

HERITAGE COMMISSION PROPOSED ANNUAL WORK PLAN February 2022

1. Background

Annual Work Plans are required for Advisory Bodies that are authorized (through their Terms of Reference or Establishing Bylaw) to undertake special projects or initiatives in support of their respective mandate.

These projects and initiatives are in addition to the Advisory Body's core duties as outlined in the Terms of Reference or Establishing Bylaw, and therefore require approval from Council. Inclusion of a project or initiative in an Annual Work Plan does not guarantee approval by Council - each proposed initiative will be evaluated within the context of the current Corporate Plan and Council's strategic priorities, as well as operational and budgetary implications, organizational capacity and available staff resources.

The Heritage Commission developed its Work Plan for 2022 in a facilitated workshop held on December 7, 2021, and adopted the Plan by unanimous resolution at its regular meeting on January 18, 2022.

The development of a Commission Work Plan is authorized in Heritage Commission Establishment Bylaw 4770:

8.3 The Commission may develop and submit an Annual Work Plan to Council for approval, in accordance with the Committee and Commission Policy.

a. Proposed projects, initiatives and volunteer development activities (conferences, workshops) contained within the Annual Work Plan should align with Council's current strategic priorities and other District plans and strategies, including the Oak Bay Heritage Plan and the Official Community Plan.

b. Council approval is required prior to implementation of the Annual Work Plan.

c. The Annual Work Plan may be amended, as required, with the approval of Council.

Bylaw 4770 further requires that the Commission prepare an Annual Report to Council:

8.4 If the Commission chooses to submit an Annual Work Plan to Council for approval, the Commission must also submit an Annual Report to Council in accordance with

the Committee and Commission Policy. The Annual Report shall be completed in the form prescribed by the Corporate Officer, as may be amended from time to time, and shall include a description of the Commission's progress and achievements with respect to the activities proposed by the Commission and approved by Council in the Annual Work Plan.

The Heritage Commission is respectfully requesting Council approval of a \$10,000 budget for its Work Plan in 2020, allocated as outlined under each specific initiative below.

2. Proposed Projects / Initiatives

SPECIAL PROJECT / INITIATIVE #1	
Title of Special Project / Initiative	Volunteer Development for Commission Members
Brief Description	<p>Identify training opportunities, workshops and webinars to support Commission members in their work.</p> <p>Opportunities identified to date include:</p> <ul style="list-style-type: none"> • Heritage BC webinars • Heritage BC annual conference • Reading Statements of Significance • Writing Statements of Significance
<p>Is this project: (please check)</p> <p><input type="checkbox"/> New for the Coming Year</p> <p><input checked="" type="checkbox"/> Continued/Ongoing from Previous Year(s)</p> <p><input type="checkbox"/> Other (please specify: _____)</p>	
<p>Key Tasks & Timelines</p> <p><i>List each key task and amount of time required for completion (# of weeks or months)</i></p>	<p>Training would be ongoing throughout the year, with opportunities identified and determined by the Commission with reference to available funding.</p> <p><i>Professional Development</i> will be a standing agenda item for Heritage Commission meetings; when time permits, or there are no referrals from Council or applications to consider, the Commission will take part in a Heritage BC webinar or other similar training activity.</p>
<p>Expected Completion</p> <p><i>When does the Advisory Body expect to complete this project?</i></p>	Project is ongoing throughout the year

Financial Impact <i>How much funding is the Advisory Body requesting to complete this project?</i>	\$2,500.00
Operational Impact <i>Type and amount of staff support required. (Also see Staff Input and Analysis below)</i>	Staff Liaison: limited time involved in identifying training opportunities Administrative staff: limited time involved in booking training opportunities
Alignment with Council's Strategic Priorities <i>Indicate the Strategic Priorities that are supported by the project/initiative and include a brief explanation.</i>	Quality of Life: This will support Commission members to fulfill their mandate related to Oak Bay's heritage, as outlined in Bylaw 4770 Service Excellence: Professional Development increases volunteers' engagement and increases their effectiveness in carrying out their mandate
Alignment with Advisory Body Mandate <i>Indicate and briefly explain the ways in which the proposed project/initiative is aligned with the Advisory Body's mandate.</i>	Heritage Commission Establishment Bylaw 4770, s. 8.3 a) permits volunteer development activities (conferences, workshops) to be included in the annual Commission Work Plan. Increased knowledge will assist the members to better fulfill their mandate
SPECIAL PROJECT / INITIATIVE #2	
Title of Special Project / Initiative	Compile Reference Links for Heritage-Related Websites and Resources
Brief Description	The intent of this initiative is to support Commission members in their work by making resources readily available to them.
Is this project: (please check) <input checked="" type="checkbox"/> New for the Coming Year <input type="checkbox"/> Continued/Ongoing from Previous Year(s) <input type="checkbox"/> Other (please specify: _____)	
Key Tasks & Timelines <i>List each key task and amount of time required for completion (# of weeks or months)</i>	Tasks: <ul style="list-style-type: none"> • Compile a list of relevant websites and resources • Include list in forthcoming Heritage Commission Orientation Manual • Share list with Heritage Commission members, and update website with appropriate links

	Timeline: Commence March 2022, to be completed by end of Q3 2022
Expected Completion <i>When does the Advisory Body expect to complete this project?</i>	Completion by September 30, 2022
Financial Impact <i>How much funding is the Advisory Body requesting to complete this project?</i>	None
Operational Impact <i>Type and amount of staff support required. (Also see Staff Input and Analysis below)</i>	Commission member P. Wilson has offered to compile the list with minimal support from staff
Alignment with Council's Strategic Priorities <i>Indicate the Strategic Priorities that are supported by the project/initiative and include a brief explanation.</i>	Quality of Life: this will support Commission members to fulfill their mandate related to Oak Bay's heritage, as outlined in Bylaw 4770 Service Excellence: Enhanced resources will help to increase volunteers' effectiveness in carrying out their mandate
Alignment with Advisory Body Mandate <i>Indicate and briefly explain the ways in which the proposed project/initiative is aligned with the Advisory Body's mandate.</i>	Additional resources support Commission members in fulfilling their mandate as outlined in Bylaw 4779, s. 3.1
SPECIAL PROJECT / INITIATIVE #3	
Title of Special Project /	Update and Expand the Community Heritage Register
Brief Description	This initiative involves identifying a series of recommendations for additional properties to be included in the Heritage Register, and creating and/or updating Register entries
Is this project: (please check)	

<input checked="" type="checkbox"/> New for the Coming Year <input type="checkbox"/> Continued/Ongoing from Previous Year(s) <input type="checkbox"/> Other (please specify: _____)	
Key Tasks & Timelines <i>List each key task and amount of time required for completion (# of weeks or months)</i>	<ul style="list-style-type: none"> Identify up to 10 properties in total to add to the Heritage Register in 2022 to 2023, beginning with properties mentioned in the Stuart Stark document (by September 2022) Provide recommendations to Council (by September 2022) and seek direction from Council as to preferences and process Assist in compiling the write-ups through research and review of drafts of approved properties (ongoing, beginning in October 2022 and throughout 2023) Review and recommend updates to existing write-ups in the Heritage Register as appropriate (throughout 2023)
Expected Completion <i>When does the Advisory Body expect to complete this project?</i>	The Heritage Commission expects to complete write-ups for 10 additional Heritage Register entries by the end of 2023, and hopes to continue the work in future years
Financial Impact <i>How much funding is the Advisory Body requesting to complete this project?</i>	No additional funding is required for this initiative.
Operational Impact <i>Type and amount of staff support required. (Also see Staff Input and Analysis below)</i>	Staff Liaison: up to 20 hours of the Staff Liaison’s time will be involved in drafting each property write-up once Council has approved new entries for the Heritage Register. Heritage Commission members will assist with research and editing. This project is not currently in the department work plan for 2022. However, the identification of properties to recommend to Council will take place during Heritage Commission meetings.
Alignment with Council's Strategic Priorities <i>Indicate the Strategic Priorities that are supported by the project/initiative and include a brief explanation.</i>	Quality of Life: Council is committed to “stewarding the community’s history, landscape, culture and amenities...”; this initiative supports stewarding the community’s history by helping to enhance Oak Bay’s heritage stewardship practices
Alignment with Advisory Body Mandate	

<p><i>Indicate and briefly explain the ways in which the proposed project/initiative is aligned with the Advisory Body's mandate.</i></p>	<p>Bylaw 4770, the Commission's establishing bylaw, specifically states that the Commission shall "... advise Council on a range of community heritage matters, including: (a) Reviewing and making recommendations to Council on the content and maintenance of the Community Heritage Register..." (S. 3.1(a))</p>
SPECIAL PROJECT / INITIATIVE #4	
<p>Title of Special Project /</p>	<p>Heritage Best Practices</p>
<p>Brief Description</p>	<p>Through this initiative, the Commission will engage a contractor to assist in reviewing best practices in heritage stewardship in other BC Local governments, conduct a gap analysis for Oak Bay, and develop a tool kit and recommendations for heritage stewardship in Oak Bay.</p>
<p>Is this project: (please check)</p> <p><input checked="" type="checkbox"/> New for the Coming Year <input type="checkbox"/> Continued/Ongoing from Previous Year(s) <input type="checkbox"/> Other (please specify: _____)</p>	
<p>Key Tasks & Timelines <i>List each key task and amount of time required for completion (# of weeks or months)</i></p>	<ul style="list-style-type: none"> • Depending on department capacity, engage external resources to develop a scope of work/project charter for this initiative (Q3 2022) and oversee the process to engage a contractor, • Engage a contractor (preferably a professional heritage planner) to research heritage-related best practices in other BC local governments, conduct a gap analysis with respect to practices in Oak Bay, and develop a tool kit and recommendations to support staff, the Commission and Council for completion by end of September 2023)
<p>Expected Completion <i>When does the Advisory Body expect to complete this project?</i></p>	<p>To be completed by December 31, 2023</p>
<p>Financial Impact <i>How much funding is the Advisory Body requesting to complete this project?</i></p>	<p>\$7,500 in each of 2022 and 2023</p>
<p>Operational Impact <i>Type and amount of staff support required. (Also see</i></p>	<p>Staff Liaison: estimated 10 hours to prepare the Scope of Work for the consultant and manage the project in 2022.</p>

<p><i>Staff Input and Analysis below)</i></p>	<p>This project is not currently included in the department's work plan. However, it will support overall heritage planning in the District.</p>
<p>Alignment with Council's Strategic Priorities <i>Indicate the Strategic Priorities that are supported by the project/initiative and include a brief explanation.</i></p>	<p>Quality of Life: Council is committed to "stewarding the community's history, landscape, culture and amenities..."; this initiative supports stewarding the community's history by providing a framework and tools to guide Oak Bay's heritage stewardship planning and practices.</p> <p>Service Excellence: The tool kit will increase the effectiveness of staff and volunteers in heritage planning and stewardship</p>
<p>Alignment with Advisory Body Mandate <i>Indicate and briefly explain the ways in which the proposed project/initiative is aligned with the Advisory Body's mandate.</i></p>	<p>Bylaw 4770, the Commission's establishing bylaw, specifically states that the Commission shall "... advise Council on a range of community heritage matters, including:</p> <p>3 c) Reviewing existing and proposed District plans, strategies or other regulatory initiatives for input and advice to Council pertaining to heritage conservation, including any planning initiatives related to Heritage Conservation Areas and the Oak Bay Heritage Plan</p>
<p>SPECIAL PROJECT / INITIATIVE #5</p>	
<p>Title of Special Project /</p>	<p>Heritage-Related District Website Updates</p>
<p>Brief Description</p>	<p>Review existing heritage-related content on the District of Oak Bay website to identify incorrect or missing information and develop corrections and updates</p>
<p>Is this project: (please check)</p> <p><input checked="" type="checkbox"/> New for the Coming Year</p> <p><input type="checkbox"/> Continued/Ongoing from Previous Year(s)</p>	

<input type="checkbox"/> Other (please specify: _____)	
Key Tasks & Timelines <i>List each key task and amount of time required for completion (# of weeks or months)</i>	<ul style="list-style-type: none"> Review heritage-related pages on the District website and inventory the information (Q3, 2022) Identify incorrect and missing information in collaboration with the Oak Bay Heritage Foundation and Oak Bay Archives (Q3, 2022) and determine an appropriate home for the content Recommend updates or corrections to existing website content to District staff and provide publishing-ready content as required (Q4, 2022)
Expected Completion <i>When does the Advisory Body expect to complete this project?</i>	Project will be completed by December 31, 2022 with a draft report being provided to the Heritage Commission before this date.
Financial Impact <i>How much funding is the Advisory Body requesting to complete this project?</i>	No funds are required for this initiative
Operational Impact <i>Type and amount of staff support required. (Also see Staff Input and Analysis below)</i>	<p>It is estimated that 5 hours of Building and Planning staff time are required for this initiative.</p> <p>Communications staff time will be required to amend website content, estimated at up to 15 hours</p>
Alignment with Council's Strategic Priorities <i>Indicate the Strategic Priorities that are supported by the project/initiative and include a brief explanation.</i>	Service Excellence: This initiative supports Council's strategic priority by helping to foster public engagement and ensuring information provided by the District is accurate and up to date.
Alignment with Advisory Body Mandate <i>Indicate and briefly explain the ways in which the proposed project/initiative is aligned with the Advisory Body's mandate.</i>	<p>This initiative supports Goal 5 of the <i>Oak Bay Heritage Plan</i>:</p> <p>Goal 5: Celebrate Oak Bay's Unique History Actions:</p> <ul style="list-style-type: none"> Continue and enhance support for the Oak Bay Archives Continue and enhance support for the Oak Bay Heritage Commission and Heritage Foundation Continue to celebrate Oak Bay's unique sense of place and the promotion of local heritage themes

	Although this initiative is not directly specified in the Commission’s mandate, it is important to assisting Council achieve the goals of the <i>Heritage Strategic Plan</i>
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3. Staff Input and Analysis

1. Volunteer Development for Commission Members

The District is committed to providing opportunities for ongoing volunteer development, beginning with a biannual Orientation Session for each Commission. The District is a member of Heritage BC, and this provides access to the organization’s training webinars and workshops. Access to training opportunities will assist the Commission members to be effective in their roles, and requires little to no additional staff time. In addition, providing access to Heritage BC webinars or other training during the Commission’s regular meeting time will help to ensure that meetings need not be cancelled when there is no heritage-related application or other Council referral for the Commission to consider.

2. Compile Reference Links for Heritage-Related Websites and Resources

This initiative is a volunteer-driven one that will require about two hours of staff time to coordinate. It will be a useful reference tool to include in the forthcoming Heritage Commission Orientation Manual.

3. Develop Recommendations to Update and Expand the Community Heritage Register

Commission assistance in updating the Heritage Register will complement the work of staff. Without the Commission identifying properties, assisting with research, and reviewing draft entries, staff would be required to carry out all the work in order to maintain, update and expand the Heritage Register. This work is not included in the staff work plan for 2022, however, the bulk of work forecast for 2022 – mainly research -- can be carried out by Commission members.

4. Heritage Best Practices

Of all the initiatives contained in this work plan, this one will require the most staff support and financial resources. However, this project is anticipated to have the greatest impact to the District’s operations, heritage planning efforts, and long-term management of heritage assets in Oak Bay. From the perspective of staff, there is a need to evaluate best practices and establish clear procedures and policy to support Council’s objectives. Although not directly included in the department work plan for 2022, an inventory of best heritage practices in BC communities, and a tool kit for use by Oak Bay staff, volunteers and Council will assist the District’s heritage conservation efforts.

In order to begin moving this important initiative forward with minimal impact on department resources, it is therefore proposed to engage the services of a contractor to manage the

initiative in 2022. The limited number of Community Building and Planning Department staff hours, together with external resources to support this initiative, are considered to be a worthwhile investment to support the Council Strategic Plan and heritage planning in the District.

5. Heritage-Related District Website Updates

It is important to note that the Heritage Commission is aware that the District plans a significant update of the District's website in 2023. This volunteer-led initiative is intended to correct existing information, not to overhaul the heritage or heritage property pages currently housed on the District's site. The project will require minimal investment of time by Building and Planning Department staff. Once updates have been identified and developed by Commission members, in collaboration with the heritage Foundation and Archives, follow-up will be carried out by Communications staff in the Corporate Services Department. Website updates are estimated to take 10 to 15 hours by Communications staff.

Respectfully submitted,

Heritage Commission