To: Mayor and Council  
From: Rob Buchan  
CAO  

Re: 2015 - 2018 Draft Strategic Plan  

RECOMMENDATION(S):  

That Council:  
1) consider the draft 2015-2018 Strategic Plan and advise Staff as to any changes,  
2) advise staff as to Council’s preference for the representation of Strategic Plan priority relationship priorities (ranked or not ranked)  

INTRODUCTION/BACKGROUND:  

On January 7 and 8, 2015, Council conducted a Strategic Planning workshop with senior staff and the facilitator, Allison Habkirk. Staff have reviewed the identified strategies and priorities and have suggested time frames and resources required to achieve the strategic plan goals and specific strategies. These are presented in Appendix A.  

While adopting the strategic plan does not commit Council to have the strategies undertaken or funded, it does give a clear statement of Council’s goals, and guidance to staff in preparing the annual budget and departmental work plans.  

At the January 7 & 8 workshop Council also discussed whether or not to indicate a relative importance between the 5 strategic goals in the Strategic Plan Priorities. In the 2013 plan the priorities are not ranked. In the 2009 Plan the priorities are represented graphically with “Protect and Enhance Rural, Agricultural, Heritage, Marine and Environmental Resources,” at the center of the other four priorities as shown below. Note also that the wording of the priorities changed slightly from 2009 to 2013.  

2013 Strategic Plan Priorities (no ranking)  

Protect and Enhance Rural, Agricultural, Heritage, Marine and Environmental Resources  
Maintain a Safe and Healthy Community  
Encourage Compatible Commercial and Local Business Development  
Build a Strong and Vibrant Community  
Ensure Strong Leadership, Fiscal Responsibility and Transparent Government
2009 Strategic Plan priorities (ranking)

BUILD A STRONG SENSE OF COMMUNITY

MAINTAIN A SAFE AND VIBRANT COMMUNITY

PROTECT RURAL, AGRICULTURAL, HERITAGE, MARINE and ENVIRONMENTAL CHARACTERISTICS

ENCOURAGE SUITABLE COMMERCIAL AND LOCAL BUSINESS DEVELOPMENT

ENSURE STRONG LEADERSHIP AND FISCAL RESPONSIBILITY AND TRANSPARENT GOVERNMENT

DISCUSSION:

Appendix A includes the draft strategic plan goals and general strategies. It also shows for Council's information the responsible department(s), start and finish dates, and notations where staff anticipate the need for additional resources. Council may wish to consider the dates suggested by staff and advise if it would like revisions.

In considering whether or not to indicate relative priority between the five strategic goals, Council should be aware that Section 2.2 of the Official Community Plan establishes the following as the first and cornerstone objective of the plan.

"1. Retain the present rural, agricultural and marine character of the community (This vision statement should be considered as the foundation or cornerstone of the principles for OCP direction on land use. It is the vision that supports and guides the other land use visions);

While Council can be silent on this policy in the Strategic Plan in terms of relative priority, restating it is consistent with the OCP and would serve to make the relationship clear.

Once Council approves the draft Strategic Plan strategies, staff will finalize the Strategic Plan for printing. This will include the removal of responsible departments and dates from the published version, though those will be kept on file for future reference and reporting purposes.

OPTIONS:

Council can:

1) approve the Strategic Plan strategies as drafted.
2) Make amendments to the strategies and ask staff to report back on resource implications.
3) Give direction regarding changes of finish dates within each priority (low, medium and high) and ask for staff to report back on resource implications.
4) Give direction regarding whether or not to show the relative priority of the strategic goal, “Protect and Enhance Rural, Agricultural, Heritage, Marine and Environmental Resources”.

FINANCIAL IMPLICATIONS:

Preliminary budget figures have been identified in Appendix A. Staff will refine these for review and approval during the budget process and financial plan preparation.

LEGAL IMPLICATIONS:

No legal concerns.

SUMMARY/CONCLUSION:

The strategic plan workshop and subsequent work is now ready for Council review and direction. Council should consider the draft 2015-2018 Strategic Plan and advise Staff as to any changes and advise staff as to Council's preference for the representation of Strategic Plan priority relationship priorities (ranked or not ranked).
Context

This Strategic Plan sets out Council’s focus and strategic priorities for the next four years and beyond. We believe the Plan’s directions and priorities reflect the overall will of the community we serve; the Plan is based on many studies, plans, and public input opportunities over the years.

As we learn more from the community, our departments, 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 decision.

The Strategic Plan is an “umbrella policy” that sets the context for all that we do and for more 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 General Strategies 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, parks, trails, fire protection, emergency preparedness, financial services, administration, and information management.

Strategic planning is a Council-driven process that is supported by staff. The Strategic Plan is a working document developed with input from each member of Council and senior management. An initial planning workshop is held early in the first year of a newly elected Council and annual update workshops are held each September to review and update the Plan.

At the January 2015 Strategic Planning Workshop Council chose to identify the priority of each of the General Strategies.

Mayor Alice Finall
Councillor Heather Gartshore
Councillor Jack McClintock
Councillor Geoff Orr
Councillor Celia Stock
Councillor Jack Thornburgh
Councillor Murray Weisenberger
Our Focus

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

Leadership and good governance that reflects 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.
CORE SERVICES

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. fire, police and emergency preparedness;
4. public works and engineering;
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.
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 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

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

The five strategic priorities are listed below, in no specific order of priority; each priority is further detailed on the following pages.

- Protect and enhance rural, agricultural, heritage, marine and environmental resources
- Maintain a safe and healthy community
- Encourage compatible commercial and local business development
- Build a strong and vibrant community
- Ensure strong leadership, fiscal responsibility and transparent government

Each Strategic Priority is accompanied by a table that details the “Desired Long Term Results” and specific “General Strategies” to be initiated in the 2014 – 2018 Council term.
District of North Saanich 2015-2018 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 Sustainability Strategy (formerly the Regional Growth Strategy). In concert with the Green/Blue Spaces Strategy, the District is committed to protect and enhance sensitive and significant land and marine environments. Furthermore, 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.

<table>
<thead>
<tr>
<th>Desired Long Term Result</th>
<th>General Strategy</th>
<th>Dep’t</th>
<th>Priority</th>
<th>Can do w/Existing Resources</th>
<th>Estimated Additional Resources Needed</th>
<th>Start Date</th>
<th>Finish Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensitive and significant environmental areas and ecosystems protected</td>
<td>1. Develop a template and guidelines for Environmental Impact Assessments for development proposals.</td>
<td>PCS</td>
<td>medium</td>
<td>Yes</td>
<td></td>
<td>Sept 2017</td>
<td>Dec 2017</td>
<td></td>
</tr>
<tr>
<td>2. Staff to prepare a report to Council regarding implementation of the Climate Action Strategy.</td>
<td>PCS</td>
<td>high</td>
<td>Yes</td>
<td></td>
<td>Jan 2016</td>
<td>March 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Staff to prepare a report regarding possible roles of the District in the Shoal Harbour Migratory Bird Sanctuary.</td>
<td>PCS</td>
<td>medium</td>
<td>No</td>
<td>10k</td>
<td>Jan 2017</td>
<td>March 2017</td>
<td>Research overlapping authority and identify Local Government role.</td>
<td></td>
</tr>
<tr>
<td>The agricultural community preserved and enhanced</td>
<td>4. Support and facilitate community efforts to secure a permanent site for a farmers’ market.</td>
<td>CS</td>
<td>high</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td>This will be ongoing until a site is secured</td>
</tr>
<tr>
<td>Sensitive marine and inter-tidal habitats preserved and protected</td>
<td>5. Develop trail standards in Environmentally Sensitive Areas</td>
<td>PCS</td>
<td>medium</td>
<td>Yes</td>
<td></td>
<td>Jan 2017</td>
<td>June 2017</td>
<td></td>
</tr>
<tr>
<td>Mitigation of climate change impacts</td>
<td>6. Prepare policies to guide marine and shoreline development (include planning for sea level rise).</td>
<td>PCS</td>
<td>high</td>
<td>Partially</td>
<td>50k</td>
<td>May 2015</td>
<td>Dec 2016</td>
<td>Some future consulting work is anticipated</td>
</tr>
<tr>
<td>Desired Long Term Result</td>
<td>General Strategy</td>
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<tr>
<td>7. Review District bylaws and policies that affect waterfront property owners.</td>
<td>PCS</td>
<td>high</td>
<td></td>
<td>Partially</td>
<td></td>
<td>May 2015</td>
<td>Dec 2016</td>
<td></td>
</tr>
<tr>
<td>District and Regional Trail System facilities enhanced &amp; access to and enjoyment of natural and rural assets</td>
<td>Annual review of Parks Master Plan project priorities. Support advancement of trans connectors, beach access, trail, and signage projects identified in the North Saanich Parks Master Plan.</td>
<td>PW</td>
<td>high</td>
<td>Yes</td>
<td></td>
<td>Nov 2015</td>
<td>Reviewed annually</td>
<td></td>
</tr>
<tr>
<td>10. Develop communication information regarding user friendly trails in North Saanich</td>
<td>PW</td>
<td>high</td>
<td></td>
<td>Yes</td>
<td></td>
<td>Nov 2015</td>
<td></td>
<td>Reviewed annually</td>
</tr>
<tr>
<td>11. Review and update current trail information guide</td>
<td>PW</td>
<td>high</td>
<td></td>
<td>Yes</td>
<td></td>
<td>Dec 2015</td>
<td></td>
<td>Reviewed annually</td>
</tr>
</tbody>
</table>
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).

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<tr>
<td>Loss of life and property minimized</td>
<td>12. Staff to prepare a policy for emergency planning training for staff and Council.</td>
<td>ES</td>
<td>high</td>
<td>yes</td>
<td></td>
<td>Feb 2015</td>
<td>March 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>13. Complete work on the Emergency Operations Centre (generator &amp; wiring).</td>
<td>ES</td>
<td>high</td>
<td>no</td>
<td>100K</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>14. Prepare a Fire Department Operational Preparedness Plan.</td>
<td>ES</td>
<td>high</td>
<td>yes</td>
<td>None for planning</td>
<td>Jan 2015</td>
<td>End Feb 2015</td>
<td>Depending on Council's decisions could have budget impact</td>
</tr>
<tr>
<td></td>
<td>15. Develop a strategy to address the recommendations of the Royal Roads Report concerning emergency preparedness.</td>
<td>ES</td>
<td>medium</td>
<td>yes</td>
<td>None to Develop strategy</td>
<td>Jan 2015</td>
<td>Mid February 2015</td>
<td>Depending on Council's decisions could have budget impact</td>
</tr>
<tr>
<td>Active/healthy lifestyles encouraged and supported</td>
<td>17. Improve road, bike path (Cycling Plan), pedestrian and trail systems to support people powered travel within the District.</td>
<td>IS</td>
<td>medium</td>
<td></td>
<td>Grants required</td>
<td></td>
<td></td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
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 only 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 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.

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<tr>
<td>An operating environment supportive of local business</td>
<td>Staff to arrange an annual meeting of Council and the Chamber of Commerce to discuss matters of mutual interest.</td>
<td>CS</td>
<td>medium</td>
<td>Yes</td>
<td></td>
<td>Feb 2016</td>
<td></td>
<td>Annual Event</td>
</tr>
<tr>
<td></td>
<td>Staff to prepare for Council terms of reference and cost estimates for a Community Promotion Strategy.</td>
<td>CS</td>
<td>low</td>
<td>Yes</td>
<td></td>
<td>May 2017</td>
<td>July 2017</td>
<td></td>
</tr>
<tr>
<td>A vibrant and sustainable agricultural economy advanced</td>
<td>Staff to prepare a report for Council regarding reconsideration and potential implementation of the Agriculture Economic Development Strategy (AEDS).</td>
<td>PCS</td>
<td>high</td>
<td>No</td>
<td>15k</td>
<td>April 2016</td>
<td>Sept 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Consider and determine the future use of Sandown.</td>
<td>CS</td>
<td>high</td>
<td>20k</td>
<td></td>
<td></td>
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</tbody>
</table>

Use local food and Agricultural community groups to conduct process, CAO is lead
Build a Strong and Vibrant Community

North Saanich is comprised of established neighbourhoods: the South-East Quadrant/Dean Park, Ardmore, Lands End/Curtis Point and Deep Cove. We need to develop a sense of pride and purpose 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.

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<tr>
<td>A strong sense of pride, identity and belonging in North Saanich</td>
<td>22. Implement the Jubilee Year Celebration</td>
<td>CS/PCS</td>
<td>high</td>
<td>30 to 55k</td>
<td>Jan 2015</td>
<td>Dec 2015</td>
<td>55k only if parks development is included.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>23. Continue to support the North Saanich and Peninsula Flavour Trail Events.</td>
<td>CS</td>
<td>high</td>
<td>10k</td>
<td>Jan 2015</td>
<td>Dec 2015</td>
<td>Run by CRFAIR under contract</td>
<td></td>
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<tr>
<td></td>
<td>24. Explore benefits of and consider joining the CRD Arts function.</td>
<td>CS</td>
<td>medium</td>
<td>Yes</td>
<td>Jan 2016</td>
<td>March 2016</td>
<td>This is a future budget implementation</td>
<td></td>
</tr>
<tr>
<td>An engaged community</td>
<td>25. Staff to prepare a report on remaining priorities in the District Communications Strategy.</td>
<td>CS</td>
<td>high</td>
<td>Yes</td>
<td>Jan 2015</td>
<td>March 2015</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>26. Staff to explore ways to improve communication and engagement with the community e.g. newsletter, neighbourhood meetings and public engagement on significant issues.</td>
<td>CS</td>
<td>high</td>
<td>Yes</td>
<td>Apr 2016</td>
<td>July 2016</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>27. Review the advisory committee framework.</td>
<td>CS</td>
<td>low</td>
<td>Yes</td>
<td>Jan 2017</td>
<td>Mar 2017</td>
<td></td>
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</tr>
<tr>
<td>Recognize and respect the diversity of neighbourhoods within our municipality</td>
<td>28. Establish policies and practices that encourage appropriate participation, feedback and dialogue with established neighbourhood and community organizations.</td>
<td>CS</td>
<td>low</td>
<td>Yes</td>
<td>Mar 2017</td>
<td>July 2017</td>
<td></td>
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<tr>
<td>Desired Long Term Result</td>
<td>General Strategy</td>
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<tr>
<td>Encourage and support an active volunteer community committed to improving quality of life in North Saanich</td>
<td>Finalize and implement options for secondary suites.</td>
<td>PCS</td>
<td>high</td>
<td>May 2015</td>
<td>Sept 2015</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing policies that support local and regional initiatives</td>
<td>Staff to prepare a report for Council on previous research and policy work regarding housing in the District.</td>
<td>PCS</td>
<td>high</td>
<td>May 2015</td>
<td>Sept 2015</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Staff to keep Council apprised of progress on the CRD Housing Gap Analysis research and to bring forward the completed report to Council's for consideration.</td>
<td>PCS</td>
<td>high</td>
<td>Yes</td>
<td>Dec 2015</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Staff to prepare an interim policy to assist in managing housing development applications which options for Bylaw 1352 are being considered.</td>
<td>PCS</td>
<td>high</td>
<td>Yes</td>
<td>Feb 2015</td>
<td>March 2015</td>
<td>Council is reconsidering Area 1 &amp; Area 2. In the interim Council encourages applicants not to apply until decisions are made.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff to prepare a report outlining options for addressing Council's concerns regarding Bylaw 1352.</td>
<td>PCS</td>
<td>very high</td>
<td>Yes</td>
<td>Aug 2015</td>
<td>Dec 2015</td>
<td>Staff committed to Jubilee Committee</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
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<th>General Strategy</th>
<th>Dep’t</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Efficient and cost effective management of corporate assets</td>
<td>35. Staff to prepare a report regarding the Municipal Hall condition and implement improvements</td>
<td>CS</td>
<td>high</td>
<td>TBD</td>
<td>$80,000 estimated</td>
<td>Jan 2015</td>
<td>Jan 2016</td>
<td></td>
</tr>
<tr>
<td>36. Implement a corporate asset management plan</td>
<td>IS/ FS</td>
<td>high</td>
<td></td>
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<tr>
<td>37. Examine the District’s infrastructure gap, develop a program and policies to ensure replacement capacity, and ensure reserves are adequate for future needs.</td>
<td>IS/ FS</td>
<td>high</td>
<td></td>
<td>$50,000</td>
<td>2015</td>
<td>2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficient and effective administrative and regulatory processes.</td>
<td>38. Develop a vehicle and equipment replacement policy.</td>
<td>FS/ PW</td>
<td>high</td>
<td>$0</td>
<td>2015</td>
<td>2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>39. Implement the corporate records management and document management system.</td>
<td>CS</td>
<td>high</td>
<td></td>
<td>$120,000</td>
<td>2015</td>
<td>2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40. Develop a business continuity strategy for the District office and services in case of emergencies or business interruptions.</td>
<td>FS</td>
<td>low</td>
<td></td>
<td>Consultant needed</td>
<td>Jan 2017</td>
<td>April 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41. Bring forward to Council the report regarding development approval processes.</td>
<td>PCS</td>
<td>high</td>
<td>Yes</td>
<td></td>
<td>Feb 2015</td>
<td>April 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42. Review and revise regulatory bylaws which are 10 or more years old</td>
<td>CS/ PCS/ IS</td>
<td>medium</td>
<td>Yes</td>
<td>5k</td>
<td>2014</td>
<td>Dec 2016</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

There will be some associated legal fees.
<table>
<thead>
<tr>
<th>Desired Long Term Result</th>
<th>General Strategy</th>
<th>Dep’t</th>
<th>Priority</th>
<th>Can do w/Existing Resources</th>
<th>Estimated Additional Resources Needed</th>
<th>Start Date</th>
<th>Finish Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>43.</td>
<td>Staff to prepare a policy regarding bi-annual strategic planning review/update sessions.</td>
<td>CS</td>
<td>high</td>
<td>Yes</td>
<td></td>
<td>Sep 2015</td>
<td>Dec 2015</td>
<td></td>
</tr>
<tr>
<td>44.</td>
<td>Develop policy for Section 57 notices that speaks to clarity and continuity of the bylaw.</td>
<td>PCS</td>
<td>medium</td>
<td>Yes</td>
<td>2k</td>
<td>April 2015</td>
<td>Aug 2015</td>
<td>Legal review</td>
</tr>
<tr>
<td>45.</td>
<td>Staff to bring forward the Energy Efficiency DP area report.</td>
<td>PCS</td>
<td>medium</td>
<td>Yes</td>
<td></td>
<td>Feb 2015</td>
<td>Aug 2015</td>
<td></td>
</tr>
<tr>
<td>Effective governance and leadership promoted and practiced</td>
<td>Staff to develop policy to include emergency operations information for early new Council Orientation.</td>
<td>ES</td>
<td>low</td>
<td>YES</td>
<td></td>
<td>Sept 2015</td>
<td>Dec 2015</td>
<td></td>
</tr>
<tr>
<td>46.</td>
<td>Develop a strategy to deal with the amalgamation study.</td>
<td>CS</td>
<td>high</td>
<td>Yes</td>
<td></td>
<td>May 2015</td>
<td>Sept 2015</td>
<td></td>
</tr>
<tr>
<td>47.</td>
<td>Complete library service review.</td>
<td>CS</td>
<td>high</td>
<td>Yes</td>
<td></td>
<td>May 2015</td>
<td>Sept 2015</td>
<td>Led by Library Board</td>
</tr>
<tr>
<td>48.</td>
<td>Address NavCan issue.</td>
<td>CS</td>
<td>high</td>
<td></td>
<td></td>
<td>TBD</td>
<td>Jan 2015</td>
<td>TBD</td>
</tr>
<tr>
<td>Positive and constructive relations with First Nations</td>
<td>Hold Community to Community (C2C) meetings with First Nations.</td>
<td>CS</td>
<td>medium</td>
<td></td>
<td>5k</td>
<td>Jan 2016</td>
<td>Dec 2016</td>
<td></td>
</tr>
<tr>
<td>50.</td>
<td>Explore ways to enhance communications through the First Nation’s Council liaison.</td>
<td>CS</td>
<td>medium</td>
<td>Yes</td>
<td></td>
<td>Sep 2016</td>
<td>Dec 2016</td>
<td></td>
</tr>
<tr>
<td>51.</td>
<td>Develop service agreements with First Nations.</td>
<td>CS &amp;</td>
<td>high</td>
<td></td>
<td>15k</td>
<td>Feb 2015</td>
<td>TBD</td>
<td>Need legal and consulting service</td>
</tr>
<tr>
<td>52.</td>
<td></td>
<td>ES</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
APPENDIX B: Council and Staff Input at Strategic Plan Workshop

What do you want to accomplish tonight – tomorrow?
✓ Number of times mentioned after first mention
   • A chance to articulate our visions, experience from the campaign
   • Discuss specific ideas about finance/budgets/reserves/town hall conditions
   • Discuss agricultural land uses – Sandown
   • Discuss parks, trails beach accesses
   • Discuss OCP review
   • Discuss neighbourhood meetings & council-public relations
   • Discuss a vision we can get behind
   • Understand previous strategic plans

What do you want to accomplish in your term of office?
   • Neighbourhood improvement
   • Fiscal responsibility
   • Involve the community in emergency preparedness
   • Bring fresh energy
   • Have timely application response
   • A balanced approach to development and agriculture
   • Cooperate with other jurisdictions
   • Create a secondary suite policy
   • Create an affordable housing policy
   • Celebrate the Jubilee Year (high priority)
   • Waterfront property policy review (DP’s & regulations)
   • Determine the future use of Sandown
   • Build public confidence in building and planning services
   • Planning procedure review
   • Explore benefits and consider joining the CRD Arts function (medium priority)
   • Review bylaw 1352 (super high priority)
   • Review consultation methods with residents
   • Explore the appetite for local area/neighbourhood planning
   • Review OCP – exemptions, Foreshore DP, interface fire policies, housing
   • Develop a strategy to deal with the amalgamation study
   • Engage the community/create a dialogue with the community
   • Develop a long term tax policy
   • Explore a boat ramp on the west side
   • Ask the community what kind of community they want, what kind of council they want?
   • Address the needs of agriculture
Staff Recommendations for consideration
- Strengthen emergency planning (Royal Roads report recommendations)
- Revisit interface fire policy
- Develop policy for Section 57 notices
- Consider an Energy Efficiency DP area
- Review priorities of the Communication Strategy
- Review the advisory committee framework
- Complete Municipal Hall review
- Complete library service review
- Address NavCan issue
- Complete asset management work