



DISTRICT OF

OAK BAY

2019–2022 Council Priorities Plan

Updated June 1, 2021



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OUR OAK BAY

We acknowledge the land on which the District is located is the traditional territory of the Coast and Straits Salish Peoples. Specifically we recognize the Lekwungen-speaking people known today as the Songhees and Esquimalt Nations, and that their historic connections to these lands continue to this day.

The District is located on the southern tip of Vancouver Island in British Columbia. The City of Victoria borders Oak Bay's west boundary, and the District of Saanich lies to the north. Oak Bay is one of 13 member municipalities comprising the Capital Regional District.

The University of Victoria is partially located in the District, as is a small portion of Camosun College. Additional community landmarks include other public and independent schools, two golf courses, a marina, a yacht club and a luxury boutique hotel.

Oak Bay is a beautiful seaside community that is defined by its residential neighbourhoods, village centres with local businesses, historic character, mature tree canopy, accessible shorelines and abundance of green space. All of these features combined make Oak Bay one of the world's most desirable communities in which to live, work, and play.



We would like to acknowledge that all of the photos featured within this Plan were taken by Mayor Kevin Murdoch. We sincerely appreciate and thank Mayor Murdoch for allowing us the rights to use these photos.

2019 MESSAGE FROM THE MAYOR



On an annual basis, I am pleased to share with residents of Oak Bay the District's 2019-2022 Council Priorities Plan. This service planning process was a cooperative effort between Council and staff, and benefitted from extensive public input. The Plan was developed through a series of public workshop sessions between December 2018 and late spring 2019, ending with the passing of the 2019 Budget and 5-Year Financial Plan.

The 2019 Council Priorities Plan breaks new ground for the District, as it builds upon and establishes connections between the Official Community Plan (OCP), the 5-Year Financial Plan, the Budget, and the Annual Report. The Plan represents a positive step towards the goal of a fully integrated planning, budgeting, and reporting process.

Creating a housing framework to guide future development, ensuring investment in critical infrastructure, and establishing a strong financial future are key goals of this Council. You will see many initiatives over this term on asset management, infrastructure, sustainable service delivery, and service excellence. You will also see projects and programs that build upon community sense of place and heritage, foster community health, and improve environmental outcomes.

Council looks forward to seeing these Priorities moved into work plans and completion over the coming year(s) in partnership with Oak Bay's great staff.

A handwritten signature in black ink, appearing to read 'Kevin Murdoch'. The signature is fluid and cursive, written in a professional style.

Kevin Murdoch
Mayor, District of Oak Bay



DISTRICT OF OAK BAY COUNCIL 2019-2022

The District of Oak Bay's Council consists of a Mayor and six Councillors who are elected to four year terms. Members of the current Council took office in November 2018.

Council is responsible for local government leadership including establishing Priorities and policies and making decisions that reflect the best interests of Oak Bay citizens both today and for the future. Each member of Council represents the District of Oak Bay at large. Council members may also serve on District and regional committees, boards, and advisory groups where their function is to provide strategic input and direction to District initiatives, establish budget priorities, and provide advice on regional issues.

Council generally meets the second and fourth Monday of each month, and sits as Committee of the Whole on the third Monday of each month. Members of the public are welcome and encouraged to attend open meetings of Council. Meetings start at 7:00 p.m. in the Council Chambers unless otherwise noted. Meeting information is available at www.oakbay.ca.



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INTRODUCTION

Thank you for reading the District of Oak Bay's Council Priorities Plan. This document is the first of its kind for the District of Oak Bay and represents a meaningful step in forming links between the Official Community Plan (OCP); Council Priorities; the annual Budget and Five-Year Financial Plan; and the Annual Report.

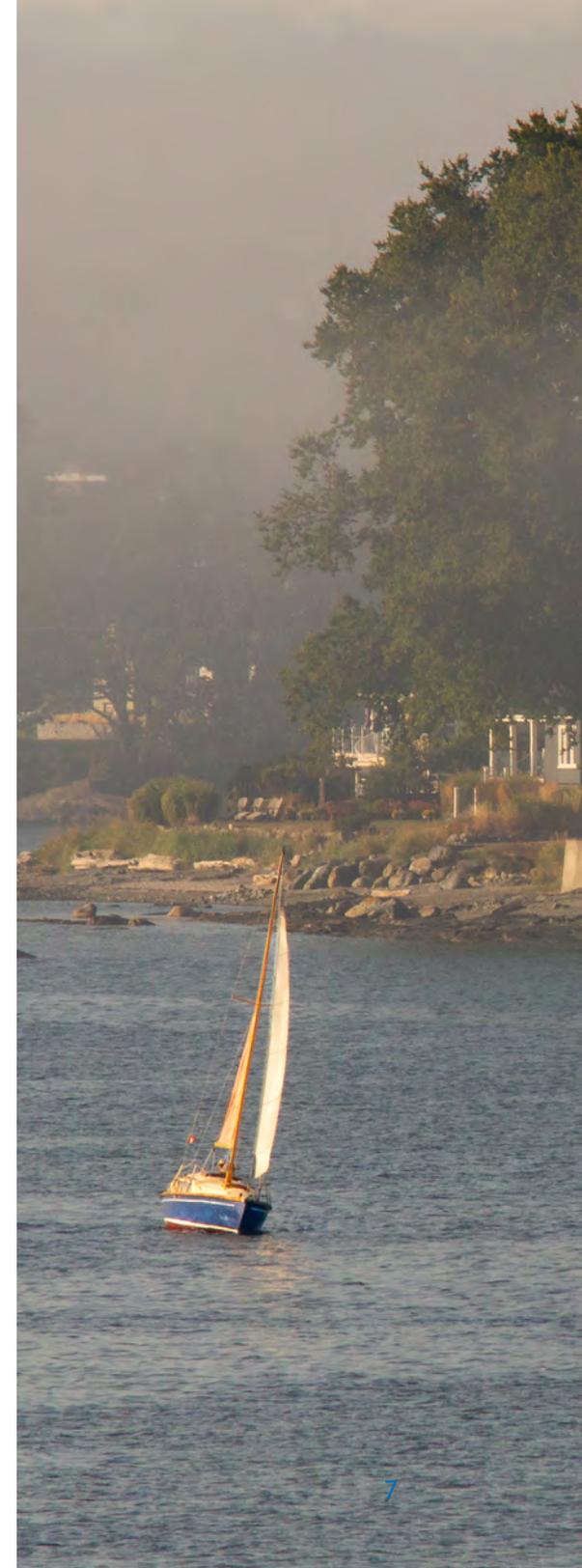


GET INVOLVED

We value the insight, ideas and opinions of our citizens and encourage public engagement and involvement. Ways you can get involved include:

- Attending Council and Committee of the Whole meetings
- Submitting correspondence (electronic or hardcopy)
- Attending as a delegation
- Participating in surveys and studies

| | | |
|-----------|--|--|
| IN PERSON | 2167 Oak Bay Avenue, Victoria, BC, V8R 1G2 | |
| WEBSITES | General: www.oakbay.ca Police: www.oakbaypolice.org Parks, Recreation & Culture: www.oakbay.ca/parks-recreation | |
| EMAIL | General: info@oakbay.ca obcouncil@oakbay.ca | |
| PHONE | Municipal Hall General Inquiries Public Works Emergency Program Fire Non-Emergency Police Non-Emergency Recreation Program & Services | 250-598-3311 250-598-4501 250-592-9121 250-592-9121 250-592-2424 250-595-7946 |





CONTEXT

The Council Priorities Plan identifies timing of projects to be undertaken to deliver on Council's Priorities. The Council Priorities Plan is driven by the Official Community Plan, the Five Year Financial Plan and annual budget decisions. The Council Priorities Plan is implemented through Council decisions and staff action. All actions are undertaken under the District's legislated mandate (as reflected in Oak Bay's Mission Statement). Actions are reported in the Annual Report. The Annual Report includes a synopsis of departmental activity, key performance indicators (metrics) and financial statements. Community feedback can trigger adjustment of Council Priorities and budgets. The Council Priorities Plan is thus part of a service delivery cycle that sees us continuously aspiring, aligning, acting, achieving, and adjusting, as reflected on the following page.

SERVICE DELIVERY CYCLE

| | | | | | | |
|-----------------------------------|---|--|--|--|--|---|
| Aspire | Official Community Plan Vision | vibrant, safe, sense of community, high-quality, charming, natural, vibrant, well-conserved, dynamic, distinct, resilient, sustainable, protective, adaptive, diverse, active, collaborative | | | | |
| | Council Priorities |  ensure access to diverse housing options within the built environment |  achieve sustainable service delivery |  provide service excellence |  enhance and promote quality of life and sense of place |  demonstrate leadership in fostering community health & resilience |
| Align | Budget | through the budget process, Council approves the funds required to deliver on Council priorities and ongoing service responsibilities -- this constitutes preliminary project approval for listed projects and authorizes staff to start planning how the work will be completed | | | | |
| | Council Priorities Plan <small>(formerly Corporate Plan)</small> | the Council Priorities Plan identifies timing of funded strategic initiatives to be carried out to deliver on Council's priorities (reflecting budget approvals) | | | | |
| | Governance Review <small>(Project Initiation)</small> | staff check in with Council for approval of key proposed milestones, plans for public/stakeholder input, and governance touchpoints before starting work on Council Priority Plan initiatives -- Council approval of these authorizes the project to fully proceed; prior to commencing project work, staff prepare Project Charters | | | | |
| Act | Mission | provide for good government | } | } | } | Provided by District departments with operationalized services, special projects (funded through budget approvals), and in response to Council Resolutions. |
| | | provide services, laws etc. for community benefit | | | | |
| | | steward public assets | | | | |
| | | foster economic, social and environmental well-being | | | | |
| Achieve | Quarterly Updates | Q2 Update (reporting on Q1 and Q2 progress on Council Priorities, Council Resolutions, and budget performance) | | | | |
| | | Q3 Update (reporting on Q3 progress on Council Priorities, Council Resolutions, and budget performance) | | | | |
| | Annual Report | previous year departmental highlights | | | | |
| | | metrics (key performance indicators) | | | | |
| | | Statement of Financial Position | | | | |
| Financial Information Act reports | | | | | | |



OFFICIAL COMMUNITY PLAN (VISION)

The District of Oak Bay's OCP (Bylaw 4620) establishes the following Vision for Oak Bay:

- Oak Bay is a vibrant and safe community located in a spectacular natural setting...
- Oak Bay is a dynamic community that respects and enhances the existing community structure and core characteristics that make it distinct from adjacent communities, while supporting the changes necessary to meet current and future needs...
- Oak Bay is a community that values and supports diversity in its population...

In addition to detailing Oak Bay's vision, the OCP includes goals, objectives and policies that provide a framework to guide growth and inform decisions. The OCP also includes an implementation schedule that lists short, medium and long term actions for District implementation. The Council Priorities Plan references this list to ensure that the OCP implementation schedule is considered as future projects are selected for funding.



COUNCIL PRIORITIES

Council identified five Council Priorities for their 2019-2022 term. Council Priorities will be achieved with the Initiatives detailed on the following pages.



Ensure Access to Diverse Housing Options within the Built Environment

BY

reviewing and planning for community needs while reflecting Oak Bay's unique character



Achieve Sustainable Service

BY

integrating an Asset Management Program within a long-term Financial Plan



Provide Service Excellence

BY

optimizing operational effectiveness and fostering public engagement



Enhance and Promote Quality of Life and Sense of Place

BY

stewarding the community's history, landscape, culture and amenities within the context of Southern Vancouver Island



Demonstrate Leadership in Fostering Community Health

BY

committing to economic, environmental and social sustainability within the District's operations and decision-making

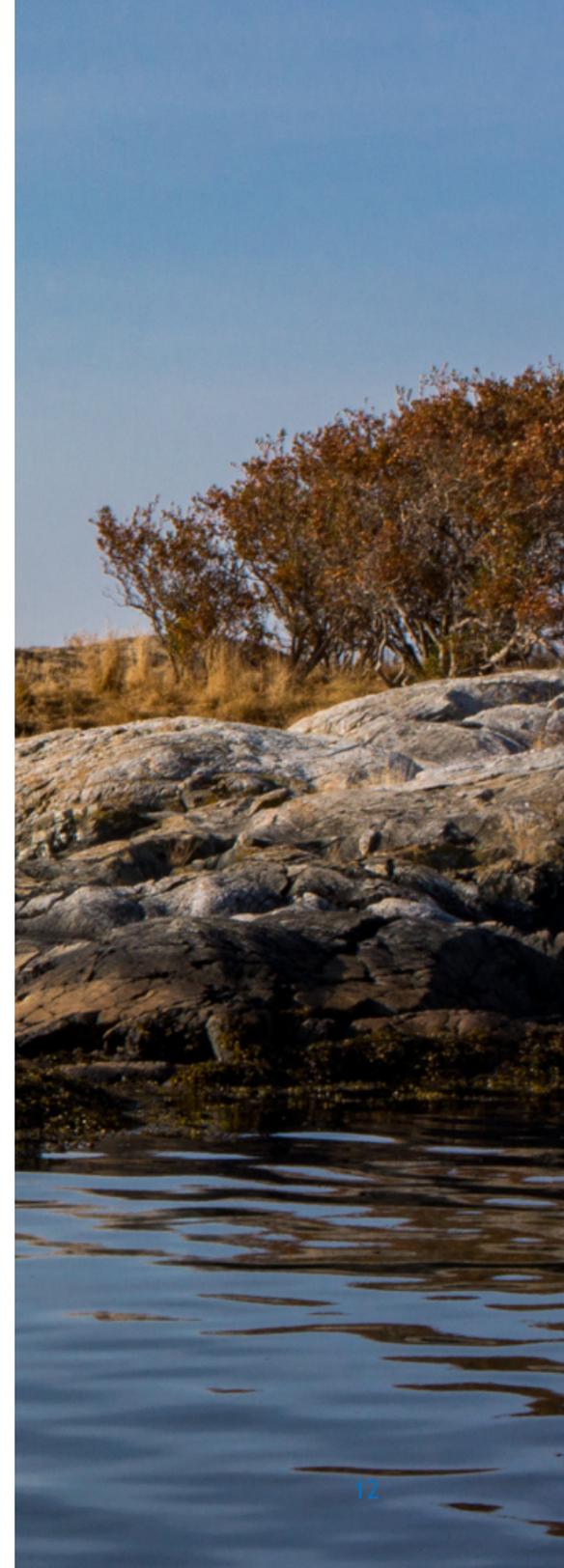
Although each Initiative in this Plan is noted as delivering on one primary Council Priority, in reality many of the initiatives deliver on multiple Priorities.

FUNDING

Most of the annual budget is devoted to delivery on current commitments. Completion of new Initiatives intended to more fulsomely deliver on Council Priorities will often require specialized expertise (consultants), additional staff resources, and/or additional financial resources (funding public engagement and other project expenses). Through the Five Year Financial Plan and annual budget process, Council considers whether/how to fund new Initiatives to further advance identified Priorities.

The new Initiatives itemized on the following pages are those which Council has approved through the Five Year Financial Plan and/or the annual budget process.

Project implementation will depend on sufficient funding being available to carry out new Initiatives. The Five Year Financial Plan reflects anticipated project costs. If costs escalate due to scope changes and/or inflationary pressures, budgets will have to be increased to allow projects to proceed. Through the annual budget process, staff will identify whether the amounts identified in the Five Year Financial Plan are sufficient to carry out projects planned for the following year. Where changes are needed, such will be flagged for Council's consideration. As Council decides which projects to fund and at what level, the Council Priorities Plan will be adjusted annually accordingly. The Council Priorities Plan is thus a 'living document' that is subject to change based on Council direction, but that at any time captures most current directions/plans.





PURPOSE OF THE COUNCIL PRIORITIES PLAN

The District of Oak Bay's Council Priorities Plan identifies major Initiatives that Council has approved for funding over the remainder of its mandate. Initiatives included in the Council Priorities Plan are those which are:

- significant enablers of one or more Council Priorities
- additional/new activities or focus points (i.e. not a 'status quo' activity)
- discrete deliverables, e.g., a strategy or plan, or a new, amended or expanded service
- highly complex and/or large Initiatives, with significant cross-departmental responsibilities and/or impacts
- high-risk projects (with risk associated either with undertaking or with not undertaking the initiative), and/or
- projects which would benefit from regular Leadership Team and/or Council focus.

Importantly, the Initiatives noted in the Council Priorities Plan do not constitute the entirety of the organization's efforts. In addition to the Initiatives in the Council Priorities Plan, District staff have responsibility for ensuring that regulatory obligations are met; that core services are delivered; and that systems, processes and customer service are continually enhanced.

The Council Priorities Plan is flexible. To remain relevant, the Initiatives associated with each Council Priority are refreshed annually. Those Initiatives included in the Council Priorities Plan are seen by Council as critical to advancing one or more Priorities and have been approved for funding. Some Initiatives will be completed in a single calendar year, whereas others will be completed over several years.

This Council Priorities Plan is one component of Oak Bay's integrated service delivery cycle - a system that integrates the Official Community Plan, Council's Priorities, financial planning and performance monitoring. This integrated system is designed to ensure that public funds are allocated to top community priorities, invested effectively and spent efficiently to deliver valued services that achieve the community's vision.

A scenic landscape featuring a rocky shoreline in the foreground with calm water reflecting the sky. In the middle ground, a wooden fence runs across the frame, with a few people standing near it. To the right, a wooden bench sits on the rocks. The background shows distant mountains under a clear blue sky.

NEW INITIATIVES

DIVERSE HOUSING

| | DEPT. | RESOURCED INITIATIVE (green text = added in 2021) | 2019 | 2020 | 2021 | 2022 | Target Completion | Status |
|---|---------------------|--|------|------|------|------|-------------------|--------|
| 1 | Administration | Provide support to CRHD re: Oak Bay Lodge redevelopment | ➤ | ➤ | ➤ | ➤ | Unknown | ● |
| 2 | Building & Planning | Prepare a <u>Housing Needs Report</u> | ➤ | ➤ | — | — | 2020 | ✓ |
| 3 | Building & Planning | Complete a <u>Secondary Suite Study</u> (amending/drafting regulatory and policy pieces will be a separate delivery) | ➤ | ➤ | ➤ | — | 2021 | ● |
| 4 | Building & Planning | Identify infill housing opportunities and specific housing needs for neighbourhoods | — | — | ➤ | ➤ | 2022 | ● |
| 5 | Building & Planning | Prepare Village Area Plan(s) for the Oak Bay Village/Cadboro Bay Road corridor and for the Secondary Village areas | — | — | — | ➤ | 2023 | ○ |
| 6 | Building & Planning | Develop a <u>Community Amenity Contribution Policy</u> | ➤ | — | — | — | 2019 | ✓ |
| 7 | Building & Planning | Undertake a process to amend the <u>OCP</u> for a new Heritage Conservation Area | ➤ | ➤ | — | — | 2020 | ✓ |

TIMING

- Action undertaken in 2019/20
- Action expected in 2021
- Action expected in 2022
- No action expected in given year

STATUS

- ✓ Initiative completed
- Initiative commenced or to be started in 2021
- Initiative targeted to start in future year

DIVERSE HOUSING

| | DEPT. | RESOURCED INITIATIVE (green text = added in 2021) | 2019 | 2020 | 2021 | 2022 | Target Completion | Status |
|---|---------------------|--|------|------|------|------|-------------------|--------|
| 8 | Building & Planning | Zoning Bylaw Update | ■ | ■ | ■ | ■ | 2024 | ○ |
| 9 | Building & Planning | Enhance bylaw compliance (short-term rentals etc.) | ■ | ■ | ➤ | ■ | 2021 | ● |

TIMING



STATUS



SUSTAINABLE SERVICE

| | DEPT. | RESOURCED INITIATIVE (green text = added in 2021) | 2019 | 2020 | 2021 | 2022 | Target Completion | Status |
|----|----------------------------|---|------|------|------|------|-------------------|--------|
| 10 | Administration | Negotiate Marina Lease (2023 +30 years) | ➤ | ➤ | ➤ | ➤ | 2022 | ● |
| 11 | Engineering & Public Works | Assess and improve Tod House | ➤ | ➤ | ➤ | ➤ | Unknown | ● |
| 12 | Administration | Complete Cenotaph Restoration Project | ➤ | ➤ | — | — | 2020 | ✓ |
| 13 | Financial Services | Develop long term financial sustainability plan | ➤ | ➤ | ➤ | ➤ | 2022 | ● |
| 14 | Fire & Emergency Services | Prepare Fire Master Plan | — | — | ➤ | — | 2021 | ● |
| 15 | Engineering & Public Works | Complete Water Master Plan | ➤ | — | — | — | 2019 | ✓ |
| 16 | Engineering & Public Works | Refurbish Municipal Hall | ➤ | ➤ | ➤ | — | 2021 | ● |

TIMING



Action undertaken in 2019/20



Action expected in 2021



Action expected in 2022



No action expected in given year

STATUS



Initiative completed



Initiative commenced or to be started in 2021



Initiative targeted to start in future year

SUSTAINABLE SERVICE

| | DEPT. | RESOURCED INITIATIVE (green text = added in 2021) | 2019 | 2020 | 2021 | 2022 | Target Completion | Status |
|----|----------------------------|---|------|------|------|------|-------------------|--------|
| 17 | Engineering & Public Works | Prepare Sewer Master Plan | — | ➤ | ➤ | — | 2021 | ● |

TIMING

- Action undertaken in 2019/20
- Action expected in 2021
- Action expected in 2022
- No action expected in given year

STATUS

- ✓ Initiative completed
- Initiative commenced or to be started in 2021
- Initiative targeted to start in future year

SERVICE EXCELLENCE

| | DEPT. | RESOURCED INITIATIVE (green text = added in 2021) | 2019 | 2020 | 2021 | 2022 | Target Completion | Status |
|----|---------------------|---|------|------|------|------|-------------------|--------|
| 18 | Administration | Prepare and implement an HR Plan (talent management, health & safety, performance management, compensation & benefits and HR systems) | ➤ | ➤ | ➤ | ➤ | Ongoing | ● |
| 19 | Administration | Review and revamp Occupational Health & Safety Program | — | ➤ | ➤ | ➤ | 2023 | ● |
| 20 | Administration | Refresh website | — | — | — | ➤ | 2023 | ○ |
| 21 | Administration | Review Procedures Bylaw | ➤ | ➤ | — | — | 2020 | ✓ |
| 22 | Administration | Procure <u>public engagement software platform</u> | ➤ | — | — | — | 2019 | ✓ |
| 23 | Building & Planning | Update Land Use Procedures Bylaw | — | ➤ | ➤ | — | 2021 | ● |
| 24 | Financial Services | Upgrade software to implement additional school tax levies for the Province | ➤ | — | — | — | 2019 | ✓ |

TIMING ➤ Action undertaken in 2019/20 ➤ Action expected in 2021 ➤ Action expected in 2022 — No action expected in given year

STATUS ✓ Initiative completed ● Initiative commenced or to be started in 2021 ○ Initiative targeted to start in future year

SERVICE EXCELLENCE

| | DEPT. | RESOURCED INITIATIVE (green text = added in 2021) | 2019 | 2020 | 2021 | 2022 | Target Completion | Status |
|----|--------------------|--|------|------|------|------|-------------------|--------|
| 25 | Financial Services | Develop a 5 year long-term financial plan | ➤ | ➤ | — | — | 2020 | ✓ |
| 26 | Financial Services | Undertake Budget software implementation | — | — | ➤ | ➤ | Unknown | ✓ |
| 27 | Financial Services | Upgrade Tempest.net (upgrade platform to the .NET environment for the web service and web applications) | ➤ | — | — | — | 2019 | ✓ |
| 28 | Financial Services | Upgrade payroll software | ➤ | ➤ | ➤ | — | 2021 | ● |
| 29 | Financial Services | Implement Network Switch Replacement | — | ➤ | ➤ | — | 2021 | ✓ |
| 30 | Financial Services | Prepare an IT Operational Master Plan (hardware replacement, software acquisition & maintenance, support service targets, network security enhancements, corporate training, and ERP support) | — | ➤ | — | — | 2020 | ✓ |
| 31 | Financial Services | Update Microsoft 365 | — | ➤ | ➤ | ➤ | 2022 | ✓ |

TIMING



Action undertaken in 2019/20



Action expected in 2021



Action expected in 2022



No action expected in given year

STATUS



Initiative completed



Initiative commenced or to be started in 2021



Initiative targeted to start in future year

SERVICE EXCELLENCE

| | DEPT. | RESOURCED INITIATIVE (green text = added in 2021) | 2019 | 2020 | 2021 | 2022 | Target Completion | Status |
|----|--------------------|--|------|------|------|------|-------------------|--------|
| 32 | Financial Services | Undertake network security audit (every three years) | — | — | ➤ | — | 2021 | ● |
| 33 | Corporate Services | Upgrade Council Chambers Audio Equipment | — | ➤ | ➤ | — | 2021 | ● |

TIMING



Action undertaken in 2019/20



Action expected in 2021



Action expected in 2022



No action expected in given year

STATUS



Initiative completed



Initiative commenced or to be started in 2021



Initiative targeted to start in future year

QUALITY OF LIFE

| | DEPT. | RESOURCED INITIATIVE (green text = added in 2021) | 2019 | 2020 | 2021 | 2022 | Target Completion | Status |
|-----|-----------------------------|---|------|------|------|------|-------------------|--------|
| 34 | Administration | Support deer management research project | ➤ | ➤ | ➤ | — | 2021 | ● |
| 35 | Building & Planning | Change rules for home-based business | — | — | ➤ | ➤ | time permitting | ○ |
| 36 | Parks, Recreation & Culture | Update dog-use policies | — | — | — | — | 2023 | ○ |
| 37 | Parks, Recreation & Culture | Prepare Parks, Recreation and Culture Master Plan | — | — | — | — | 2024 | ○ |
| 48* | Parks, Recreation & Culture | Design Carnarvon Park Building | — | — | — | ➤ | 2023 | ○ |

* #48 is out of sequence as it was added following numbering of other items. Original numbering was carried through rather than renumbering all items following above addition so as to preserve cross-references in other documents

TIMING



Action undertaken in 2019/20



Action expected in 2021



Action expected in 2022



No action expected in given year

STATUS



Initiative completed



Initiative commenced or to be started in 2021



Initiative targeted to start in future year

HEALTH AND RESILIENCE

| | DEPT. | RESOURCED INITIATIVE (green text = added in 2021) | 2019 | 2020 | 2021 | 2022 | Target Completion | Status |
|----|----------------------------|---|------|------|------|------|-------------------|--------|
| 38 | Administration | Investigate and consult on regulatory options for restricting or banning single-use items (pending legal challenge) | ■ | ■ | ➤ | ■ | 2021 | ● |
| 39 | Building & Planning | Complete Sea-Level Rise Study | ■ | ➤ | ■ | ■ | 2020 | ✓ |
| 40 | Engineering & Public Works | Prepare EV Station Options Analysis | ■ | ➤ | ■ | ■ | 2020 | ✓ |
| 41 | Fire & Emergency Services | Prepare an Emergency Evacuation Plan (funded by grants) | ➤ | ➤ | ■ | ■ | 2020 | ✓ |
| 42 | Fire & Emergency Services | Prepare Communications Plan for public in case of Emergency | ■ | ■ | ➤ | ■ | 2021 | ● |
| 43 | Fire & Emergency Services | Review mutual aid agreement | ■ | ➤ | ➤ | ■ | 2021 | ✓ |
| 44 | Fire & Emergency Services | Review policies and procedures | ■ | ➤ | ➤ | ➤ | 2022 | ● |

TIMING



Action undertaken in 2019/20



Action expected in 2021



Action expected in 2022



No action expected in given year

STATUS



Initiative completed



Initiative commenced or to be started in 2021



Initiative targeted to start in future year

HEALTH AND RESILIENCE

| | DEPT. | RESOURCED INITIATIVE (green text = added in 2021) | 2019 | 2020 | 2021 | 2022 | Target Completion | Status |
|----|-----------------------------|---|------|------|------|------|-------------------|--------|
| 45 | Parks, Recreation & Culture | Implement Coolkit Program community engagement on urban forestry and climate change | ■ | ■ | ➤ | ➤ | 2024 | ● |
| 46 | Building & Planning | Action Recommendation No. 4 of Community Climate Action Working Group Report | ■ | ■ | ➤ | ➤ | 2022 | ● |
| 47 | Building & Planning | Develop information sheet on reducing demolition waste to be attached to demolition permit applications | ■ | ■ | ➤ | ■ | 2021 | ● |

TIMING



Action undertaken in 2019/20



Action expected in 2021



Action expected in 2022



No action expected in given year

STATUS



Initiative completed



Initiative commenced or to be started in 2021



Initiative targeted to start in future year

METRICS

Metrics help the District focus staff and resources on what is important and set the stage for continuous improvement. Metrics can be either mandatory (required by statute) or discretionary (selected by Council).

Used well, metrics can:

- focus and align District, departmental, and staff efforts
- provide feedback
- drive performance
- communicate successes and challenges
- support decision-making

The District of Oak Bay's metrics are reported on in Annual Reports which can be read in person at the Oak Bay Municipal Hall or online. Historically, metrics related primarily to departmental output/activity measures. In 2019, metrics were expanded to also relate to Council's Priorities, and to reference desired trends. Council Priority Metrics and desired trends are noted on the following pages. In a few cases (represented by question marks), further work is needed to identify Council's desired trends. The work required to identify desired trends is planned for completion over the next few years.



COUNCIL PRIORITY METRICS

Approved January 16 & 30, 2020

| METRIC | Desired Trend |
|--|---------------|
| 2019-22 | |
| DIVERSE HOUSING . . . by reviewing and planning for community needs while reflecting Oak Bay’s unique character | |
| # permitted secondary suites | ? |
| # permits issued for upgrading of older and heritage homes | ? |
| % rezoning applications for increased density that are approved | ? |
| # new apartment units approved in Village Areas | ? |
| apartments & townhouses as % of total housing stock | ? |
| SUSTAINABLE SERVICE . . . by integrating an Asset Management Program within a long-term Financial Plan | |
| % assets for which lifecycle costs, risks and financial viability identified | ↑ |
| funding for capital projects as per asset management plans | ↑ |
| SERVICE EXCELLENCE . . . by optimizing operational effectiveness and fostering public engagement | |
| staff engagement score | ↑ |
| % initiatives completed within 110% of planned budget and timeline | ↑ |
| % service requests responded to within 1 week | ↑ |
| % of policies, processes and procedures updated | ↑ |
| # of residents engaged v. aware | ↑ |

QUALITY OF LIFE . . . by stewarding the community's history, landscape, culture and amenities within the context of SVI

trees replaced v. trees removed



archives digitized



volunteer hours

recreation



archives



Oak Bay Volunteer Services (partially funded by District)



\$ value of amenities added



HEALTH & RESILIENCE . . . by committing to economic, environmental & social sustainability within District operations & decision-making

% district-owned buildings meeting seismic standards



business licenses



total visits to recreation facilities



greenhouse gas emissions from District operations



A scenic landscape featuring a dense forest of oak trees. The sun is setting behind the trees, creating a warm, golden glow and long shadows. The sky is a mix of blue and orange. The foreground shows rocky ground with patches of moss and grass. The text 'DISTRICT OF OAK BAY' is overlaid in white, with a green oak leaf icon replacing the letter 'A' in 'OAK'.

DISTRICT OF
OAK BAY