventory of interpretive and directional signs; review opportunities for new installations and improvements to educate the community about our natural and human heritage, encourage safe use and provide for ease of way finding. Explore the use of other mediums to achieve the objective, such as brochures and web based information.

P1 Continue community engagement

Owner: Parks and Recreation
Measure: Hold 2 events
Target: December 2011
OCP policy: 5.2.2.2, 5.2.3.5 & 5.2.3.6

a. Facilitate community arts celebrations and projects to bring individuals together to share a common experience, develop healthy neighbourhoods and become acquainted. Inclusion of art displays and activities from various cultural organizations and community groups at existing special events can enhance feelings of inclusion and encourage citizen engagement in their community.



Saanich is a safe community for all citizens.



Safe Community

Residents want an environment where they can live, business can thrive and people can move freely, without fear or concern for safety. The challenge as a community is to problem-solve issues of safety and security collectively.

A community with increased citizen awareness, education and involvement creates shared responsibility and ownership of local safety issues. Shared ownership of local safety increases the capacity of the community to respond to and plan for safety concerns.

Through a collaborative and comprehensive approach, Saanich supports the safety of residents by building on the strengths and successes of community partnerships. Municipal departments ensure that land-use planning, infrastructure design and inspection and service delivery works in harmony to reduce crime, increase building and transportation safety and improve prevention and response capacity. The municipality enhances and increases emergency preparedness through education, cooperation, and planning and resource capacity.

Annual indicators focus on short term targets established in the Strategic Plan and measured in the Annual Progress Report the following year.

Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2011 Target
Municipal crime rate (incidents per 1,000 residents)	57	58	52	N/A	Maintain
Break and Enter rate (number per year – 4 year average)	New	New	New	New	Reduce by 10%
Vehicle collisions involving a pedestrian (number per year)	57	64	60	65	< 57
Vehicle collisions involving a bicycle (number per year)	52	53	55	55	< 52
Vehicle collisions involving only vehicles (number per year)	1,608	1,586	1,627	1,718	< 1,608
Fire emergency incident responses within 8 minutes	New	New	New	New	90%
Citizens attending Neighbourhood Emergency Preparedness Presentations	New	1,000	1,000	1,682	> 1,682

Mid range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report.

Indicator	2001-2003 Actual	2004-2006 Actual	2007-2009 Actual	2012 Target
Citizen satisfaction with police services (baseline year 2006)		69/100	77/100	> 82/100
Citizen perception of safety from crime (baseline year 2006)	75/100	75/100	79/100	> 79/100
Citizen satisfaction with Fire Services (baseline year 2006)		93/100	83/100	> 93/100
Citizen perception of transportation safety (baseline year 2006)		66/100	68/100	> 66/100

Safe Community 2011 - 2015 Initiatives

Increasing public safety requires shared responsibility involving municipal government and the community as a whole. Through delivery of accessible public safety services and engaging the community in a collaborative approach, Saanich is a more educated, prepared and safer community. Leadership in developing programs such as Emergency Preparedness, Block Watch and building Post Disaster critical infrastructure are excellent examples of enhanced service delivery and sharing responsibility and ownership of community development. In the near future, ten key initiatives will continue to move the community toward this vision.



C6 Enhance public safety

Owner: Fire
Measure: Plan complete
Target: December 2011
OCP Policy: 5.1.3.1

a. Develop a long term strategic plan for the emergency program. This initiative will provide focus and serve as a bridge between short term initiatives and long term planning to guide development and priorities for the emergency program. Planning will be guided through establishing emergency program best practices based on the four pillars approach to emergency management (Mitigation, Preparedness, Response and Recovery).

Owner: Police
Measure: Start both plans
Target: September 2011
OCP Policy: 5.1.4.8

b. Improve Police post disaster capacity by developing plans for internal business continuity and operational response to ensure appropriate resources are available in a post disaster environment.

Owner: Police
Measure: Increase in participation
5% increase &
2 new functions by
Target: December 2011
OCP Policy: 5.1.4.2

c. Promote public safety and volunteer opportunities by:

- Increasing enrolment in the Block Watch and Crime Free Multi Housing programs
- Expanding the functional roles of volunteers

Owner: Engineering
Measure: Assessment complete, 2
Locations modified
Target: December 2011
OCP Policy: 5.1.4.4

d. Rank the top 10 crash locations and develop mitigation strategies. The District will make modifications to the two top rated intersections per year in an effort to reduce the accident rate.

Safe Community 2011 - 2015 Initiatives



P1 Continue community engagement

Owner: Fire
Measure: 40 presentations
Target: December 2011
OCP Policy: 5.1.4.9

a. Develop Neighbourhood Emergency Preparedness Program (NEPP) partnerships with community organizations, schools, businesses and governments for delivery of NEPP. Community emergency preparedness can be enhanced through expanding partnerships opportunities for delivery of NEPP.

Owner: Fire
Measure: Program developed/
implemented
Target: December 2011
OCP Policy: 5.1.4.7

b. Develop Seniors Fire Safety public education program campaign. Increase senior's safety, education and engagement through development of this program for implementation during Fire Prevention Week.

Owner: Fire
Measure: Survey complete
Target: December 2012
OCP Policy: 5.1.4.1 & 5.1.4.9

c. Conduct a Community Emergency Preparedness Survey. Engage public and community organizations to gauge citizen preparedness levels. Survey results will assist with developing community emergency planning and preparedness education for residents.

L1 Develop and retain a skilled municipal workforce

Owner: Fire
Measure: 500 staff participating,
EOC exercised
Target: January, 2011
OCP Policies: 5.1.4.9

a. Coordinate and support emergency preparedness training for staff assigned to our municipal EOC and working at key municipal facilities through participation in ShakeOut BC, a Province wide earthquake exercise.

Owner: Fire
Measure: Best practices
developed, Training
delivered
Target: December 2011
OCP Policies: 5.1.4.9

b. Research and develop High Rise fire fighting requirements and best practices. Current High Rise fire fighting practices and related staff training are challenged to meet the demands associated with High Rise fire fighting.

L2 Enhance use of information technology

Owner: Police
Measure: New systems operating
Target: December 2011
OCP Policy: 5.2.1.8, 5.2.1.12 & 5.1.4.6

a. Develop and implement technological solutions for website and intranet content management, digital media storage and retrieval and Real Time Identification (RTID). The RTID will be used to capture and access mug shots and fingerprints on local, regional and provincial levels and allow for immediate identification of persons in police custody.



Economic Vibrancy

Service has a sustainable economy that provides diverse and viable economic opportunities.

A sustainable economy provides diverse and viable economic opportunities for meeting the social needs of present and future generations, supporting a liveable, high-quality built environment, and reducing and/or limiting negative impacts on the natural environment. It is characterized by the use of renewable resources, a reduction in pollution and waste, and the efficient use of energy, materials, and labour. A sustainable economy is both resilient and responsive to changing circumstances.

Saanich can build on a number of strengths to further develop a vibrant local economy. These include its strategic location on the Pacific Rim, a well-educated, stable labour force, high quality educational, research, health care, and high technology infrastructure, and good transportation links to the Mainland. Saanich also has a strong and diverse core of economic activity in retirement services, health care, education, sports, tourism, high technology, film, research, and agritourism.

At the same time, a number of challenges in the local economy need to be addressed to ensure continued economic viability. These include the geographic constraints of an island location, limited availability of land for new large scale commercial and industrial development, an aging workforce, shortages of skilled workers in many sectors, significant pockets of unskilled people, a significant number of lower income service sector and tourism jobs, a lack of affordable housing, traffic congestion, and a complex regulatory environment.



To reflect progress toward Environmental Integrity within Saanich, a traffic signal will be used to indicate how well and how often the guiding principles of the OCP have been enacted. The principle policies contained in the OCP are listed at the end of this plan for reference. The target is to uphold all guiding principles when making decisions and taking actions throughout the year, which would result in a green light progress indicator shown in the Annual Progress Report.



Economic Infrastructure

While local government has a limited number of tools available to maintain, renew, and expand infrastructure and services, Saanich is committed to a renewed focus on economic issues through its Economic Development Strategy, Corporate Plan, and Official Community Plan. The greatest impact and creation of tangible sustainable benefits in the local economy can be achieved by providing excellent service delivery,

relevant and innovative public infrastructure and amenities, consistent, enhanced public services, a fair and effective development and business regulatory framework, coordinated government through an integrative, collaborative approach, and a fostering of positive community attitudes to economic development.

Diversification & Enhancement

Over the last decades, Saanich has accommodated considerable economic activity – accounting for about 30% of all regional businesses – including several large regional commercial malls and industrial areas such as Royal Oak Industrial Park and Douglas Street West. The high-tech industry, primarily located in the Vancouver Island Technology Park, is the largest non-government industry in Greater Victoria. Another major contributor to Saanich's economy is small business. Over 70% of Saanich businesses have fewer than five employees. Home-based business is one of the fastest growing economic sectors, accounting for 52% of all business licenses in Saanich. Technological advancements, particularly in communications and computers, have made home-based businesses both viable and attractive. Agritourism and ecotourism are becoming increasingly important, particularly in rural areas where they complement basic farm operations and areas of environmental interest.

Saanich is a small player in the global, national, and even provincial economies. As a result, it is important to align the municipality's economic development strategies with regional initiatives. The more that those agencies with responsibility for economic development can work together to achieve common goals, the more likely it is that results will be achieved.

Diversifying and enhancing Saanich's economy has the potential to lay the groundwork for future economic, social, and environmental sustainability. A strong local economy will help to provide economic stability and resilience, spin-off opportunities for the primary and service sectors, preservation of agricultural capability in rural areas, promotion of local resource value-adding, increased support for local businesses and producers, employment and income, and increased demand for locally produced goods and materials.

The goals of Saanich's Economic Strategy are:

- Build a more positive business climate in the municipality
- Strengthen links between staff and Saanich business communities to improve communication and consultation
- Collaborate regionally on economic development strategies



Saanich is a community supported by a vibrant, diverse and connected regional economy.



Vibrant, Connected Economy

The local economy is connected regionally and globally. The challenge is to play a part in building a vibrant connected economy that is responsive to change and provides diverse and viable economic opportunities in a rapidly globalizing world. Being resilient in turbulent economic times is key.

Saanich's clean, appealing environment, skilled workforce and responsive public services make Saanich an ideal location to live, work and conduct business. The community infrastructure sustains and enhances the economy while meeting social and environmental commitments. Growing the commercial tax base ensures long term financial sustainability.

Saanich embraces the role of promoting and supporting community economic interests and active engagement in regional economic development strategies. The municipality continues to pursue growth in clean economy sectors and expand commercial opportunities focused around "Centres and Villages." Saanich preserves and promotes the key local economic advantage: the high quality of life, place and environment that Saanich offers citizens and businesses.

Annual indicators focus on short term targets established in the Strategic Plan and measured in the Annual Progress Report the following year.

Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2011 Target
Proportion of business generated property tax revenue	18 %	19.3 %	19 %	19.1 %	≥ 19 %
Commercial and industrial building permits approved	\$ 16,082,000	\$ 17,151,000	\$ 29,000,000	\$ 151,181,000	≥ \$ 17,151,000
Business licences issued	4,002	4,390	4,397	4,374	≥ 4,500
% of business licences for Home Based Businesses	53 %	53.5 %	53.8 %	55 %	≥ 56 %

Mid range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report.

Indicator	2001 - 2003 Actual	2004-2006 Actual	2007-2009 Actual	2012 Target
% of Saanich residents with post-secondary education	53 % (2001)	57 % (2006)	66.2 % (2009)	≥ 60 %
Citizen satisfaction with municipal website	57 % (2003)	69 % (2006)	71 % (2009)	≥ 75 %
Saanich household income compared to provincial rates	\$ 52,099 (2001)	\$ 65,787 (2005)	\$ 74,433 (2008)	≥ \$ 74,433
Average annual capital infrastructure replacement funding	\$ 6,753,500 (2003)	\$ 10,859,200 (2006)	\$ 15,971,800 (2009)	≥ \$ 20,000,000

Vibrant, Connected Economy 2011 - 2015 Initiatives

Municipal government can play a role in sustaining a vibrant local economy by providing high quality, cost effective local government services that are focused on meeting the needs of businesses and residents throughout the region. Saanich's Economic Development Strategy focuses on areas where the municipality can make the greatest impact and create tangible benefits in the local economy – namely to deliver excellent service, provide relevant and innovative infrastructure and consistent balanced government. In conjunction with those outlined in the Service Excellence Theme, these seven key initiatives will continue to help sustain the local economy:



C3 Manage growth

Owner: Planning
Measure: Complete study
Target: December 2011
OCP policy: 6.1.2

- a. Complete the Douglas Corridor and Uptown Centre Planning Study in 2011.**
The review will help focus effort on promoting the best long term use of the area and take advantage of the momentum created by the new development. Providing local business opportunities, increasing commercial space and employment will help the local economy.

C5 Support economic development

Owner: Finance
Measure: Portal in place
Target: December 2011
OCP policy: 6.2.3

- a. Support the establishment of a GVDA Regional Economic Data and Information Portal.** Establish online links to the portal and revise Saanich economic indicators to match as they begin publication.

Owner: Finance
Measure: Level of support
Target: At least equal to 2010
OCP policy: 6.2.2

- b. Maintain support for regional economic agencies including GVDA, the Victoria Film Commission and the Sales and Marketing Committee of Tourism Victoria.** The Saanich Economic Strategy is focused on support of regional economic development, local initiatives to streamline business processes and provision of sustainable infrastructure. Supporting these regional economic organizations is a cost effective means of providing regional economic development.

Owner: Finance
Measure: Strategy updated
Target: December 2011
OCP policy: 6.2.6

- c. Update the 2005-2009 Municipal Economic Development Strategy.**
To support the goals and strategic objectives and activities that will be undertaken in 2012-2015

Vibrant, Connected Economy

2011 - 2015 Initiatives

F1 Maintain comparable taxes and fees

Owner: Finance
Measure: Update model
Target: December 2011
OCP policy: 6.1.1

a. Update the existing fee and tax level model to show comparable municipal costs for an average home and business in Saanich. An updated model will assist in maintaining Saanich fees and taxes at comparable levels within the region.

F4 Sustain community infrastructure

Owner: Finance
Measure: Spending level
Target: Increase over 2010
OCP policy: 6.1.9

a. Increase infrastructure replacement capital spending to continue to move the municipality toward sustainable levels of infrastructure replacement (roads, utilities, facilities), provide needed infrastructure for local business and support the local economy through job creation and local spending. The region was named the "Top Micro City of the Future" by the Financial Times of London and winner of the infrastructure category. Infrastructure spending in Saanich is averaging over twenty million dollars per year and the five year financial plan projects further increases.

Owner: Engineering
Measure: Construction complete
Target: December 2011
OCP policy: 6.1.9

b. Coordinate capital improvement projects with "Centres" and "Villages." The District plans to construct coordinated road, water, sewer and drainage improvements to Tattersal Drive to support the expansion of the business centre at Uptown. This \$3 million construction project is scheduled to start in 2011 with shared funding from Morguard Investments and the Federal Government.

L2 Enhance use of information technology

Owner: Corporate Projects
Measure: Publish results
Target: December 2011
OCP policy: 6.1.2

a. Engage business owners to determine what they want in a Municipal website. A focus group will be conducted; to gather business viewpoints and input to determine what content businesses want on the District of Saanich website.



The heart of
service is people.



Service Excellence

Saanich employees provide efficient, accessible and reliable public services that anticipate and meet community expectations. The municipality develops and maintains a highly effective workforce by attracting, retaining and developing staff in an environment that encourages and contributes to their effectiveness. Staff learn continuously from experiences as well as from training and development opportunities.

Staff serve the needs of customers by aligning human, technological and financial resources. Saanich adapts in response to changes in the economy, the community, information technology and resource availability.

Saanich listens and responds, because at the heart of service is people.

Annual indicators focus on short term targets established in the Strategic Plan and measured in the Annual Progress Report the following year.

Indicator	2007 Actual	2008 Actual	2009 Actual	2011 Target
Proportion of recreation course registrations processed via website (online/total)	10,293 / 70,761 = 14.5%	10,744 / 71,793 = 14.9%	11,922 / 64,063 = 18.6%	≥ 20%
Voluntary turnover rate of employees	New	New	New	<10%
Vacancies filled by qualified internal candidates	New	New	New	>66%
Supervisory and Management vacancies filled by qualified internal candidates	New	New	New	>66%
Annual learning and development investment per full time equivalent staff member	New	New	New	\$525.00

Mid range indicators help to identify important trends over time. Targets are set in the Strategic Plan and measured over a three to five year span in the Annual Progress Report.

Indicator	2001-2003 Actual	2004-2006 Actual	2007-2009 Actual	2012 Target
Citizen satisfaction rating (baseline year 2006)	67/100 (2003)	71/100 (2006)	70/100 (2009)	≥ 71/100
Municipal government value for money rating (baseline year 2006)	62/100 (2003)	65/100 (2006)	67/100 (2009)	≥ 65/100
Customer service by municipal staff rating (baseline year 2006)	New	79/100 (2006)	80/100 (2009)	≥ 79/100

Service Excellence 2011 - 2015 Initiatives

Technology will play a key role in engagement activities in 2011. Continuous change impacts the way that the Municipality interacts with its stakeholders, citizens and employees. Conversations facilitated by digital communication platforms will be key to the Municipality adapting to changes in the economy and the community. Internet usage and social media will provide opportunities to both listen and learn.

In 2011 Service Excellence initiatives will focus on the engagement of both citizens and employees. Citizen engagement will determine what content is desired in a Municipal website and address social media needs. Employee engagement will focus on effectively using a blend of technology and media to ensure that every employee receives timely information that will enable them to provide excellent customer service.

In order to continue providing reliable public services, 2011 initiatives will include an emphasis on prevention, early intervention and effective return to work strategies in order to maintain Worksafe BC Certificate of Recognition certification. Health and Wellness Committees will be established and initiatives supported at worksites located outside the Municipal Hall to encourage employees to be fully productive at work and foster creativity and excellent customer service.



P1 Continue community engagement

Owner: Corporate Services
Measure: Input obtained
Target: June 2011
OCP policy: 5.2.1.7 & 5.2.1.8

a. Engage citizens to determine what they want in a Municipal website. A focus group will be conducted; to gather citizen's viewpoints and input to determine what content citizens want on the District of Saanich website and their social media needs.

P3 Best value for money

Owner: Corporate Services
Measure: Maintain certifications
Target: December 2011
OCP policy: 6.2.12

a. Maintain the Worksafe BC Certificate of Recognition certification. The Certificate of Recognition (COR) program recognizes and rewards employers who go beyond the legal requirements of the Workers Compensation Act and the Occupational Health and Safety Regulations by taking a best practices approach to implementing health, safety and return to work programs. Continued emphasis will be placed on prevention, early intervention and effective return to work strategies in order to maintain certification.

P4 Monitor and report progress

Owner: Corporate Services
Measure: Complete update
Target: June 2013
OCP policy: 7.1.1, 7.2.2

a. Directly link the strategic planning process with the broader vision of the Official Community Plan (OCP). In 2010, linkage bridged short term operations and long term planning. Incorporating standardized indicators in 2011 will enable Saanich to compare Governance, Recreation, Transportation and the Environment with other municipalities and enable Saanich to better report out progress in 2013 towards attaining the community vision.

Service Excellence

2011 - 2015 Initiatives

L1 Develop and retain a skilled municipal workforce

Owner: Human Resources
Measure: Program developed
Target: December 2011
OCP policy: 6.2.12

a. Review and update the new employee orientation program in a web based environment. A revised orientation program will focus on ensuring consistency in the information provided to all new employees. The revised program and will effectively use a blend of technology and media to ensure that every employee receives information in a timely manner.

L2 Enhance use of information technology

Owner: Legislative Services
Measure: Complete 7 components
Target: December 2011
OCP policy: 6.1.1

a. Implement a corporate records and document management strategy. The five year Strategy is designed to meet the needs of advancing technologies and information growth. It will increase staff capacity, productivity and knowledge retention and transfer.

In 2011, several strategy components are planned for development and/ or implementation including a corporate records office, standard records management procedures and practices, a standard classification/retention system, training program, vital records and audit programs, and a Local Area Network (LAN) restructuring.

L3 Foster corporate excellence

Owner: Corporate Services
Measure: Implement plan
Target: June 2011
OCP policy: 6.1.1

a. Implement the Citizen Survey Customer Service Action Plan to provide a corporate focus on continued improvements in customer service and support the implementation of the revised customer service policy and establishment of corporate and departmental service standards.

Owner: Corporate Services
Measure: Complete 2 Health & Wellness initiatives
Target: December 2011
OCP policy: 6.1.1

b. Establish and support worksite Health and Wellness Committees. Research shows that a safe and healthy workplace helps employers recruit and retain employees, reduce absence from work, encourages employees to be fully productive at work and fosters creativity and excellent customer service. Health and Wellness committees will be established at worksites located outside the Municipal Hall and the delivery of health and wellness initiatives will be supported.



OCP Policies - Environmental Integrity

The Environmental Integrity principle policies contained in the OCP (referred from page 8) are listed below for reference.

4.1 Natural Environment

- 4.1.1.1** Support the “British Columbia Climate Action Charter” by developing strategies to achieve the following goals: being carbon neutral in respect of municipal operations by 2008; measuring and reporting on Saanich’s operational and community-wide Greenhouse Gas (GHG) emissions profile; and creating complete, compact, more energy efficient communities.
- 4.1.1.2** Support and encourage the Provincial Government initiatives to enact legislation to provide local governments with the necessary tools to better address climate change and energy efficiency issues.
- 4.1.1.4** Incorporate climate change, its potential impacts, and mitigation measures when reviewing new development applications and undertaking long-term planning initiatives.
- 4.1.2.1** Continue to use and update the “Saanich Environmentally Significant Areas Atlas” and other relevant documents to inform land use decisions.
- 4.1.2.2** Support the Regional Growth Strategy with respect to the preservation of: Regional Growth Strategy Capital Green Lands; Unprotected Green Space; Green and Blue Spaces; Farm and Agricultural Land Reserve lands; and Renewable Resource Lands Policy Areas.
- 4.1.2.3** Continue to protect and restore habitats that support native species of plants, animals and address threats to biodiversity such as invasive species.
- 4.1.2.4** Protect and restore rare and endangered species habitat and ecosystems, particularly those associated with Garry Oak ecosystems.
- 4.1.2.5** Preserve “micro-ecosystems” as part of proposed development applications, where possible.
- 4.1.2.6** Require restoration plans, prepared by a qualified environmental professional where an environmentally sensitive area has been disturbed through unauthorized activities.
- 4.1.2.8** Encourage the use of native species and climate change resistant plants for landscaping on both public and private lands and continue to promote the principles of Naturescape.
- 4.1.2.11** Promote and encourage the protection and designation of indigenous, significant trees and wildlife trees.
- 4.1.2.13** Support regional initiatives to address air quality by identifying baseline air quality and conducting on-going monitoring.
- 4.1.2.14** Initiate and support actions that improve air quality, such as encouraging low/no emission transportation options, increasing our urban forest cover, and coordinated planning of land-use and public transportation.
- 4.1.2.16** Support an integrated watershed planning approach for managing surface water, drainage and groundwater that promotes low impact development and healthy stream ecosystems.
- 4.1.2.17** Work with senior levels of government and stakeholders to protect and enhance the marine, intertidal, backshore, wetland and riparian habitats.
- 4.1.2.18** Encourage the retention or planting of native vegetation in the coastal riparian zone.
- 4.1.2.19** Support the Capital Regional District and the Vancouver Island Health Authority to continue monitoring the water quality of the region’s principal lakes and streams and publishing of information on trends in water quality.
- 4.1.2.20** Work with the Capital Regional District, local and senior governments, business and stakeholders, as appropriate, to improve source control and reduce contamination entering our watercourse and marine environment.
- 4.1.2.21** Work with the Capital Regional District, local and senior governments, and other stakeholders to protect potable groundwater through monitoring quality and quantity.

OCP Policies - Environmental Integrity

4.2 The Built Environment

- 4.2.1.1** Support and implement the eight strategic initiatives of the Regional Growth Strategy, namely: Keep urban settlement compact; Protect the integrity of rural communities; Protect regional green and blue space; Manage natural resources and the environment sustainably; Build complete communities; Improve housing affordability; Increase transportation choice; and Strengthen the regional economy.
- 4.2.1.2** Maintain the Urban Containment Boundary as the principal tool for growth management in Saanich, and encourage all new development to locate within the Urban Containment Boundary.
- 4.2.1.3** Do not consider major changes to the Urban Containment Boundary except as an outcome of a comprehensive five year review of the Regional Growth Strategy.
- 4.2.1.4** Do not adopt any bylaw or resolution providing for a major expansion to the Urban Containment Boundary without first obtaining the assent of the electors through a referendum or plebiscite.
- 4.2.1.5** Consider the capacity of all types of infrastructure including municipal services, schools, social services and open space when reviewing growth options.
- 4.2.1.6** Consult with neighbouring municipalities when considering changes along common boundaries.
- 4.2.1.7** Work with neighbouring municipalities when undertaking planning studies that have inter-municipal implications and would benefit from a cohesive planning approach.
- 4.2.1.8** Support public awareness of growth management and sustainable development best management practices, through public events and online printed information.
- 4.2.1.12** Consider and evaluate the “Carbon Footprint” when making decisions respecting Municipal operations and new development proposals.
- 4.2.1.13** Continue to support Provincial and Federal initiatives to raise energy efficiency standards and remove regulatory obstacles to green building and energy efficiency.
- 4.2.1.14** Encourage the use of “green technologies” in the design of all new buildings.
- 4.2.1.15** Ensure District of Saanich building projects meet a minimum LEED Silver standard, for all new construction and additions larger than 500 square metres.
- 4.2.1.16** Encourage “green” development practices by considering variances, density bonusing, modified/alternative development standards or other appropriate mechanisms when reviewing development applications.
- 4.2.1.17** Work with the development community to encourage green building practices including deconstruction and reduced waste generation and the energy efficient use of resources during construction.
- 4.2.1.18** Encourage new development to achieve higher energy and environmental performance through programmes such as “Built Green”, LEED or similar accreditation systems.
- 4.2.1.19** Continue to support and expand the District programmes that support and encourage energy efficient new construction and retrofitting of existing buildings.
- 4.2.1.20** Require building and site design that reduce the amount of impervious surfaces and incorporate features that will encourage ground water recharge such as green roofs, vegetated swales and pervious paving material.
- 4.2.1.21** Utilize new Development Permit authority to encourage water and energy conservation and Greenhouse Gas reduction in new development.
- 4.2.2.1** Support quality architectural and urban design that: uses local, durable and eco-friendly building materials; works with the topography and protects the natural environment; reflects our west coast setting; enhances a “Sense of Place”; respects local history and heritage structures and landscapes; creates pedestrian friendly and safe streets and neighbourhoods; incorporates and supports the use of alternative transportation; and ensures that our community is physically accessible.

OCP Policies - Environmental Integrity

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- 4.2.2.2** Encourage the incorporation of building support systems as design features and where appropriate, make them visible to the public (e.g. green roofs, energy and water use monitoring).
-
- 4.2.2.3** Consider the use of variances to development control bylaws where they would achieve a more appropriate development in terms of streetscape, pedestrian environment, view protection, overall site design, and compatibility with neighbourhood character and adjoining properties.
-
- 4.2.2.4** Through the development review process consider the use of variances and density bonusing to secure public amenities such as; open space, playgrounds, landmarks, focal points, activity centres or cultural features.
-
- 4.2.2.5** Encourage accessibility through the incorporation of “universal design” in all new development and redevelopment.
-
- 4.2.2.6** Advocate for changes to the BC Building Code to require all buildings to incorporate “universal design” principles to improve accessibility in new construction.
-
- 4.2.2.8** Support BC Transit initiatives to increase accessibility for the mobility challenged, including low-step and lift-equipped buses and HandyDART, and suitably designed bus stops and shelters.
-
- 4.2.3.1** Focus new multiple family residential, commercial, institutional and civic development in Major and Neighbourhood “Centres”, as indicated on Map 4.
-
- 4.2.3.2** Support developments in “Centres” and “Villages” that: encourage diversity of lifestyle, housing, economic, and cultural opportunities; concentrate the greatest densities of residential and employment activity near the centre or focal area of each Centre/Village and locate lower densities and building heights near the periphery; provide publicly accessible open space that complements the public realm, and create identifiable focal points within each Centre/Village; sets aside land for public open space in the form of natural areas, parks, playgrounds, open air plazas and other assembly and activity spaces; protect and encourage traditional “mainstreet” streetscapes; encourage the integration of residential, commercial, and public land uses both within buildings and between adjacent sites; complement and integrate new development with adjacent existing development; provide for a range of housing options by location, type, price and tenure; support the integration of institutional uses as community focal points to maximize opportunities for accessing essential amenities and services; integrate and support the use of alternative transportation; and account for and mitigate through traffic on major streets and collectors roads; result in reduced energy use, net energy generation and reduced Greenhouse Gas emissions; create or enhance the node’s unique “sense of place”.
-
- 4.2.3.3** Through the development review process consider the use of variances, housing agreements, covenants, phased development agreements and density bonusing to secure public amenities such as; open space, playgrounds, landmarks, focal points, activity centres or cultural features.
-
- 4.2.3.5** Support and encourage “green” development practices by utilizing density bonusing, modified/alternative development standards or other appropriate mechanisms when reviewing development applications.
-
- 4.2.3.6** Encourage the retention of corner stores and local service centres (e.g. development at Burnside and Rolston) as a means to improve the cycle/walk – ability of neighbourhoods.
-
- 4.2.3.7** Support the following building types and land uses in Major and Neighbourhood “Centres”: Townhouse (up to 3 storeys); Low-rise residential (up to 4 storeys); Mid-rise residential (up to 8 storeys); Live/work studios & Office (up to 8 storeys); Civic and institutional (generally up to 8 storeys); Commercial and Mixed-Use (generally up to 8 storeys);
-
- 4.2.3.8** High-rises may be considered in the “Uptown Center” in certain circumstances, based on the following criteria: siting takes advantage of opportunities to create new views, and does not significantly block existing public view (e.g. from parks and down street ends); buildings front the street with well defined, architecturally detailed, pedestrian scale entryways; generally up to 18 storeys in height; all parking is provided for underground, with the exception of visitor parking; lower floor use is commercial or residential, with individual exterior accesses to each residential dwelling or commercial unit; siting minimizes shading and privacy impacts on adjacent land uses; a significant amenity(ies) is provided to the community as part of the development such as; affordable housing units, a substantial public plaza or green space, community activity centre or other facilities (e.g., daycare, office space for community support services).
-

OCP Policies - Environmental Integrity

4.2.3.9 Support the following building types and uses in “Villages”: Small lot single family houses (up to 2 storeys); Carriage/coach houses (up to 2 storeys); Town houses (up to 3 storeys); Low-rise residential (3-4 storeys); Mixed-use (commercial/residential) (3-4 storeys); Civic and institutional (generally up to 3 storeys);

4.2.3.10 Support the following building types and uses in “Rural Villages”: Commercial buildings (up to 2 storeys); Accessory Residential

4.2.4.1 Foster sustainable and pedestrian and cycling friendly neighbourhoods (Map 6) by: ensuring different travel modes work together (e.g. key transit stops connected to trail network); continuing to improve the cycling and walking network, and end of trip facilities; providing basic commercial services within walking/cycling distance; supporting a range of housing choices, by type tenure and price; ensuring adequate green space, including play areas, meeting places, tree cover and natural areas; continuing to work with BC Transit to improve service; employing appropriate traffic calming techniques.

4.2.4.2 Evaluate zoning applications for multiple family developments on the basis of neighbourhood context, site size, scale, density, parking capacity and availability, underground service capacity, adequacy of parkland and visual and traffic impacts.

4.2.4.3 Support the following building types and land uses in Neighbourhoods: single family dwellings; duplexes, triplexes, and four-plexes; townhouses; low-rise residential (up to 4 storeys); and mixed-use (commercial/residential) (up to 4 storeys).

4.2.4.4 Support institutional land uses that fit with the character of residential neighbourhoods.

4.2.4.5 Support home-based businesses that fit with the character of residential neighbourhoods.

4.2.5.1 Support the retention of rural and farm lands through adherence to the Urban Containment Boundary policy and preservation of the Agricultural Land Reserve Map 19).

4.2.5.2 Maintain farming, food production, and large lot residential as the predominant land use on rural lands.

4.2.5.3 Maintain a minimum parcel area of 2.0 ha for the A-1 (Rural) zone and 4.0 ha for the A-4 (Rural) zone.

4.2.5.4 Support home-based businesses that fit with the character of rural neighbourhoods.

4.2.5.5 Limit opportunities for expansion of the Prospect Lake Road/Sparton Road/West Saanich Road commercial node by supporting rezoning only for uses that are consistent with the rural character, having regard for the visual, environmental, and traffic impacts.

4.2.6.2 Require institutional uses to locate within the Urban Containment Boundary and outside the ALR, except where they preserve large amounts of land as open space or provide other community amenities.

4.2.6.4 Encourage institutional land owners to preserve on-site open space and make it publicly accessible.

4.2.6.5 i) That rezoning of existing public school sites to allow for non-institutional uses shall only be supported where the proposed use would result in: a. the setting aside of at least 50% of the site as publicly-accessible open space or; b. provision of other significant neighbourhood public amenities, as provided for under Section 904 or 905.1 of the Local Government Act. ii) That consideration be given to amending the institutional zoning of public schools by introducing restrictive maximum lot coverage and increased setbacks in order to encourage the retention of existing open space.

4.2.6.6 Continue to support the research capabilities of the Dominion Astrophysical Observatory by enforcing the lighting regulations and establishing municipal policy for playing field lighting and consider regulations for residential outdoor lighting.

4.2.7.1 Preserve the integrity of our industrial land base by: making better, more efficient use of existing industrial properties; limiting retail activity in industrial parks to service commercial which meets the basic needs of employees, for example a café or corner store; and permitting office only as an ancillary use to the main industrial activity.

4.2.7.3 Use the following criteria when assessing development applications for industrial uses: access, traffic generation, transit routes, lot size, scale, neighbourhood context, accessibility, environmental impacts, economic impact and employment generation.

OCP Policies - Environmental Integrity

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- 4.2.7.4** Ensure that the zoning and regulatory controls respecting industrial areas continue to encourage and support their economic viability.
-
- 4.2.8.4** Use a minimum standard of 5.0 ha of parkland per 1,000 people, excluding regional parks, while considering other significant factors affecting acquisition.
-
- 4.2.8.5** Use the Five-Year Financial Plan to guide the development of parks and trails, recreation facilities, based on the Official Community Plan, the “Park Priority Study” and the “Parks and Recreation Master Plan”.
-
- 4.2.8.6** i) That rezoning of existing public school sites to allow for non-institutional uses shall only be supported where the proposed use would result in: a. the setting aside of at least 50% of the site as publicly-accessible open space or; b. provision of other significant neighbourhood public amenities, as provided for under Section 904 or 905.1 of the Local Government Act. ii) That consideration be given to amending the institutional zoning of public schools by introducing restrictive maximum lot coverage and increased setbacks in order to encourage the retention of existing open space.
-
- 4.2.8.7** Continue to create Development Cost Charges for new development areas and “Centres” to recover a portion of the cost of neighbourhood and community parks and trails acquisition.
-
- 4.2.8.9** Acquire parkland through dedication at the time of rezoning or subdivision where: land is indicated for park use in a local area plan; or land is adjacent to an existing park and will improve the configuration or function of the park; or the Park Priority Study indicates a high priority for acquisition of parkland within the local area.
-
- 4.2.8.10** Encourage publicly accessible open spaces in new developments, such as plazas, walkways or small park nodes.
-
- 4.2.8.15** Continue to support the CRD in regard to regional park acquisitions and trail development.
-
- 4.2.8.16** Support the protection of significant public view corridors, when reviewing development applications (Map 11).
-
- 4.2.8.17** Protect the scenic values of the principal transportation corridors into the Capital City.
-
- 4.2.8.18** Encourage the expansion and retention of open space on private lands.
-
- 4.2.9.1** Use the Capital Regional District’s Regional Growth Strategy as the basis for decision making on mobility issues.
-
- 4.2.9.4** Protect former railroads and rights-of-way for future transportation, utility or recreation purposes.
-
- 4.2.9.5** Discourage drive through businesses in order to reduce unnecessary car idling and support more pedestrian friendly development.
-
- 4.2.9.9** Construct pedestrian and cycling improvements when upgrading major roads or collector streets, where feasible.
-
- 4.2.9.10** Require bicycle parking/storage, and encourage change and shower facilities where appropriate, in commercial, institutional, public, recreational, and multi-family residential buildings.
-
- 4.2.9.11** Identify future trails, footpaths, and bikeways and acquire rights-of-way or easements at the time of rezoning or subdivision, in order to create high quality pedestrian and bicycle networks throughout the community.
-
- 4.2.9.15** Ensure the pedestrian and cycling network in “Centres” and “Villages” is designed to accommodate projected population densities and associated activities such as, sidewalk cafes, public art, street furniture, and boulevard plantings.
-
- 4.2.9.16** Encourage the Ministry of Transportation to incorporate pedestrian routes and bike lanes on Ministry controlled roads to comparable municipal standards.
-
- 4.2.9.17** Support BC Transit to: maximize opportunities for transit use; up-grade transit facilities; and develop a more-energy efficient and sustainable bus fleet.
-
- 4.2.9.18** Integrate transit with other modes of transportation by: ensuring safe accessible pedestrian and cycle routes between transit stops and major local and regional destinations; focusing particularly on sidewalks, corners and intersections, pick-up/drop-off points (for HandyDART and the conventional system), pathways and entranceways to buildings.
-
- 4.2.9.19** Support new transit routes that service “Centres” and “Villages” and run along major and collector roads.
-
- 4.2.9.20** Encourage BC Transit to give priority to providing service to major institutional and employment centres.
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OCP Policies - Environmental Integrity

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- 4.2.9.21** Support the development and enhancement of transit in order to reduce the reliance on automobiles.
-
- 4.2.9.22** Continue to work with BC Transit to promote the transit pass programme for major multiple family, commercial, industrial and institutional developments.
-
- 4.2.9.23** Support the effective implementation of Rapid Transit along Douglas Street and other major transportation corridors as appropriate.
-
- 4.2.9.24** Ensure future Light Rapid Transit (LRT) options are not eliminated when considering development along major transportation corridors.
-
- 4.2.9.25** Support the use of Transportation Demand Management (TDM) by schools, institutions and major employers, to help reduce the reliance on automobiles, and make more efficient use of available parking and transportation resources.
-
- 4.2.9.26** Support car, vanpooling and ride-matching through the provision of end of trip facilities/incentives, such as reserving convenient stalls for 'carpool only' parking.
-
- 4.2.9.27** Encourage the incorporation of car co-op vehicles and memberships as part of residential, commercial and institutional developments.
-
- 4.2.9.28** Consider the Regional Travel Choices Strategy when establishing priorities to upgrade and maintain municipal roads.
-
- 4.2.9.29** Support the investigation of variable cost automobile (pay-as-you-drive) insurance by ICBC and the Province, as a financial incentive to reduce our reliance on automobiles.
-
- 4.2.9.30** Consider alternative road designs where appropriate to retain neighbourhood character and protect environmental features.
-
- 4.2.9.31** Utilise Transportation Demand Management (TDM) strategies and other appropriate traffic calming techniques, to address speeding, safety concerns and short-cutting through neighbourhoods.
-
- 4.2.9.32** Monitor the effectiveness of the Truck Route Bylaw to minimize the intrusion of truck traffic through neighbourhoods, and develop measures to mitigate the impact of Truck Route traffic, where necessary.
-
- 4.2.9.33** Ensure that transportation links allow for efficient disaster/emergency response routes throughout the municipality and region.
-
- 4.2.9.34** Encourage the Ministry of Transportation to implement sound-attenuation where appropriate along major transportation corridors (e.g. Patricia Bay Highway and the Island Highway).
-
- 4.2.9.35** Require boulevard tree planting, landscaping and where appropriate rainwater collection as part of the design, construction, and reconstruction of collector and major roads.
-
- 4.2.9.37** Consider parking variances where one or more of the following apply: transportation demand strategies (TDM) are implemented; a variety of alternative transit options exist within the immediate vicinity of the proposed development; there is a minimal reduction in required parking; the development is located in a "Centre"; availability of on-street parking.
-
- 4.2.10.2** Work with provincial and regulatory agencies to encourage alternative energy, waste disposal and water conservations systems.
-
- 4.2.10.4** Use the ten year capital expenditure program as a guide to replacing aging municipal infrastructure and improving efficiency of existing services.
-
- 4.2.10.5** Continue to use Development Cost Charges to recover a portion of the cost of installing infrastructure.
-
- 4.2.10.7** Encourage the use of sustainable servicing practices, green infrastructure, and energy and resource recovery.
-
- 4.2.10.8** Encourage the Province to eliminate restrictions that prevent sustainable infrastructure innovations, including consideration for alternative development standards for water use, sanitary and storm water collection, and solid waste disposal.
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OCP Policies - Environmental Integrity

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- 4.2.10.10** Ensure municipal operations account for technological advances (e.g. green infrastructure), where practical and feasible.
-
- 4.2.10.12** Consider extensions to the Sewer Service Area within the Urban Containment Boundary, based on health concerns, land-use policies, and cost effectiveness to the Municipality.
-
- 4.2.10.13** Consider extending the Sewer Service Area outside the Urban Containment Boundary only as a means to resolve a current health problem if no reasonable alternative is feasible.
-
- 4.2.10.14** Consider major extension of sewer service, beyond designated official community plan limits at the date of the adoption of the Regional Growth Strategy bylaw (13-August -2003), only as part of the comprehensive five year review of the Regional Growth Strategy.
-
- 4.2.10.15** Support the efforts of the Vancouver Island Health Authority (VIHA) and the Capital Regional District, to provide public education and enforce regulations respecting the correct operation, maintenance, and inspection of on-site sewage disposal systems.
-
- 4.2.10.16** Support the regional source control program to eliminate chemicals from industrial, commercial, institutional and residential effluent flowing into the sewer system.
-
- 4.2.10.17** Support the retention of the municipal sewage collection system within the public domain.
-
- 4.2.10.20** In rural areas, retain an open-channel stormwater drainage system comprising watercourses, ditches, flood plains and other water retention and detention opportunities, to enhance water quality and environmental features.
-
- 4.2.10.22** Retain the storm water holding capacity of natural storage areas to reduce peak flows.
-
- 4.2.10.26** Consider major extension of water service, beyond designated official community plan limits at the date of the adoption of the Regional Growth Strategy bylaw (13-August - 2003), only as part of the comprehensive five year review of the Regional Growth Strategy.
-
- 4.2.10.27** Minor extensions of water service that are in keeping with the principles of the Regional Growth Strategy (to support public health, environmental issues, fire suppression, or agricultural needs) may be considered outside of the five-year Regional Growth Strategy review process.
-
- 4.2.10.29** Support the retention of the drinking water supply and distribution system within the public domain.
-
- 4.2.10.35** Encourage utility providers to remove overhead wiring and relocate it underground, with a focus on “Centres” and “Villages”.
-
- 4.2.10.37** Work with utility providers to relocate utility poles located within sidewalk and other pedestrian areas.
-
- 4.2.10.38** Ensure utility providers use best management practices in the installation, maintenance and repair of utilities within public rights of ways.
-
- 4.2.10.39** Encourage utility companies to use anti-graffiti measures on their above ground utility boxes.
-

OCP Policies - Social Well-Being

The Social Well-Being principle policies contained in the OCP (referred from page 18) are listed below for reference.

5.1 Basic Needs

5.1.1.2 Do not support applications to exclude land from the Agricultural Land Reserve, unless: a qualified professional agrologist provides evidence that the property is incorrectly designated; and exclusion would not adversely affect the long term agricultural value of the adjoining land within the Reserve.

5.1.1.3 Do not forward applications to the Agricultural Land Commission to subdivide land within the Agricultural Land Reserve (Map 19) unless: the owner has continuously owned and occupied the property as a principal residence since December 21, 1972 and no subdivision has occurred since that date; or there are already two dwellings on the parcel; or it would facilitate changes to an existing public institution; or it would increase the agricultural capability of an existing farm as defined by the BC Assessment Authority and there is on-site evidence of keeping animals or land cultivation at a commercial level.

5.1.1.4 Maintain a minimum parcel area of 2.0 ha for the A-1 (Rural) zone and 4.0 ha for the A-4 (Rural) zone.

5.1.1.9 Encourage environmentally sound agricultural practices by promoting the BC Environmental Farm Program.

5.1.1.11 Support the use of the dispute resolution process established in the "Farm Practices Protection Act" to resolve concerns and complaints about agricultural practices that may be inconsistent with normal farm practice.

5.1.1.13 Support small-scale agricultural initiatives on lands inside the Urban Containment Boundary, while balancing the need of neighbouring residents.

5.1.1.14 Buffer rural and agricultural lands from adjacent urban residential development as part of redevelopment and subdivision proposals, where appropriate.

5.1.1.16 Encourage the Agricultural Land Commission to review current deposit of fill practices on ALR lands, in order to preserve the agricultural capability of ALR lands.

5.1.1.17 Discourage the deposit of fill on rural and ALR lands that results in the soil's agricultural capability being diminished.

5.1.1.18 Support the preservation and enhancement of the soil's agricultural capability on rural and ALR lands.

5.1.1.19 Encourage the development of a Property Assessment policy that primarily supports local food production, and does not inadvertently result in ecological degradation.

5.1.2.1 Focus new multi-family development in "Centres" and "Villages" (Map 4).

5.1.2.2 Evaluate applications for multi-family developments on the basis of neighbourhood context, site size, scale, density, parking capacity and availability, underground service capacity, school capacity, adequacy of parkland, contributions to housing affordability, and visual and traffic/pedestrian impact.

5.1.2.3 Evaluate zoning applications for two-family dwellings on the basis of neighbourhood context, lot size, building scale and design, access, and parking.

5.1.2.4 Two-family dwelling lots should be 1.3 times the minimum area of the largest adjacent single family dwelling zone. However, where a local area plan policy supports a zone with a minimum lot area that is smaller than the existing minimum lot area, then the local area plan policy shall apply for the purpose of calculating the minimum area for a two-family dwelling lot.

5.1.2.5 Well designed duplexes on corner and double fronting lots will be given favourable consideration.

-
- 5.1.2.6** Work with the Capital Regional District and other stakeholders to implement the Regional Housing Affordability Strategy.
-
- 5.1.2.7** Continue to contribute to the Regional Housing Trust Fund.
-
- 5.1.2.8** Continue to support and participate in Capital Regional District Housing initiatives and committees.
-
- 5.1.2.9** Encourage the creation of affordable and special needs housing by reviewing regulatory bylaws and fee structures to remove development barriers and provide flexibility and incentives.
-
- 5.1.2.12** Consider the potential for affordable housing in conjunction with municipal community centres and surplus lands within the Urban Containment Boundary.
-
- 5.1.2.13** Encourage the retention of older multiple family rental accommodation by considering higher density redevelopment proposals on these sites, if the same number of rental units are maintained, and the units are secured through a housing agreement.
-
- 5.1.2.15** Consider requiring registration of a covenant on the title of new multiple-family developments prohibiting Strata Council rental restrictions as part of rezoning applications.
-
- 5.1.2.16** Integrate seniors and special needs housing into the community where there is good access to public transit and basic support services.
-
- 5.1.2.17** Support the provision of a range of seniors housing and innovative care options within “Centres”, “Villages” and Neighbourhoods, to enable people to “age in place”.
-
- 5.1.2.18** Work with the CRD and other stakeholders to address both immediate and long-term homelessness issues by : continuing to implement Saanich’s cold/wet weather strategy to address homeless shelter needs during extreme weather; working towards the provision of sufficient “shelter housing”, “transitional housing”, and “permanent supportive housing” in the region; and developing and implementing early intervention strategies to help citizens avoid the need to access “shelter” and “transitional housing”.
-
- 5.1.3.1** Encourage new institutions and businesses to locate within Saanich that create permanent employment opportunities for local workers at a living wage.
-
- 5.1.3.2** Continue to support the work of the Greater Victoria Development Agency to retain and enhance existing businesses, and attract new environmentally friendly businesses to the region.
-
- 5.1.3.3** Work cooperatively with the Greater Victoria Development Agency, school districts, post-secondary institutions, senior governments, and other stakeholders to support and improve employment and training opportunities that match the requirements of local employers.
-
- 5.1.3.4** Support the retention and recruitment of an adequate labour pool by ensuring access to appropriate and affordable housing and other necessary support services such as child and elder care.
-
- 5.1.3.5** Work with BC Transit to ensure adequate public transit in relation to major employment centres, businesses and institutions.
-
- 5.1.3.6** Work with the stakeholders to address mobility issues related to the efficient and timely movement of goods to and throughout Saanich and the region.
-
- 5.1.3.7** Support tourist related facilities, including all types of accommodation and visitor attractions that are compatible with environmental factors and adjacent land uses.
-
- 5.1.4.1** Foster the development of a community that is safe, diverse and inclusive and where social interaction, physical activity, sense of place, and neighbourliness are actively promoted and supported.
-
- 5.1.4.3** Work with multicultural organizations to promote harmonious intercultural relations and access to community services.
-

OCP Policies - Social Well-Being

5.2 Strengthening Community

- 5.2.1.9** Encourage applicants with development proposals to hold public information meetings before plans are submitted for statutory review and public hearings, and to inform and consult with area residents and other stakeholders.
- 5.2.2.6** Cooperate and consult with other municipalities and agencies within the Capital Regional District to coordinate the development of recreation services and facilities.
- 5.2.2.7** Use the Parks and Recreation Master Plan as a guide for the planning and budgeting for parks, trails and recreation facilities.
- 5.2.3.1** Support regional arts programming, policy development and facility planning through the Capital Regional District and Arts Advisory Council and Committee.
- 5.2.3.2** Work with other municipalities, school districts, Chambers of Commerce, Tourism Victoria, and other agencies to plan and coordinate arts initiatives.
- 5.2.3.3** Encourage ongoing participation in Regional Arts funding to support cultural facilities and initiatives.
- 5.2.3.4** Support the continued implementation of the “Comprehensive Arts Policy”.
- 5.2.3.6** Encourage community programming for a variety of artistic disciplines.
- 5.2.3.7** Continue to promote the use of parks, civic buildings and public spaces for public art, performances, festivals and exhibitions
- 5.2.3.8** Encourage and support private sector involvement in the arts.
- 5.2.3.9** Support the integration of public art in the design of public and private developments.
- 5.2.3.10** Consider accommodating studio, rehearsal, and classroom or workshop space in commercial, institutional, and rural areas.
- 5.2.3.11** Continue to work with School Districts 61 and 63 and post-secondary institutions to promote community awareness of arts programs in the education system.
- 5.2.3.12** Continue to encourage opportunities for community theatre in Saanich.
- 5.2.4.1** Monitor and encourage preservation of heritage resources according to the Saanich Heritage Resources Management Plan and Heritage Action Plan.
- 5.2.4.4** Consider incentives to encourage preservation and designation of privately owned heritage buildings.
- 5.2.4.6** Support the management of archaeological resources in accordance with the “Heritage Conservation” and the Provincial permit system.
- 5.2.4.7** Notify the BC Archaeological Branch of development applications which affect areas identified by the Province as being of archaeological significance.
- 5.2.4.8** Investigate appropriate recognition for archaeological sites.
- 5.2.4.9** Encourage and support public education on heritage resources and protection, through publications, displays, on-site interpretation, web sites, events, historic plaques and signs, and similar tools.
- 5.2.4.10** Continue to seek funding assistance from senior governments and community organizations to assist with identifying and protecting heritage resources.

OCP Policies - Economic Vibrancy

The Economic Vibrancy principle policies contained in the OCP (referred from page 28) are listed below for reference.

6.1 Economic Infrastructure

6.1.1 Continue to update and streamline business policy and regulatory processes that improve customer service and maintain comparable taxes and fees with other regional jurisdictions.

6.1.3 Continue to be responsive to emerging “new economy” business sectors.

6.1.4 Continue to support the development of Business Improvement Areas (BIA) in “Centres” and “Villages” (Map 4).

6.1.6 Support the retention and recruitment of a qualified labour pool by ensuring access to appropriate and affordable housing and other necessary support services such as child and elder care.

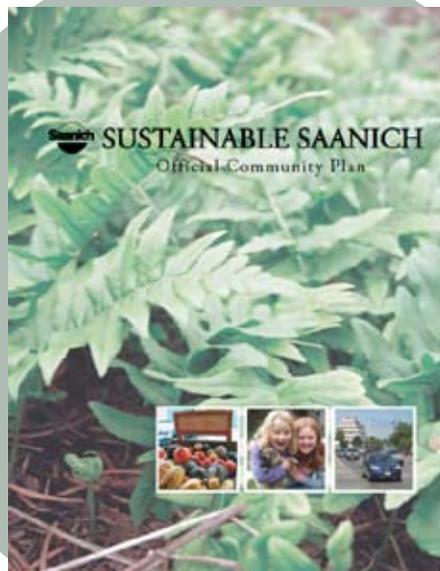
6.2 Diversification & Enhancement

6.2.4 Support a balanced economy by encouraging a broad range of commercial, service, research, high tech and industrial uses.

6.2.5 Focus new commercial development primarily to “Centres” and “Villages” (Map 4).

6.2.12 Encourage innovation, investment, technology development, and sustainable business practices by working with senior government, the private sector and other stakeholders.

6.2.13 Encourage local business to become more sustainable through means such as; recycling, reducing energy consumption, using greener forms of energy and looking at Transportation Demand Management (TDM) strategies.



OCP Policies - Taking Action

The Taking Action principle policies contained in the OCP are listed below for reference.

7.1 Implementation

7.1.4 Develop an amenity contribution policy, considering the inclusion of, but not limited to, the following amenities: Affordable housing units; Privately owned, publicly accessible open space; Public art; Floor space designated for non-profit arts activities; Contributions towards the enhancement of natural areas, public recreation facilities & green/open space; Contributions towards street and boulevard enhancements, including street furniture and decorative lighting; Daycare facilities; Preservation of heritage structures or features; Transit-oriented development; Green construction, green roofs, energy conservation, reduced carbon footprint; Underground or concealed parking; Bicycle facilities; and Public safety improvements (e.g. school crossings).

7.1.5 When considering applications for “Official Community Plan” amendments require concurrent rezoning applications.

7.1.6 Consider varying development control bylaws where the variance would contribute to a more appropriate site development having regard for the impact on adjoining lands.

7.1.7 Update “Development Permit Area Guidelines”, as required, to incorporate criteria to address the changing needs and the specific conditions of each area.

7.1.8 Prepare general structure plans for “Centres” and “Villages” in conjunction with the public, land owners, the development and business community and other key stakeholders.

7.2 Indicators

7.2.1 Continue to use the annual “Strategic Plan” review process to identify progress towards meeting the goals of the Official Community Plan and other community initiatives.

7.2.2 Support a coordinated approach to measuring progress on regional initiatives (e.g. Regional Growth Strategy).

7.2.3 Undertake a public process to review the “Official Community Plan” as required, to ensure that the documents remain relevant.

7.3 Regional Context

7.3.2.1 Manage population growth, land use, density, development policies, environmental protection, transportation, and infrastructure in Saanich within the context of the Regional Growth Strategy.

7.3.2.2 Negotiate, where necessary, bilateral agreements regarding buffering and land use transition where the Regional Urban Containment and Servicing boundary coincides with a municipal jurisdictional boundary.

7.3.2.3 Consult with staff and elected officials of adjoining jurisdictions to resolve issues of mutual concern.

7.3.2.4 Work with the Capital Regional District and member municipalities to jointly undertake a review of long term strategic needs in the Capital Region, as required.

Photography Descriptions and Credits

Page	Photo Description	Page	Photo Description
Front cover	Mt. Doug view - East, David Izard	22	Children on playground, Staff photo
2	Mt. Doug view - North, David Izard	23	Gordon Head Recreation weight room, Staff photo
4 bottom	Swan Lake walkway, Staff photo	24 bottom	Saanich Fire Dept open house, Staff photo
4 top	Official Community Plan cover, Staff photo	24 top	Safe crossing at crosswalk, Staff photo
5 bottom	Hummingbird, Staff photo	26	Saanich Fire Dept open house, Staff photo
8 bottom	Admirals Bridge, Leon Bateman	27	Saanich Fire Dept open house, Staff photo
8 top	Colquitz Park Trail, Staff photo	28 bottom	Saanich agricultural area, Staff photo
10 bottom	Colquitz Creek, Staff photo	28 top	Uptown concept plan, Morguard
10 top	Allium Acuminatum, Terry Morrison	30 bottom	Local fruits and vegetables, Staff photo
12	Cedar Wax Wing, Ted Ardley	30 top	VITP employee, Staff photo
13	Climate Change Adaptation Plan, Staff photo	32	Business in Saanich, Staff photo
14 bottom	Galloping Goose Trail, Staff photo	33	Business in Saanich, Staff photo
14 top	BC Transit buses, Staff photo	34 bottom	Saanich Public Works employee, Staff photo
16	Craigflower Bridge, Staff photo	34 top	Saanich Public Works employee, Staff photo
17	Saanich Public Works Employees, Staff photo	36	Saanich Public Works employee, Staff photo
18 bottom	Hands on drum, Staff photo	37	SCP customer service, Staff photo
18 top	Dawson Heights, Staff photo	48	Official Community Plan cover, Staff photo
20 bottom	Arts and crafts at Winter Lights Festival, Staff photo	51	Mt. Doug view - South, David Izard
20 top	Child at Saanich daycamp, Staff photo	Back cover	Mt. Doug view - West, David Izard

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View from Mt. Doug ~ looking South



Eco-Audit

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