









# QUARTERLY COUNCIL PRIORITIES PROGRESS REPORT 2021 Q3



# DIVERSE HOUSING

	DEPT.	RESOURCED INITIATIVE (green text = added in 2021)	Target Completion	Status	% Complete	Q3 ACTIVITY / 2021 NEXT STEPS
1	Administration	Provide support to CRHD re: Oak Bay Lodge redevelopment	Unknown		50%	Second round of CRHD-led consultation was completed on August 6, following virtual Open House sessions on July 20 & 22. CRHD will now prepare engagement summary report for presentation to CHRD Board. Oak Bay staff have requested CRHD staff presentation to Council in Q4.
2	Building & Planning	Prepare a <u>Housing Needs Report</u>	2020		100%	
3	Building & Planning	Complete a Secondary Suite Study ( <i>amending/drafting regulatory and policy pieces will be a separate delivery</i> )	2021		95%	Draft strategy prepared & presented to Council April 2021. Community engagement survey was undertaken, presented to Council (July 19) and then posted online. Final draft strategy was prepared and reviewed with APC/Land Use (September) and will be presented to Council in Q4.
4	Building & Planning	Identify infill housing opportunities and specific housing needs for neighbourhoods	2022		25%	Project Charter was prepared and subsequently approved by Council April 2021. Request for Proposal for consultant services issued June 2021. Consultant firm has been retained and work commenced on the project.
5	Building & Planning	Prepare Village Area Plan(s) for the Oak Bay Village/Cadboro Bay Road corridor and for the Secondary Village areas	2023		0%	
6	Building & Planning	Develop a <u>Community Amenity Contribution Policy</u>	2019		100%	
7	Building & Planning	Undertake a process to amend the <u>OCP</u> for a new Heritage Conservation Area	2020		100%	
8	Building & Planning	Zoning Bylaw Update	2024		0%	
9	Building & Planning	Enhance bylaw enforcement (short-term rentals etc.)	2021		100%	Completed hiring process for Bylaw Compliance Official August 2021. The successful candidate will provide enhanced bylaw enforcement service. Council decision making on focus areas for Bylaw Compliance will be facilitated in Q4 2021.



Initiative completed



Initiative on track



Initiative slated to start in future year











Risks to on-time



Initiative delayed



# SUSTAINABLE SERVICE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2021)	Target Completion	Status	% Complete	Q3 ACTIVITY / 2021 NEXT STEPS
10	Administration	Negotiate Marina Lease (2023 +30 years)	2022		40%	Pre-negotiations/introductions meeting held with proponent in mid-July. Proponent publicly disclosed as Oak Bay Marine Group (OBMG). OBMG's technical proposal released to public. Negotiating team preparing for negotiations. Next meetings with OBMG scheduled for Q4.
11	Engineering & Public Works	Assess and improve Tod House	2022		17%	Preparations for invitations to tender for renovation project in progress. Expecting contract award in Q1 2022 with construction completion before Q3 2022.
12	Administration	Complete Cenotaph Restoration Project	2020		100%	
13	Financial Services	Develop long term financial sustainability plan	2022		100%	Originally slated for completion by Q4-2021 so that in place for 2022 budget. Per Council's request, this report was expedited and delivered by September 30, 2021.
14	Fire & Emergency Services	Prepare Fire Master Plan	2021		50%	A contractor is conducting a fire services review that is well underway. The contractors have attended the firehall and met department representatives and are in the process of assimilating data for a review.
15	Engineering & Public Works	Complete Water Master Plan	2019		100%	
16	Engineering & Public Works	Refurbish Municipal Hall	2021		100%	Refurbishment completed on time and under budget.
17	Engineering & Public Works	Prepare Sewer Master Plan	2021		70%	Project on track, expecting final deliverables in Q4.



Initiative completed



Initiative on track



Initiative slated to start in future year



Risks to on-time



Initiative delayed

# SERVICE EXCELLENCE

DEPT.	RESOURCED INITIATIVE (green text = added in 2021)	Target Completion	Status	% Complete	Q3 ACTIVITY / 2021 NEXT STEPS	
18	Administration	Prepare and implement an HR Plan (talent management, health & safety, performance management, compensation & benefits and HR systems)	Pandemic-dependent		% Varies	Components of the District's HR Plan continue to be developed and are now at varying stages of completion. The recruitment, selection and onboarding module's target completion date is Q1 2022 (currently 40% complete). Learning, development and tuition reimbursement policies have been drafted and are on track for completion in Q4 (currently 80% complete). Both an employee engagement survey and plan, as well as an employee recognition program, are targeted for completion in Q2 of 2022 (both currently 0% complete). The competitive total compensation module of the Plan is targeted for completion in Q4 (currently 20% complete). CUPE performance feedback and evaluation is on pace to be completed and rolled out during Q4 (currently 60% complete). The last module of the Plan, workforce and succession planning, is targeted to be completed Q1 2022 (currently 30% complete).
19	Administration	Review and revamp Occupational Health & Safety Program	2023		50%	A phased roll-out of the District's Occupational Health and Safety Program will commence early 2022.
20	Administration	Refresh website	2023		0%	
21	Administration	Review Procedures Bylaw	2020		100%	
22	Administration	Procure <u>public engagement software platform</u>	2019		100%	
23	Building & Planning	Update Land Use Procedures Bylaw	2021		50%	Review and draft bylaw preparation is underway. No new work undertaken in Q3. Next steps include final bylaw preparation for Committee and Council review in Q4.
24	Financial Services	Upgrade software to implement additional school tax levies for the Province	2019		100%	
25	Financial Services	Develop a 5 year long-term financial plan	2020		100%	
26	Financial Services	Undertake Budget software implementation	Unknown		100%	



Initiative completed



Initiative on track



Initiative slated to start in future year










Risks to on-time



Initiative delayed

# SERVICE EXCELLENCE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2021)	Target Completion	Status	% Complete	Q3 ACTIVITY / 2021 NEXT STEPS
27	Financial Services	Upgrade Tempest.net (upgrade platform to the .NET environment for the web service and web applications)	2019		100%	
28	Financial Services	Upgrade payroll software	2021		95%	Substantially complete. Some work still underway to increase department utilization and preparation for year end 2021.
29	Financial Services	Implement Network Switch Replacement	2021		100%	
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		100%	
31	Financial Services	Update Microsoft 365	2022		100%	
32	Financial Services	Undertake network security audit (every three years)	2021		10%	RFP issued, evaluated and awarded. Work expected to be completed Q4 2021.
33	Administration	Upgrade Council Chambers Audio Equipment	2021		50%	Contract awarded, equipment on order - project is slightly behind schedule due to pandemic-related delay and a factory fire; revised project completion date is mid-October.



Initiative completed



Initiative on track



Initiative slated to start in future year








Risks to on-time



Initiative delayed

# QUALITY OF LIFE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2021)	Target Completion	Status	% Complete	Q3 ACTIVITY / 2021 NEXT STEPS
34	Administration	Undertake deer management research project	2021		90%	Q3 saw continued monitoring and analyzing of deer population response after 2 years of immuno-contraceptive treatment. Booster vaccinations to all previously treated female deer started Sept. 18. In Q4 Council will have opportunity to determine whether to continue program in 2022 and beyond, following receipt of a report from Urban Wildlife Stewardship Society on results of program to date.
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	2022			

\* #48 is out of sequence as it was added following numbering of other items.



Initiative completed



Initiative on track



Initiative slated to start in future year



Risks to on-time



Initiative delayed

# HEALTH AND RESILIENCE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2021)	Target Completion	Status	% Complete	Q3 ACTIVITY / 2021 NEXT STEPS
38	Administration	Investigate and consult on regulatory options for restricting or banning single-use items (pending legal challenge)	2021		50%	Initial report presented to the Committee of the Whole May 2021. Survey of local businesses mailed Sept 7, responses due Sept 30. Staff to report back to Council in October or early November.
39	Building & Planning	Complete Sea-Level Rise Study	2020		100%	
40	Engineering & Public Works	Prepare EV Station Options Analysis	2020		100%	Analysis completed in 2020. Council directed that staff procure 3 EV charging stations. Locations identified for Municipal Hall, Oak Bay Recreation Centre and Henderson Recreation Centre. Construction scheduled to be complete by Q4 2021.
41	Fire & Emergency Services	Prepare an Emergency Evacuation Plan (funded by grants)	2020		100%	
42	Fire & Emergency Services	Prepare Communications Plan for public in case of Emergency	2021		100%	Mass notification system went live in May 2021. System policies and procedures, training, public education and promotion of the system is ongoing. Education of senior Fire Department staff has been completed and personnel are operational with new system.
43	Fire & Emergency Services	Review mutual aid agreement	2021		100%	
44	Fire & Emergency Services	Review policies and procedures	2022		55%	Operational guidelines and policies critical to emergency response have been identified and are being addressed in priority order. COVID impacts have slowed progress. Completion still anticipated for 2022.
45	Parks, Recreation & Culture	Implement Cool Kit Program	2021		10%	UBC developed training material in Q3. Staff training to take place on September 28. Community outreach and monitoring to follow. Customized Oak Bay Cool Kit expected in Q4.
46	Building & Planning	Action Recommendation No. 4 of Community Climate Action Working Group Report	2022		10%	Council direction on March 8, 2021 was to recommend additional funding of \$20,000 to retain a consultant to complete this initiative. No new work in Q3. Staff to proceed with consultant selection in Q4 2021
47	Building & Planning	Develop information sheet on reducing demolition waste to be attached to demolition permit applications	2021		0%	No new work in Q3. Staff preparation of information sheet will be completed in coordination with preparation of CCAWG Recommendation No. 4 in cooperation with a consultant.



Initiative completed



Initiative on track



Initiative slated to start in future year



Risks to on-time



Initiative delayed