

IMPLEMENTATION PLAN: BY PROJECTS START YEAR



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



ANTICIPATED KICKOFF	PROJECT	ANTICIPATED COMPLETION	PROJECT NOTES	1	2	PRIORITY AREAS	IMPACTED	3	4
2022	Complete Service Agreement Renewal with First Nations	2024	Renegotiate operating agreements for Fire, Water, General and Sewer services.			●			●
2022	Work in partnership with the WJOLELP and WJOLELP First Nations to advance SENĆOŦEN place naming in	2025	Rename certain culturally significant points of interest in SENĆOŦEN.	●		●			
2002	Finalize Feasibility of Municipal Facilities	2024	Feasibility study of the age and condition of our municipal facilities.	●		●		●	●
2023	Develop strategy for renewal of redevelopment of Municipal Facilities	2024	Invest in infrastructure renewal through strategic redevelopment of municipal facilities.	●	●			●	●
2023	Implement e-Apply and Our City to streamline development applications	2024	Develop an on-line application portal, digital plan review, public Our City webpage, and consider expanding to other application systems within the District.			●	●		●
2023	Explore options for a local Food Hub	2025	Further the 2022 Food Hub Feasibility Study to ensure current relevance of a Food Hub on the peninsula that supports our agriculture and food sector.			●	●	●	
2023	Update the Parks and Trails Master Plan	2025	Develop a Parks Master Plan to guide the acquisition and management of parks and trails within the municipality and to help meet the future parks and trails needs of the community.	●		●		●	
2023	Develop and implement a Central Saanich focused Customer Service Strategy	2027	Maintain the high levels of customer satisfaction through set standards, training and maximizing our resources.			●			●
2023	Implement Wayfinding Strategy	2027	Improve signage through Capital and Operating plans to increase use of our amenities and businesses, improve safety, and contribute to indigenous cultural revitalization.	●		●			
2024	Develop a Corporate Diversity, Equity and Inclusion Framework and integrate into District's plans, processes and policies	2024	Create a workplace, via policy and governance, where all employees feel welcome, have access to fair treatment and opportunities, and all staff feel supported in their growth to provide service to the community.			●			●
2024	Develop a public engagement framework and policy	2024	Provide standards and guidelines to staff and Council on public engagement for all major projects to ensure consistent, high quality, inclusive engagement with the community.			●			●
2024	Facilitate the development of a satellite office for Beacon Community Services in Central Saanich	2024	Support our older adults and underserved populations connect with and learn about the services provided by agencies, from within our community.			●		●	●
2024	Develop a Fire Department Master Plan	2024	Determine a long term strategic approach to the development and maintenance of Fire Department service levels.	●				●	
2024	Implement Fire Department Software Solution	2024	Update Fire Department software with universal solution for digital inspections, investigations, PIP, Training, Responses, Apparatus checks and scheduling; current software is being decommissioned.	●				●	●
2024	Enhance partnership with First Nations on emergency training	2024	Engage within community on Disaster Risk Reduction and EM/EOC training support.			●		●	
2024	Implement Maber Flats Management Plan including hydrology and wetland restoration	2024	Develop a land management plan for Maber Flats in collaboration with stakeholders based on the principles of agriculture, watershed health and water management.	●			●	●	





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



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





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

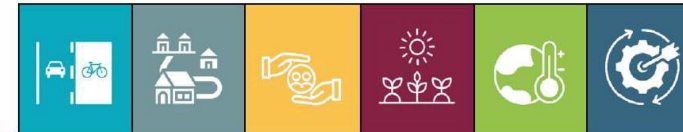


2024-2027 STRATEGIC PLAN PRIORITIES:
 Invest in Infrastructure and Active Transportation
 Expand the Supply of Affordable, Attainable, and Rental Housing
 Foster a Community of Inclusion, Diversity and Accessibility
 Cultivate a Resilient Economy and Thriving Agricultural Sector
 Champion Climate Adaptation,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



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





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