



2013 - 2017 District of SAANICH **Strategic Plan**



As adopted by Council December 03, 2012

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Mayor and Council



Standing left to right: Councillors Nichola Wade, Judy Brownoff, Leif Wergeland, Paul Gerrard, Vic Derman, Dean Murdock, Susan Brice, and Vicki Sanders Seated: Mayor Frank Leonard

Saanich

The District of Saanich is a suburban municipality on Vancouver Island in British Columbia. It is located north of the provincial capital, Victoria. Saanich has a population of 110,000 making it the most populous municipality on Vancouver Island, and the seventh most populous in the province. The municipality is named after the Saanich First Nation, and means "emerging land" or "emerging people." Saanich was incorporated on March 1, 1906.

Saanich is the largest municipality in the Greater Victoria Region with an area of 103.44 square kilometres (39.94 square miles) and a member municipality of the Capital Regional District.

Strategic Progress

The policies adopted by Saanich Council in the Official Community Plan (OCP) express the fundamental values and goals of the community and establish directions for achieving a collective Vision.

The Strategic Plan is firmly grounded in the spirit of Saanich's Mission, Vision and Values. As an organization, Saanich has a unique corporate culture which embraces and sustains harmonious labour relations and encourages valuable contributions by staff as they deliver services to citizens.

The Saanich Vision tells us where we want to go, but not how to get there. The OCP guides our direction, while the Strategic Plan provides the priority, allowing us to focus our energy on what is most important. By having a Plan, we've cleared a path to get us from where we are today to where we want to be in the future.

From the Administrator

The Saanich Strategic Plan process has evolved gradually since 2004, with Council adding many progressive elements to improve corporate direction, accountability, and community engagement. The first evolution included aligning department plans with corporate directions and integrating the financial plan with strategic plan processes.

The second evolution, started in 2009, integrated the Official Community Plan (OCP) and Strategic Plan and called for a means of measuring long range progress. The 2012 strategic plan included twenty-one OCP indicators with targets that will help citizens see how their local government is progressing toward the community vision. Through this initiative, Council will raise the bar for progress reporting, making Saanich governance more accountable and transparent.



Standing left to right: Mike Chadwick, Colin Doyle, Mike Burgess, Valla Tinney, Paul Murray, Carrie MacPhee, Bonnie Cole, Doug Henderson and Sharon Hvozdzanski

Annual Progress

How will we measure annual progress and show that we are living up to the principles in the Official Community Plan? To reflect annual 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.

Long Term Progress

Within the 2012-2016 Strategic Plan, a set of long term indicators have been established to set targets for achievement by the year 2036. These indicators, will provide a framework for accountability to report progress against in the June, 2013 Annual Progress Report. These indicators are key to measuring movement towards the objectives of the OCP. We plan to report progress toward each long term indicator every five years. This accountability helps focus efforts toward achieving – over time – the Saanich Vision.

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.

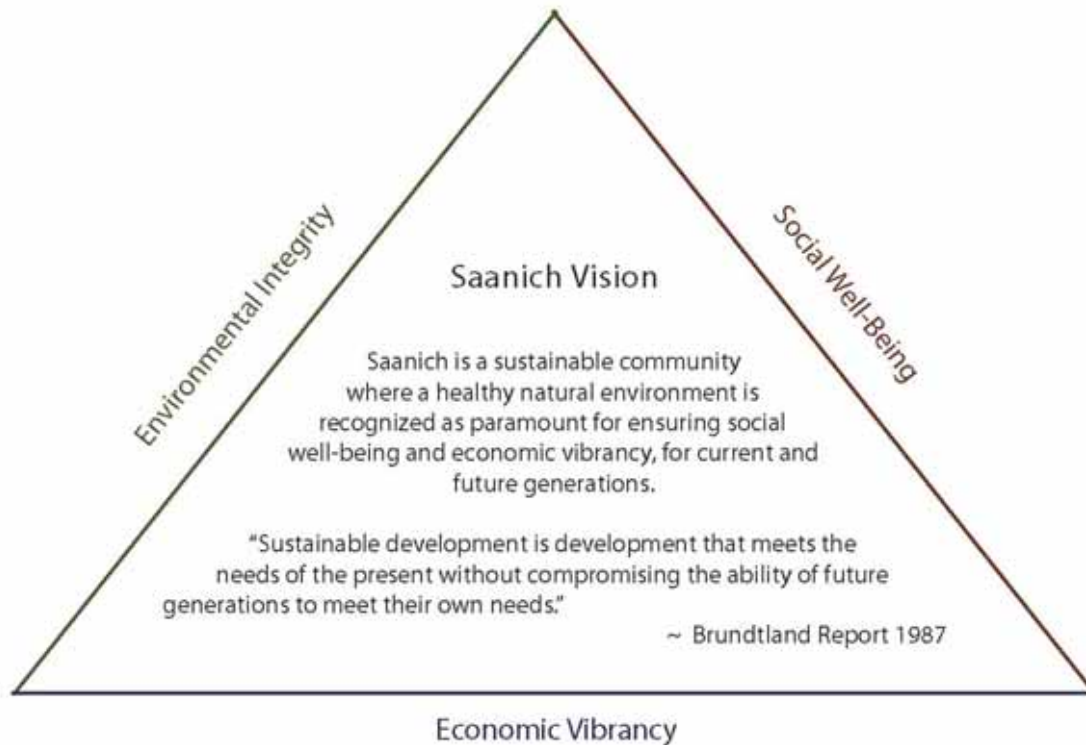
Loyalty ~ we are dedicated to the District of Saanich, its citizens and our fellow employees.

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.

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 Vision



Community Themes

The Official Community Plan embraces three overarching themes that Council and the community identified as core focus areas for Saanich over the next fifteen years: Environmental Integrity, Social Well-Being and Economic Vibrancy. To ensure that the Strategic Plan remains focused on these priorities, each of the six corporate themes are aligned to a respective Community Theme.

On the following pages, each of the three themes from the OCP begins with an extract from the OCP Vision, bringing our preferred future into focus. The targets we strive to attain by 2036 are stated using the latest data for each of the OCP indicators. These indicators have been carefully selected to include the main objectives of the Vision.

Departmental Alignments

Each of the six Corporate Theme Groups has cross-departmental representatives composed of staff members working toward the initiatives selected for the theme. The following diagram outlines the departmental groupings for each theme.

Corporate Themes

The six Corporate Themes remain as a 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. On the following pages, each of the six supporting corporate themes begins with a brief statement outlining the challenges and opportunities foreseen. The targets we strive to attain in the next one to three years are stated using the latest data for each of the theme indicators. The current initiatives are aligned to each of the corporate objectives to form a strategic plan for action over the next five years.

Environmental Integrity



Vision of Environmental Integrity

Saanich is a model steward working diligently to improve and balance the natural and built environments. Saanich restores and protects air, land and water quality, the biodiversity of existing natural areas and eco-systems, the network of natural areas and open spaces and urban forests. The challenges posed by climate change are responded to. “Centres” and “Villages” accommodate the majority of future growth, using green building practices.

Vibrant, distinct neighbourhoods provide a high quality of life for individuals and families. A variety of travel modes connect neighbourhoods and businesses, allowing for the effective, efficient and safe movement of people, goods and services. Walking, cycling and transit are viable and popular travel options, resulting in less car dependence. Rural and farm land is protected by adherence to the Urban Containment Boundary.

Environmental Integrity – OCP Indicators	Latest Data	2036 Target
Climate Change		
1. GHG emissions Tonnes of CO2 equivalents <ul style="list-style-type: none"> • Municipal operations • Community wide (2007 baseline revised Dec/11) 	4,798 tonnes 409,027 tonnes	60% reduction 60% reduction
2. Climate adaptation <ul style="list-style-type: none"> • Storm events – number of residences at risk of flooding (salt or freshwater) during a major storm event 	463 residences	No residences at risk
3. Urban forest coverage - % of total land cover*	37.8% in the year 2009	≥ 37.8%
Mobility		
4. Modal share - commuters travelling by <ul style="list-style-type: none"> • Automobile as a driver • Automobile as a passenger • Transit • Bicycle • Walking • Other (School bus, Handy Dart, other bus, taxi, any other mode) 	68% 13% 10% 4% 5% 1%	50% 20% 12% 8% 10%
5. Ratio of kms of trails, bike lanes and sidewalks to roads	1.1:1	1.3:1 (requires additional 220 km bike lanes, trails or sidewalks)
Growth Management		
6. Percentage of citizens living inside “Centres” and “Villages” (assumption: 75% of new residents will live inside centres and villages)	53.3%	55.6% (0.09% per year, over 24 years)
7. Parks, natural areas and open spaces as a percentage of the total land area in the municipality	26.75%	28% (.05% per year, over 24 years)

Social Well-Being



Vision of Social Well-Being

Saanich offers opportunities for balanced, active and diverse lifestyles. Housing, public services and amenities are affordable, accessible and inclusive. Residents enjoy food security through the safeguarding of agricultural land and the promotion of community gardens and urban farming. The community's heritage is valued and promoted. Residents take advantage of a diverse range of recreational, educational, civic, social, arts and cultural services. Community activities and events generate inter-generational and inter-cultural interest, participation and social integration. Land-use planning, infrastructure design and service delivery continue to address public safety issues. Citizen awareness, education and collaborative involvement promote a shared responsibility and ownership of community development.

Social Well-Being – OCP Indicators	Latest Data	2036 Target
Food Security		
1. Land used for agriculture <ul style="list-style-type: none"> • Taxable commercial farmland • Backyard vegetable garden or poultry keeping • Allotment gardens 	2,222 hectares 35.3% of residents 2 within 12 local areas	Increase by 5% (1% every 5 years) Increase by 66% 1 within each of 12 local areas
Community Participation / Vitality		
2. Citizen engagement	Average of 64/100	Average of 70/100
3. Perceived quality of life	Good or very good = 92.4%	Good or very good = 95%
Housing		
4. 30% or more of family income required for housing <ul style="list-style-type: none"> • Renters • Owners 	45% 19%	35% 15%
5. Number of people on regional wait list for supportive housing and wait times	1,377 applicants on March 31/11 Wait times not available	0 by the year 2018
Public Safety		
6. Public safety <ul style="list-style-type: none"> • Municipal crime rate (number of incidents per 1,000 residents) • Citizen perception of safety in Saanich • Number of households prepared for a 7 day emergency disaster event • Fire department emergency incident responses within 8 minutes 	51 incidents per 1,000 Average of 81/100 23% 83.6%	< 51 incidents per 1,000 Average of 81/100 60% by the year 2018 90% by the year 2036 90%
7. Critical infrastructure assessment - Annual	C-	B

Economic Vibrancy



Vision of Economic Vibrancy

Saanich's economy is connected locally, regionally and globally, providing diverse economic opportunities, ranging from high technology to agriculture. Our economy and labour force is responsive and has the ability to adapt to change. Saanich's clean, appealing environment, skilled workforce, responsive public services and excellent community infrastructure make it an ideal location to live, work and conduct business.

Implementation of strategic economic development strategies sustains and enhances the economy and ensures long-term financial sustainability, while meeting social and environmental commitments. Saanich ensures sustainability through the provision of efficient, affordable, accessible and reliable public services, programs and utilities that meet community expectations and are achieved through careful management, fiscal responsibility, innovation, progress monitoring, community involvement and meaningful consultation.

Economic Vibrancy – OCP Indicators	Latest Data	2036 Target
Community Infrastructure		
1. Infrastructure gap* with condition assessment <ul style="list-style-type: none"> Annual Infrastructure gap calculated from current 5-yr Financial Plan Condition assessment by letter grade 	\$13.7 million in the year 2010 C	\$6 million by the year 2016 - No infrastructure gap by the year 2019 B
2. Citizen perception of public service quality (58 services to the public)	69% satisfied or very satisfied in the year 2012	85% satisfied or very satisfied
3. Business perception of Saanich as a place to operate a business	78% good or very good in the year 2012	85% good or very good
Long-term Financial Sustainability		
4. Municipal debt per capita**	\$220 in the year 2010	≤ \$556 in today's dollars
5. Diversified revenue portfolio % of revenue generated from property tax source	56.5%	≤ 55%
Diversified Economic Base		
6. Employment by industry index***	.71	≥ .75
7. Percentage of commercial, industrial and institutional area to residential property area in Saanich	23.8% in the year 2010	25%
<p>*Infrastructure gap is the difference between annual funding required to replace infrastructure assets at the end of their useful life and the amount budgeted for that purpose</p> <p>**Municipal debt per capita target is less than or equal to the limit established by provincial legislation</p> <p>***The calculation used is the "Hachman Index," which measures how similar the Capital Region's economy is to Canada's in terms of industrial structure. The score can range from 0 to 1 – the less similar, the lower the score.</p>		

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)

Sustainable Environment

Saanich is a model sustainable community and steward of the 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.

Indicators of a sustainable environment

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

Corporate Annual Indicators	2010 Actual	2011 Actual	2012 Target	2013 Target
1. Percentage of municipal waste diverted (recycled, reused) from landfill	19,847 / 54,167 = 36.6%	19,083 / 52,349 = 36.5%	≥ 35%	≥ 38%
2. Average # of litres of potable water consumed per person per day	336.1	329.6	< 370	330
3. # of properties located in Saanich that qualify for farm tax status	380	391	≥ 396	≥ 396

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.

Corporate Mid-range Indicators	2006 Actual	2009 Actual	2012 Target	2016 Target
4. Number of additional multi-family units required per year to meet Saanich's 2026 Regional Growth Strategy (RGS) target	487	0	453	441
5. # of hectares in Saanich within the Agricultural Land Reserve (ALR)	1,872	1,872	≥ 1,872	≥ 1,872
6. # of hectares of farmland in Saanich		1,713	≥ 1,713	≥ 1,713

Initiatives to work toward a more sustainable environment

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.

C2 Foster liveable neighbourhoods

Owner: Measure: Target: OCP policy:	Planning Complete Q4 2013 5.1.1.8, 5.1.1.9, 5.1.1.10	a Continue work program to support food security and agriculture. <ul style="list-style-type: none"> Task force workload and timing
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C3 Manage growth

Owner: Measure: Target: OCP policy:	Planning Action plan completed Q4 2013 4.2.1.19	a Complete the Shelbourne Valley Action Plan. This plan will 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: Measure: Target: OCP policy:	Planning Study complete Q2 2013 4.2.9.25, 4.2.9.36, 4.2.9.37, 4.2.9.38	b Undertake Parking Standards Study for Centres and Villages. This work would look at the impacts of various Transportation Demand Management measures that could be undertaken by a landowner/Developer in a “Center” or “Village” and the potential corresponding parking variance.

C4 Protect and enhance air, water and land quality

Owner: Measure: Target: OCP policy:	Parks and Recreation Implement recommendations Q4 2013 4.1.2.9	a Continue to implement the Urban Forest Strategy. In 2013, the focus will be on amending the Tree Preservation Bylaw. <ul style="list-style-type: none"> Complete tree preservation bylaw revisions Complete the operations manual Develop a comprehensive tree planting program
Owner: Measure: Target: OCP policy:	Planning Complete Q4 2013 4.1.2.7, 4.1.2.4, 4.1.2.1 & 4.1.2.5	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.
Owner: Measure: Target: OCP policy:	Engineering Construction complete Q4 2014 4.2.10, 4.2.10.29	b Reconstruct the Rithet reservoir. The Rithet reservoir ensures that adequate potable water and fire fighting water is available for dwellings in the Royal Oak area. The current reservoir is seismically deficient and suffers significant water loss due to fractures in the bedrock base.
Owner: Measure: Target: OCP policy:	Engineering Complete Q2 2013 4.2.10.20, 4.2.10.22	c Implement best practice for stormwater management through the development and adoption of a new Saanich Stormwater Management Bylaw. The new bylaw will also serve to harmonize the current municipal stormwater management bylaws to remove areas of overlapping jurisdiction.
Owner: Measure: Target: OCP policy:	Parks and Recreation Complete Q4 2013 4.1.2.3, 4.1.2.23	d Implement invasive species management strategy – In 2013, the focus will be on: <ul style="list-style-type: none"> Review and amend the Noxious Weed Bylaw Develop best management practices for priority invasive species Develop protocols to inventory, monitor, track and map priority invasive species

P2 Implement sustainability principles

Owner: Measure: Target: OCP policy:	Planning Complete Q4 2013 4.2.1.19	a Implement key initiatives from both the Climate Action Plan & the Climate Change Adaptation Plan: <ul style="list-style-type: none"> Develop a bylaw to address the potential impacts of sea-level rise. Install electric vehicle charging stations at Saanich facilities. Conduct detailed carbon emissions modeling for the community. Initiate a sea-level rise coastal risk assessment. Implement the “Communities in Harvest” program.
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P3 Provide best value for money

Owner: Measure: Target: OCP policy:	Engineering All routes converted Q4 2014 4.2.10.31, 4.2.10.33	a Implement a curbside refuse and kitchen scraps collection process using municipal crews with an assistance component.
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Balanced Transportation

Saanich: People in motion!

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.

Indicators of balanced transportation

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

Corporate Annual Indicators	2010 Actual	2011 Actual	2012 Target	2013 Target
1. Number of kilometres of new bike lane*	4.8 km	2.4 km	4.8 km	3 km
2. Number of kilometres of new sidewalk*	3.4 km	5.7 km	6.8 km	3 km

* Although the core funding for bicycle and sidewalk projects is relatively consistent year to year, the amount of infrastructure constructed can vary considerably due to varying construction conditions or the availability of grants and other external funding assistance.

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.

Corporate Mid-range Indicators	2006 Actual	2009 Actual	2012 Target	2016 Target
3. Number of users of public transit – annual ridership	New	55,000	57,000	68,500
4. Average daily automobile traffic volume on key routes in Saanich	138,150	138,734	138,000	134,000
5. Average vehicle occupancy rates on key routes in Saanich	New	1.36	1.4	1.43

Initiatives to work toward balanced transportation

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: Measure: Target: OCP policy:	Engineering Project complete Q1 2014 4.2.10.4, 5.1.4.4	a <i>Replacement of the Craigflower Bridge in partnership with the Town of View Royal:</i> This Bridge has been identified as a regionally significant corridor, a link in the Victoria Regional Transit “frequent bus service” route, and a regionally important bicycle route. The existing bridge is deficient both structurally and operationally. There are existing substandard sidewalks but no cycling facilities of any kind.
Owner: Measure: Target: OCP policy:	Engineering Transit priority operational on Douglas Street Q3 2013 4.2.9.23	b <i>Douglas St. transit priority system coordination:</i> Continue to work with BC Transit and the City of Victoria to establish a Transit Priority system for Douglas Street. Ensure that transit priority is considered in the context of the pending planning study for the Douglas Corridor.
Owner: Measure: Target: OCP policy:	Engineering Revisions to bicycle network and standard adopted Q3 2013 4.2.9.11	c <i>Review of bicycle network & standards:</i> Collate and assess data from recent Bicycle Planning Workshop and consider implications for Saanich Bicycle Network and Engineering Standards for new or reconstructed bicycle facilities.
Owner: Measure: Target: OCP policy:	Engineering Incorporate PPIP into sidewalk capital Q2 2013 4.2.9.12	d <i>Sidewalks:</i> Integrate the revised and updated PPIP (Pedestrian Priority Implementation Plan) into the sidewalk Capital Plan for 2013-2017.
Owner: Measure: Target: OCP policy:	Planning Plan complete Q1 2014 4.2.9.14	e <i>Wayfinding:</i> Prepare wayfinding plan and implementation strategy to better assist people to utilize a range of alternative mobility options.

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.

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

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.

Indicators of 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.

Corporate Annual Indicators	2010 Actual	2011 Actual	2012 Target	2013 Target
1. Number of social and affordable housing units	5,478	5,496	≥ 5,500	≥ 5,515
2. % of properties within 500m of multiple bus routes	84%	N/A*	≥ 93 %	≥ 95 %
3. % of properties within 500m of zoned parks	97%	97.4%	≥ 97 %	≥ 97 %
4. % of dwellings within 500m of a "Centre or Village"	58 %	58.4%	≥ 58 %	≥ 59 %

*Data from BC Transit not available

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.

Healthy Community – Corporate Indicators	2006 Actual	2009 Actual	2012 Target	2016 Target
5. General level of physical activity of citizens	51%	68%	≥ 68%	≥ 70 %
6. Shelter bed use by unique individuals in Greater Victoria**	N/A	1,943	< 1,943	0 by the year 2018
7. Average number of hours per week spent in arts, cultural, heritage or sports activities and events	new for 2012	new for 2012	≥ 45% of residents for 1 to 5 hours per week	≥ 50 % of residents average 1 to 5 hours per week
8. Percentage of supportive housing units in centres and villages	new for 2012	new for 2012	12.7 %	≥ 13 %

** The four categories of homelessness identified by the Greater Victoria Coalition to End Homelessness are: roofless (sleeping rough), houseless (staying in prisons, hospitals, shelters) insecurely housed (insecure tenancy, impending eviction, domestic violence, couch surfing) and inadequately housed (unsafe, substandard or overcrowded).

Initiatives to work toward a healthy community

C1 Strengthen the physical, social and cultural participation of citizens

Owner: Measure: Target: OCP policy:	Planning Complete Q4 2013 5.2.4.1, 5.2.4.9	a Implementation of Heritage Action Plan items: <ul style="list-style-type: none"> Heritage walk/bike tour brochures; and Inventory of natural and cultural heritage resources Create a program to engage Heritage Register participants and to increase the number of heritage designated properties from within and outside the Heritage Register.
Owner: Measure: Target: OCP policy:	Corporate Services Complete Q4 2013 5.2.1.7	b Complete the development and implementation of the Public Participation policy. Complete the development of the Public Participation policy and provide staff training to ensure that there is a consistent organizational approach to public participation and communication initiatives. Review current public participation reporting processes to reflect citizen engagement best practices.
Owner: Measure: Target: OCP policy:	Parks and Recreation Event established Q4 2013 5.2, 5.2.3.6, 5.2.3.8	c Establish an Arts, Culture and Heritage awards event.
Owner: Measure: Target: OCP policy:	Parks and Recreation 2 initiatives to connect children & youth with nature Q4 2013 5.2.2.4	d Engaging youth: Develop initiatives to help children and youth connect with nature through parks and recreation experiences. (Parks, Recreation & Culture Master Plan) <ul style="list-style-type: none"> Include seasonal nature theme lessons and learning components in core preschool programs offered at the 4 Saanich recreation centres. Initiate discussions with youth about developing opportunities to participate in unstructured outdoor activities.

C2 Foster liveable neighbourhoods

Owner: Measure: Target: OCP policy:	Planning Complete Q4 2013 5.1.2.11, 5.1.2.14	a Affordable Housing <ul style="list-style-type: none"> Pursue discussion with neighbourhood associations North of McKenzie regarding interest in a program to allow for legalized secondary suites. Continue to investigate with CRD and other housing organizations a process for securing and operating affordable units within market housing projects.
Owner: Measure: Target: OCP policy:	Engineering Review completed Q2 2013 5.1.1.13	b Enable food production on boulevard areas. Review the boulevard bylaw and engineering policies to facilitate the use of boulevard areas for food production.
Owner: Measure: Target: OCP policy:	Parks and Recreation Garden sites implemented Q4 2014 4.2.8.14, 5.1.1.12	c Community Gardens. Facilitate community groups and individuals to introduce two additional community garden sites. (Parks, Recreation & Culture Master Plan)

F4 Sustain community infrastructure

Owner: Measure: Target: OCP policy:	Parks and Recreation Complete Q4 2013 4.2.8.12	a Complete the park concept plan for Cadboro-Gyro Park. Complete the concept planning work with various stakeholders. (Parks, Recreation & Culture Master Plan)
Owner: Measure: Target: OCP policy:	Parks and Recreation Complete Q1 2014 4.2.8.12	b Complete the concept planning process for Panama Flats. Complete a multidisciplinary planning process for Panama Flats. (Parks, Recreation & Culture Master Plan)
Owner: Measure: Target: OCP policy:	Parks and Recreation Complete Q2 2014 4.2.8.12	c Complete the concept planning process for Haro Woods. Complete an environmental assessment and planning process for Haro Woods. (Parks, Recreation & Culture Master Plan)
Owner: Measure: Target: OCP policy:	Parks and Recreation 5 additional signs Q4 2013 4.1.2.24, 4.2.9.13, 4.2.9.14, 5.2.4.9	d Continue installing interpretive and directional signs for Saanich parks and trails. Improve the parks and trails experience through the continued installation of interpretive and directional signage. (Parks, Recreation & Culture Master Plan)

Safe Community

Saanich is a safe community for all citizens.

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.

Indicators of a safe community

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

Safe Community – Corporate Indicators	2010 Actual	2011 Actual	2012 Target	2013 Target
1. Break and Enter rate (number per year)	334	432	< 531	< 5 year average
2. Vehicle collisions involving a pedestrian (number per year)	57	52	<61	< 5 year average
3. Vehicle collisions involving a bicycle (number per year)	58	67	<54	< 5 year average
4. Vehicle collisions involving only vehicles (number per year)	1,232	1,336	<1,554	< 5 year average
5. Citizens attending Neighbourhood Emergency Preparedness Presentations	1,952	2,218	> 1,950	2,210

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.

Safe Community – Corporate Indicators	2006 Actual	2009 Actual	2012 Target	2016 Target
6. Citizen satisfaction with police services	69/100	77/100	> 82/100	95 %
7. Citizen satisfaction with Fire Services	93/100	83/100	> 93/100	> 93/100
8. Citizen perception of transportation safety	66/100	68/100	> 66/100	> 70/100

Initiatives to work toward a safe community

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, the following key initiatives will continue to move the community toward this vision.

C1 Strengthen the physical, social and cultural participation of citizens

Owner: Police Measure: New model implemented Target: Q4 2013 5.1.4.6 OCP policy:	a <i>Develop a new model for front desk service at Saanich Police Headquarters.</i> Develop a new model for service at the front desk of Police Headquarters to make the most effective use of available resources and reduce time spent by citizens waiting for information, criminal records checks, etc., at the front counter.
Owner: Police Measure: 4 new apartment blocks added Target: Q4 2013 OCP policy: 5.1.4.2	b <i>Add four new apartment blocks to the Crime Free Multi Housing program.</i> A key concept of building safe communities is that the community needs to accept responsibility for policing itself. Crime Free Multi Housing is an honest, direct and solution oriented crime prevention initiative designed specifically to help apartment owners, managers, residents and police work together to keep illegal and nuisance activity off rental properties.

C6 Enhance public safety

Owner: Fire Measure: Plan complete Target: Q4 2013 OCP Policy: 5.1.3.1	a <i>Develop a long term strategic plan for the emergency program.</i> The plan will identify long term emergency planning priorities established through community engagement and reflect national best practices based on the four pillars approach to emergency management (Mitigation, Preparedness, Response and Recovery).
Owner: Engineering Measure: 2 locations modified annually Target: Q3 2014 OCP Policy: 5.1.4.4	b <i>Develop mitigation strategies for two of the top ten crash locations in Saanich.</i> Make modifications to the two top rated intersections per year in an effort to reduce the accident rate.
Owner: Police Measure: Partnership established Target: Q1 2013 OCP Policy: 5.1.4.6	c <i>Enter into a partnership with the Vancouver Island Integrated Major Crime Unit (VIIMCU) by hiring and assigning additional staff to the unit to improve efficiencies and effectiveness in relation to homicide investigations.</i>
Owner: Fire Measure: DOC plan completed by 2 or more municipal departments Target: Q4 2013 OCP policy: 5.1.4.8	d <i>Disaster preparedness</i> Department Operations Center (DOC) – Provide a systems based support structure for individual Municipal Departments to operate during emergencies. Review concept of Operations with individual Municipal Departments and provide support (DOC) framework and template for build-out and implementation by individual departments.
Owner: Fire Measure: Accreditation achieved Target: Q2 2013 OCP policy: 5.1.4.8	e <i>Superior Tanker Shuttle Accreditation</i> Ensure quality and cost effective fire protection service is being provided to waterless areas of Saanich. Successfully complete Superior Tanker Shuttle Service Test: <ul style="list-style-type: none"> • Within 3 minutes of the first apparatus (pumper) arriving on the Fire scene (test site), be flowing a minimum of 900 litres/minute (200GPM) of water and, • Maintain the flow uninterrupted for 2 hours

F4 Sustain community infrastructure

Owner: Fire Measure: Additional partnerships established Target: Q4 2015 OCP policy: 5.1.4.9	a <i>Promote regional use of fire dispatch technologies.</i> Continue to market regional fire dispatch services and establish partnerships.
Owner: Finance Measure: Complete Target: Q2 2013 OCP policy: 5.1.4.9	b <i>Planning for disaster response and emergency programs.</i> Complete a long term critical infrastructure review and develop a multiple year funding approach.

Vibrant, Connected Economy

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

Indicators of a vibrant, connected economy

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

Corporate Annual Indicators	2010 Actual	2011 Actual	2012 Target	2013 Target
1. Proportion of business generated property tax revenue	20 %	19.5 %	20%	20%
2. Commercial and industrial building permits approved	\$52,713,000	\$87,991,000	\$55,000,000	\$55,000,000
3. Business licences issued	4,530	4,710	4,700	4,700

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.

Corporate Mid-range Indicators	2006 Actual	2009 Actual	2012 Target	2016 Target
4. % of Saanich residents with post-secondary education	57 %	66.2 %	≥ 60 %	≥ 60 %
5. Citizen satisfaction with municipal website	69 %	71 %	≥ 75 %	≥ 75 %
6. Saanich household income compared to provincial rates	\$ 65,787 (2005)	\$ 74,433 (2008)	≥ \$ 74,433	≥ Provincial Average
7. Average annual capital infrastructure replacement funding	\$ 10,859,200	\$ 15,971,800	≥ \$ 20,000,000	≥ \$ 28,000,000

Initiatives to work toward a vibrant, connected economy

The focus of work in this area for 2013 will continue around increasing infrastructure replacement spending and improving services provided to business. The Municipality will increase capital spending in 2013 and is on track to reach sustainable levels by 2019. Much of the work will be focused on replacement of key infrastructure such as the Craigflower Bridge.

A business survey was completed in 2012 allowing businesses to share their ideas and opinions about Saanich as a place to do business, and about the District of Saanich as their municipal government. The survey results will form the basis for an updated Economic Development Strategy and help refine how municipal services are best provided.

Work will also continue to plan the future of the Douglas Corridor and Uptown Centre area. This is expected to be a key local economic engine for some time and a significant planning study is under way to focus on promoting the best long term use of that area.

C3 Manage growth

Owner: Measure: Target: OCP policy:	Planning Complete study Q4 2014 6.1.2	a Complete the Douglas Corridor and Uptown Centre Planning Study. 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. An integrated approach will be taken on the review of this important corridor with key partners such as the City of Victoria and BC Transit.
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C7 Enhance transportation alternatives

Owner: Measure: Target: OCP policy:	Engineering Complete study Q4 2014 4.2.4.1, 4.2.9.15 & 4.2.9.18	a 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: Measure: Target: OCP policy:	Engineering Public process complete and concepts defined Q4 2013 4.2.4.1	b Streetscapes (for business / safety): Ensure that “complete streets” philosophy is reflected in the design for all upgrades of major and collector Roads. Complete street designs ensure that all road users are considered and accommodated when constructing or reconstructing major roads.

F4 Sustain community infrastructure

Owner: Measure: Target: OCP policy:	Finance Gap reduced to \$6 million Q4 2016 4.2.1.19	a Reduce the gap between actual and required infrastructure replacement capital spending. Infrastructure replacement capital spending continues to increase in order to move the municipality toward sustainable replacement levels. This program provides needed infrastructure for local business and supports the local economy through job creation and spending. Infrastructure replacement capital spending is planned to reach sustainable levels no later than 2019.
Owner: Measure: Target: OCP policy:	Finance Action plan completed Q2 2013 6.1.7, 6.1.8	b Analyze and develop an action plan for initiatives that address the key issues identified in the 2012 Business Survey: <ul style="list-style-type: none"> • Transportation concerns • Involvement – development of a business panel or focus group • Collaboration – encourage/support the business community in developing opportunities for collaboration

P3 Provide best value for money

Owner: Measure: Target: OCP policy:	Finance Program implemented Q2 2013 6.1.1	a Implement Job Order Contracting program. Job order contracting is a firm fixed priced, competitively bid, indefinite quantity contracting process for accomplishing small to medium sized construction and repair projects. Implementation of this program would reduce the time from project identification to contract award. It would also reduce the amount of financial and staff resources required on minor projects allowing these resources to be reallocated to major projects.
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Service Excellence

The heart of service is people.

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.

Indicators of service excellence

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

Corporate Indicators	2010 Actual	2011 Actual	2012 Target	2013 Target
1. Proportion of recreation course registrations processed via website (online/total)	23 %	23%	25 %	25%
2. Voluntary turnover rate of employees	New for 2011	4.4%	< 10%	< 10%
3. Vacancies filled by qualified internal candidates	New for 2011	93%	> 66%	> 66%
4. Supervisory and Management vacancies filled by qualified internal candidates	New for 2011	62.5%	>66%	>66%
5. Annual learning and development investment per full time equivalent staff member	New for 2011	\$562	\$525.00	\$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.

Service Excellence – Corporate Indicators	2006 Actual	2009 Actual	2012 Target	2016 Target
6. Citizen satisfaction rating	71/100	70/100	≥ 71/100	≥ 71/100
7. Municipal government value for money rating	65/100	67/100	≥ 65/100	≥ 70/100
8. Customer service by municipal staff rating	79/100	80/100	≥ 79/100	≥ 80/100

Initiatives to work toward service excellence

Technology will continue to play a key role in 2013 with engagement initiatives that look to partnerships with other municipalities and organizations to identify opportunities to deliver services with the greatest efficiency and effectiveness, including a Vancouver Island Information Technology (VIIT) partnership and a corporate data strategy.

Ensuring the provision of efficient, accessible, and reliable public services means an emphasis on implementing the corporate document and information management strategy to increase staff capacity, productivity, and knowledge retention and transfer, and a continued emphasis on the municipal website with the development of a plan to improve content, navigation and accessibility.

P1 Continue community engagement

Owner: Measure: Target: OCP policy:	Legislative Services Strategy developed Q4 2013 5.2.1.7	a <i>Develop elections future strategy</i> Review voting opportunities and new technologies for local government elections as key components of the development of an elections future strategy.
Owner: Measure: Target: OCP policy:	Finance Go live with new website Q4 2013 5.2.1.8	b <i>Next Generation Web</i> Improve the overall user experience of the website by providing the most effective and current web technology that meets the needs of the public and Saanich employees.

P3 Provide best value for money

Owner: Measure: Target: OCP policy:	Finance Implementation complete Q4 2016 6.1.1	b <i>Enterprise Asset Management</i> - An enterprise asset management system impacts the entire organization by improving the District's ability to track, assess and manage the assets under its stewardship. In 2013 work will be done on analysis and selection; implementation is planned to be complete in 2016.
Owner: Measure: Target: OCP policy:	Administration Completion Q1 2014 6.1.1	c <i>Service Standards / Service Capacity review</i> Update key corporate and departmental service standards to provide a foundation for continued service delivery assessment review and budget discussions.

L2 Enhance use of information technology

Owner: Measure: Target: OCP policy:	Legislative Services Complete 4 components Q4 2014 6.1.1	a <i>Continue to implement the corporate document and information management strategy.</i> In 2013 and 2014, the new records classification/retention schedule will be rolled out in all departments and standard records procedures and practices will be adopted: <ul style="list-style-type: none"> • Implement classification schedule • Develop procedures based on industry best practices • Staff training in key record areas • Revise practices and procedures
Owner: Measure: Target: OCP policy:	Finance Implementation of web service, successful adoption by public and staff Q4 2014 5.2.1.8	b <i>Development of new municipal GIS map services.</i> Develop and configure new online mobile GIS map services to meet key business needs and provide an increasing number of users access to an expanding inventory of spatial information. These new services will enable activities such as locating a property and its underground services, finding a trail in a local park or viewing landscape changes in a neighbourhood.

OCP Policies – Environmental Integrity

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.
- 4.1.1.3. Prepare and implement Saanich’s “Community Climate Change and Energy Action Plan”.
- 4.1.1.4. Incorporate climate change, its potential impacts, and mitigation measures when reviewing new development applications and undertaking long-term planning initiatives.
- 4.1.1.5. Implement “Saanich’s Carbon Neutral Plan”, which involves: establishing a municipal carbon-neutral reserve fund to offset the annual Greenhouse Gas emissions from all municipal operations; and reducing corporate Greenhouse Gas emissions by implementing building, fleet and other operational efficiencies, aiming for a 10% reduction by 2010.
- 4.1.1.6. Engage the community by raising awareness respecting climate change and promote community wide emissions reductions and carbon neutral 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.
- 4.1.2.7. Link environmentally sensitive areas and green spaces, where appropriate, using “greenways”, and design them to maintain biodiversity and reduce wildlife conflicts.
- 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.
- 4.1.2.9. Develop and implement an Urban Forest Strategy that retains where possible existing tree cover, promotes additional tree planting, and acknowledges the importance of contiguous tree cover.
- 4.1.2.10. Retain and plant trees along boulevards and municipal properties, in parks and on private lands, to expand the urban forest and act as a mitigative measure in regard to climate change.
- 4.1.2.11. Promote and encourage the protection and designation of indigenous, significant trees and wildlife trees.
- 4.1.2.12. Review and amend the “Tree Preservation Bylaw” to include measures to support climate change initiatives and improve the retention of our urban forest.
- 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.
- 4.1.2.15. Establish priorities to undertake condition assessments of streams, riparian and wetland areas.
- 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.

- 4.1.2.22. Harmonize Saanich's bylaws respecting storm water management requirements and with the development permit process.
- 4.1.2.23. Work with School Districts 61 and 63, and post-secondary institutions, to educate students about the environment and stewardship.
- 4.1.2.24. Foster and support public awareness, engagement, and participation in community environmental stewardship initiatives.
- 4.1.2.25. Work with private land owners to encourage stewardship that protects, preserves, and enhances natural systems and, where appropriate, enter into conservation covenants or provide incentives to protect riparian or environmentally significant areas.
- 4.1.2.26. Work with the Capital Regional District, local and senior governments and other stakeholders, as appropriate, to implement a pesticide reduction plan.
- 4.1.2.27. Work with the community to build awareness on the impact of invasive species; mitigation measures; and opportunities to participate in volunteer eradication programs.
- 4.1.2.28. Continue to demonstrate Corporate Stewardship through the preparation and implementation of an "Environmental Management Strategy" for Municipal Operations.

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.
- 4.2.1.9. Reduce energy use for public buildings by using alternative energy sources, ensuring new buildings meet 'green building' standards, by utilizing innovative approaches, as appropriate.
- 4.2.1.10. Work with the CRD, member municipalities, senior governments, agencies and organizations, businesses, and the public, as appropriate, to reduce energy consumption facilitate the use of a range of renewable resources (e.g. solar, wind, tidal), and facilitate the use of alternate forms of energy generation/distribution (e.g. co-generation, district heating).
- 4.2.1.11. Undertake regular in-house inventories of municipal operations as part of the Carbon Neutral initiative.
- 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.
- 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.
- 4.2.2.7. Undertake ongoing updates to the Saanich “Engineering Standards” to support people with accessibility issues (mobility, visual, auditory challenges).
- 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.
- 4.2.2.9. Implement the initiatives outlined in the “Access to Transit” study.
- 4.2.2.10. Liaise with private and public agencies to address the needs of people with physical challenges.
- 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.
- 4.2.3.4. Investigate criteria for considering inclusionary zoning and density bonusing as part of development applications, in return for the provision of affordable and/or special needs housing.
- 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).
- 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, tri-plexes, 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.

4.2.6.1 Review rezoning applications for institutions considering such factors as; intended use, servicing, access, traffic generation, transit routes, lot size, open space, scale, neighbourhood context, accessibility, and environmental 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.

4.2.6.3 Liaise with the institutional land owners to address operational and neighbourhood concerns, as required.

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.

4.2.6.7 Work with the CRD, member municipalities, and other stakeholders, to identify suitable locations for significant regional institutions.

4.2.6.8 Support the preparation of a regional industrial and high tech strategy dealing with issues of future trends, related infrastructure requirements, transportation and land requirements, and options for growth.

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.

4.2.7.2 Support the preparation of a regional industrial and high tech strategy dealing with issues of future trends, related infrastructure requirements, transportation, freight handling, and land requirements, and options for growth.

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.

4.2.7.4 Ensure that the zoning and regulatory controls respecting industrial areas continue to encourage and support their economic viability.

4.2.8.1 Acquire and develop park land to ensure residents have a wide range of leisure opportunities, and to preserve significant ecosystems.

4.2.8.2 Link parks and public open spaces together by trails, where feasible.

4.2.8.3 Ensure that across the entire Park and Trail system, opportunities are available for a broad range of users.

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.
- 4.2.8.8 Investigate alternative financing options for acquiring and developing park land in “Centres” (Map 4).
- 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.
- 4.2.8.11 Support joint use agreements with School Districts 61 and 63, and post-secondary institutions to make effective and economic use of park, recreation, and school facilities.
- 4.2.8.12 Manage parks, trails, and other open spaces in a manner that minimizes their impact on the natural environment, agriculture, and adjacent urban areas.
- 4.2.8.13 Work with private land owners to acquire trail rights-of-way or easements to complete the trails network and encourage the donation or bequest of privately owned lands that support the objectives of the Parks and Recreation Master Plan, and assist prospective donors in determining eligibility for tax deductions.
- 4.2.8.14 Consider opportunities to incorporate food producing community gardens into parks and other public open spaces, where appropriate.
- 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.
- 4.2.9.2 Work with the CRD and member municipalities on developing a regional transportation vision and plan including cross jurisdiction greenways, and joint “Transportation Demand Management”.
- 4.2.9.3 Promote “Transportation Demand Management” (TDM) for Municipal operations.
- 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.
- 4.2.9.6 Encourage and support non-vehicular transportation by providing a safe, interconnected, accessible and visually appealing cycling and walking network.
- 4.2.9.7 Require that new sidewalks be separated from the pavement by a curb and boulevard, except where implementation is considered impractical because of natural topography, inadequate right-of-way, boulevard trees, or open ditches.
- 4.2.9.8 Continue to develop safe walking/cycling routes-to-school plans, in conjunction with school districts and parent associations.
- 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.
- 4.2.9.12 Establish priorities in the financial plan for constructing sidewalks, footpaths, and bikeways and upgrading the visibility of pedestrian crosswalks, with a focus on “Centres”, “Villages” and major employment centres.
- 4.2.9.13 Support ongoing bike and pedestrian safety education.
- 4.2.9.14 Support the continued development of route maps and the installation of “way finding” signs, to encourage and promote walking, cycling and use of public transit.
- 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.
- 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.
- 4.2.9.36 Update off-street parking standards to reflect current development practices and improve land use efficiency, for example: review off-street parking and loading area regulations in relation to Transit Demand Management (TDM) strategies; and update off-street parking and loading area standards in relation to the "Major Centres".
- 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.
- 4.2.9.38 Investigate location and financing options for parking structures in "Major Centres" (Map 4).
- 4.2.9.39 Work with BC Transit and other stakeholders to investigate options for "Park and Ride" facilities in "Major Centres".
- 4.2.10.1 Consider the impacts of climate change on long-term infrastructure planning and regulation, by developing both adaptation strategies and carbon neutral plans.
- 4.2.10.2 Work with provincial and regulatory agencies to encourage alternative energy, waste disposal and water conservations systems.
- 4.2.10.3 Ensure that adequate services are provided to meet the needs of existing and new development.
- 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.
- 4.2.10.6 Investigate financing options for upgrading infrastructure, with a focus on "Centres" (Map 4).
- 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.
- 4.2.10.9 Work with the Capital Regional District, member municipalities, senior governments, and other stakeholders to identify aggregate material (e.g. sand and gravel) deposits.
- 4.2.10.10 Ensure municipal operations account for technological advances (e.g. green infrastructure), where practical and feasible.
- 4.2.10.11 Maintain and improve the municipal sewer system to reduce rainwater inflow and infiltration into the sewer system to maintain the capacity and efficiency of the system.
- 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.
- 4.2.10.18 In concert with the CRD Liquid Waste Management Plan, work with the CRD, member municipalities, senior governments, and other stakeholders, as appropriate, to identify locations for regional sewage treatment facilities.
- 4.2.10.19 Continue to maintain and improve the environmental quality of the storm water management system within urban areas, to improve watershed function.
- 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.
- 4.2.10.21 Investigate alternate storm water management approaches such as Low Impact Development techniques, by developing comprehensive, cost effective and sustainable storm water systems that maximize ground water recharge.
- 4.2.10.22 Retain the storm water holding capacity of natural storage areas to reduce peak flows.
- 4.2.10.23 Pursue “day-lighting” of watercourses as part of watercourse restoration, where practical and feasible.
- 4.2.10.24 Work with the Capital Regional District to ensure adequate water transmission and storage facilities to obtain good quality water at acceptable volumes and pressure within the water service area.
- 4.2.10.25 Work with the Capital Regional District to raise awareness and reduce per capita consumption of water.
- 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.
- 4.2.10.28 Review public water service outside the Urban Containment Boundary in order to: determine future demand for service to address pressing public health or environmental concerns, to provide fire suppression or to service agriculture, and system capacity; identify and evaluate alternative potable water sources and delivery systems; and explore funding options for potential service extensions in addition to local improvements.
- 4.2.10.29 Support the retention of the drinking water supply and distribution system within the public domain.
- 4.2.10.30 Maintain potable groundwater in Rural Saanich by: working with the Capital Regional District and the Province to monitor groundwater quality and quantity; supporting/undertaking a public education program about protecting groundwater quality, including the promotion of agricultural best practices; and supporting/undertaking a public education program about water conservation for private well and municipal water users.
- 4.2.10.31 Actively support CRD initiatives to reduce solidwaste and develop efficient and environmentally acceptable long-term waste disposal solutions, working towards Zero Waste generation.
- 4.2.10.32 Develop and initiate incentives and or bylaws to encourage recycling within existing and new multiple family and commercial developments.
- 4.2.10.33 Support recycling and composting initiatives by participating in pilot projects (e.g. curbside pick up for organic waste), conducting public education seminars, and reducing municipal consumption and waste.
- 4.2.10.34 Develop and initiate incentives to further reduce the volume of construction waste going to the landfill.
- 4.2.10.35 Encourage utility providers to remove overhead wiring and relocate it underground, with a focus on “Centres” and “Villages”.
- 4.2.10.36 Work with BC Hydro to support the retention and planting of large scale street trees within public rights of ways.
- 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

5.1 Basic Needs

5.1.1.1. Ensure a healthy, sustainable and stable food supply by working with the Capital Regional District, the Province, food producers, the Vancouver Island Health Authority, municipalities, and other stakeholders to develop a long-term plan for improving local and regional food security.

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.

5.1.1.5. Develop appropriate regulations and guidelines for agri-tourism activities in consultation with farmers and other stakeholders to minimize the impact of such activities on neighbouring properties.

5.1.1.6. Develop appropriate regulations and guidelines for “intensive agriculture” in consultation with farmers and other stakeholders to minimize the impact of such activities on rural residential neighbours.

5.1.1.7. Support innovative farming and local marketing techniques such as pocket farm markets, which help improve the economic viability of food production in the community.

5.1.1.8. Support efforts of farm operators and other agencies to enhance farmland and increase crop yield, by improving water supply and undertaking drainage improvements and improving soil capabilities, while considering environmental impact.

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

5.1.1.10. Support the development and operation of specialty crop farms to diversify farm production, increase economic development, increase local food production, and improve farm income.

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.

5.1.1.12. Strengthen local sustainable agriculture by supporting “backyard gardening” and community garden initiatives.

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.

5.1.1.15. Continue to support a special water rate for agriculture.

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.
- 5.1.2.10. Review existing regulations to consider the provision of a wide range of alternative housing types, such as “flex housing” and “granny flats”.
- 5.1.2.11. Review existing regulations to consider legalizing secondary suites in a strategy, possibly implemented on a phased and/or pilot area basis.
- 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.
- 5.1.2.14. Investigate criteria for considering “inclusionary zoning” (% of units for affordable or special needs housing) and density bonusing as part of development applications, in order to provide for affordable and/or special needs housing.
- 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;
 - 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.
- 5.1.4.2. Work with residents and neighbourhood associations to address public health and safety and crime prevention.
- 5.1.4.3. Work with multicultural organizations to promote harmonious intercultural relations and access to community services.
- 5.1.4.4. Continue to improve transportation safety through the implementation of infrastructure, design, and construction Best Management Practices.
- 5.1.4.5. Work with school districts to provide safe routes to school, including walking and cycling options.
- 5.1.4.6. Continue to address safety issues, and fear of crime or violence through implementation of the Police Strategic Plan.
- 5.1.4.7. Support continued education on best practices for fire prevention, including wildland-urban interface fire hazard prevention.
- 5.1.4.8. Implement the Comprehensive Emergency Preparedness Strategy involving emergency services, municipal staff, business, and neighbourhood associations.
- 5.1.4.9. Increase community disaster preparedness through public awareness and education.

5.2 Strengthening Community

- 5.2.1.1. Continue to work with Neighbourhood Associations, service organizations, sports groups, business and other stakeholders to support and strengthen the community.
- 5.2.1.2. Continue to develop and enhance community pride and identity through the creation and implementation of events and on-going community services and programs.
- 5.2.1.3. Support school districts, post secondary institutions, and the faith community in allowing citizens access to their facilities for community use.

- 5.2.1.4. Support the integration of institutional uses, amenities and services in “Centres” (Map 4), in order to create community focal points.
- 5.2.1.5. Continue to work with the Greater Victoria Public Library to maintain and improve services for residents, and reinforce the community-building of the Library.
- 5.2.1.6. Encourage and support a wide range of educational and learning opportunities which aid in community capacity building, and strive to meet a broad range of community needs.
- 5.2.1.7. Continue to encourage citizen involvement in civic affairs.
- 5.2.1.8. Enhance communication and community feedback through an interactive municipal web site, Geographic Information Systems, community association newsletters, the media, and use of educational and informational materials for public distribution.
- 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.
- 5.2.1.10. Continue to support the “Saanich Volunteer In Your Community” initiative.
- 5.2.1.11. Continue to improve access to and availability of information regarding community services and volunteer opportunities.
- 5.2.1.12. Cooperate and partner with other municipalities for the delivery of select services and programs, where appropriate.
- 5.2.1.13. Create volunteer programs and leadership training to support the provision of community and leisure services.
- 5.2.2.1. Review recreational programming and facilities, as necessary, to ensure they are meeting current and emerging needs.
- 5.2.2.2. Ensure recreation facilities (Map 9) and programs are accessible to people of all ages, ethnicity, incomes, and abilities.
- 5.2.2.3. Undertake awareness building and education programs to encourage individuals to develop and maintain an active and healthy lifestyle.
- 5.2.2.4. Work with School Districts 61 and 63 to promote active living.
- 5.2.2.5. Consult, at least annually, with School Districts 61 and 63, and post secondary institutions, to coordinate infrastructure, including the shared use of lands and facilities for recreation and community use.
- 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”.
- 5.2.3.5. Develop and implement a strategy for the delivery of community arts and cultural service.
- 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.
- 5.2.3.13. Continue to support the creation of an Arts Centre at Cedar Hill Community Centre.
- 5.2.4.1. Monitor and encourage preservation of heritage resources according to the Saanich Heritage Resources Management Plan and Heritage Action Plan.
- 5.2.4.2. Continue to maintain and update the Saanich Community Heritage Register and designate appropriate municipal owned registered sites.
- 5.2.4.3. Expand the Saanich Community Heritage Register to include natural and cultural heritage resources, and consider assisting in the protection of inventories-at-risk.
- 5.2.4.4. Consider incentives to encourage preservation and designation of privately owned heritage buildings.
- 5.2.4.5. Continue to support the recording of Saanich’s oral history.
- 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.

5.2.4.11. Continue to provide funding assistance through the Saanich Heritage Foundation for maintenance and repairs of exteriors, roofs and foundations of designated heritage buildings.

OCP Policies – Economic Vibrancy

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.
- 6.1.2. Liaise with the business community on a regular basis to improve communication and consultation on municipal issues related to economic development.
- 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).
- 6.1.5. Support community economic development through education, trade shows, and other promotional opportunities.
- 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.
- 6.1.7. Work with BC Transit to ensure adequate public transit in relation to major employment centres, businesses and institutions.
- 6.1.8. Work with stakeholders to address mobility issues related to the efficient and timely movement of goods to and throughout Saanich and the region.
- 6.1.9. Encourage and support economic development within “Centres” and “Villages” (Map 4) by coordinating capital improvement projects with the projected growth of these areas.

6.2 Diversification & Enhancement

- 6.2.1. Continue to support the implementation and monitoring of Saanich’s “Economic Strategy”.
- 6.2.2. Work with the Capital Regional District, municipalities, business and other stakeholders on the development of a regional economic strategy.
- 6.2.3. 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.
- 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).
- 6.2.6. Support the preparation of a regional industrial and high tech strategy dealing with issues of future trends, related infrastructure requirements, transportation and land requirements, and options for growth.
- 6.2.7. Provide opportunities for new advanced technology and knowledge-based businesses by supporting expansion of the Vancouver Island Technology Park, and research related activities on the University of Victoria, Royal Roads and Camosun College Campuses.
- 6.2.8. Encourage market diversification of agriculture by supporting specialty agri-tourism businesses on bona fide commercial farms, which are in keeping with the scale and character of rural Saanich.
- 6.2.9. Participate in partnerships to promote tourism.
- 6.2.10. Support tourist-related facilities, including all types of accommodation and visitor attractions compatible with the environment and residential areas.
- 6.2.11. Work with the film industry to attract more film productions.
- 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

7.1 Implementation

7.1.1. Integrate and harmonize the priorities and programs of the Official Community Plan through the “Strategic Plan”, the “Financial Plan”, Capital Expenditure Program and annual budgeting process.

7.1.2. Update the “Zoning Bylaw”, as necessary, to reflect emerging trends, improve the effectiveness of development control and to maintain consistency with the “Official Community Plan”.

7.1.3. Review the “Development Cost Charge Bylaw” as necessary to assist in achieving the objectives of the Official Community Plan.

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.

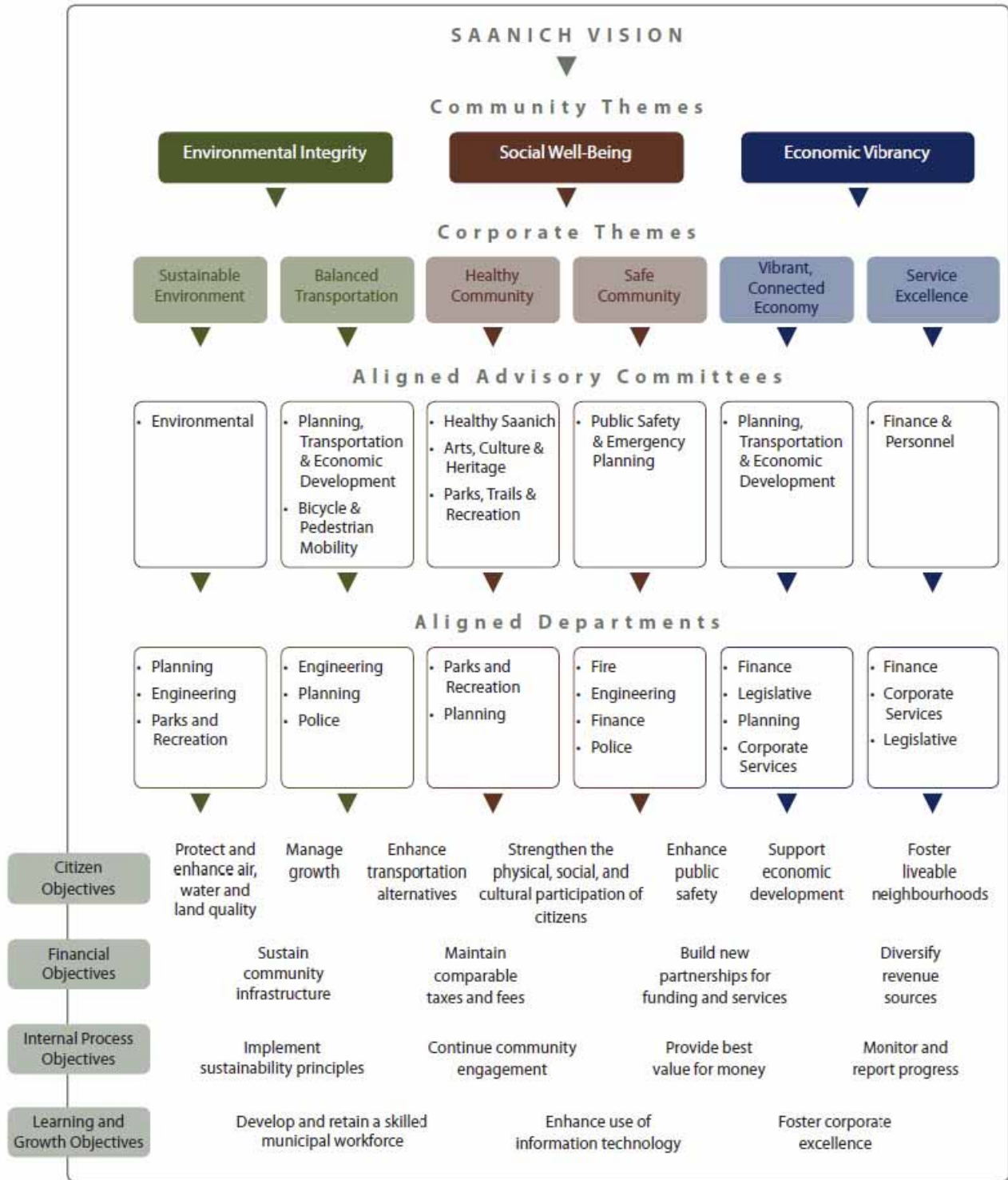
7.3 Regional Context

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.





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