



District of North Saanich

# 2019 Strategic Plan

Update March 27, 2019

# Context

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This Strategic Plan sets out Council's focus and strategic priorities for the 2018-2022 term and beyond. The Plan is based on many studies, plans, and public input opportunities over the years and we believe the Plan's directions and priorities reflect the overall will of the community we serve.

As we learn more from the community, our staff, Commissions and Committees, the Strategic Plan will be enhanced and modified as required by Council. Over time the Plan will be reviewed and updated to ensure consistency with emerging plans and related strategic decisions. Strategic planning is a Council-driven process that is supported by staff. The Strategic Plan is a working document developed with input from all members of Council and senior management. An initial planning workshop is held early in the first year of a newly elected Council and annual workshops are held to review and update the Plan. The most recent revision of the plan was done by Council at a workshop on January 23, 2019.

The Strategic Plan is an "umbrella policy" that sets the context for all that we do and helps to align specific plans having to do with finance, land use, solid waste, information technology, infrastructure and parks. It also provides the basis for department business plans and annual budget submissions. The Plan focuses on new objectives; however, it is recognized and acknowledged that the vast majority of the District's resources are devoted to its core services, including infrastructure maintenance, Planning & Community Services, parks, trails, Emergency Services protection, emergency preparedness, financial services, administration, and information management.

Mayor Geoff Orr  
Councillor Heather Gartshore  
Councillor Jack McClintock  
Councillor Brett Smyth  
Councillor Celia Stock  
Councillor Murray Weisenberger

# Our Focus

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## Vision

Council and staff of the District of North Saanich are guided by vision elements that have emerged from significant community review and discussion and are drawn from the Official Community Plan.

The future will ensure that:

1. diverse neighbourhoods are respected and supported;
2. rural, marine and agricultural resources are protected, maintained, and enhanced;
3. the needs and priorities of our community are supported;
4. the arts are supported;
5. the community is inclusive, accessible and culturally vibrant;
6. suitable, appropriately located economic activity is supported;
7. efficient levels of service commensurate with appropriate taxation are established;
8. natural environments are protected, and a commitment is made to the preservation and enhancement of regionally significant green and blue spaces; and
9. North Saanich is a sustainable community that plans for the potential impacts of climate change.

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## **Mission**

The mission of the District of North Saanich is to provide leadership and good governance that reflect the community vision and protects, promotes and enhances a safe and diverse community for current and future generations.

The Municipal Purposes outlined in the *Community Charter* further detail the purposes of the District of North Saanich:

Section 7. The purposes of a municipality include

- (a) providing for good government of its community,
- (b) providing for services, laws and other matters for community benefit,
- (c) providing for stewardship of the public assets of its community, and
- (d) fostering the economic, social and environmental well-being of its community.

## **Reconciliation**

Council acknowledges the District of North Saanich exists within the Traditional Territories of Coast Salish peoples and is committed to respectfully and appropriately engaging First Nations communities in matters of common interest.

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## **CORE SERVICES**

The Strategic Plan focuses on new objectives; however, it is recognized and acknowledged that the vast majority of the District's resources are devoted to its core services,

Within the means of District taxpayers, we are committed to meeting or exceeding public expectations in each of the following service areas:

1. governance leadership supported by volunteer Commissions/Committees and public consultation;
2. community planning for housing, economic development, heritage, arts and culture, and agriculture;
3. Emergency Services, police and emergency preparedness;
4. public works and Infrastructure Services;
5. parks, trails and preservation of green space;
6. environmental stewardship and protection;
7. joint recreation services with Peninsula Recreation Commission;
8. accountable financial and administrative services with a focus on performance management across all functions; and
9. effective communication with the public.

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## **VALUES AND OPERATING PHILOSOPHY**

The District of North Saanich Council and staff will:

1. be ethical, open, honest and fair;
2. provide excellent customer service;
3. collaborate as a strong team and promote constructive relationships at the local and regional level;
4. make decisions that reflect the overall will and best interests of our community;
5. be consistent in application of policy, bylaws and regulations;
6. be flexible, innovative and progressive in our efforts to improve results while being tolerant of appropriate risks;
7. ensure outstanding stewardship of public assets and the environment;
8. be supportive of the community's strong volunteer ethic; and
9. be respectful of neighbourhood issues.

# Strategic Priorities

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Strategic Priorities are overarching directions that guide the District's efforts towards realizing our vision. In selecting the five priorities, Council focused on the need to demonstrate our commitment to our rural and marine character, the importance of maintaining a strong sense of community, and the challenges of delivering quality services at a reasonable cost to the taxpayer.

The five strategic priorities area shown in the following illustration; each priority is further detailed on the following pages.



Each Strategic Priority is accompanied by a table that details goals and specific projects and initiatives to be initiated in the 2018 – 2022 Council term.

# District of North Saanich 2019 Strategic Plan

## Protect and Enhance Rural, Agricultural, Heritage, Marine and Environmental Resources

North Saanich residents are proud and protective of their special place and unique environments. Through our participation with the Capital Regional District we continue to work with the Regional Growth Strategy. In concert with the Green/Blue Spaces Strategy, the District is committed to protecting and enhancing sensitive and significant land and marine environments. Further, the District is committed to protecting and enhancing its rural, agricultural and heritage roots and lifestyle. The District is committed to reducing greenhouse gas emissions and related costs to address climate change.

### GOALS

- Preserve and protect significant and sensitive environmental areas and ecosystems
- Preserve and protect sensitive marine and inter-tidal habitats
- Mitigate climate change impacts
- Enhance parks and trails

Projects & Initiatives	Timeline	Lead Department
Improve quality of trails, parks,	2019 forward	Infrastructure Services
Address climate change impacts Complete sea level rise planning	2019	Planning & Community Services
Staff to prepare a report to Council regarding the Climate Action Strategy monitoring and reporting	2020	Planning & Community Services
Advance policies to guide marine and shoreline development (include planning for sea level rise)	2019	Planning & Community Services
Bring forward to Council the remaining Marine Task Force recommendations and work plan	2019	Planning & Community Services
Staff to bring forward the Energy Efficiency DP area report for Council consideration	Beyond 2019	Planning & Community Services
Scoter Trail North - rehabilitation	In progress	Infrastructure Services
Locate a boat launch site in North Saanich	Ongoing	Infrastructure Services/ Planning & Community Services
Staff to prepare a report regarding possible roles for the District in the Shoal Harbour Migratory Bird Sanctuary Integrated Management Plan (boats, birds & sea level rise)	2019	Planning & Community Services
Explore (high level) expansion of trails in Dean Park areas	2019	Infrastructure Services
Staff to prepare recommendations for implementation of the Agriculture Economic Development Strategy (AEDS) and the Whole Community Agricultural Strategy	2019	Planning & Community Services
Decide and implement the next steps for Sandown	2019	Planning & Community Services/ Infrastructure Services
Review and Update Parks Master Plan	2020	Infrastructure Services

Projects & Initiatives	Timeline	Lead Department
Prioritize beach access improvements and review ecological asset management plan.		
Review Tree Bylaw	2020	Planning & Community Services
Future development of Jubilee Park	Revisit in 2020	Infrastructure Services
Staff to prepare a discussion paper on natural asset management	2021	Infrastructure Services
Review Sign Bylaw	2019	Planning & Community Services

## Maintain a Safe and Healthy Community

North Saanich residents expect their municipal government to take steps to ensure public and environmental safety and health issues are addressed through provision of appropriate infrastructure and services such as water quality, liquid and solid waste management, safe roads, police, fire and emergency medical services. The key challenge in a small municipality with extensive rural areas is to determine the appropriate balance amongst owner provision of services (e.g. septic systems), partnership provision with neighbouring jurisdictions (Saanich Peninsula Unified Sewer Treatment, RCMP, Peninsula Emergency Measures Organization, Panorama Recreation), and direct municipal provision (North Saanich Volunteer Fire Department).

### GOALS

- Protect resident safety and be prepared for emergencies
- Encourage and support an active lifestyles

Projects & Initiatives	Timeline	Lead Department
Review Emergency Services Bylaw	2019	Emergency Services
Update Wildfire Protection Plan include consideration of development permits and implementation	2019	Emergency Services
Staff to prepare a report to address the benefits and costs of green resources and outdoor burning	2019	Planning & Community Services
Explore ways to manage truck and bus traffic on District roads	2020-2022	Infrastructure Services
Public Participation/awareness in Emergency Preparedness (Power of 9)	2021	Emergency Services

## Encourage Compatible Commercial and Local Business Development

Local government has been given the mandate to foster the economic, social and environmental well-being of its community. The vision that guides this strategic plan makes it clear that North Saanich is interested in economic development that complements our rural and marine characteristics and our commitment to protection of the natural environment. Our motivators are to support our agricultural economy, encourage appropriate business development at the Airport and facilitate limited commercial development desired by our neighbourhoods. In addition, we must ensure the economic viability of the District through a balanced, sustainable tax base.

### GOALS

- An operating environment supportive of local business
- A vibrant and sustainable agricultural economy

Projects & Initiatives	Timeline	Lead Department
Develop guidelines and policies for agri-business/tourism	2019	Planning & Community Services
Review Home/Business Occupation permitted uses/regulations	2022	Planning & Community Services
Develop Long-term Taxation Policy	2020	Financial Services

## Maintain a Strong Sense of Community

North Saanich is comprised of established neighbourhoods: the South-East Quadrant/Dean Park, Ardmore, Lands End/Curtis Point and Deep Cove. We support pride in the community that includes respect for diversity, support for the unique requirements of each neighbourhood, and celebration of the quality of the life we share together.

### GOALS

- A strong sense of pride, identity and belonging in North Saanich
- Engaging the community
- Housing policies that support local and regional demand
- Positive and constructive relations with First Nations

Projects & Initiatives	Timeline	Lead Department
Finalize VIRL Library at Panorama	2019	Planning and Corporate Services
Review District bylaws and policies that affect waterfront property owners residential and commercial	2019	Planning & Community Services
Hold community events	Beyond 2019	Planning & Community Services
OCP Review & update <ul style="list-style-type: none"> <li>• Review boundaries re: Areas 1 &amp; 2 Bylaw 1352 &amp; area planning</li> <li>• Review of guest cottages on small properties policy/zoning</li> </ul>	2020 – 2 year process	Planning & Community Services
Prepare policy for decommissioning of illegal secondary suites	2020-2021	Planning & Community Services
Examine impacts of short-term vacation rentals on housing	Post OCP review 2022	Planning & Community Services
Review and update zoning bylaw (including marina structures)	Post OCP review 2022	Planning & Community Services
Improve communications with citizens. Reconsider Communications Strategy and current communications practices with a view to increasing resources for communications	2019	Corporate Services
Explore ways to make progress on First Nations matters including the option of establishing a committee to focus on enhancing communication with First Nations	2019	Corporate Services
Examine term limits for Council appointments for certain external appointments	2019	Corporate Services

## Ensure Strong Leadership, Fiscal Responsibility and Transparent Government

Our municipal mission and operating philosophy statements call for progressive leadership, service excellence, and outstanding stewardship of public assets.

### GOALS

- Efficient and cost effective management of corporate assets and financial services
- Efficient and effective administrative and regulatory processes.
- Effective governance and leadership
- Be an employer of choice

Projects & Initiatives	Timeline	Lead Department
Develop policy and guidelines for Council attendance at events	2019	Corporate Services
Subdivision notifications policy review & monitoring of impacts	2019	Planning & Community Services
Review and update of subdivision bylaw	2019	Planning & Community Services & Infrastructure Services
Multi-year upgrading of financial/business software - coordination	2019	Financial Services
Policy manual review & update	Beyond 2019	Corporate Services
Finalize service agreements with First Nations	2019	Corporate Services
Review of MOU with Airport Authority	2021	Planning & Corporate Services
Review Council Procedure Bylaw	2020	Corporate Services