

DISTRICT OF
OAK  BAY

REPORT TO: Mayor and Council
FROM: Debbie Carter, Acting CAO
DATE: July 9, 2018
RE: Council Strategic Priorities 2017 – 2018

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on Council's 2017 – 2018 Strategic Priorities.

BACKGROUND

As part of the District's strategic planning process a quarterly progress report (attached) is prepared to provide Council an update on its Strategic Priorities.

While reviewing this report it is important that the community recognize that approximately 90 to 95% of District and staff resources are dedicated to "day-to-day" activities such as road, facility, infrastructure and park maintenance, recreation programs, building and permit application processing, etc. The ability for the District to undertake new initiatives is limited by available resources and the reality that new activities may often result in increased costs to taxpayers, hence Council very carefully considers what new activities it may wish to undertake.

Council has an ambitious plan to accomplish its important Strategic Priorities. As Council will see from the attached document significant progress is being made on Council's priorities. Department work plans and the 2018 – 2022 Financial Plan include funding and resources to complete the priorities identified by Council. Staff will continue to report on the progress to ensure that Council and the community are aware and informed of any changes, both positive and negative.

ANALYSIS

This update reflects the work undertaken to June 30, 2018.

STRATEGIC IMPACT

Providing quarterly informational reports on Council's Strategic Priorities plays a valuable role in addressing all six of Council's strategic objectives, but is most closely aligned with, "Focus on being well managed and well governed to serve our residents".

OPTIONS

That the quarterly report for 2018 on Council's Strategic Priorities 2017-2018 be received for information.

FINANCIAL IMPACT

This update reflects the work undertaken to June 30, 2018. Funding to complete Council's priorities is included in the draft 2018 – 2022 Financial Plan.

RECOMMENDATION

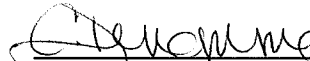
That the quarterly report for 2018 on Council's Strategic Priorities 2017 – 2018 be received for information.

Respectfully submitted,

Report prepared by:



Debbie Carter, Acting CAO



Cindy Denomme, Executive Assistant

ATTACHMENT(S)

Council Strategic Priorities 2017 – 2018 Quarterly Report, June 30, 2018.

Strategic Directions	Objectives	Actions	Department Lead	Schedule	Status
Proactively support reasoned community growth	Implement Official Community Plan	Undertake the regulation of secondary suites	Building & Planning	2018	Not yet started. Council has resolved that this initiative begin following completion of the HCA project. Staff anticipate a summer 2018 start date.
	Consider Implementation of Development Cost Charges & Community Amenity Contribution Policy	Retain consultant to work with staff and Council to determine the benefits, costs and feasibility of implementing Development Cost Charges (DCC) and a <i>Community Amenity Contribution Policy (CAC)</i> to assist in funding future infrastructure required to service new growth	Engineering Services & Building & Planning	2018	Underway - A consultant is currently reviewing District policy and status of infrastructure to draft DCC and CAC policy. Brief to Council scheduled for July 2018.
Focus on being well managed and well governed to serve our residents	Enhance Corporate Infrastructure	Establish corporate-wide Freedom of Information & Protection of Privacy Program & provide training to all employees and Council	Corporate Services	Complete	Training held April, 2018.
		Update Corporate Purchasing Policy	Financial Services	2018	Not yet started. Anticipate completion summer 2018.
Take an active role in building a safe, livable community	Deer Management Strategy	Work with the Province to implement a deer management strategy, including a partnership with the UWSS	Corporate Services	Ongoing	UWSS has now received provincial permits for collaring and immunocontraceptive program. Collaring of the deer has been completed and immunocontraceptive drugs ordered. The District was advised by the Province on March 29th that it was successful in receiving a \$20,000 matching grant for the program.
	Carnarvon Park Plan	Undertake community engagement and planning process for future priorities, amenities and uses for Carnarvon Park.	Parks, Recreation & Culture	2018	The RFP for a consultant has now closed, and a report to award the contract will come to the July 9, 2018 Council meeting. Completion expected early in 2019.
	Urban Forest Strategy	Develop phased implementation plan for Urban Forest Strategy	Parks, Recreation & Culture	Complete	Implementation plan presented to Commission & Council and approved.
	Turkey Head Parking Lot Bylaw Review	Review bylaws to determine what additional community uses of the existing Turkey Head parking lot might be facilitated	Corporate Services	Complete	Bylaw and Marina lease amendments to expand allowable uses of the parking lot have been adopted by Council.

Strategic Directions	Objectives	Actions	Department Lead	Schedule	Status
Develop, maintain and protect our infrastructure	Prepare Asset Management Plan	Hire consultant to assist in preparation of asset management plans for District facilities and infrastructure	Financial, Building & Planning & Engineering Services	Complete	Planning phase of Asset Management Strategy complete. Policies on Reserve Funds & Asset Management endorsed; Asset Management Strategy endorsed.
	Uplands Combined Sewer Separation Project	Complete detailed design for Phase 1 (Grant Funding requires project completion by March, 2018)	Engineering Services	Complete	
	Water Supply Redundancy	Complete Henderson water main and conduct necessary studies to prepare options for water sustainability and redundancy. (Grant funding requires project completion by March, 2018).	Engineering Services	Spring 2018	Delayed due to material supply challenges. Expecting complete mid summer 2018.
	Cadboro Bay Bike Lanes	Determine design and construct bike lanes on Cadboro Bay Avenue between Bowker and Foul Bay.	Engineering Services	2018	Project on track - construction to be complete before end of summer.
We work closely and collaboratively with our regional neighbours	Capital Regional District	Work with CRD and regional partners to address derelict vessels	Corporate & Building & Planning Services	Ongoing	CRD committee has been established. An application for federal funding for educational and research work has been approved. Locally, some excellent community-led initiatives have been completed and are underway.
	First Nations	Meet with Esquimalt and Songhees First Nation Councils - strengthen relationship between communities	CAO	Ongoing	Staff are preparing C2C application to fund ongoing partnership building initiatives.
Recognize and support our unique character and heritage	Cenotaph Renewal	Complete design options for Cenotaph/Uplands Park renewal and implement subject to grant funding	Parks, Recreation & Culture	Fall 2018	Council has approved \$50,000 based on obtaining a grant for matching funds. Staff are currently conducting an analysis of appropriate grant funding programs in preparation for submission of an application
	Establish Community-led Heritage Conservation Area	Retain consultant to work with community and staff to determine regulations and policies in response to community-led application to establish a Heritage Conservation Area bordered by Oak Bay Avenue, Beach Drive, Prospect Place, San Carlos Place and York Place	Building & Planning	Summer 2018	Council has established an HCA Working Group to lead the project. The Working Group meets regularly and has selected a consulting team. Two community consultation meetings were held in March.

Future Priorities

Undertake the necessary data gathering needed to consider the benchmarks listed on page 162 of the OCP, as well as further data which captures the diversity of our neighbourhoods and that this information be used to help define and initiate a Housing Strategy for Oak Bay.

Strategic Directions	Objectives	Actions	Department Lead	Schedule	Status
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Consider undertaking the development of zoning appropriate for existing legal nonconforming duplexes
 Web page refresh
 Implement updated budget software
 Implement upgraded payroll software
 Implement E-billing for property taxes
 Develop phased plan to introduce Council approved findings from Traffic Speed Study
 Implement Electronic Records Management
 Develop on-site stormwater retention/rainwater management policies
 Develop a Housing Retention/Heritage Preservation Strategy
 Streamline Planning and Building Processes for Renovations to Older Homes
 Construct a Dog Park
 Review and Update Policies and Bylaws related to Heritage Properties
 Install Additional Electric Vehicle Charging Stations
 Estevan Village sidewalks
 Wayfinding Signage
 Elgin to Bowker pathway
 Leaf Blower Regulations
 Commercial Area Parking Review
 Henderson Bike Lanes - 24/7 Signage
 Revision of RS1/RS2 Bylaw Regulations for Uplands (size, massing, setbacks)
 Enhanced Communications Strategy and Capacity
 Regulations for Short-term Rentals
 Bowker Creek Multi-use Trail Improvements
 Public Engagement Enhancements/Community Engagement Working Group
 Development of a Performance Area at Turkey Head - Resolution Sept 18/17
 Daycare Regulation Review - Resolution Sept 18/17