



# 2024-2027 STRATEGIC IMPLEMENTATION PLAN

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# 2024-2027 STRATEGIC PLAN

PRIORITIES	GOALS
<b>Invest in Infrastructure and Active Transportation</b> 	Improve the active transportation network to foster a complete community where people live, work and play.
	Prioritize infrastructure investment renewal and upgrades that consider climate adaptation and mitigation, and future growth.
	Facilitate increased public amenities by leveraging resources and seeking partnerships, including childcare, recreation, healthcare, and social services.
<b>Expand Supply of Affordable, Attainable, and Rental Housing</b> 	Adapt and respond to emerging legislation that seek to remove barriers and incentivize a broader range of housing options.
	Support and encourage development proposals that expand housing diversity, including purpose built rental and legal suites.
	Pursue partnerships with housing providers and government agencies to deliver affordable housing and amenities.
<b>Foster a Community of Inclusion, Diversity and Accessibility</b> 	Strengthen relationships with the <u>WJOLÉLP</u> (Tsartlip) and <u>STÁUTW</u> (Tsawout) First Nations based on the recognition of rights, respect and partnership.
	Support community inclusion, equity, <u>accessibility</u> and diversity through improvements to services and the built environment.
	Build an organizational culture of understanding of key equity, diversity, and inclusion concepts.
<b>Cultivate a Resilient Economy and Thriving Agricultural Sector</b> 	Be responsive to changing economic conditions and emerging sectors that help strengthen and diversify the <u>District's</u> business and industrial community.
	Support the agricultural community and encourage farming that improves food security.
	Promote our unique character and encourage visitors and residents to support local businesses, <u>agri-tourism</u> and tourism opportunities.
<b>Champion Climate Adaptation, Mitigation, and Preparedness</b> 	Ensure a resilient community that is supported and prepared for extreme events through public education, planning and response.
	Improve natural asset and ecosystem management through the principles of preservation and restoration.
	Reduce GHG emissions by continuing to demonstrate climate leadership and apply a climate lens to decision making and initiatives.
<b>Demonstrate Organizational Effectiveness</b> 	Deliver excellent, <u>accessible</u> and responsive customer service for our diverse community.
	Continue to improve internal processes through adoption of best practices, legislative authority, and new technology.
	Continue to build strong relationships through collaboration and engagement with community members, service providers, and government agencies to advance community interests.

# OVERVIEW OF PRIORITY AREAS AND GOALS

## Invest in Infrastructure and Active Transportation

High quality, efficient municipal infrastructure is critical to the life and safety of our residents, and like many jurisdictions, ours is aging. Central Saanich is prepared for the challenge of replacing aging infrastructure and facilities. We will continue to put more money aside each year, conduct condition assessments, and be thoughtful about climate adaptation and growth as we plan replacements that will serve the community for decades to come.

The District will also collaborate with the SXÁUTW (Tsawout) and WJOLÉLP (Tsartlip) First Nations for updating servicing agreements and addressing infrastructure planning, maintenance, and future needs.

We want residents to have the options to work, live, and play by active transportation with connectivity throughout the community. The District is planning for \$10.4 million in new active transportation infrastructure over the next five years thanks to a \$5.5 million grant from the Province's Growing Communities Fund. These projects are high priorities from the Active Transportation Plan and complete connectivity between SXÁUTW First Nation and the core areas of Saanichton, Brentwood/WJOLÉLP First Nation as well as network improvements in Tanner Ridge. The District looks forward to complementing the new infrastructure with public education focused on active transportation and road safety.

We are looking forward to a renewed focus on parks and recreation, including completing our first Parks Master Plan in 25 years, adding a splashpad to Centennial Park, new park signage and SENĆOŦEN place naming.

We are working to increase needed amenities by working closely with organizations and agencies that provide health and social services for our residents and collaborating across the peninsula to provide inclusive and accessible recreational facilities that promote a healthy community.



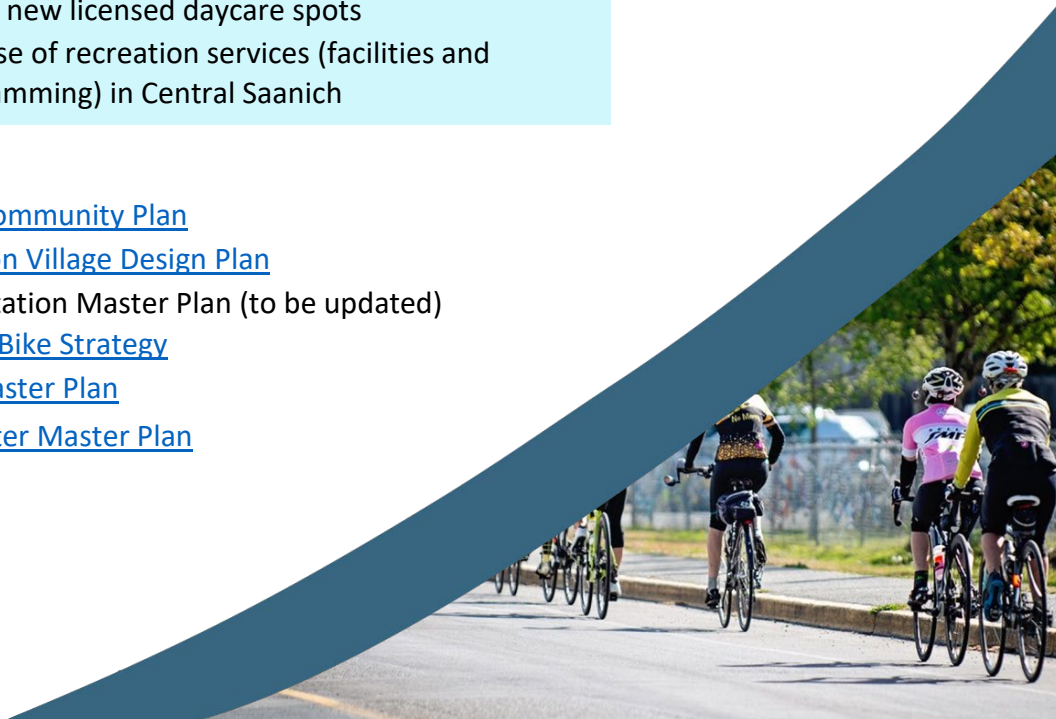
## Invest in Infrastructure and Active Transportation



Goals	Tracking progress
Improve the active transportation network to foster a complete community where people live, work and play.	<ul style="list-style-type: none"> <li>» Map of Connected systems</li> <li>» 9.5 kms of bike lanes, sidewalks, MUPs</li> <li>» 9 crosswalks</li> </ul>
Prioritize infrastructure investment renewal and upgrades that consider climate adaptation and mitigation, and future growth.	<ul style="list-style-type: none"> <li>» 12 kms of road surfacing (3 kms/year)</li> <li>» 4.3 kms of sewer, 8 km of watermain pipe replacement</li> <li>» Completion of Keating Flyover</li> <li>» Completion of Municipal Facilities</li> <li>» Improved GIS system</li> <li>» Updates to all masterplans, engineering standards and DCCs</li> <li>» Update to long term financial strategy and asset management plan *NEW* Natural Asset Plan</li> </ul>
Facilitate increased public amenities by leveraging resources and seeking partnerships, including childcare, recreation, healthcare, and social services.	<ul style="list-style-type: none"> <li>» Completion of multi-sport box</li> <li>» 50 net new licensed daycare spots</li> <li>» Increase of recreation services (facilities and programming) in Central Saanich</li> </ul>

### Related Plans and Documents

- [Accelerated Active Transportation Plan Staff Report 2023](#)
- [Active Transportation Plan](#)
- [Capital Plans](#)
- [Financial Plan](#)
- [Long Term Financial Strategy and Asset Management Plan](#)
- Parks Master Plan (to be updated)
- [Official Community Plan](#)
- [Saanichton Village Design Plan](#)
- Transportation Master Plan (to be updated)
- [EV and E-Bike Strategy](#)
- [Sewer Master Plan](#)
- [Stormwater Master Plan](#)



## Expand the Supply of Affordable, Attainable, and Rental Housing

Central Saanich is increasing and diversifying our housing stock through the policies of the Official Community Plan (OCP). Carefully managed growth will ensure greater physical and social health, preservation of agricultural lands and natural areas, efficient use of infrastructure, reduced greenhouse gas emissions, and improved quality of life.

We are working to ensure the types of housing we add to the community are what is needed by residents—this includes encouraging more secondary suites, rental housing, missing middle housing, below-marketing housing, and more.

To accomplish this, the District will undertake a number of housing actions, including looking at redeveloping municipal property, partnering with housing providers on more affordable housing developments, rezoning land to enable infill and densification, exploring partnerships with local First Nations, reducing barriers to development and updating our infrastructure to accommodate growth.

This strategy should serve our housing needs until 2036. Carefully managed growth can ensure greater physical and social health, preservation of agricultural lands and natural areas, efficient use of infrastructure, reduced greenhouse gas emissions, and improved quality of life.

## Expand the Supply of Affordable, Attainable, and Rental Housing



### Goals

Adapt and respond to emerging legislation that seek to remove barriers and incentivize a broader range of housing options.

### Tracking progress

- » 90% of rezoning planning reports before Council within 6 months
- » By end of 2026 building permits issued for 415 new residential units
- » Streamlined approval processes that results in improved efficiency and decision making timelines – from 2023 baseline

Support and encourage development proposals that expand housing diversity, including purpose built rental and legal suites.

- » Building permits issued to increase legal suites, cottages and carriage houses by 30 units by 2027
- » 85% of new units are missing middle/multi-family residential
- » 20% of housing starts will be rental

Pursue partnerships with housing providers and government agencies to deliver affordable housing and amenities.

- » 10% of housing starts will be affordable
- » Success in securing grants to achieve affordable housing and amenities

### Related Plans and Documents

- [Housing Needs Assessment](#)
- [Official Community Plan](#)
- [Infill and Densification Plan](#)
- [Saanichton Village Design Plan](#)
- Transportation Master Plan (to be updated)







## Foster a Community of Inclusion, Diversity, and Accessibility

The District is committed to supporting reconciliation, diversity, equity, and accessibility as a community and employer.

We continue to learn from, listen to, and work closely with the First Nations governments, including providing services to the nations. As an employer and leader in the community, we support reconciliation with education for our staff and the public, as well as contributing to cultural revitalization through public art, education and the SENĆOŦEN place naming initiative.

A number of District plans are underway to lay the foundation for the District and community partners to build upon. Central Saanich's Age-Friendly Community Plan will help determine how to support the growing number of older adults in our community. An Accessibility Plan for the District and Police Service will provide recommendations on improvements to District policies, programs, services and more. An upcoming Customer Service Strategy and Public Engagement Framework will help identify underrepresented populations and address barriers to service and engagement, as well as provide guidance on techniques to minimize barriers and encourage inclusive service and intentional planning and outreach. The District is working to offer more services online to increase accessibility, as well as maintain in person and other forms of service.

We are applying an equity lens to community building and providing programs and initiatives in conjunction with other organizations to equitably provide for basic needs of the entire community, such as affordable housing, policies to support greater provision of childcare, access to non-vehicular modes of transportation, grant programs, and more.

Through partnerships, consultation and inclusion, we are applying new lenses to all of our work with the goal of increasing the number of people who feel included, safe and represented in our community.

## Foster a Community of Inclusion, Diversity, and Accessibility



Goals	Tracking progress
Strengthen relationships with the WJOLELP (Tsartlip) and SÁAUTW (Tsawout) First Nations based on the recognition of rights, respect and partnership.	<ul style="list-style-type: none"> <li>» Signed service agreements</li> <li>» SENĆOŦEN place names</li> <li>» MOUs with Tsawout, Tsartlip and WLC</li> <li>» Increased engagement</li> <li>» Standing Committees</li> </ul>
Support community inclusion, equity, accessibility and diversity through improvements to services and the built environment.	<ul style="list-style-type: none"> <li>» Adopted and Updated Accessibility Plan</li> <li>» Adopted Implementation Plans</li> <li>» Adopted Public Engagement Framework</li> </ul>
Build an organizational culture of understanding of key equity, diversity, and inclusion concepts.	<ul style="list-style-type: none"> <li>» Employee Survey (5 years) – sense of belonging, feeling heard</li> <li>» Internal Committee</li> </ul>

### Related Plans and Documents

- [Official Community Plan](#)
- [Age-Friendly Plan](#) (under development)
- [Accessibility Plan](#) (under development)
- [Housing Needs Assessment](#)
- [Active Transportation Plan](#)
- [Childcare Action Plan](#)



## Cultivate a Resilient Economy and Thriving Agricultural Sector

The District recognizes agriculture as an important contributor to its rural and smalltown character, to the local and regional economy, and to local food security. We are supportive of local farms and that the agricultural land base is preserved. Supporting housing for farmers and farm workers is a key priority at the District, by expanding the opportunity to have accessory dwelling units on ALR lands. The District's Agriculture Area Plan from 2011 identified key initiatives to support farming, and this plan will be revisited to help address emerging trends and issues in the farming industry.

We are working to revitalize Central Saanich's core commercial areas of the villages of Brentwood Bay and Saanichton and the Keating Business District, which contain most of the District's retail and service commercial businesses that serve daily needs for residents.

The Keating Business District is a key economic driver with a range of industrial and trades-related businesses that serve the South Island region. We are advancing the Keating Business District Implementation Plan and working with the Ministry of Transportation and Infrastructure on the Keating Flyover, as the area is a key economic driver for the region.

The District OCP points to opportunity for four small commercial nodes at Turgoose, Moodyville, Island View and West Keating, which each have their own unique history and commercial flavour that contribute to creating walkable neighbourhoods.

As the community evolves, the District is building more commercial space, seeing industrial land develop, and a greater diversity of businesses are thriving. Locals and visitors enjoy Central Saanich's local charm and find the shops and services they need thanks to well planned developments, attractive storefronts, and clear signage.

Looking forward, the District is working to build a strong and vibrant community by attracting, supporting, and retaining businesses and residents. This includes identifying emerging sectors, continuing to support local businesses, and partnering with WSÁNEĆ Nations and other Saanich Peninsula municipalities to identify joint economic development initiatives.



## Cultivate a Resilient Economy and Thriving Agricultural Sector



Goals	Tracking progress
Be responsive to changing economic conditions and emerging sectors that help strengthen and diversify the District's business and industrial community.	» Measuring businesses – compare
Support the agricultural community and encourage farming that improves food security.	» Completed rezoning of Agricultural properties to allow more dwellings # of units » Amended Land Use Bylaw to include controlled environment structure (vertical farming) as a permitted use » Support more sustainable farming through public education
Promote our unique character and encourage visitors and residents to support local businesses, agri-tourism and tourism opportunities.	» Website to promote business and agritourism DCS consolidate business tools » Collaborate with local tourism operators on industry-led efforts

### Related Plans and Documents

- [Agricultural Area Plan](#)
- [Community Economic Resilience Plan](#)
- [Keating Business District Implementation Plan](#)
- [Keating Parking Strategy](#)
- [Official Community Plan](#)
- [Saanichton Village Design Plan](#)
- [Residential Infill and Densification Plan](#)
- [Wayfinding Master Plan](#)
- [Childcare Action Plan](#)



## Champion Climate Adaptation, Mitigation, and Preparedness

The District is planning for coordinated climate action to enhance and preserve the quality of life and natural areas in Central Saanich. This work spans all District operations and is being integrated across departments and into plans. The District is increasing resources dedicated to emergency preparedness and response; this includes our facilities, infrastructure, staff and residents.

Our local initiatives continue to address climate action in a progressive manner. Regional and provincial collaboration ensures we remain aligned with best practices and that our residents are enabled to make climate-wise choices. Households directly account for 40% of BC's total greenhouse gas emissions, and we are supporting residents to reduce their footprint and prepare for increased weather-related events. We are also taking meaningful action to reduce the impact of District operations.

Central Saanich's natural environment is increasingly challenged by the impacts of climate change, industry and development. The District is putting policies and partnerships in place to preserve and restore marine environments, farmlands, wetlands, creeks and streams, forests, and environmentally sensitive areas. We recognize rural areas can play a significant role in climate action by improving resiliency, carbon sequestration, and supporting natural habitats and biodiversity, as well as the need for compact, complete and walkable village cores and housing along transportation routes.

### We are working to:

1) Reduce community emissions by 45% by 2030\*

\*over 2007 levels

2) Become a carbon neutral community by 2050





## Champion Climate Adaptation, Mitigation, and Preparedness



Goals	Tracking progress
Ensure a resilient community that is supported and prepared for extreme events through public education, planning and response.	<ul style="list-style-type: none"> <li>» Disaster Risk Reduction – Climate Adaptation Mapping completed</li> <li>» 100% District staff have EOC basic training</li> <li>» 30% of households have emergency kits</li> </ul>
Improve natural asset and ecosystem management through the principles of preservation and restoration.	<ul style="list-style-type: none"> <li>» Natural Asset Mapping and Plan completed and included in updated AMP</li> <li>» Maber Flats Management Plan, improvements and Collaboration Plan with WLC Land Trust completed</li> <li>» Evaluation of Martindale upgrades completed</li> <li>» Tree Canopy Study completed</li> </ul>
Reduce GHG emissions by continuing to demonstrate climate leadership and apply a climate lens to decision making and initiatives.	<ul style="list-style-type: none"> <li>» Reduce Corporate GHG Emissions by 15%</li> <li>» Fleet Electrification Plan (Appendix)</li> <li>» Public Education Campaigns – Active Transportation, Solid Waste</li> <li>» Expand PACE program to include solar</li> <li>» Completed bylaw for construction waste disposal</li> <li>» Increase EV chargers in District by 25</li> </ul>

### Related Plans and Documents

- [Climate Action Plan](#)
- [EV and E-Bike Strategy](#)
- Emergency Response and Recovery Plan
- Evacuation Plan
- Extreme Weather Response Plan
- Hazards, Risks and Vulnerability Plan
- Community Wildfire Protection Plan (under development)
- [Active Transportation Plan](#)
- [Official Community Plan](#)



## Demonstrate Organizational Effectiveness

Central Saanich is working to ensure residents can easily access the services and information they want from the municipality. The District is using a variety of channels to encourage participation, education and partnerships. The District is evolving to better serve people with disabilities and underrepresented groups by removing barriers and promoting inclusion. We are developing policies, strategies, and programs to further these goals. This work is built on best practices, stakeholder feedback and a wide range of service and engagement options that include new technologies to improve accessibility.

Community members in Central Saanich expect local government to be responsive and transparent, to use its resources efficiently and effectively, and to anticipate future needs and challenges. There is a strong desire for community members to have the ability to participate in local decision-making and to have an impact. There is an increasing recognition that the District can more effectively achieve its goals by collaborating with others, especially with SṠÁUTW (Tsaowut) First Nation, WJOLÉLP (Tsartlip) First Nation, neighbouring municipalities, and the CRD. Building strong relationships has become a key priority for the District.

The availability of local services is critical to the health and vibrancy of our community, and local community organizations have played a strong role in helping to provide each other with those services. The District will continue to support local organizations and institutions to align services with the needs of community members, while focusing its attention on key services like fire, police, and emergency response.

The District is a relatively small community with a small and dedicated team of staff and limited resources, however we have a strong and vibrant community because of an engaged population and commitment to volunteerism. Numerous local grassroots and non-governmental organizations play a pivotal role in the delivery of a wide range of community services, active involvement in the parks system, providing sport and recreation, and organizing community events. The District acknowledges the commitment and dedication of our residents and their contribution to building community.

## Demonstrate Organizational Effectiveness



### Goals

Deliver excellent, accessible and responsive customer service for our diverse community.

Improve internal processes through adoption of best practices, legislative authority, and new technology.

Build strong relationships through collaboration and engagement with community members, service providers, and government agencies to advance community interests.

### Tracking progress

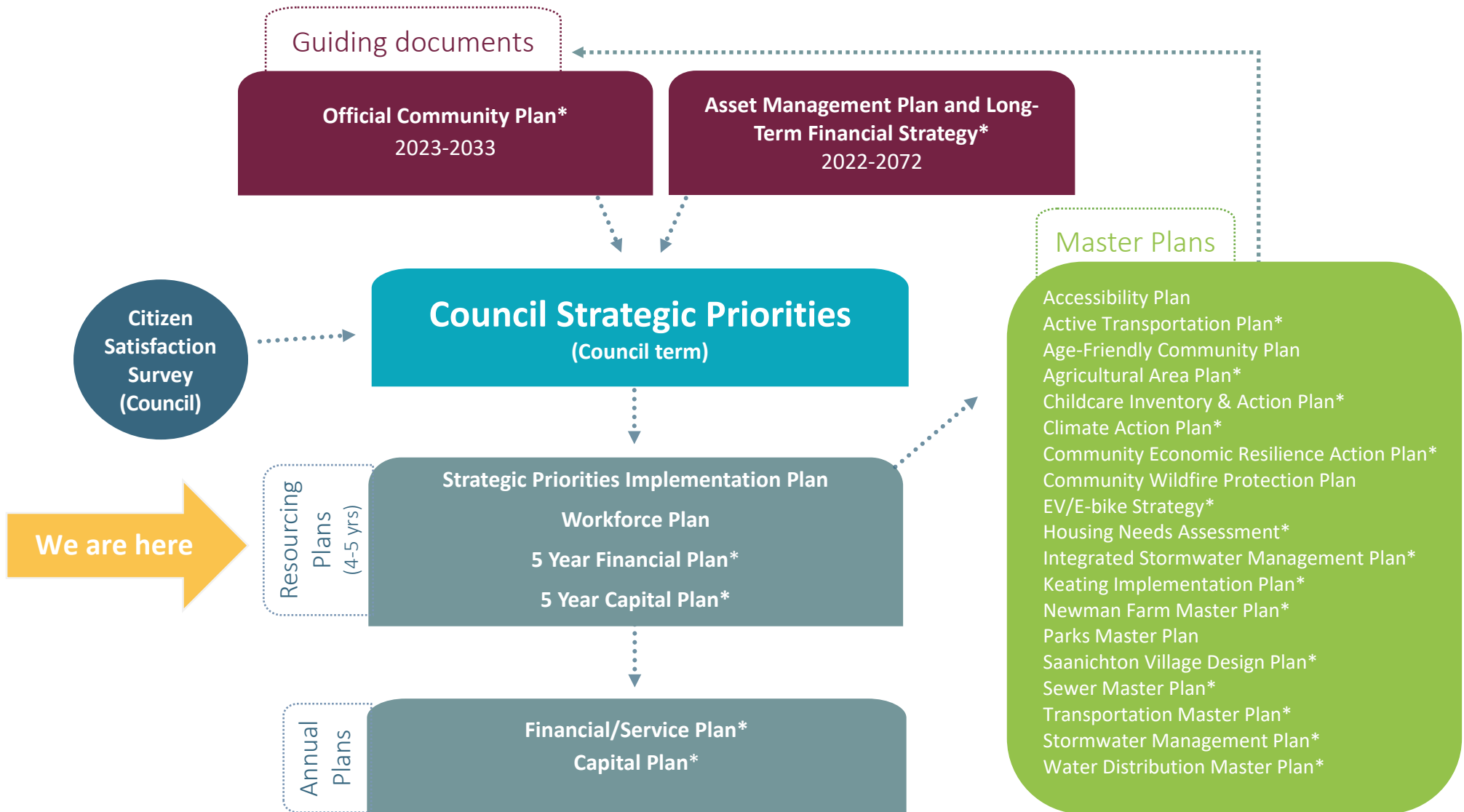
- » Community Satisfaction Survey
- » Website overhaul
- » Policy review
- » Quarterly reporting
- » Enhanced strategic planning process with longer range planning
- » Community Satisfaction Survey
- » Introduction of new technology (e.g., Tempest, e-Apply)
- » # of community resources enhanced
- » Community service agreements

### Related Plans and Documents

- [Financial Plan](#)



# INTEGRATED PLANNING AND REPORTING FRAMEWORK

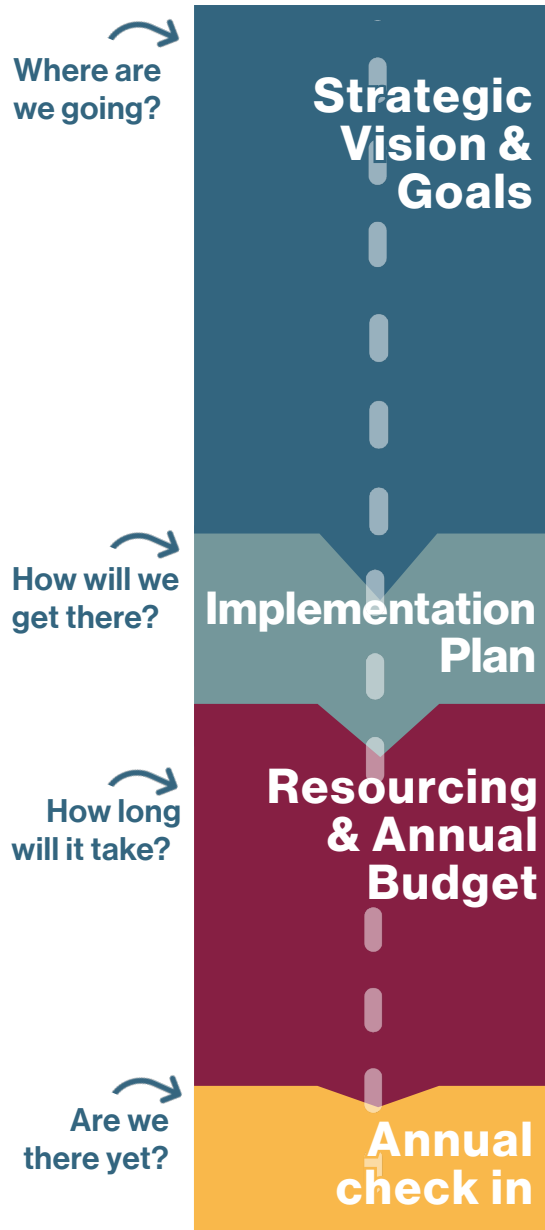


\* see [Master Plans | Central Saanich](#)





# 2023-2024 Road Map



Who's driving		
Strategic Priorities Information Session	Mar 13, 2023 (Special Council)	Staff presentations <i>Presentation of process/workbook and community satisfaction findings</i>
Workbook	Apr 7, 2023	Council <i>Submit workbooks by email</i>
Workshop	May 3, 2023 (CoW)	Council discussion <i>Defining priorities and goals</i>
Strategic Priorities	May 23, 2023 (Reg Council)	Council <i>Adoption of priorities and goals</i>
Draft Strategic Implementation Plan	Sept 11, 2023	(Reg Council) Council <i>Consideration and referral to budget</i>
Budget Guidelines	Sept 25, 2023	(Reg Council) Council <i>Consideration/adoption</i>
Draft Workforce Plan	Oct 10, 2023 (Reg Council)	Council discussion <i>Consideration and referral to budget</i>
Financial Plan (incl Workforce Plan and Capital Plan)	Jan 2024	Staff
Financial Plan (incl Workforce Plan and Capital Plan)	Feb-Apr, 2024	Council <i>Consideration/adoption</i>
Reporting	Jun 2024 - Annual Report - Quarterly Reports	Staff

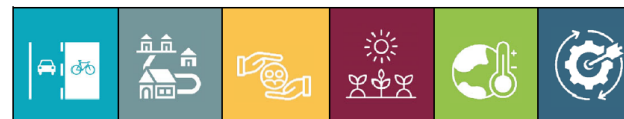




# IMPLEMENTATION PLAN: BY PROJECTS START YEAR



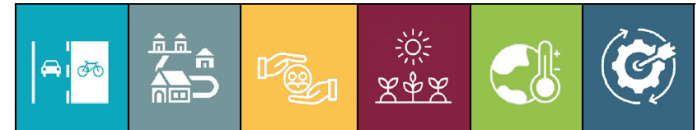
**2024-2027  
STRATEGIC  
PLAN  
PRIORITIES:** Invest in Infrastructure and Active Transportation  
Expand the Supply of Affordable, Attainable, and Rental Housing  
Foster a Community of Inclusion, Diversity and Accessibility  
Cultivate a Resilient Economy and Thriving Agricultural Sector  
Champion Climate Adaptation, Mitigation, and Preparedness  
Demonstrate Organizational Effectiveness



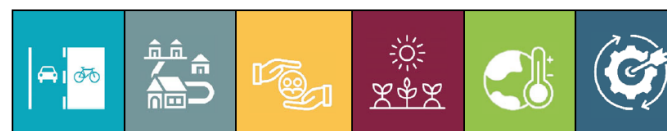
ANTICIPATED KICKOFF	PROJECT	ANTICIPATED COMPLETION	PROJECT NOTES	-----	-----	PRIORITY AREAS	IMPACTED	-----	-----
2022	Complete Service Agreement Renewal with First Nations	2024	Renegotiate operating agreements for Fire, Water, General and Sewer services.			●			●
2022	Work in partnership with the WJOLELP and WJOLELP First Nations to advance SENCOTEN place naming in	2025	Rename certain culturally significant points of interest in SENCOTEN.	●		●			
2002	Finalize Feasibility of Municipal Facilities	2024	Feasibility study of the age and condition of our municipal facilities.	●		●		●	●
2023	Develop strategy for renewal of redevelopment of Municipal Facilities	2024	Invest in infrastructure renewal through strategic redevelopment of municipal facilities.	●	●			●	●
2023	Implement e-Apply and Our City to streamline development applications	2024	Develop an on-line application portal, digital plan review, public Our City webpage, and consider expanding to other application systems within the District.			●	●		●
2023	Explore options for a local Food Hub	2025	Further the 2022 Food Hub Feasibility Study to ensure current relevance of a Food Hub on the peninsula that supports our agriculture and food sector.			●	●	●	
2023	Update the Parks and Trails Master Plan	2025	Develop a Parks Master Plan to guide the acquisition and management of parks and trails within the municipality and to help meet the future parks and trails needs of the community.	●		●		●	
2023	Develop and implement a Central Saanich focused Customer Service Strategy	2027	Maintain the high levels of customer satisfaction through set standards, training and maximizing our resources.			●			●
2023	Implement Wayfinding Strategy	2027	Improve signage through Capital and Operating plans to increase use of our amenities and businesses, improve safety, and contribute to indigenous cultural revitalization.	●		●			
2024	Develop a Corporate Diversity, Equity and Inclusion Framework and integrate into District's plans, processes and policies	2024	Create a workplace, via policy and governance, where all employees feel welcome, have access to fair treatment and opportunities, and all staff feel supported in their growth to provide service to the community.			●			●
2024	Develop a public engagement framework and policy	2024	Provide standards and guidelines to staff and Council on public engagement for all major projects to ensure consistent, high quality, inclusive engagement with the community.			●			●
2024	Facilitate the development of a satellite office for Beacon Community Services in Central Saanich	2024	Support our older adults and underserved populations connect with and learn about the services provided by agencies, from within our community.			●		●	●
2024	Develop a Fire Department Master Plan	2024	Determine a long term strategic approach to the development and maintenance of Fire Department service levels.	●				●	
2024	Implement Fire Department Software Solution	2024	Update Fire Department software with universal solution for digital inspections, investigations, PIP, Training, Responses, Apparatus checks and scheduling; current software is being decommissioned.	●				●	●
2024	Enhance partnership with First Nations on emergency training	2024	Engage within community on Disaster Risk Reduction and EM/EOC training support.			●		●	
2024	Implement Maber Flats Management Plan including hydrology and wetland restoration	2024	Develop a land management plan for Maber Flats in collaboration with stakeholders based on the principles of agriculture, watershed health and water management.	●			●	●	



ANTICIPATED KICKOFF	PROJECT	ANTICIPATED COMPLETION	PROJECT NOTES			PRIORITY AREAS	IMPACTED		
2024	Develop a Municipal Operations Energy and Emissions Strategy	2024	Develop a vehicle upgrade strategy for the municipal fleet and specify energy efficiency requirements for new and existing municipal facilities.	●				●	
2024	Undertake a Climate Change Risk and Vulnerability Assessment and develop implementation plan	2024	Undertake a climate change risk and vulnerability assessment to identify areas most at risk within the District, prioritize action items, and inform the development of a community-wide Climate Change Adaptation Strategy.	●				●	●
2024	Execute EV and Ebike Regional Public EV Charging Stations	2024	Collaborate/coordinate with CRD on Regional Public EV Charging Network grant implementation, and consider adding charge-for-use at District EV charging stations.	●				●	
2024	Update the OCP Development Permit Guidelines	2024	Continue the OCP project by developing guidelines to help implement the vision and policies within the OCP.		●			●	
2024	Conduct accessory dwelling unit review	2024	Include rural zones and revise current regulations to address building permit challenges in response to legislative changes for ALR lands, and establish a development permit area for farm protection.		●		●		
2024	Advance bylaw, policy and land use changes to support economic development and childcare	2025	Continue to implement the recommendations endorsed through the Childcare Action Plan and Community Economic Resiliency Strategy.			●	●		●
2024	Complete feasibility study for a potential Business Improvement Area	2025	As recommended by the Community Economic Resiliency Strategy.	●		●	●		
2024	Update bylaw enforcement procedures to permit mailed notices	2024	Implement a mailed notification method to the owner/occupier subject to the bylaw offence, in order to increase efficiency of issuing enforcement fines up to \$500.						●
2024	Update Water and Sewer Master Plan	2024	Update of plans to be based on 2023 OCP and CRD Regional Water Strategic Plan; Master plans layout the capital requirement due to increase in demand and allows for DCC rates to be set for capital improvements based on capacity.	●				●	●
2024	Review and update of Emergency Response Plan	2024	Review the existing emergency response plan and update as necessary.	●				●	●
2024	Develop a coordinated service delivery model for recreation facilities on the Saanich Peninsula in partnership with the Peninsula Recreation	2025	Transfer recreation facility assets to Peninsula recreation Commission through lease or operating agreements.			●			●
2024	Develop and deliver ongoing Road Safety Campaign	2025	Support the Active Transportation Plan implementation through public education campaign to increase safety, in alignment with with construction projects and new AT infrastructure, and supported by community feedback.	●		●		●	
2024	Develop and implement GIS system	2025	Maintain single source of truth for linear and non-linear assets using technology, as identified in the 2022 Sustainable Asset Management Plan Update; GIS based inventory supports planning and analysis and will be used by almost every department in the District.	●	●	●		●	●
2024	Develop a health and wellness program for our first responders	2025	Support first responders to access the mental health tools, resources and training available; requires consideration and a plan to move members in a proper directions.			●		●	●



ANTICIPATED KICKOFF	PROJECT	ANTICIPATED COMPLETION	PROJECT NOTES			PRIORITY AREAS	IMPACTED		
2024	Establish a natural assets inventory and management plan	2025	Give full consideration to the value of the District's natural assets when integrating and replacing infrastructure or other assets, and consider establishing a natural assets inventory that catalogues the full extend of the benefits and services rendered by natural assets, including prioritizing work with First Nations.	●			●	●	
2024	Develop and implement a deep retrofits program	2025	Continue PACE as an established program, and investigate other possible rebate programs following a similar model.	●				●	
2024	Implement non-infrastructure portions of Active Transportation, including policy, communications and education	2025	Implement the non-infrastructure portions of the Active Transportation Plan which could include education, promotion, policies, bylaws and incentive programs.	●		●		●	
2024	Implement Zero Carbon and Energy Step Code	2025	Research and report to Council about advancing the Zero Carbon and Energy Step Codes; amend Building Bylaw to implement Step Code.		●			●	
2024	Update Building Bylaw with new Building Code requirements	2025	Update the Building Bylaw to reflect recent, upcoming, and best practices for Building Code and building requirements.	●	●			●	
2024	Update Integrated Stormwater Management Plan	2025	Update the 14-year old ISMP based on the updated 2023 OCP and updated storm and climate data. Update is required to show works that have been complete or no longer required, and to assist plan out future capital works.	●				●	●
2024	Integrate the Accessibility Plan into District's plans, processes and policies and create a framework for implementation	2026	Implement the recommendations of the Accessibility Plan through integrated practices and work towards achieving the actions identified.	●		●			●
2024	Implement the Integrated and Planning and Reporting Framework	2027	Develop integrated planning processes that include both Strategic and Operational planning.						●
2024	Modernize Human Resources systems and processes	2027	Enhance and develop processes to ensure effective employee lifecycle management.	●		●			●
2024	Modernize and maintain a comprehensive Occupational Health and Safety (OH&S) Framework ensuring a strong workplace safety culture	2027	Implement, manage and maintain a robust OHS system that prioritizes and builds systems towards a cultural of physical and psychological safety.			●			●
2024	Integrate the Age-Friendly Plan into District's plans, processes and policies and create a framework for implementation	2027	Implement the recommendations of the Age Friendly Plan through integrated practices and work towards achieving the actions identified.	●		●			
2024	Continue to build a robust organizational learning culture with internal and external opportunities for staff development	2027	Encourage and support the development and performance of staff through internal, external and mandatory training programs.			●			●
2024	Advance an Advocacy Strategy for strategic pursuit of Council's priority areas	2027	Ensure Council advocates in a consistent, efficient and focused way that aligns with the strategic priorities and influences issues important to the community.						●
2024	Implement Incentive Programs for Owners to Construct Accessory Dwellings and Predesign Building Plans for Cottages and Carriage Houses	2025	(a) To assist with the substantial cost and provide an incentive to homeowners to construct a new or legalize an existing suite or cottage/carriage house, the District would introduce a financial incentive program. (b) Prepare a range of predesigned building permit plans that a property owner could use for constructing an accessory cottage/carriage house.		●	●			
2024	Implement Improvements to Approval Process	2024	Further improve development application processes to support housing.		●				●



ANTICIPATED KICKOFF	PROJECT	ANTICIPATED COMPLETION	PROJECT NOTES			PRIORITY AREAS	IMPACTED		
2025	Redevelop property/housing section of website	2025	Provide additional information and resources on the website to address increased emphasis on housing.		●		●		
2025	Develop economic development and tourism website	2025	Launch a standalone site that supports the economic activity and attracts new investment to the District.				●		
2025	Coordinate an Emergency Operations Centre fullscale exercise scenario with mutual aid and PEMO partners	2025	Conduct a fullscale EOC EP based scenario exercise with PEMO and mutual aid partners in joint EOC exercise.			●		●	●
2025	Review and enhance recruitment processes for Paid on Call firefighters	2025	Renew Fire Department recruitment processes and procedures to align with Fire Masterplan recommendations and Diversity, Equity and Inclusion (DEI) principles.			●			●
2025	Complete a Tree Canopy Study	2025	Undertake a tree canopy study to establish a baseline of the distribution and extent of tree canopy coverage and overall forest health.					●	
2025	Develop a framework to apply climate lens to decision making and initiatives	2025	Apply a consistent climate lens to all projects and initiatives as guided by the framework; could standardize reporting to include climate implications.					●	●
2025	Update Tree Management Bylaw	2025	Undertake bylaw amendments to improve application of tree management bylaw.					●	
2025	Implement calls for service software module for Bylaw complaints	2025	Implement an online complaint system for bylaw complaints to improve customer service.						●
2025	Update Development Cost Charge Bylaw	2025	Recover costs associated with development and their impact on infrastructure capacity with an accurate and updated reflection of costs.	●				●	●
2025	Develop MOU with neighbouring First Nations	2026	Provide guidance and align expectations between all parties related to engagement, consultation and referrals.			●			●
2025	Review Rural zones	2026	Review rural zoning to protect and regulate for the difference in natural landscape, including considering shoreline/forest/agriculture designations.		●		●	●	
2025	Complete strategic land analysis for District lands	2026	Review District Lands and develop a framework to enable decision making about best uses or opportunities for District land; consider all District Lands, including unused Road ROWs.		●				●
2025	Update Land Use Bylaw	2026	Improve the Land Use Bylaw to respond to changing development needs and community challenges.		●		●		
2025	Conduct employee survey to measure employee satisfaction, including accessibility and DEI	2027	Establish a baseline and learn more about employee satisfaction and engagement, where to focus, and re-deploy survey to measure the impacts of efforts made to date.			●			●
2026	Update Accessibility Plan	2026	Conduct the mandated review and update the Accessibility Plan adopted in 2023.			●			●
2026	Update the Long Term Financial Strategy and Asset Management Plan	2026	Update the plan on a 5 year cycles as required under the current adopted plan.	●					●
2026	Implement Disaster Risk Reduction Mapping and field data collection using improved GIS	2026	Utilize GIS in the EOC and advance planning, including field data collection for future emergency management projects.					●	●
2026	Create Farmstand Guidelines	2026	Develop policies, guidelines and regulations to support farmstands in the community, consider how best to support the sale of local food and produce, and ensure traffic safety.				●		





ANTICIPATED KICKOFF	PROJECT	ANTICIPATED COMPLETION	PROJECT NOTES	-----	-----	PRIORITY AREAS	IMPACTED	-----	-----
2026	Implement on-line business licences portal	2026	Automate the receipt of business license application and renewals online using eApply option, ensuring a timely turn around for the applicant.			●			●
2026	Implement Phase 2 of Sharepoint for Business and Process Automation Systems	2027	Utilize the automated tools available in the SharePoint to increase efficiency and systems across District processes.	●					●
2026	Update Agricultural Area Plan	2027	Update the 2011 plan to reflect the changes to the industry, reflect land use pressures and values, and identify new initiatives to support the farming community.				●	●	
2027	Achieve Certificate of Recognition certification through WorkSafe BC	2027	Strong safety practices throughout the organization and recognized through a 3rd party auditor. Ideally, leads to cost savings due to lower WorkSafe experience ratings.			●			●
2027	Investigate implementation of an Electronic Document Records Management System for digital records retention	2027	Conduct a feasibility study for an economical and practical way to digitize records moving forward.	●		●			●
2027	Update Climate Leadership Plan	2027	Update plan with more advanced actions needed to meet target, using information from the related plans and outline specific actions to achieve each goal.					●	
2027	Establish a more formal environmental monitoring/indicator program	2027	Use existing data and future studies to establish baseline conditions and identify effective indicators to establish a monitoring program to track environmental performance.				●	●	
2027	Develop a solid waste GHG reduction program	2027	Review options to promote backyard composter and regular yard waste drop off opportunities, in conjunction with reducing landfill and solid waste collection emissions.				●	●	
2027	Re-Zone Saanich Peninsula Hospital site to allow for additional housing	2027	Amend the Land Use Regulations applicable to the Saanich Peninsula Hospital site to allow for increased height and density to incentivize future improvements.		●				
2027	Explore land use options for Butler Pit and Keating North West	2027	Continue to enhance and grow the Keating Business District to strengthen the economy by making best use of industrial lands.		●				
2027	Implement actions from the Keating Business District Implementation Plan	2027	Start to carry out parking and road improvements to facilitate businesses attracting and retaining staff in the area.	●			●		
2027	Deliver community education on Bylaw and bylaw enforcement processes	2027	Provide more proactive information on being a good neighbor, how to avoid bylaw contraventions, enforcement priorities and the enforcement process.						●

# IMPLEMENTATION PLAN: CAPITAL PROJECTS



**Central Saanich**

**2024-2027  
STRATEGIC  
PLAN**

**PRIORITIES:**

**Invest in Infrastructure and Active Transportation**

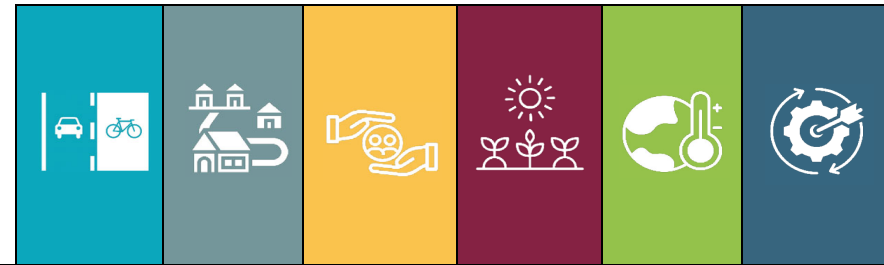
**Expand the Supply of Affordable, Attainable, and Rental Housing**

**Foster a Community of Inclusion, Diversity and Accessibility**

**Cultivate a Resilient Economy and Thriving Agricultural Sector**

**Champion Climate Adaptation, Mitigation, and Preparedness**

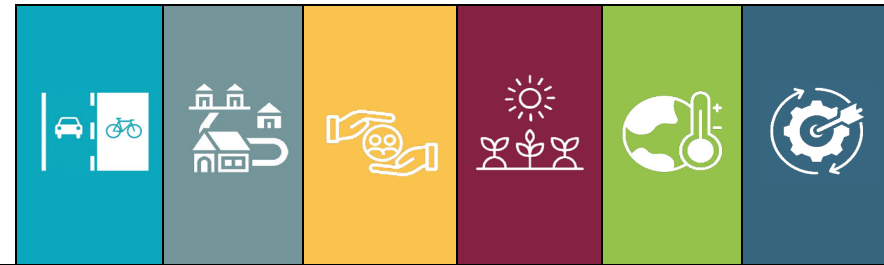
**Demonstrate Organizational Effectiveness**



ANTICIPATED KICKOFF	PROJECT	ANTICIPATED COMPLETION	-----	-----	PRIORITY AREAS	IMPACTED ---	-----	-----
<b>Active Transportation Plan</b>								
2024	Wallace Drive Bike Lanes	2025	●		●			
2024	Crosswalk Wallace Drive at North end of Willow Way	2024	●		●			
2024	Pathway Wallace Drive: Stelly's School to Willow Way	2025	●		●			
2024	Sidewalk East Saanich Rd: Wallace Drive to Polo Park Crescent	2025	●		●			
2024	Bike Lane Wallace Drive: Prosser Rd to Mt Newton X Rd	2024	●		●		●	
2024	Pathway Wallace Drive: Hovey Rd to Prosser Rd	2025	●		●			
2024	Central Saanich Rd Pathway	2026	●		●		●	
2024	Mt Newton Pathway (Saanichton to Hwy 17)	2025	●	●	●		●	
2025	East Saanich Rd Bike Lanes	2025	●		●		●	
2025	Tanner Road Improvements - bike lanes, sidewalks	2025	●		●		●	
2026	Bike Facility - Brentwood Bay Community Hall	2026	●		●		●	
2026	Design a sidewalk from Marchant to Sluggett on Wallace Drive	2027	●		●		●	
2026	Design a pathway from Wallace to Clarke along Hagan Rd.	2027	●		●		●	
2027	Construct a pedestrian crossing in the Marigold neighbourhood	2027	●		●		●	
<b>Capital Plan</b>								
<b>Road/Drains</b>								
2024	Paving program: Wallace Dr, Tomlinson	2025	●					
2025	Reconstruct Mt Newton/East Saanich Rd Intersection	2025	●		●			
2025	Tanner Road Improvements	2025	●				●	
2025	Reconstruct Mt Newton/East Saanich bus stops	2025	●		●			
2026	(Paving Program - General)	2027	●					

**2024-2027 STRATEGIC PLAN PRIORITIES:**

- Invest in Infrastructure and Active Transportation
- Expand the Supply of Affordable, Attainable, and Rental Housing
- Foster a Community of Inclusion, Diversity and Accessibility
- Cultivate a Resilient Economy and Thriving Agricultural Sector
- Champion Climate Adaptation, Mitigation, and Preparedness
- Demonstrate Organizational Effectiveness



ANTICIPATED KICKOFF	PROJECT	ANTICIPATED COMPLETION	-----	-----	PRIORITY AREAS	IMPACTED ---	-----	-----
<b>Water/Sewer</b>								
2024	Wallace Dr. Watermain replacement - East Saanich to Prosser (approx.)	2025	●				●	
2024	Brentwood Bay Sewer Replacement	2026	●				●	
2025	Tanner Road Watermain replacement	2025	●				●	
2026	Watermain Replacement	2026	●				●	
2027	Watermain Replacement	2027	●				●	
2027	Martindale Drainage study (post Flyover project)	2027	●				●	
<b>Parks</b>								
2024	Construct a splash pad at Centennial Park	2024	●		●			
<b>Fleet Plan</b> (*All anticipated EV's unless otherwise noted)								
2024	Police Replacement - Dodge Charger (3)	2024	●					
2024	Parks Pickup Truck (2)	2024	●				●	
2024	Municipal Yard Cargo Van	2024	●				●	
2025	Police SUV	2025	●					
2025	Parks Pickup Truck	2025	●					
2025	Fire Pickup Truck (2)	2025	●				●	
2025	Municipal Yard Pump Truck (Not EV)	2025	●					
2026	Municipal Yard Pickup Truck	2026	●				●	
2027	Future Fleet Replacement	2027	●				●	