

Council Strategic
Plan 2015 - 2018

Council Objectives	Initiatives	Tasks:	Department/ Primary	Public Engagement	Time Required	Status
Proactively support reasoned community growth	• OCP Implementation	• <u>Land Use Application Procedures & Fees Bylaw</u>	Building & Planning	• Advertisements	2015	* Before Council
		• <u>Developers - Sustainability Checklist</u>	Building & Planning		2015	* To upcoming COW meeting
		• <u>Infill Development guidelines and policies</u> • RFP - Consultant • Public Consultation • Guidelines and Policies report • Draft bylaw amendments • Public Hearing	Building & Planning	• Open houses • Advertisements • Neighbourhood meetings	April 2015 May 2015 Fall 2015 2016 May 2016	* RFP in process
		• <u>Secondary Suites review</u> • Public Engagement • Report to COW	Building & Planning	• Open houses • Advertisements • Neighbourhood meetings	May 2015 September 2015 January 2016	* Preliminary gathering of materials
		• <u>Bylaw amendments</u> - Building Bylaw - Parking Bylaw - Sign Bylaw	Building & Planning	• Advertisements	January 2016	
		• <u>Housing Strategy</u>	Building & Planning		2016	
		• <u>Zoning Bylaw Review</u>	Building & Planning		2018	
		• <u>Development Cost Charges Bylaw - new</u>	Building & Planning	• Advertisements	2016	
• <u>Floor Area Review</u> • Amendment to the Zoning • Final Report • Bylaws amended • Public Hearing	Building & Planning	• Completed	April 2015 May 2015 June 2015	* Done * Done * Done		

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Focus on being well managed and well governed to serve our residents	• Communications	<ul style="list-style-type: none"> • <u>Webcasting/Live stream Council meetings</u> • Identify options & IT requirements • Investigate privacy issues • Determine staff requirements for installation and future operation of the system • Award contract and start installation • Staff trained • Live • <u>Website Enhancements for public access</u> 	Finance/IT Corporate Services	<ul style="list-style-type: none"> • Website • Staff 	<p>August 2015</p> <p>November 2015 January 2016 March 2016</p> <p>August 2016</p>	<ul style="list-style-type: none"> * Done * On Target
	• Information	<ul style="list-style-type: none"> • <u>Complete iCompass/CivicWeb electronic agendas/minutes</u> (eg - Parks & Rec Commission and Police Board meetings) • <u>Comprehensive municipal wide - F.O.I.P.P.A. program</u> • Hire Consultant • <u>Electronic Records Management System</u> • <u>Develop policy regarding purchasing</u> (procurement cards) <ul style="list-style-type: none"> • Prepare a sample policy • Present policy to Council • Review whether to go for RFP or use purchasing group • Implement use of purchasing cards in departments 	Corporate Services Corporate Services Corporate Services Finance		<p>May 2016</p> <p>December 2015</p> <p>2018</p> <p>September 2015 October 2015 November 2015</p> <p>January 2016</p>	<ul style="list-style-type: none"> * On Target * Extended to October * Extended to November * Extended to January 2016 * Extended to March 2016
	• Public Engagement	<ul style="list-style-type: none"> • <u>Roles of Council Committees</u> • Report to Council • Terms of Reference • Training of members 	CAO	<ul style="list-style-type: none"> • Advertising for members 	<p>May 2015</p> <p>September 2015</p>	<ul style="list-style-type: none"> * Done * One session has been held and there will be another one in October

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	<ul style="list-style-type: none"> • Software upgrades 	<ul style="list-style-type: none"> • <u>Budget software</u> - new <ul style="list-style-type: none"> • Review implications of tying into Vadim software • Preliminary review of software • Issue RFP • Close RFP, review proposals • Evaluate final entrants • Implement new software and in place for 2016 Estimates • <u>Payroll software</u> - upgrade <ul style="list-style-type: none"> • Initiate review with payroll provider • Working group analyze required changes, work with payroll provider reps • Go live • <u>Business Licensing software</u> - replacement • <u>Recreation Registration software (CLASS)</u> - replacement <ul style="list-style-type: none"> • Pre-qualification of software providers • Funding approval • RFP • Successful provider • Project installation and completion • <u>E-billing for property taxes</u> - new 	<ul style="list-style-type: none"> Finance Finance Finance Parks & Rec Finance 		<ul style="list-style-type: none"> July 2015 August 2015 September 2015 November 2015 2016 April 2017 June 2017 January 2018 November 2015 December 2014 May 2015 July 2015 October 2015 June 2017 December 2015 	<ul style="list-style-type: none"> * In process - reviewing options * Done * Extended to October * Extended to November * Extended to December * Done * Done * In process * Extended to December
	<ul style="list-style-type: none"> • Review Staffing 	<ul style="list-style-type: none"> • <u>Identify Staffing needs, training H.R. Manager</u> <ul style="list-style-type: none"> • Job description • Advertise/interview • Hire • Succession Planning 	<ul style="list-style-type: none"> CAO 		<ul style="list-style-type: none"> August 2015 October 2015 	<ul style="list-style-type: none"> * Done * In process * In process * In process

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Take an active role in building a safe livable community	• Expand mandate Parks, Recreation & Culture	<ul style="list-style-type: none"> • <u>Add Culture</u> • Confirm decision and financial resources • Bylaw amendment to Parks & Recreation Commission to include Culture • Arts Laureate -Terms of Reference update • Hire part time Programmer 	Parks & Rec		<p>May 2015 September 2015</p> <p>October 2015 October 2015</p>	<p>* Done</p> <p>* Bylaw coming to Council November</p> <p>* Hiring in January 2016</p>
	• Fire Department, Emergency Services	• <u>Increase Emergency Coordinator to Full Time</u>	Fire Dept		May 2015	* Done
	• Deer Management	<ul style="list-style-type: none"> • <u>Capital Regional District Deer Management Pilot Project</u> • Report to Council • Follow up - Next Steps (future years) 	CAO	<ul style="list-style-type: none"> • Media Coverage • Report to Council 	May 2015 2016	* Done
	• Review of Municipal Properties	<ul style="list-style-type: none"> • <u>Sports View Lounge - future use</u> • Commission/Council discussion • Public Consultation • Budget 2016 	Parks & Rec	<ul style="list-style-type: none"> • Survey • Social media • Open House 	April 2015 November 2015 2016	* Done
			Parks & Rec	• Public Consultation	2016	
			Building & Planning		June 2015	* Gathered information - some neighbourhood engagement in the fall * Extended to November
	• Neighbourhood Learning Centre	<ul style="list-style-type: none"> • <u>Completion and Occupancy - NLC</u> • Identify equipment requirements • Obtain cost estimates and procure needed equipment • Physical move into space • Coordinate move of portable Teen Centre off site • Joint use agreement • Final approval of operating agreement 	Parks & Rec Administration		<p>March 2015 June 2015</p> <p>July 2015</p> <p>June 2015 September 2015</p>	<p>* Done</p> <p>* Done</p> <p>* Done</p> <p>* Extended to October</p> <p>* In process - extended to October</p>
• Archivist Services	<ul style="list-style-type: none"> • <u>Request to fund a position</u> • Hiring 	Administration		September 2015	* In process - extended to January 2016	

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Develop, maintain and protect our infrastructure	• Implement formal Asset Management Plan	<ul style="list-style-type: none"> • <u>Asset Management Plan</u> • Apply for grant to help finance initial assessment and develop a plan • Consultant to develop plan for Asset Management 	Finance		December 2015	<ul style="list-style-type: none"> * Grant approved * Next step - hire consultant - in the Fall
		<ul style="list-style-type: none"> • <u>Expanded televised work on sewer and storm drains</u> 	Engineering Public Works		2015 - 2025 2015 - 2020	<ul style="list-style-type: none"> * Inspection in process
		<ul style="list-style-type: none"> • <u>Review of conditions, current and future use requirement of all municipal buildings</u> 	Planning		March 2015	<ul style="list-style-type: none"> * Reviewing RFP's - report to Council in October
		<ul style="list-style-type: none"> • <u>Research appropriate equipment for road work & repair and underground infrastructure</u> 	Public Works		November 2015	<ul style="list-style-type: none"> * Starting research in preparation for budget
		<ul style="list-style-type: none"> • <u>Review and develop a policy regarding annual transfer to reserves</u> • Hire consultant • Report to Council 	Finance		December 2015 December 2015	
	• Uplands Combined Sewer Separation Project	<ul style="list-style-type: none"> • <u>Determine option for sewer separation</u> • RFP Concepts • Council selection of concept • RFP Final Design • Funding and timeline for construction 	Engineering	<ul style="list-style-type: none"> • Residents • Media release • Website • Open houses 	March 2015 October 2015 November 2015 September 2016	<ul style="list-style-type: none"> * Done * Done * In process with Engineering Firm
• G.I.S. Mapping System	<ul style="list-style-type: none"> • <u>Recording and inventory of where our water mains, storm drains, sewer mains and streetlights are located</u> • Research equipment • Costing of equipment • Implementation and staff training 	Public Works Engineering		November 2015 2016		
• Urban Forest Strategy	<ul style="list-style-type: none"> • <u>Urban Forest Strategy</u> • Finalize funding details • Funding approval • Completed RFP document • Successful consultant identified • Project complete 	Parks & Rec	<ul style="list-style-type: none"> • Stakeholder mtgs • Survey • Open House(s) • Social media 	March 2015 May 2015 August 2015 November 2015 September 2016	<ul style="list-style-type: none"> * Done * Done * Done 	
• Police Station/ Fire Hall Buildings	<ul style="list-style-type: none"> • <u>Needs analysis for future building needs</u> 	Fire Dept Police Dept	<ul style="list-style-type: none"> • Public consultation for financing plan and site selection 	2015	<ul style="list-style-type: none"> * RFP in process 	

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	• Infrastructure Improvements	<ul style="list-style-type: none"> • <u>Storm Main Upgrades</u> • Identify/select pipes • Project completion 	Engineering	• Residents	April 2015 November 2015	<ul style="list-style-type: none"> * Done * Work pending on Dufferin and Thompson * On target
		<ul style="list-style-type: none"> • <u>Water Main Upgrades</u> • Identify/select pipes • Project completion 	Engineering	• Residents	April 2015 October 2015	<ul style="list-style-type: none"> * Done * Done
Recognize the importance of diverse transportation options to building our community	• Complete Streets Program	<ul style="list-style-type: none"> • <u>Complete Streets Program</u> • Consultant • Project/Report complete 	Engineering	• Open houses	June 2015 November 2015	<ul style="list-style-type: none"> * Contract awarded * Consultant is presently working on the program
		<ul style="list-style-type: none"> • <u>Traffic Speed Study</u> • Consultant 	Engineering		October 2015	<ul style="list-style-type: none"> * Contract to be awarded * Consultant is presently working on the program
	• Infrastructure Improvements	<ul style="list-style-type: none"> • <u>Curb Drop Program</u> • Select locations • Project Completion 	Engineering		April 2015 October 2015	<ul style="list-style-type: none"> * In process
		<ul style="list-style-type: none"> • <u>Sidewalk and Crosswalk Program</u> • Cadboro Bay Road/Thompson Reconfiguration • Project completion 	Engineering		October 2015	<ul style="list-style-type: none"> * In process - tender results going to Council
		<ul style="list-style-type: none"> • <u>Bike lanes</u> • Cadboro Bay Road: Bee Street to Bowker 	Engineering	• Residents • City of Victoria		<ul style="list-style-type: none"> * Concept drawings in draft form * Next step - consulting the neighbours
		<ul style="list-style-type: none"> • Cadboro Bay Road: Foul Bay Road to Bee Street • Consultant, Public Consultation • Project completion 			June 2015 September 2015	<ul style="list-style-type: none"> * In process
		<ul style="list-style-type: none"> • <u>Pathways Feasibility Study</u> • Goldsmith Pathway • Elgin Pathway to Public Works • Consultant • Project completion 	Engineering	• School District • Property owners	June 2015 November 2015	<ul style="list-style-type: none"> * Report to COW

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		<ul style="list-style-type: none"> • <u>Road Works - Wayfinding Signage for North/South</u> • Consultant • Construction 	Engineering		November 2016	* \$16,000 received from ICBC
		<ul style="list-style-type: none"> • <u>Road Works/Traffic - Estevan/Musgrave - Intersection Improvements</u> • Construction 	Engineering	• Public	November 2015	
		<ul style="list-style-type: none"> • <u>Road Works/Traffic - Weald Water Control</u> • Construction 	Engineering	• Residents	November 2015	
		<ul style="list-style-type: none"> • <u>Road Works/Traffic- Estevan Village sidewalks</u> • Plus beautification • Construction 	Engineering		2016	
		<ul style="list-style-type: none"> • <u>Road Works/Traffic - Bowker multi-use trail - east of Bowker Creek Initiative</u> • Consultant • Construction 	Engineering		2016	
We work closely and collaboratively with our regional neighbours	• Capital Regional District	<ul style="list-style-type: none"> • <u>CRD Regional Sewage Treatment Project</u> • <u>Bowker Creek Restoration Project</u> • Consultant/CRD (BCI) • Construction • Completion 	CAO Engineering	• Media release	March 2016 2015 2015	* In process * Contract awarded * In process
	• First Nations Relations (Esquimalt & Songhees)	<ul style="list-style-type: none"> • <u>Community to Community Forums</u> • set up meeting between Oak Bay Council and First Nations Council • Funding application UBCM 	CAO	• Media Release	May 2015 October 2015	* In process - meetings proposed for November * Done