







DIVERSE HOUSING

| DEPT. | RESOURCED INITIATIVE | Due | Status | % Complete | Q3 ACTIVITY / Q4 NEXT STEPS |
|-----------------------|--|---------|---|------------|--|
| 1 Administration | Provide support to CRHD re: Oak Bay Lodge redevelopment | Unknown |  | 0% | In September, the CRHD allocated \$10 million in the CRHD Capital Plan for Oak Bay Lodge demolition and redevelopment for 2021-2022. The CRHD is in the process of hiring consultants to develop a concept plan and work through a procurement process for receiving development proposals. The CRHD has committed to involving Oak Bay in discussions as this project moves forward. Timing is in the hands of the CRHD. Depending on CRHD's expectations for Oak Bay involvement, staff work plans may need to adjusted. |
| 2 Building & Planning | Prepare a <u>Housing Needs Report</u> | 2020 |  | 100% | Project completed with Council receipt of the final report in Q1. |
| 3 Building & Planning | Complete a Secondary Suite Study | 2020 |  | 70% | Options Report prepared in Q3. Will be brought to Council by year end. Public consultation to follow in 2021. Approach may need to be adjusted for COVID. |
| 4 Building & Planning | Identify infill housing opportunities and specific housing needs for neighbourhoods | 2021 |  | 10% | Background review and RFP preparation underway. Work was delayed due to COVID-19 (staff efforts directed elsewhere). Anticipate the public engagement approach for project to also be impacted by COVID-19 situation. Project completion still anticipated for end of 2021. |
| 5 Building & Planning | Prepare Village Area Plan(s) for the Oak Bay Village/Cadboro Bay Road corridor and for the Secondary Village areas | 2021 |  | 0% | Work on this project has not commenced. Anticipate a delay in the project start in part due to COVID-19 response demands (staff efforts directed elsewhere). Background review that was intended to commence in Q4 will be delayed until 2021. Project completion not anticipated until 2022. |
| 6 Building & Planning | Undertake a process to amend the <u>OCP</u> for a new Heritage Conservation Area | 2020 |  | 100% | Project completed in Q1 with Council adoption of OCP amendment bylaw to include a new Heritage Conservation Area. |








 Initiative completed
  Initiative on track
  COVID-impacted
  Risks to on-time completion
  Initiative delayed

SUSTAINABLE SERVICE

| | DEPT. | RESOURCED INITIATIVE | Due | Status | % Complete | Q3 ACTIVITY / Q4 NEXT STEPS |
|----|----------------------------|---|---------|--------|------------|--|
| 7 | Administration | Negotiate Marina Lease (2023 +30 years) | 2022 | | 10% | A RFP for Lease of Oak Bay Marina Lands and Marina was issued on September 18, 2020. Proposals are due on November 30, 2020. Following receipt of proposals, staff will evaluate technical aspects of proposals (scheduled for December). Council will score Community Amenity proposals following receipt of public comments early in 2021, after which financial components will be scored. Negotiations with a preferred proponent are anticipated to commence in late spring 2021. |
| 8 | Administration | Assess and improve Tod House | Unknown | | 10% | A draft condition assessment report was received on October 5. This report was forwarded for Council review on October 13 and referred for Community Heritage Commission input (Q4 or early 2021). In Q4, staff will explore funding opportunities and identify any 2021 budget impacts. Repair works planned to be initiated in 2021. |
| 9 | Administration | Complete Cenotaph Restoration Project | 2020 | | 100% | This project was completed early in 2020. No further work was undertaken in Q3, nor is any planned for Q4. |
| 10 | Administration | Prepare and implement an HR Plan (talent management, health & safety, performance management, compensation & benefits and HR systems) | Ongoing | | 30% | Draft of Learning and Development policy with tuition reimbursement process complete. Draft Performance Management policy and performance evaluation template complete. Training on the new performance evaluation process expected to commence later in 2020 with roll-out expected in early 2021. Exempt salary survey complete and will schedule to bring to Council in Q4 2020. In early stages of development of Recruitment and Selection and Onboarding policy with expectations to roll out training and implementation in 2021. HR's focus has been on COVID response in Q2 and Q3. |
| 11 | Administration | Review Procedures Bylaw | 2020 | | 90% | Updated draft (incorporating changes from the COW of Sept 10/20) to be presented to the October COW meeting, along with companion Guidelines and draft committee/commission Terms of Reference and Establishing Bylaws. If approved, staff will action the required statutory notice and the Bylaw will go forward to Council in November. This initiative is still on track for completion in 2020. |
| 12 | Administration | Review and revamp Occupational Health & Safety Program | 2021 | | 30% | First draft of Occupational Health and Safety program complete. A small team from the District's Occupational Health and Committee is currently reviewing and identifying gaps in our current system. Once this process is finalized training and implementation will occur. This matter will then be considered operationalized. |
| 13 | Building & Planning | Update Land Use Procedures Bylaw | 2020 | | 30% | Background review underway in Q3 and anticipate draft revised bylaw to Council by early 2021. |
| 14 | Engineering & Public Works | Refurbish Municipal Hall | 2021 | | 20% | Construction to occur over a 4 month period in 2021. Public communications explaining need for renovations planned prior to commencement. |
| 15 | Engineering & Public Works | Prepare Sewer Master Plan | 2021 | | 10% | This project is on track, with a request for proposal process closing in October and a contract expected to be awarded in fall 2020. |

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SERVICE EXCELLENCE

| DEPT. | RESOURCED INITIATIVE | Due | Status | % Complete | Q3 ACTIVITY / Q4 NEXT STEPS |
|-----------------------|---|------|---|------------|---|
| 16 Financial Services | Develop a 5 year long-term financial plan | 2020 |  | 100% | The 2020 - 2024 Financial Plan outlines plan spending for the respective years. |
| 17 Financial Services | Develop long term financial sustainability plan | 2022 |  | 5% | Development of this plan is slated for Fall of 2021. Staff have begun assembling some data. |
| 18 Financial Services | Upgrade payroll software | 2020 |  | 25% | Software has been purchased, project plan has been prepared, project team has been assembled and configuration is underway. Objective is partial implementation 2021. |
| 19 Financial Services | Implement Network Switch Replacement | 2021 |  | 25% | Will be complete by end of November 2020. |
| 20 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 |  | 75% | Most of the data and information required for this master plan has been gathered. This plan will be complete in time to inform the 2021 Financial Plan. |
| 21 Financial Services | Update Microsoft 365 | 2022 |  | 80% | Majority of end users have been upgraded to Office 365 licencing. This will most likely be completed by end of October 2020. |
| 22 Financial Services | Upgrade Council Chambers Audio Equipment | 2021 |  | 40% | Draft RFP has been prepared; meeting management software upgrade purchased; video streaming upgrade purchased; Expect full implementation before end of year 2020. |



Initiative completed



Initiative on track



COVID-impacted






Risks to on-time completion



Initiative delayed

SERVICE EXCELLENCE

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|------------------------------|--------------------------------|------|---|------------|---|
| 23 Fire & Emergency Services | Review policies and procedures | 2022 |  | 30% | Operational Guideline review/ revision/ update ongoing. Policy changes/ additions required due to the new Mutual Aid/ Automatic Aid Agreement with Saanich being prioritized. |
| 24 Fire & Emergency Services | Review mutual aid agreement | 2021 |  | 50% | New Bilateral Mutual Aid Agreement/ Automatic Aid with Saanich has been completed. Discussions with Victoria Fire Department on a Bilateral Agreement are ongoing and following that process the 2016 Fire Service Agreement with Esquimalt will be reviewed. |
| 25 Fire & Emergency Services | Prepare Fire Master Plan | 2020 |  | 0% | Fire Master Plan has been delayed by Fire Department staff turnover/vacancy. The Plan is expected to be started by year end. Completion expected in 2021. |



Initiative completed



Initiative on track



COVID-impacted




COVID-impacted






Initiative delayed

QUALITY OF LIFE

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|------------------------|--|-----------------|---|------------|--|
| 26 Administration | Undertake deer management research project | 2020 |  | 80% | By the end of September, 56 does had received immuno-contraception. Q4 will focus on immunizing up to a total of 80 does. In October, staff will bring forward for Council consideration an application for provincial funding of 2021 deer management activities. |
| 27 Building & Planning | Change rules for home-based business | time permitting | | 0% | Project has not commenced. |

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HEALTH AND RESILIENCE

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|----|----------------------------|---|------|---|------------|--|
| 28 | Building & Planning | Complete Sea-Level Rise Study | 2020 |  | 90% | The Capital Regional District provided the District with the results of the CRD Coastal Flood Inundation Mapping Project in Q3. District staff to review study results and consider any implementation measures for Oak Bay. |
| 29 | Engineering & Public Works | Prepare EV Station Options Analysis | 2020 |  | 0% | Though delayed by work arising from COVID-19 response, this options analysis work is still intended to be completed in 2020. |
| 30 | Fire & Emergency Services | Prepare an Emergency Evacuation Plan (funded by grants) | 2020 |  | 100% | Emergency Evacuation Plan was completed in September. |

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