

DISTRICT OF
OAK  BAY

REPORT TO: Mayor and Council

FROM: Helen Koning, Chief Administrative Officer

DATE: February 2, 2017

RE: Council Strategic Priorities 2017 – 2018

EXECUTIVE SUMMARY

Municipal Council has engaged in two “workshop style” sessions (November 4, 2016 and January 13, 2017) to discuss and determine priority activities for 2017 to 2018. The purpose of this report is to confirm Council priorities to date and to inform the public thereof to provide an opportunity for the community to provide feedback on Council’s draft strategic priorities for 2017 – 2018.

Council has directed that time be made available on the agenda to provide an opportunity for the public to provide input into Council’s draft priorities. Notice of the opportunity for public comment was published in the Oak Bay News on February 8 & 10, 2017 and on the District’s website.

Once Council has endorsed its 2017 – 2018 priorities staff will prepare more detailed cost estimates and funding options for Council’s consideration at the April Estimates Committee Meetings. It is important to recognize that program costs and taxation levels may impact the 2017 - 2018 work plans.

BACKGROUND

The recent Community Satisfaction Survey showed that 99% of Oak Bay residents rate their overall quality of life as good or very good. This is an excellent foundation upon which to continue planning for the future - it is also a message that people are very happy with the community and services they enjoy today. In planning for the future it seems that taking care of the services, assets and community character that exist today should be a high priority. It is however also important to recognize that Oak Bay does not exist in a vacuum and other regional, provincial, federal and economic forces will continue to shape and impact the community. Thoughtful planning will help to ensure that current and future Oak Bay residents will continue to enjoy the quality of life enjoyed by people today.

Approximately 90% of the corporation’s resources are dedicated to providing important “day-to-day services” – sewer, water, roads, police, fire, recreation facilities and programs, parks and trails, community planning and building services, etc. and the associated administration required to facilitate these activities. The corporation’s capacity to engage in new and/or additional activities is largely limited by available funding and staff resources. There are many community needs and aspirations, but it is also important to understand and respect the fact that any new activities are likely associated with additional costs to taxpayers. Council has the challenging task of trying to balance the need and wishes for new and/or additional services with the need to keep property taxes at reasonable levels.

ANALYSIS

At its November 4, 2016 and January 13, 2017 priorities sessions Council identified a number of new important initiatives. At the end of the sessions Council identified its “highest” priorities for 2017 – 2018. The attached draft Strategic Priorities 2017 – 2018 work plan (Attachment “A”) outlines Council’s priorities for 2017 to 2018. The plan includes the following new items added to the list of previous priorities identified by Council:

- **Derelict Vessels** - 57% of Oak Bay residents believe that the corporation should spend more time and resources to reduce the number of “problem boats”. It is proposed that Oak Bay’s resources in 2017 be dedicated to participation in the CRD-led derelict vessel initiative. At Estimate Meetings in April Council may also wish to consider providing funding to deal with vessels currently “washed up” on Oak Bay beaches.
- **Heritage Conservation Area** – 64% of residents believe that more staff resources and funds should be dedicated to preserving heritage homes in Oak Bay. It is anticipated that resources will be needed to work with the community to determine regulations and policies in response to a community-led application to establish a Heritage Conservation Area bordered by Oak Bay Avenue, Beach Drive, Prospect Place, San Carlos Place and York Place
- **Turkey Head Parking Lot Bylaw and Lease Review** – This is a new Council initiative aimed at enhancing community and economic uses of the existing parking lot. The work will involve a review of existing regulations, a conversation about what other potential uses of the Turkey Head parking lot might be desired and changes to regulations and the Marina lease to provide the authority for any new uses.
- **Water Supply Redundancy** – Oak Bay is at risk of losing, for short durations, its water supply because the source of all water to the District originates from a single CRD water main. It is proposed that efforts started in 2016 continue to ensure water supply redundancy.
- **Deer Management Plan** – 70% of residents support an increase in taxes to reduce the deer population in Oak Bay. Council has so far committed \$20,000 to work with the Urban Wildlife Stewardship Society (UWSS) to implement a deer management strategy. The UWSS is currently working with the Province toward the potential implementation of an immunocontraception program.
- **Adopt and Implement Development Cost Charges** - 61% of residents believe that the District should put funds aside each year to fund future large projects. DCCs are fees charged to new development to assist in paying for infrastructure costs (roads, sewer, drainage, parks acquisition and park development) needed to service the new growth. With a predominantly residential tax base revenue sources other than property taxes should be explored. More recently staff are also recommending that the development of a Community Amenity Contribution policy be included as part of this priority activity.
- **Cenotaph/Uplands Park Renewal** – The Cenotaph Task Force has completed significant work on a redesign of the Cenotaph area. As an important heritage site and with the opportunity to access up to \$100,000 in senior government matching funding this project is an opportunity to achieve significant community benefit.
- **Implement Priorities as directed by the APC and Council** – the APC has recommended and Council has endorsed undertaking the following activities:
 - ◆ the regulation of secondary suites

- ◆ the development of zoning appropriate for existing legal nonconforming duplexes
- ◆ 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

Given available staff resources, still to be determined final project scopes, project costs and public engagement considerations Council may need to consider the ability to accomplish all of the priorities identified. Staff will prepare more detailed costs estimates to assist Council in making final funding decisions in April.

Parks Priorities

The Council priorities include three significant park projects. At this time it is proposed that that the projects proceed in the following manner:

- 2017 Urban Forest Strategy Implementation Plan
- 2017 - 2018 Cenotaph Renewal (subject to senior government grant funding)
- 2017 - 2018 Carnarvon Park Plan (project start time dependent on progress of Cenotaph Renewal Project)

Building and Planning Priorities

The Strategic Priorities propose a number of activities led by the Building and Planning Department. Given the significant day-to-day building and land use applications being processed and current staffing levels it is unrealistic to expect that the Department could accomplish the priorities identified in the plan over a two year period. In addition to the proposed department-led priorities the Building and Planning Department will also be significantly involved in the following Council priorities: Derelict Vessels, Development Cost Charges and Asset Management. With current staff resources and subject to consulting work being funded, staff would suggest that the Department priorities proceed as follows:

- 2017 - 2018 Heritage Conservation Area
- 2017 – 2018 Secondary Suite Regulations
- 2018 & later Duplex Regulations (to begin following substantial completion of secondary suite regulations)
- 2018 & later Housing Strategy (to begin following substantial completion of duplex regulations)

Should Council wish to proceed more quickly with priorities led by the Building and Planning Department Building it will be necessary to commit additional resources – likely an additional planning position.

Throughout the course of a planning cycle new issues requiring attention and resourcing will arise. Attachment “B” is a proposed protocol that Council may wish to consider adopting as a guide to considering and or approving new and additional priorities that arise in the midst of a planning cycle. A protocol such as recommended will cause Council to have a discussion about how to adjust priorities and/or timelines when new, unforeseen priorities arise.

STRATEGIC IMPACT

Adoption of strategic priorities for 2017 to 2018 supports the Council strategic direction of focusing on being well managed and well governed to serve our residents.

OPTIONS

1. That Council invite comments and feedback from members of the public on the draft "Council Strategic Priorities 2017 – 2018".
2. That the development of a Community Amenity Contribution Policy be included as a priority for 2017 – 2018.
3. That Council review the draft "Council Strategic Priorities 2017 – 2018" and provide direction to staff on any proposed changes to the Plan.
4. That staff be directed to prepare budget estimates for strategic priorities for Council consideration at Estimates Committee meetings in April.
5. That Council approve the "Protocol for Raising New Strategic Priorities/Initiatives/Special Projects Outside of Core Services Which Currently Do Not Appear on the Strategic Priorities Spreadsheet."
6. Another option as directed by Council.

FINANCIAL IMPACT

Each strategic priority Council chooses to pursue will have resource implications – resources may be in the form of direct funding or the focused commitment of staff resources. Once Council has identified its priorities staff will prepare any necessary budget amendments for consideration by the Estimates Committee in April. It may be that project costs require that the timing of some initiatives be altered.

RECOMMENDATION

1. That Council invite comments and feedback from members of the public on the draft "Council Strategic Priorities 2017 – 2018".
2. That the development of a Community Amenity Contribution Policy be included as a priority for 2017 – 2018.
3. That Council review the draft "Council Strategic Priorities 2017 – 2018" and provide direction to staff on any proposed changes to the Plan.
4. That staff be directed to prepare budget estimates for strategic priorities for Council consideration at Estimates Committee meetings in April.

5. That Council approve Attachment "B" the "Protocol for Raising New Strategic Priorities/Initiatives/Special Projects Outside of Core Services Which Currently Do Not Appear on the Strategic Priorities Spreadsheet."

Respectfully submitted,



Helen Koning, Chief Administrative Officer

Attachments

- Attachment A "Draft" Council Strategic Priorities 2017 - 2018
Attachment B Protocol for Raising New Strategic Priorities/Initiatives/Special Projects Outside of Core Services Which Currently Do Not Appear on the Strategic Priorities Spreadsheet

Council Strategic Priorities 2017 - 2018

DRAFT

Attachment "A"

Strategic Directions	Objectives	Actions	Department Lead	Schedule
Proactively support reasoned community growth	Implement Official Community Plan	Undertake the regulation of secondary suites.	Building & Planning	2017 - 2018
		Consider undertaking the development of zoning appropriate for existing legal nonconforming duplexes.	Building & Planning	2017 - 2018
		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.	Building & Planning	2017 - 2018
	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 and a <i>Community Amenity Contribution Policy</i> to assist in funding future infrastructure required to service new growth	Engineering Services & Building & Planning	2017 - 2018
Focus on being well managed and well governed to serve our residents	Improve Communications	Web page refresh	Financial & Corporate Services	2018
	Enhance Corporate Infrastructure	Establish corporate-wide Freedom of Information & Protection of Privacy Program & provide training to all employees and Council	Corporate Services	2017
		Implement Electronic Records Management	Corporate & Financial Services	2018 - 2019
		Update Corporate Purchasing Policy	Financial Services	2017
	Maximize Use of Technology	Implement updated budget software	Financial Services	2017
Implement upgraded payroll software		Financial Services	2018	
Implement E-billing for property taxes		Financial Services	2017 - 2018	
Take an active role in building a safe, livable	Deer Management Strategy	Work with UWSS and Province to implement a deer management strategy	Corporate Services	2017 - 2018
	Carnarvon Park Plan	Undertake community engagement and planning process for future priorities, amenities and uses for Carnarvon Park.	Parks, Recreation & Culture	2017 - 2018
	Urban Forest Strategy	Develop phased implementation plan for Urban Forest Strategy	Parks, Recreation & Culture	2017
	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	2017

Strategic Directions	Objectives	Actions	Department Lead	Schedule
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	2017 - 2018
	Uplands Combined Sewer Separation Project	Complete detailed design for Phase 1	Engineering Services	2017 - 2018
	Water Supply Redundancy	Complete Henderson water main and conduct necessary studies to prepare options for water sustainability and redundancy.	Engineering Services	2017 - 2018
Recognize the importance of diverse transportation options to building our community	Speed Limits	Develop phased plan to introduce Council approved findings from Traffic Speed Study	Engineering Services	2017 - 2018
	Cadboro Bay Bike Lanes	Determine design and construct bike lanes on Cadboro Bay Avenue between Bowker and Foul Bay.	Engineering Services	2017 - 2018
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	2017
	First Nations	Meet with Esquimalt and Songhees First Nation Councils - strengthen relationship between communities	CAO	2017
Recognize and support our unique character and heritage	Cenotaph Renewal	Implement Cenotaph/Uplands Park renewal as recommended by the Cenotaph Task Force	Parks, Recreation & Culture	2017 - 2018
	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	2017- 2018

** added & recommended by staff

Future Priorities

Develop Comprehensive Housing Strategy
Review and Update Zoning Bylaw
Oak Bay Village/Avenue Plan
Update Building Bylaw, Parking Bylaw & Sign Bylaw
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

Attachment "B"

Protocol for Raising Proposed New Strategic Priorities/Initiatives/Special Projects Outside of Core Services Which Currently Do Not Appear on the Strategic Priorities Spreadsheet

Council and staff both recognize and accept that during the course of the year emergent priorities and/or unforeseen events and issues will arise which may require immediate attention and an adjustment of the District's current work plan, core services and/or strategic priorities. However, and also recognizing the realities of finite capacity both in terms of available staff time and budget, additional staff and/or financial resources may be required in order to address or undertake these newly emergent priorities, initiatives or special projects. To that end, the following protocol is recommended for raising any proposed new special projects or initiatives outside of Council's annual strategic planning and priorities setting process:

1. All Council members are requested to bring forward for Council discussion, at the first available Regular Council or Committee of the Whole meeting, a formal Notice of Motion setting out the details of the proposed new special project or initiative which the Council member is proposing be undertaken by the District;
2. That prior to any final decision/motion being made by Council to undertake the proposed new special project or initiative, the Chief Administrative Officer (CAO) be given the opportunity to formally report back to Council, if deemed warranted by the CAO, on the staff, budgetary and work plan implications of the proposed new project or initiative.
3. Generally speaking, once the Strategic Priorities are formally approved by Council subsequent to its annual strategic planning/priorities setting session(s), any subsequent Notices of Motion to undertake a new special project or initiative outside of core services, which is not otherwise already addressed in the Spreadsheet, should be bookmarked and referred to the next annual strategic planning/priorities setting update session for further discussion unless:
 - i. it would incur a very minimal amount of additional staff time and resources without material impact upon the current work plan as advised by the CAO; or
 - ii. another special project or initiative is re-prioritized to a lesser priority, or is otherwise removed from the priority list as recommended by the CAO and approved by Council.