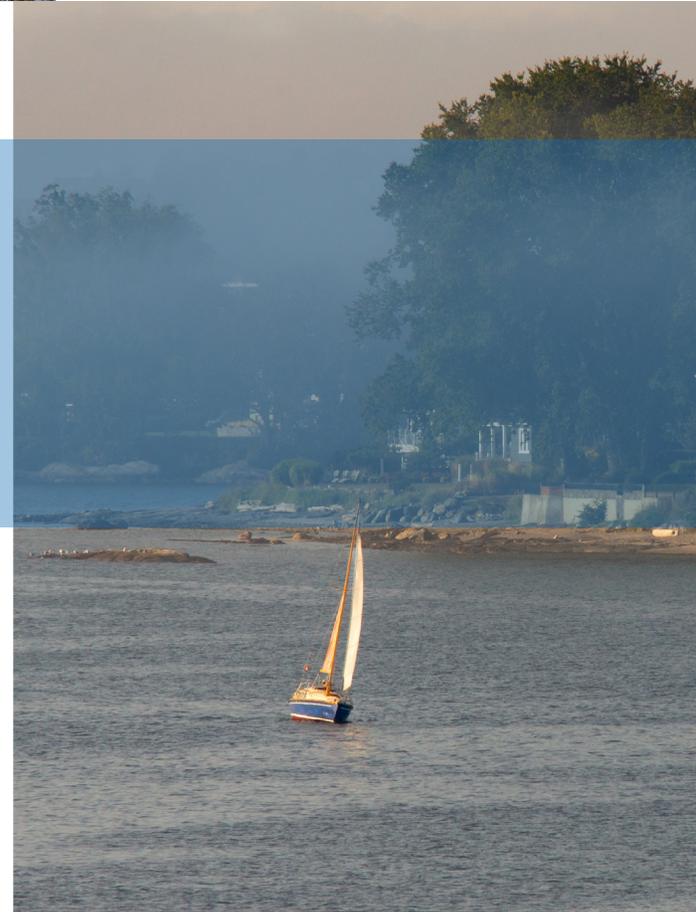




DISTRICT OF  
**OAK** BAY



**CORPORATE PLAN INITIATIVES**  
**YEAR-TO-DATE PROGRESS REPORT**  
September 2019



PHOTO CREDIT: MAYOR KEVIN MURDOCH

# INTRODUCTION

This report provides an update on the District of Oak Bay's progress towards delivering on 2019 initiatives detailed in the Corporate Plan - a document that sets out how the organization intends to deliver on Council's Priorities (2019-2022).

This report reflects work undertaken from January to September 2019. The 2019 Annual Report will capture full-year accomplishments.

The intent of this third quarter progress report is to set the stage for 2020 budget deliberations. This is the first time a third-quarter progress report relating to a Corporate Plan has been prepared. The report is a "work-in-progress" and will be refined in future years. Among planned refinements is the addition of information related to budget performance.

The progress report identifies the status of planned 2019 projects. Specifically, the report identifies whether a project remains on staff's 'to-do' list, or whether it has been started or completed. Notes are provided to indicate what has been accomplished and what remains to be done/when remaining actions will be undertaken.

Progress reporting sets the stage for receiving feedback useful to potentially adjusting priorities and/or future budgets. Feedback can be directed by email to [info@oakbay.ca](mailto:info@oakbay.ca) or by phone to 250-598-3311.



## COUNCIL PRIORITY



Diverse Housing Sustainable Service Service Excellence Quality of Life Health & Resilience

## INITIATIVE

## STATUS



## COMMENTS

### 1.0 Administration

1	● ●		● ●	Commence a review of the District's Records and Information Management Program		This project is in its very early stages. Support has been secured. Commencement anticipated for Q4.	
2	● ●		● ●	Enhance public engagement and corporate communication activities (development of communications strategy and improved engagement with citizens)		Communications specialist was hired in August 2019. COTW community meetings scheduled. Mayor's Task Force on Public Engagement completed.	
3	● ●		● ●	Provide Freedom of Information and protection of Privacy Act and media training for municipal Council and senior staff		Elected officials attended webinar in Q3. FOIPPA training for staff tentatively scheduled for Q4 2019.	
4	● ●		● ●	Initiate development of a Human Resources Plan that includes staff training and development		Plan has been initiated. Completion expected in 2020.	
5	● ●		● ●	Review the Strategic Plan, Budget, and Annual Report processes		This was commenced in Q2 and expected to be completed by year end.	
6	● ●		● ●	Undertake activities to enhance organizational optimization		Amended Council Report formats; developed 5 Year Financial Plan; adjusted agenda timelines; started tracking Council resolutions; Prepared Corporate Strategic Plan	
7	● ●		● ●	Undertake a review of the Volunteer Advisory Bodies to ensure that the efforts, processes, and procedures of these bodies are optimized to support Council in its decision-making processes		Report will be presented to Council on September 30, 2019.	
8	● ●		● ●	Increase access to website support		Budget was increased to allow for greater access to contracted website support. With the recruitment of a Communications Specialist, this resource is now being tapped into.	
9	● ●		● ●	NEW -- Review Procedures Bylaw		This work has been started and is planned for completion in Q4 2019 (dependent on CAO and Director of Corporate Services time availability)	
10	● ●		● ●	NEW -- Negotiate Marina Lease (2023 + 30 years)		RFP for consulting services has been issued. Goal is to have consultant on board to support process by year end. Project completion targetted for year-end 2022.	
11	● ●		● ●	NEW -- Complete Deer Management Research Project		Immuno-contraceptive applied during fall 2019. Funding application for 2020 Provincial support is due at the end of October.	

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## COMMENTS

### 1.0 Administration

12	● ●  ● ●	NEW -- Provide support to CRHD re: Oak Bay Lodge Redevelopment		Dialogue with CRHD has commenced. Next steps awaiting CRHD decisions.
13	● ●  ● ●	NEW -- Assess and improve Tod House		Contractor has been commissioned to complete a heritage assessment. Results are expected to be presented to Council early in 2020.
14	● ●  ● ●	NEW -- Implement recommendations of Cenotaph Task Group		\$25,000 Commemorative Partnership Grant has been received to allow for restoration of the war memorial. Work expected to be completed in Q4.

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## COMMENTS

## 2.0 Financial Services

1						Upgrade software to implement additional school tax levies for the Province		Completed Q1 2019.
2						Implement new Employer's Health Tax		Completed Q1 2019.
3						Enhance corporate procurement process		Consultant has been hired and is currently providing procurement templates. Project may extend to 2020 as Public Works is using consultant's skills to assist with fleet and equipment procurement.
4						Commence development of a long-term financial sustainability plan		A Five Year Financial Plan was prepared. More work will be undertaken once the Director of Financial Service is recruited.
5						Continue long-term financial planning and asset management		Council has been supported in Asset Management discussions. Further work will be undertaken once the Director of Financial Service position has been recruited. (Dan-- more?)
6						Install network connectivity and a display unit in the Committee Meeting Room		Completed Q3 2019.
7						Expand viewing capacity of Council meeting proceedings via the Municipal hall lobby TV screen		Completed Q3 2019.
8						Undertake Budget software implementation		With the vacancy in the Director of Financial Service position, this project has been delayed until 2020.
9						Upgrade Tempest.net		Will be complete by Q4.
10						NEW -- Recruit Director of Financial Services		New Director of Finance commences employment on November 12, 2019.
11						NEW -- Undertake departmental training/team-building		Departmental training was completed in August 2019. Staff feedback was very positive.

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## COMMENTS

# 2.0 Financial Services

12



NEW -- Upgrade payroll software



This project was a year earlier (2019) than planned due to emergent issues with previous software. The project had significant impact on staff time, but no budget impact. Will be complete by Q4.

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## INITIATIVE

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## COMMENTS

### 3.0 Police Services

1	●	●		●	●	Enhance community engagement and visibility		The Oak Bay Police Department continues to conduct initiatives in support of the primary priorities as identified in their 2018 to 2022 5 Year Strategic Plan. These initiatives are continually assessed and in some cases may change year-to-year. Those identified for 2019 are underway and progressing well. Detailed reporting can be seen on the Oak Bay Police Department website <a href="http://oakbaypolice.org/">http://oakbaypolice.org/</a> or in the Oak Bay Police Board meeting agendas.
2	●	●		●	●	Reduce property crime		
3	●	●		●	●	Improve traffic safety		

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**INITIATIVE**



**COMMENTS**

**4.0 Fire Services**

1		Support the Fire Department Health & Wellness program to develop the physical and mental resiliency of front line staff		The ongoing program has been renewed and refreshed. Increased emphasis has been placed on mental resiliency.
2		Renew the fire dispatch contract for a five year period beginning January 1, 2019 and ending December 31, 2023		The contract has been renewed for five years.
3		Use the Capital Region Emergency Services Telecommunications (CREST) system to communicate during emergency and non-emergency incidents.		Compatible portable and mobile radio equipment has been put in place and was ready for the switchover to the new P25 digital system in Q2 of 2019. Project completed in August 2019.
4		Provide initial and ongoing training to personnel to ensure proficiency across all disciplines, safe and effective operations, and to support succession planning		Blue card certification is complete for all officers and acting officers. Fire ground survival training has been completed for all personnel. Continued monthly training has been planned.
5		Paint the exterior of the fire station (last painted in 2008).		Completed in July.
6		Enlarge one of the Fire Hall bay doors on the 1938 portion of the station as the existing opening is too small to accommodate modern fire apparatus		Planning has commenced. This project will likely carry over into 2020 in order to ensure cost-effective and long-term solutions.
7		Replace hoses, nozzles, appliances and other small equipment as per industry standards and guidelines based on a prioritized replacement strategy		Equipment has been ordered. Some is still being manufactured, with delivery expected by year end. Budget is expected to be fully used by year-end.

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## COMMENTS

### 5.0 Emergency Program

1	●	●	●	●	●	●	Acquire a new Emergency Support Services trailer and a new communications trailer, in the 1st and 2nd quarter of 2019 respectively, using grants from the Province of BC	✓	Both trailers were obtained in early 2019. Grant money has been received. The communications trailer is being outfitted to be a redundant resource to EOC and reception centres.
2	●	●	●	●	●	●	Provide year-round public information sessions on emergency preparedness so residents have access to information needed to prepare for small emergencies and large scale disasters	→	Typically, OBEP delivers 5-6 continually updated Emergency Preparedness community sessions/year plus presentations to private groups. Continually updated resources are distributed through community venues.
3	●	●	●	●	●	●	Update the grade 3 education program for students to ensure that the message is relevant for today's children and that information is consistent with modern curriculum	→	School curriculum changes/space limitations have triggered a program revamp. Staff are working with EMBC to explore an Emergency Preparedness program aimed at Grades 4-6. Then staff will work with schools and teachers to implement.
4	●	●	●	●	●	●	Provide training for senior municipal staff with a tabletop scenario planned to exercise the skills required during an emergency event	→	There has been good participation in 2019 EOC courses. A table top EOC exercise for Oak Bay Directors was scheduled for early 2019, but has been postponed until all the transitions within senior management are complete.
5	●	●	●	●	●	●	NEW -- Prepare an Emergency Evacuation Plan	→	Grant funded. Grant received in March 2019. Work is underway. Will be completed in 2020.

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## COMMENTS

# 6.0 Building & Planning

1							Complete a Secondary Suite Study		Development of policy options and regulatory framework (Phase 3) completed. Consultation and Final Report (Phase 4) expected to be completed Q1 2020 and presented to Council once Housing Needs Report is complete.
2							Prepare a Housing Needs Report		Now in Phase 1 of 3. Consultant undertaking research and data analysis. Next step (Phase 2) will be stakeholder engagement and draft housing needs report preparation. Phase 3 will be final report and public engagement (expected for Q4).
3							Participate in Sea Level Rise Study with CRD		Grant funded. Being completed through CRD. Includes Capital Region Coastal Flood and Tsunami Inundation mapping. Will be completed in 2020.
4							Develop a Community Amenity Contribution Policy		Council approved on May 13, 2019.
5							Implement the Building Energy Step Code		The Energy Step Code is now in place and being implemented.
6							Undertake a process to amend the OCP for a new Heritage Conservation Area		Staff are drafting OCP amendment bylaw. Next steps include preparing Schedule list of properties/reviewing with property owners/taking bylaw to Council Committees (Planning, Design, Heritage)/then to Council (target = Q4 completion).

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## COMMENTS

### 7.0 Engineering Services

1						Upgrade the Municipal Hall heating system		Electrical work was undertaken in September. Completion expected by year end.
2						Paint the Municipal Hall		Work on the Council side of the building has been completed. Work on staff side is anticipated for 2020, providing sufficient budget is available.
3						Replace the Municipal Hall carpet		Work on the Council side of the building has been completed. Work on staff side is anticipated for 2020, providing sufficient budget is available.
4						Upgrade the fire alarm at the Municipal Hall		Quotes have been obtained. Completion expected by year end.
5						Replace the main door at the Municipal Hall		Quotes have been obtained. Completion expected by year end.
6						Provide District support to the CRD Watershed Team		Approximately \$11k included in ongoing operating budget to allow CRD to carry out this work.
7						Complete the final Phase of the LED Street Light Project		Tender issued in September. Installation expected during winter months.
8						Implement Work Order Management Infrastructure		Planning completed for a mini-renovation in Public Works. Expected to be complete by year-end.
9						Increase transportation safety projects		Projects being implemented. On track for completion as per project plans.
10						Grow Infrastructure Reserve Savings Program		Council has approved required changes as part of 5 Year Financial Plan.
11						Continue to develop a sustainable pavement management program		Council has approved required changes as part of 5 Year Financial Plan.

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## COMMENTS

### 7.0 Engineering Services (continued)

12			Enhance storm sewer rehabilitation		Council has approved required changes as part of 5 Year Financial Plan.
13			Complete Water Master Plan		Final report received. Will be presented to Council by Q1 2020 along with other water initiatives and budget updates.
14			NEW-- Enhance Water and Sewer Rehabilitation		Council has approved budgets to allow reserves to be built up. Staff will initiate further discussion with Council re: next steps by year end.

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## COMMENTS

### 8.0 Parks, Recreation & Culture

	COUNCIL PRIORITY	INITIATIVE	STATUS	COMMENTS
1		Complete the Walbran Park Railing Project		Staff are in process of obtaining quotes. Project could not be completed during dry summer months due to potential for welder to ignite a fire. Completion expected by November 30/19.
2		Replace the Sports View Lounge carpet		Completed September 2019.
3		Upgrade the Windsor Park picnic shelter		Materials purchased. Scheduled for Fall completion so construction would not take place in very busy summer months in park. Completion expected by November 30/19.
4		Replace the Anderson Hill Park kiosk		Currently finalizing panel content. Completion expected by November 30/19.
5		Reduce 1-Guard pool shifts		This is a multi-year ongoing effort. Work for 2019 has been completed.
6		Continue implementation of the Urban Forest Strategy		This is a multi-year ongoing effort. Work for 2019 will be completed by December 15/19. Draft changes to the Tree Bylaw will be brought forward for Council consideration by year end.

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