

CITIZEN BUDGET RESULTS

Oak Bay, British Columbia

March 21, 2019



OpenNorth

Online Budget Consultation Report

For the period February 14 to March 15, 2019

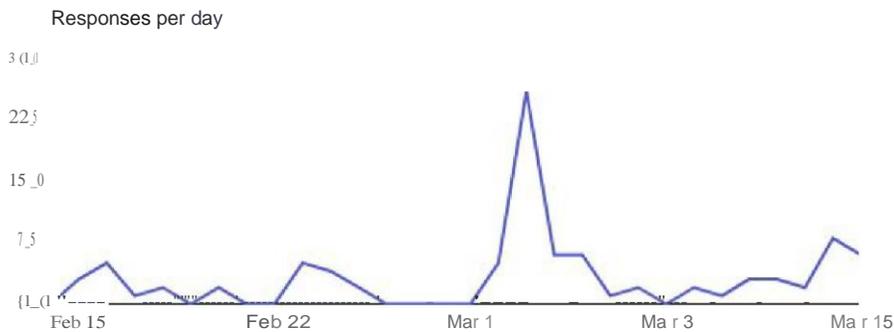
Prepared by Open North or District Of Oak Bay

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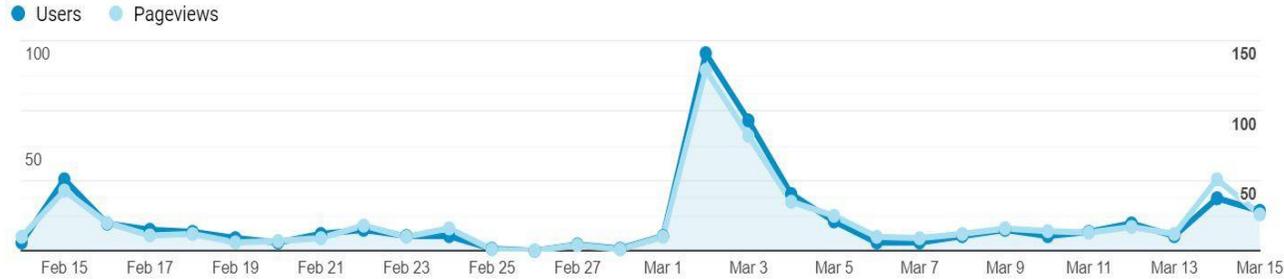
Responses

10 minutes

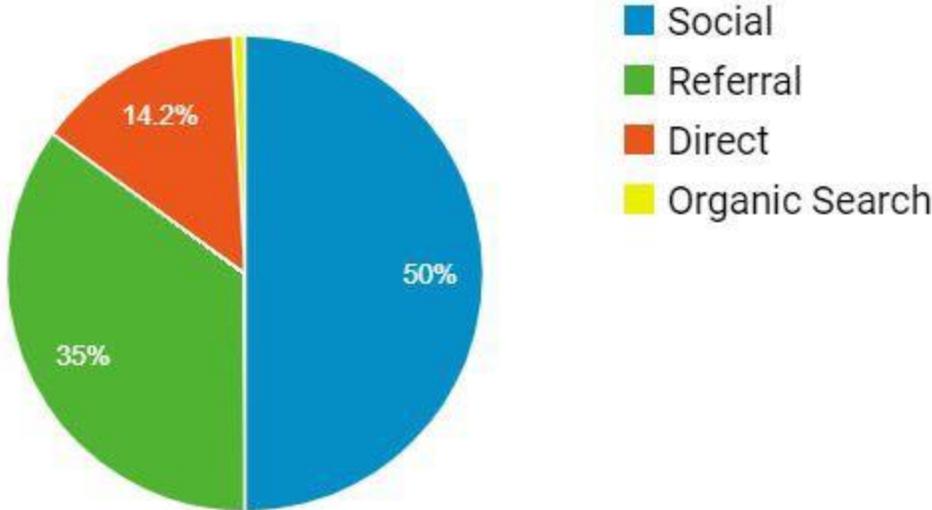
Median time to complete



Total Web visits



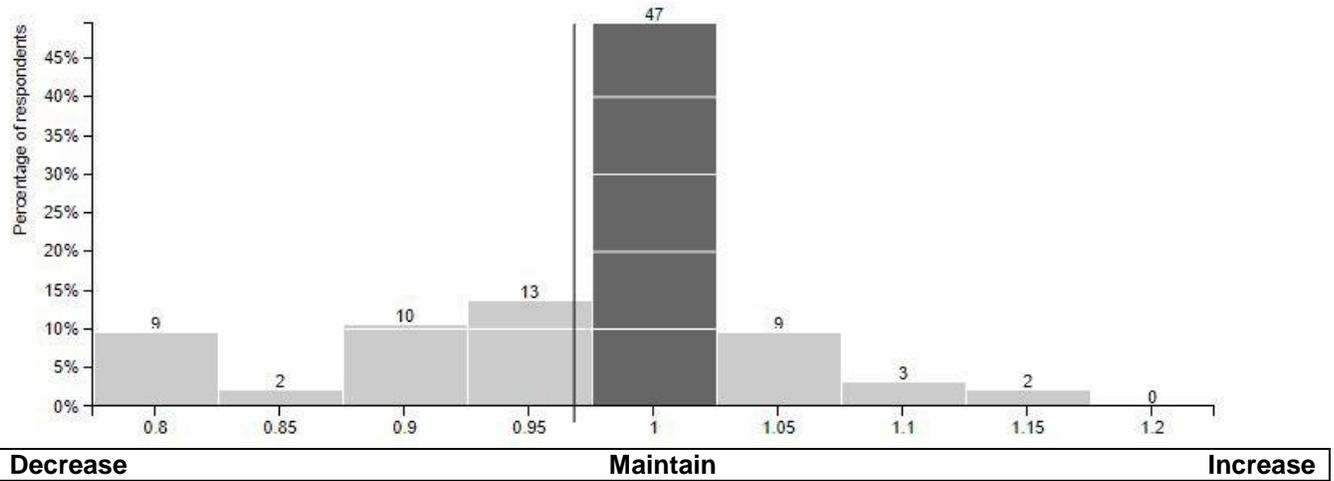
Web Traffic Sources



Questions

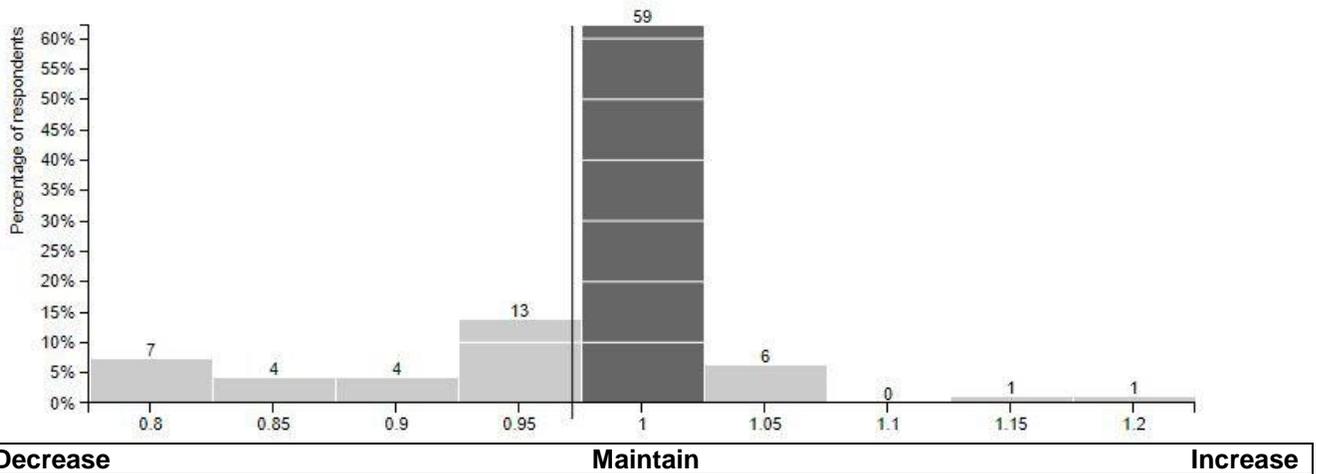
Police Protection

Would you increase, decrease or maintain your property tax funding to Police Protection services?



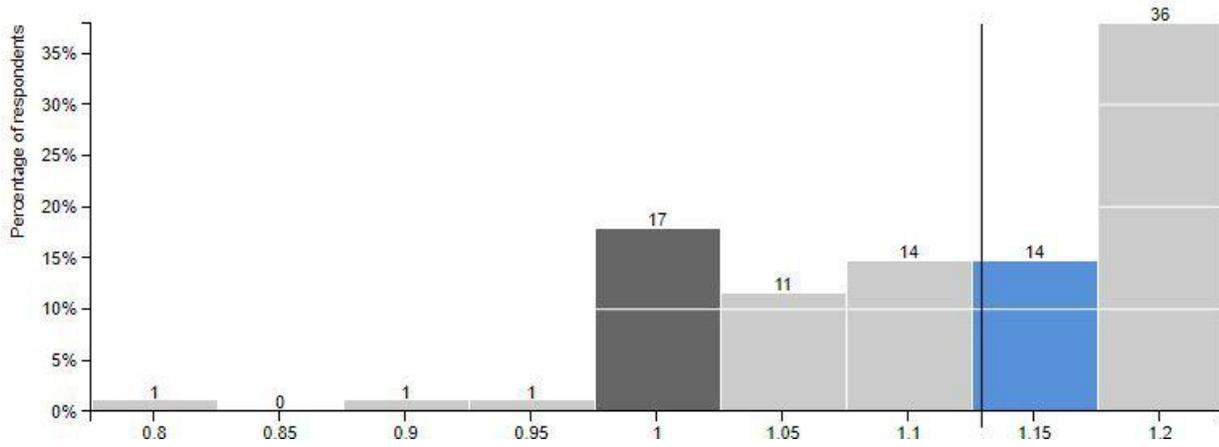
Fire and Emergency Services

Would you increase, decrease or maintain funding for Fire and Emergency Services?



Engineering and Transportation Services

Would you increase, decrease or maintain funding for road and sidewalk infrastructure?



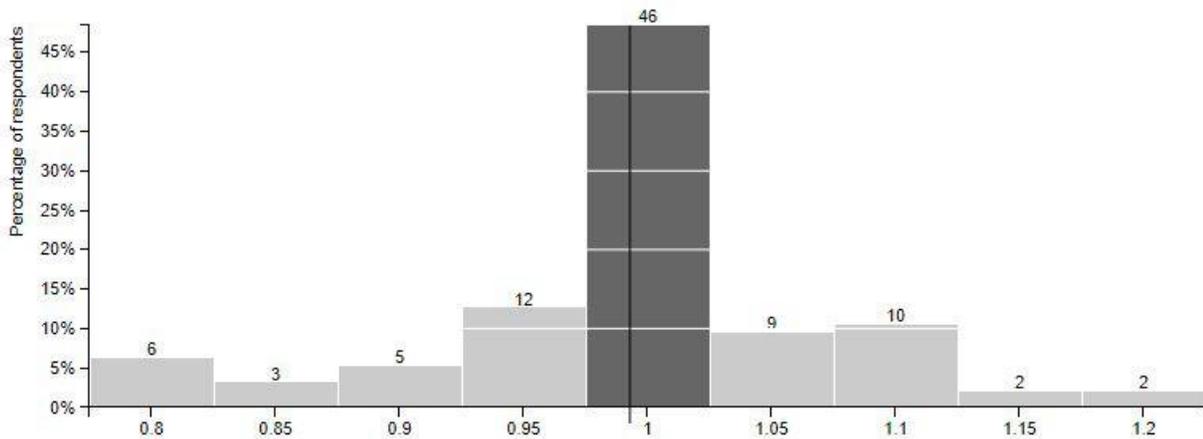
Decrease

Maintain

Increase

Parks, Recreation and Culture

Would you increase, decrease or maintain funding for Parks, Recreation and Culture?

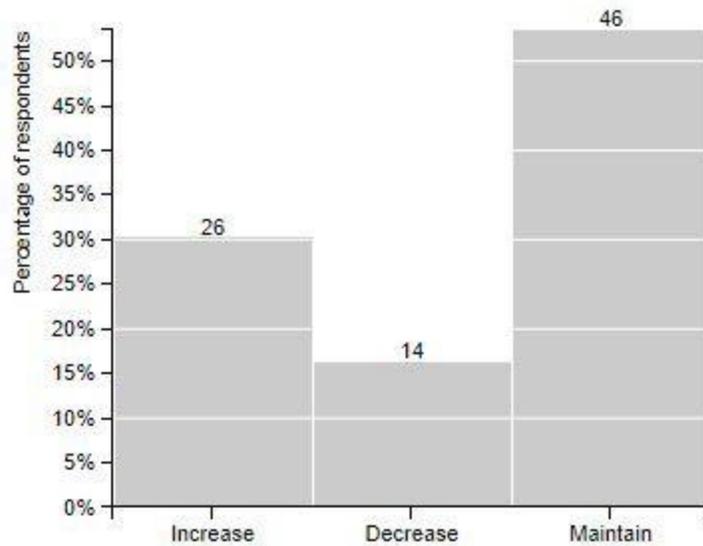


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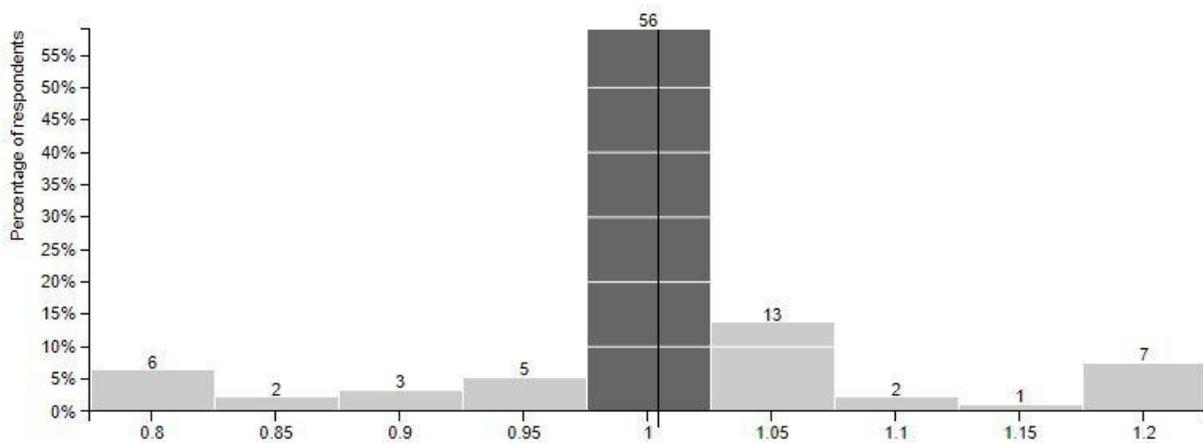
Increase

Would you increase, decrease or maintain funding for Oak Bay's Urban Forest Management Plan?



Building and Planning Services

Would you increase, decrease or maintain funding for Building and Planning Services?



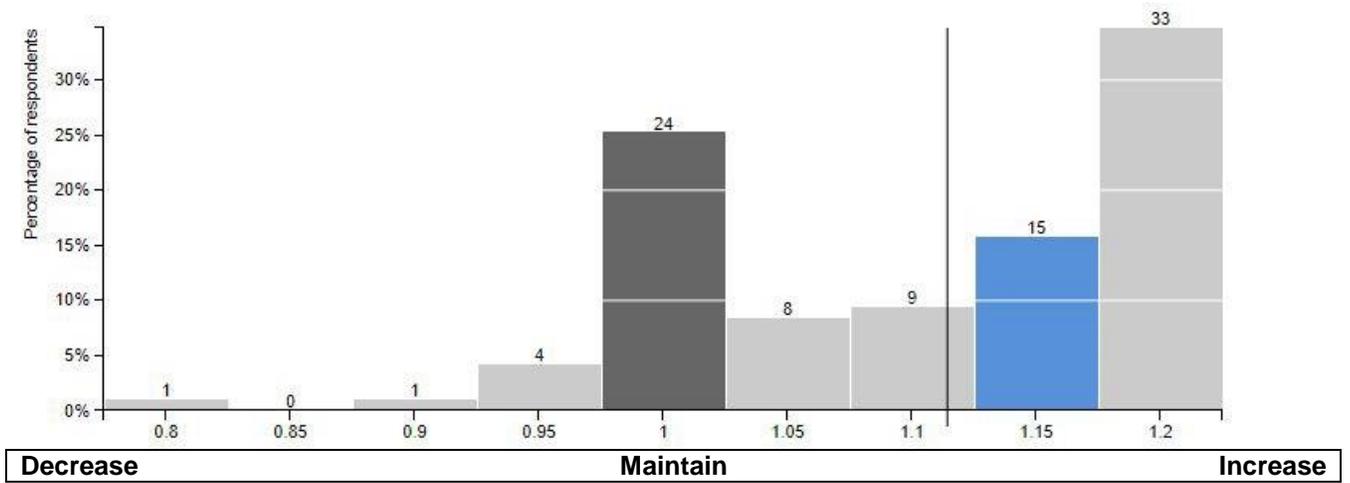
Decrease

Maintain

Increase

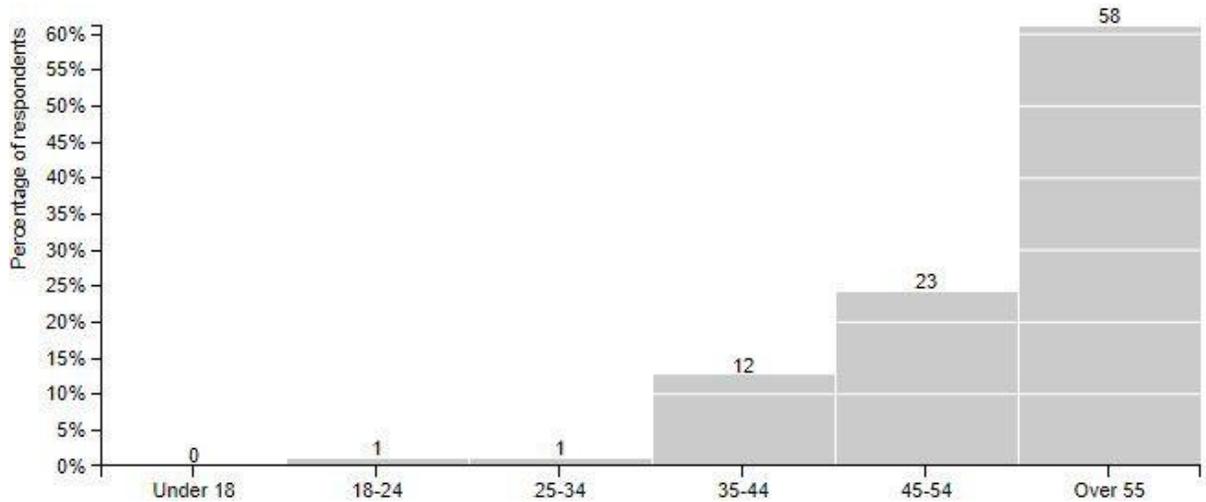
Transfer To Reserves/Savings

Would you increase, decrease or maintain the amount that the District allocates for infrastructure repair and replacement?

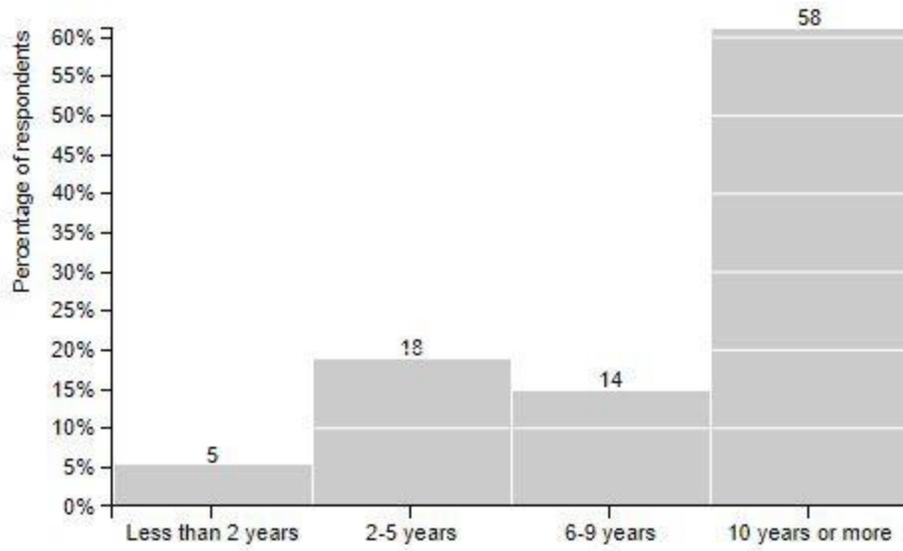


Tell Us About Yourself

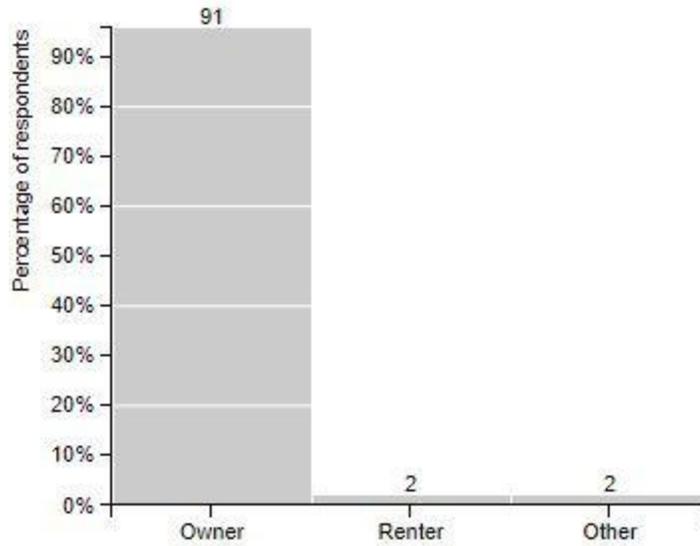
Age



Residency (i.e. How long have you been living in Oak Bay?)



Status



Comments

Police Protection- Do you have any comments on these specific programs or services?

take away the money donated to IRSU and use our own police for traffic enforcement. Too many time we see OB sitting on Henderson in an artificially low speed limit with zero ICBC crash stats...apart from revenue generation how is that making roads safer? More focus where kids and high pedestrian activity takes place

From what I understand, the Oak Bay police are the best paid in the province. Not entirely sure this is necessary for such a small community. Now, I'm aware that you can't decrease their wages, but they can be frozen for the foreseeable future.

A down sizing is required and any thought of getting new vehicles should be cancelled. a police force of 12 is about right for Oak Bay.

Way over staffed. Spare boards for holidays and sickness should be shared with other municipalities

From a citizens' viewpoint, there is little visibility of this department or measures as to it performance.

Maintain property tax funding

We live in one of the safest communities in Canada. We cannot endlessly spend more money on policing and yet that is exactly what will happen barring some action. Holding the budget at current levels will be challenging. Options include deeper integration with Saanich or, perhaps, a shift away from gas powered cars. Police officers will not be keen on that but auto manufacturers have already announced their intention to produce hybrid vehicles intended for patrol use.

Very satisfied with the Oak Bay Police. Would hate to lose them to an amalgamated department.

What metrics does the municipality use to measure appropriate size and scope of the police department? How are wages determined, is there any adjustment to wage rates based on frequency and severity of events police officers have to attend in relation to other jurisdictions. I would expect Oak Bay is one of the most desirable departments to work for in the province, the one negative would be the cost of living but that should not be outweighed by the combination of low frequency and severity of events relative most police departments. I would want the department to deploy resources to educating young people about the risks associated with driving impaired and opioids which may create the need to redeploy resources or work with the fire department to share resources in this area.

I would like to have more information from OB Police made public. What I have seen on police reports is not accountable for all man hours.

I would like to see more speed enforcement throughout Oak Bay.

Excellent service

They do a wonderful job, but we need to spend more else where. Thankfully we live in a safe low crime area.

Instead of assuming that a small decrease in budget would necessarily reduce the service level, imagine a model in which personnel who are well-trained but earn less than full-fledged

officers deliver some services that are now delivered by highly paid officers. Also, do we really need full-fledged police personnel to man temporary traffic detours and similar non-urgent duties? Are there savings to be had by contracting police services to a larger force thereby cutting down on infrastructure costs?

I think we could get by with a few less members and I think the way wages are determined should change. Percentage increases on already high salaries lead to added expenses for the municipality but how much room is there really to move on salaries with the way they are negotiated/determined? I know that policing is at times a dangerous, stressful and traumatic job but looking at the overall salary levels, I think they are a bit high. Capital expenditures need to be examined for efficiencies, deferrals and perhaps equipment replacement can be re-examined, maybe get a year or two more out of the cars, computers, furniture, paint, etc.... Any savings needs to go into infrastructure. I guess the question is: "Are we exceeding the dollar levels needed for minimum threshold levels for public safety?" Public safety and infrastructure need to come first so this is a challenge. You may also want to consider contributions to the police services for allowable but non essential items through CAC charges, if possible.

Environment is safe, and other areas need service enhancement.

I love Oak Bay Police! I would be willing to contribute more to ensure our current service levels are maintained, especially the School Liaison program.

Our policing costs are way too high compared to other areas. Why was money spent on dash-mounted shotguns for example.

More police monitoring traffic would be a great idea, especially before and after school

More time dedicated to catching people who are speeding and running stop signs.

24/7 non-emergency coverage seems excessive. Agree with priorities of crime prevention including CPTED and residents locking vehicles and not leaving valuables in cars, as well as road safety including traffic calming measures.

Maintain, it's a safe community and I think an increase is not warranted at this time.

Luckily live in a fairly low crime area. Could reduce costs somewhat here.

Although I love our police department and all they do, it shouldn't represent 22% of the budget. Of those 4,400 calls, we all know that the vast majority aren't emergencies.

I've heard some preposterous wages are being paid to police services in sleepy ol oak bay , I strongly feel we could save here

Maintain Oak Bay Police at current level. Refuse any attempt at amalgamation. Make use of a reserve program.

Service is great, seems like all is good right now. Leave it alone, unless there is issues to cover coming up in the next years. I do believe that integration of all 13 municipalities could be a cost savings, but CRD is very far from that decision.

Better amalgamation with capital region will see efficiencies

The Police Protection Services would seem to be doing a great job, given our sense of safety everywhere and at all time in the community.

I would be willing to pay more for greater emphasis on road safety and traffic enforcement.

explore better amalgamation. big force for small town.

Excellent

I think the police are doing a great job. Would like to see more speeding enforcement.

What are these 23 members are doing all day? Would love to see all the job profiles! Seems to be a very high number for a municipality like ours! Can we have some statistics in a sense of heads per population in comparison to other municipalities?

They should not be attending every little thing. Discretion please for this service. Checking empty houses needs to be the homeowners job.

Maintain the same police compliment and budget - Oak Bay is well served - in fact the evidence shows if Oak Bay Amalgamated there would be far less police presence in the District.

Fire and Emergency Services- Do you have any comments on these specific programs or services?

We are very much aware of the frequency with which this department is called upon.
maintain current funding
Maintain property tax funding
Yet a mother department grossly over staffed cut the head count by 50%
Fire and police consume more than 40% of the municipal budget and will continue to grow without delivering any additional services. An earlier regional cost comparison suggested our fire service is slightly more expensive than other local municipalities. Unlike policing, fire is neither a lower cost provider nor has any integration occurred. Pursue greater integration with Saanich. There is absolutely no reason to believe savings cannot be achieved here while preserving service.
Time for less school and outreach
I feel we are way over staffed. Spare board for holidays and sick days should be shared with other municipalities. Could not staff levels be cut and have people on on a pager system for back up. Most fire responses are ambulance calls and the firemen are not even paramedics. A waste of tax dollars, especially with sending out two trucks. We should have a volunteer firefighters to assist fireman if necessary.
I'm sure cuts can be made while maintaining services
More so than police services, I think that the payroll for Fire Services are excessive and that percentage increases on already high salaries leads to added expense to the municipality. Like Police Services, the ongoing salary increases to Fire and Emergency Services seems to come down from the ether and is largely out of the municipalities control due to "Me Too Agreements" used to determine how salaries are set. I think we could get by with a few less members if their salaries can't be reduced or hours of work for each member extended. I know that fire service is at times a dangerous, stressful and traumatic job but looking at the overall salary levels, I think they are a bit high. Capital expenditures need to be examined for efficiencies, deferrals and perhaps equipment replacement can be re-examined, maybe get a year or two more out of the engines. Any savings needs to go into infrastructure.
Same comments as police department. Are we afraid to revisit these service levels. You have limited resources you sometimes need to make tough choices AND challenge the norm.
Maintain.
firefighter salaries have run out of control, time to bring them back to earth
No
As first responders I feel the fire fighters do double duty and are worth it
Much like the Police services, this is going well.
1500 calls a year is less than 3/day. 28 full time staff. I think this could be tightened up a bit
Although I love our fire department and all they do, it shouldn't represent 20% of the budget. More integration with CRD on both the police and fire budgets would allow OB to spend more on infrastructure.
Have never had to make use of the Fire Services. But we do note the convergence of Fire, Police and Ambulance for 911 calls, which would seem to be overkill and misuse of Fire Services if many cases, particularly if the cause of 911 call is known to not be fire related.

Don't need 4 firefighters at minor emergency calls when a paramedic is going to come within the safe time. They should not be at minor bike accidents either even when someone is injured unless it is life threatening. Just more people to ask the traumatized family or patient more questions.

Way too many personnel for such a small municipality. First responder services not necessary as better funded BC Ambulance service would be far more efficient.

This year BC Emergency Health Services reduced the need for Fire Department call outs.

Oak Bay is small enough and community based that a volunteer fire department could be created. Yes, home insurance may rise, however the increased cost would far outweigh the operational costs of a full time department.

Maintain - The District has far less fires than most communities in Canada. Leaving much more time for "Fire Prevention Education & Inspections.

As the population of Oak Bay ages, this is very important for Health emergency services, life saving in many cases..

Not sure but would love to see how we compare to other municipalities and best practices in general

Consider whether the city could have fewer staff in fire and emergency services. Do we need 20% more than are in police?

See note above regarding policing. Salaries for Fire Department employees have gotten out of control. Some programs can be delivered by lower paid personnel just as well. Are there savings to be had by contracting fire and emergency services to a larger force thereby cutting down on infrastructure costs?

Engineering and Transportation Services- Do you have any comments on these infrastructure services?

Oak Bay infrastructure is generally in a terrible state. With regard to road safety and traffic calming, as a fairly compact and uniform urban residential community, we could be a leader in terms of active transportation and traffic calming/management. Please consider the very successful "Twenty is Plenty" policies and campaigns from the UK (and other similar successful campaigns in Europe). There is no reason that all but perhaps two main corridors in Oak Bay couldn't be calmed with both permanent traffic calming infrastructure and a 30 km/hr standard speed limit. This would not only help to maintain the character of our community and enhance safety, but also facilitate the implementation and use of active transportation options. Also, please ditch the "85th percentile" approach to setting speeds on our streets. Current practice is that this is no longer appropriate (it was based on engineering practices in 1950s rural America!). Please review current recommendations from the NTSB and other leading transportation safety and planning organizations.

The safety and maintenance of sidewalks is a municipal responsibility that requires a competent and formalized policy and process as well as sufficient resources to accomplish the goal. A review is definitely in order. The state of Oak Bay's sidewalks has been the subject of complaint for many years and a review of municipal documentation indicates that the budget has not been amended adequately to mitigate known sidewalk safety issues, which includes broken bones. Transferring the costs and responsibilities of dealing with sidewalk injuries from the municipality to a municipal insurance association may offset anticipated budget costs but it isn't a competent way of managing a city as it indicates that costs are more important than safety.

There should be some traffic calming on Beach Drive. It has become a race track. Pavement management is very poor in Oak Bay. Lets get some side streets repaired.

Time for some new municipal buildings. Municipal Hall and Police buildings need replacement. Important to sufficiently maintain roadways and sidewalks too.

Get on with the job ... e.g. a project on St. Patrick's stree which was supposed to be finished by September went on and on and on. We need an operational audit to ensure we are getting our money's worth from this department. Are employees truly fully employed?

Maintain funding. In my area, I have not observed, nor is there a need, for any road construction/repair, traffic calming and there are no bus shelters. Therefore, I do not support any increase in this allocation because it is being spent elsewhere.

The stairs and sidewalks at Willows beach need to be modernized to accommodate more foot traffic (wider sidewalks). The stairs leading from Willows beach to Cattle point are dilapidated and need to be improved/replaced to meet the needs of all individuals (including a yellow strip at the edge of each stair for those with limited vision).

The sidewalk on the East side of Oak Bay Avenue between Foul Bay and Oak Bay Village is too narrow and needs to be wider to accommodate individuals of all mobilities some of whom may have walkers, scooters, etc.

The roads are crumbling, sidewalks are uneven. Why are the roads in the uplands so much better than south oak bay?

It would be nice to see some bike lanes!

Need to maintain infrastructure, can't keep kicking it down the road.

Too little information is provided here to offer any reasonable suggestion re budget. I would say, however, that we need to be careful about swinging from an stingy infrastructure spending pattern to a spendthrift one. More to the point, we need to be very careful about treating engineering guidelines re required annual spending as more than what they are...rules of thumb. Interpreting rules of thumb as definitive guidelines combined with broad public and political inclination to increase spending make for a fiscally dangerous mix.

roads are in terrible condition and have been ignored for far too long, too many small water leaks happening, time to be proactive is now

The need for improvement in this area is great.

Our roads are atrocious!

Again, just like last year, I can't move the slider far enough to the right. It seems the slider works on percentages. A better public engagement process for the Citizen Budget Simulator might be to give me a dollar amount to decide what to do with. As it is now, I can't move my tax contributions around in a realistic way, or the way I want to. There must be minimum threshold levels in dollars, for each of the items noted. It seems like this process is flawed and leads to a set range of pre-determined outcome per department. I would increase this from my 'slider maximum' of \$28.09 a year to well over \$200 as a tax increase. Unless a lot of people want to live with all our infrastructure in poor to very poor condition, and roll the dice on the number of break/fix repairs that we have to pay for, and the poor roads and sidewalks that we travel on, this is the area that needs urgent attention. 5.88% of the budget on this item may have worked in the past, and may work again in the future when our infrastructure has been repaired, but for now, this should rise to closer to 20% until a big portion of the infrastructure repair/replacement has been accomplished, either in the departments budget or in reserves. One last thing, do you know parking tickets are only \$10 dollars if you pay quickly, or \$15 if you don't? Please review the associated fines for all transportation violations that the municipality has control of because a \$10 dollar fine will not have much of a deterrent effect and will barely pay for the cost of the commissionaire. Please make rule breakers pay more for their disregard of the rules of our municipality!

Street cleaning seems excessive. Strategic approach needed to deal with aging infrastructure. Sidewalks particularly need urgent repairs, streets are in poor condition in many areas. Speed limit changes need to be completed!

It's obvious we need to do better in this category.

This is an essential service that needs to be funded.

More protected bike lanes so that kids can ride to school safely.

With so many tourists and recreational visitors (runners and cyclists) it would be great to have the major paths kept up, and sufficiently wide to accommodate all members/users of these beautiful roads.

Need to increase big time. Our roads and sidewalks are a joke. Unsafe, pot holes, uneven , bumpy - a disgrace for Oak Bay and unsafe for seniors on walkers.

We have city irrigation of the city owned part of our frontage. This is not necessary and is a waste of water in the summer and is costly to maintain.

Roads and sewers need work now

More safe routes for cycling

Increases need immediately.

More needs to be spent.

Just keep keeping up on it , I don't feel more money is necessary

Let's face it, the residential streets are pretty ghetto for the most part.

There are so many horribly pothole-ridden roads, and also many of the sidewalks are not properly accessible for everyone and in disrepair. I would prioritize accessibility and safer sidewalks.

To enable good future planning

Our infrastructure refurbishment must be a top priority. More importantly so too should there be much greater oversight of OB work crews to ensure they are maximizing their time. OB would be best served by outsourcing select projects to private sector corps to get real value for \$ spent. Just review the 2016 Dunlevy St. storm and sewer mains replacement for a perfect example; so much OB crew time spent idle when private sector could very well have done the job in 30% less time and at a significant cost savings. We have to think outside the box to ensure maximum value and infrastructure 'return' for \$ collected and spent, and too often all over the district we see six crew on a site with two individuals working and four idle. Please increase oversight.

We need infrastructure adaptations supporting transport changes that reduce greenhouse gases.

Clearly needs more attention - some roads and sidewalks are in poor repair. Could we have a quick response team for more egregious examples modelled on quick removal of offensive graffiti? Would love a more formal "share the road" plan/design (rather than sidewalks) for Dorset as it is very popular for bikes cars pedestrians and dogwalkers. Are there innovations (self healing road surface eg like in Netherlands) that may be a little more costly on the onset but that could save money over time?

The combination of increases to capital and road/sidewalk infrastructure replacement is a high priority to redirect funding into. If the roadway or underground infrastructure is improved, sections of old sidewalk and other features should be combined with the project. There is a lot of poor quality infrastructure that is left behind when a major roadwork project is undertaken - do the entire road and abutting works rather than leaving poor quality features behind that will only disrupt the newly replaced works when they are replaced in turn. The traffic counts of most roadways in Oak Bay, except for Oak Bay Village and Foul Bay Road do not justify the additional expense for separated bike way infrastructure.

The dizzying pace of new home construction causes sidewalk and road repair issues (water, sewer, storm water connections). The road repair is not confined to immediate vicinity of the new construction, but can affect the entire block or two as heavy duty trucks and construction vehicles need to access the building site. The builder/property owner should be paying into a municipal infrastructure fund for this damage. For example, Yale St. (1 block long) has had 4 new houses and 1 complete remodel in the past 3 years.

More protected bike lanes please. Connect to city of Victoria bike infrastructure. Create long distance regional bikeways modelled on galloping goose.

Agree that infrastructure deterioration is an issue, but are current resources being used and allocated as efficiently as possible? Could funds be better used by contracting out more basic services. Some roads and sidewalks are in very poor shape and these are only the visible parts of infrastructure.

Many side streets need complete repaving see San Carlos and Heron st south for example. Street lighting should be changed out to green and dark sky friendly lighting.

Roads are a disgrace, on street overnight parking is an issue requiring serious attention, lots of lawn space that should be converted at property owner's expense.

Please see comment below re addressing infrastructure upgrades as a high priority before densification. This is more to do with sewer, water, drain infrastructure.

This seems to be the biggest challenge in our municipality, we definitely need to invest as much as we can spare while we need to look as well at the efficiency and quality of jobs done. To me it appears that the patchwork is often just a quick fix which does not last long hence is a waste of money as the same potholes need to be attended soon again. This department should as well be looked at in way of restructuring as we shall minimize capital assets and inventories while increasing the efficiency and quality of workmanship!

Our sidewalks and roads are long overdue for repairs. We cannot be a safe walking or cycling region without our routes being safe to navigate for 8 year olds to 80 year olds

More Funding - However through Borrowing at the low rate available to Municipalities. Also redirecting funding from last seven year \$1000,000 plus budget increase in Administration services. There was almost no explanation for much of this expenditure that the same 4 Council members approving this budget funding. Any benefits from this expenditure has not been evident or explained.

We need to spend more of infrastructure. This hasn't been done enough.

Traffic planning should be a priority, especially safe bikes routes. Safety for bikers and drivers could be improved by restricting parking to one side of Monterey, Hampshire, McNeill and Victoria Avenue for a start. Residents encouraged to use lane parking and on site driveways or could be charged for on street parking. No more green painted bike lanes - Cadboro Bay Road is now a hazard!

Parks, Recreation and Culture- Do you have any comments on these specific programs or services?

Arts and Culture should not be part of Parks and REc. Better fit with Heritage. Feel annual budget of \$20,000 to Arts Alive Programme is too generous. Could be used for restoration at the Cenotaph or restoration of Tod House or a legacy fund for future museum or art gallery. Cut by at least %50 or reallocate to more relevant community legacy projects. e.g. Cenotaph and/or Tod House.

The aging sewage and storm infrastructure needs to be addressed. Parks and recreation are excellent, but not as important as infrastructure upgrades.

Great work on parks, planters, hanging baskets. Thanks for leaving Cattle Point wild. Important to look after garry oaks. Some side street trees need attention.

For the purpose of climate change mitigation, forest cover might reduce energy waste.

Keep/increase tree/building envelope ratio on all new construction.

Moratorium on support for the arts (perhaps 5 years) until infrastructure priorities are met then re-evaluate.

Realistically, the only problem with parks and their use is those issues that cant be controlled by city council. That is the deer and the campers. Funding in support of eradicating those two issues is where money should be spent.

Who does deer management? Culling those pests would help this department save money.

Plant more trees on public land.

Important part of climate mitigation

Some community centre spaces seem underutilized and lack of programs/services for those under 60

We have 105km of roads so theoretically we could have up to 210km of boulevards and parks is maintaining 27km. Boulevard maintenance is a service provided to only a small portion of Oak Bay residents and yet it costs in excess of \$100,000 per year. Furthermore, spending exceeds the boulevard levy. It is past time to impose a consistent approach across the municipality...property owners assume responsibility for maintaining their boulevard just as they are responsible to clearing snow from sidewalks.

Any funds currently supporting the public art program (including installation, maintenance, administration, etc) should be redeployed. Our community is beautiful without this 'art'.

This is central to who we are as a community. Maintain or increase budget to keep current level of services and program. Use volunteers to offset cost for certain programs? Are there additional ways to add value that could generate revenue to keep programs going without threatening accessibility? Could citizens and groups contribute to urban trees by making legacy, memorial gifts (eg to thank a teacher, recognize a retiring colleague etc) by 'buying a tree' for the community?

Participation in leisure and cultural programs come with a user fee. Regular use of recreational centers comes with a fee or annual membership. Therefore, these things should be supported more by user fees and less by the community as a whole, many of which do not or cannot use them. People who use them, should support their continued existence to a greater financial degree and people that do not, for whatever reason, to a lesser degree.

Why is has the UFMP not been implemented??? It is just sitting on the shelf...extremely disappointed

The Bee St. Rec Centre is a popular favorite with the community. In years past we had memberships, but the conditions became totally overused due to popularity. We have since gone to outside gyms, despite memberships being high and in one case VI Fitness, went out of

business leaving a local void and need.

Culture should be separate from Parks and Rec, and only contributed to once we have the roads, sewers, drains and sidewalks renewed.

This is a key component of the quality of life we enjoy in Oak Bay. If being well managed the budget should be maintained.

Sell the Par 3 golf course to a private company. The city should not be in the business of owning a golf course.

There should be a process in place regarding tree removal and notification to neighbours.

As far as the Urban Forest Strategy goes, I have been following this and I still don't really know what happened to the strategy/plan and how it is being implemented. We are a suburban community and the misnomer or incorrect denotation, "Urban Forest Strategy" has, what I feel are negative connotations and will lead to negative outcomes for the heritage and preservation of our community. I want to save the existing large beautiful trees in the community, as do many residents but, I don't think that can happen if the plan, strategies and needed new zoning and bylaws don't address the removal of any type or size of trees on private property for development reasons. Most people in Oak Bay can see this happening, typically for an increase in the house foot print of a lot line to lot lined cleared, maxed out building size and almost setback encroaching, status symbol new house. The current regime, zoning, bylaws, setbacks, etc..., for private property development is flawed. The trees are a community amenity and removal of them, for solely personal interests needs to come with a high dollar, CAC associated cost. I feel you buy your house and lot but you don't buy the ability to change the feel, look, vibe and ethos of the community just because it is a personal want. It is in the name "Oak Bay", and the continued removal of the suburban forest canopy due to development pressures needs to be revisited promptly, before the critical mass of suburban forest is gone. Think of all the things the trees do for us, in so many areas. Respect them and give them their due. Finally, the above really needs to be taken into consideration when all the types of new housing that are being considered for our municipality come up for discussion. Of course a lot of people want to live in Oak Bay and most residents know the reason. Acknowledge it and own it. What is wrong with plainly acknowledging the natural 'facts on the ground' in Oak Bay and saying; We live in a well preserved, beautiful, tree lined and ocean surrounded suburban landscape. Oak Bay now has a nice patina, can be considered a classic example of late 19th and early to mid 20th century suburban development and, we feel that this heritage is worth preserving, maintaining and protecting. Look around Oak Bay and maybe you would agree with my take on this cogent and frequently recited political maxim; "Its the trees stupid."

I would like to see an increase in funding to benefit the Victoria Symphony. in addition I think Oak Bay is well within its rights to expect the VS to present a concert series with multiple performances at the Dave Dunnet Theatre.

Look to the benefit of operating 3 recreational facilities plus the neighbourhood learning center at OB Highschool. Should programs and recreation be concentrated to phase out an older or lower effective facility, such as Henderson Pavillion or to repurpose Windsor Pavillion for a longer term sustainable program?

No budget amounts??

Ensure that user choice programs are self-funding for the most part.

This is very important, but property tax costs are out of control.

Every building permit should have a number of new trees that must be planted

Trees that have grown too large for the lots, restrict light and create problems with drainage and for those trying to “stay in their homes” should be allowed to be cut.

You don't spend a dime maintaining sports fields in regards to Carnarvon Ball. You drop the responsibility on the user groups and any work you may do is pretty lame. Fireman's Park's outfield goes down hill [REDACTED]

Increase: However, the increase would be in the form of cutting the expanded Administration and Planning Department budgets and redirecting those funds to the Urban Forest recommendations Implementation. Additionally there are members of the community that would serve on a Committee formed with a mandate to recommend effective ways to save trees.

Stop waisting money on the deer

We think that Culture should be removed from this department and given it's own budget line entry. It could be lumped together as Arts, Culture and Heritage to give it more visibility in the budget.

Spending on parks, recreation and arts and culture are extremely important to maintain a vibrant community. The summer concerts at Willows Beach as well as the Arts Alive sculpture initiative appear to be effective community building initiatives as is the Bowker Creek arts walk. The community could benefit from more initiatives along these lines, although not at the expense of basic park maintenance. Last spring the garbage cans at Willows beach were frequently overflowing and this should not be allowed to happen.

The planning department needs to be as self financing as possible. I don't think it is the best use of the planning departments time, and my tax dollars to dedicate so much time and money to development applications and other assorted services that are required by applicants. Applicants should be charged the actual costs of what the planning department does. Applicants that work to restore and preserve the most sustainable house, the one that is currently on a lot, should be waived all fees and maybe even given a grant. The opposite scenario, and application with a complete demolition of an existing house, removal of trees, blasting and then the building of an over sized new house should be charged the actual costs of the planning department's time and services. Perhaps the "clear cutter, blaster, giant house" type applications could be charged CAC contributions to pay for the "preservationist" type applications. Regardless, the planning department is now fully staffed and the community will only give them a little bit of time to get on things. The lack of "staff capacity" reasoning for slow progress is getting tired. [REDACTED]. There is a lot to do and work plans need to be examined for efficiencies, timelines, and quicker results. The fact that this council is finally getting on things, and there is a lot to do, is unfortunate timing for current staff but, like any organizational restructuring, it takes a lot of upfront effort but if the restructuring is done well, the future is much easier. Finally, our solutions to many of our planning and development processes have already been made for us and exist in past district reports, reports generated by citizen committees, other municipalities and IAP2 protocols. No need to reinvent the wheel, time to act, get the most highly educated population in Canada to help and, don't shelve their reports!.

Neighbours should have NO SAY in the look of a place or the choices a family/single is making for their home as long as safety and existing bylaws are being followed

I don't feel I have enough information to make a budget decision. Overall, it feels like the Municipality is constantly running behind on all issues related to land use which might suggest a need for more resources here. On the other hand, not all of these 7-staff are doing need more detailed information on revenues and expenses for the department to determine value for taxes - policies/bylaws are outdated despite increased staffing

The permit process is a difficult and very time consuming one.

SPEND MORE MONEY ON INFRASTRUCTURE UPGRADES

Existing staff should be provided the opportunity of professional development specifically with respect to heritage management, policies, procedures etc.

[REDACTED]

[REDACTED] and go back to old system.

There must be a more streamlined/cost effective approach to these services! Have found processes slow, painful, costly and at times unfair. Can we expedite these, maybe putting as much as possible on line and eliminating as much red tape as possible. There also seems so much strife on development decisions — is there a way to listen to residents but move the process quicker along? (I expect working in this department is an utterly thankless job!)

This system works really well. Although, reading and understanding the policy/bylaw is still confusing... Better language might have a reduced confusion rate, and increased understanding of the laws.

I have concerns about the dollars being planned on densification such as implementation of basement and garden suites, etc. I would like to see our aging infrastructure fixed first as a priority before loading significantly increased demands on it. Also I would like to ensure that strict bylaws and associated enforcement is in place before suites are approved. I have an

immediate neighbor who put in an illegal suite without permits and immediately advertised it as a vacation rental. Bylaw addressed this a few years back, yet this neighbor just continues to do this. And when I raise concerns, I'm treated as a 'complainer' by this neighbor. I don't want to see significant numbers of suites going in, just so rich tourists can rent them out with unscrupulous homeowners earning lots of money at the expense of neighbours who respect the rules of the municipality. This type of thing ruins neighbourhoods and Oak Bay is too precious to have this happen. Even if these suites are for local rentals I want to ensure noise, parking and other common concerns are addressed before they become an issue. And that the dollars to pay for the extra demands for infrastructure and bylaw enforcement are paid for by the owners of the suites, not all taxpayers.

Dramatically increasing development needs careful planning.

PLEASE update the zoning, building and related bylaws.

Substantially decrease funding - the Planning Department staff compliment has ballooned in the past seven years - It is not clear what the purpose of this was. There was no explanation of why [REDACTED]

Balanced development is worth maintaining at its current level.

If we had fewer staff in this department maybe they wouldn't be rushing applications to war down our community quite so quickly.

The length of time required for land use applications to be processed appears to be lengthy. Does fixing this problem require more funds or could a change in processes be more effective?

Leaving as is, but our processes for applications could be made more efficient, therefore reducing costs overall.

[REDACTED] employees often unsympathetic to residents concerns regarding new construction in their neighbourhoods. Better communication strategies would help.

Cost recovery for these services is essential ... why should the rest of the municipality support builders We need development charges implemented immediately in line with other municipalities in the CRD. Get on with it..

For controversial developments I would like to see a public engagement/vote, this would offload the BBS department as well as Council.

I can't see needing SEVEN full-time staff to process 50 applications and issue 65 licenses. Not sure of the extent of inspections but this seems excessive-- saying this from an always doing more with less healthcare background.

We would increase funding for speeding up planning and services to support second suites and multi family dwellings, to boost local business, reduce urban spread, promote opportunities for young people, and increase the tax base.

Transfer To Reserves/Savings- Do you have any comments on these specific programs or services?

We need to increase infrastructure spending but we need to be careful. We have been careless in the past in regard to this type of spending and we risk being careless again; in the past we spent too little, now we risk spending too much. We have a variety of engineering reports which people seem ready to treat as definitive guidelines. The reality is they offer rules of thumb when it comes to spending on things like road maintenance. We have other engineering reports related to buildings which assume the status quo. For example, it has been suggested we need a new firehall and some drawings exist as to what the new facility would look like. No one should assume there will be a new hall or what it would look like in terms of the number of vehicle bays absent an evaluation of a regional fire service or at least an Oak Bay/Saanich fire service. Either of those scenarios would almost certainly reduce the building requirement by one half. Finally, before indiscriminately increasing transfers to reserves, we need a capital plan which makes some assumptions regarding access to grants and the use of debt both of which have a significant impact on any conversation related to the budget.

This must be increased! it is well known that due to past council's lack of planning, we are woefully ill-prepared for the cost of aging infrastructure in our community.

Is there an economic model which structures the future obligations on a timeline. Normally in a budget, this would be what the target for Transfer to Reserves/Savings should be. With the pressure on densification in the community (suites, rental bldgs., condos/townhomes) the ability to collect additional funds from these sources of residents is paramount. i.e. suites in houses will put additional residents in the community in turn who will put pressure on departments like Recreation, etc etc.

Maintain current amount.

Unfortunately we are far behind in this regard due to successive years (in the past) of zero or minimal budget increases. That was very short sighted and irresponsible and now we must deal with it.

Long term planning seems to be lacking. Official Community Plan seems to be ignored in many cases. Zoning by variance is poor policy. Return to FAR bylaws to encourage smaller building footprints. Work toward sustainable housing. Monster houses are not affordable and contribute to green house emissions and climate change

I would support increasing only if reserve fund policy is structured on actual needs and long term financial plan

Some roads in very poor shape. Infrastructure is aging rapidly. More needs to be spent on it.

The municipality must start setting enough aside to carry out the proper maintenance of its infrastructure. The visible parts of that infrastructure appear to be in need of help.

Must receive our highest priorities, we owe it to our children and grandchildren! We must stop the decay of our infrastructure!

This has been ignored for too long.

Reduce bike lanes

Can't raise the slider enough.Count me in for an additional \$200 on my max slider value of \$41.38. How about a time limited tax increase on all current and future residents until reserves are in shape to make a much larger contribution to our infrastructure reserves or, contribute towards what we have to borrow to get going. How have other similar municipalities successfully handled this issue? Find out and then use that as a starting point. Finally, for our community the municipal buildings are 'right sized' and functional as they are. The Police Station, Fire Hall and City Hall need to be the last major infrastructure projects on the list. Work from the bottom up and save the buildings for once all the pipes and most of the roads are done. If you quickly (this term or, even next) direct infrastructure funding to municipal buildings, without having most of the underground infrastructure replaced, you are funding the 'surface' and not the 'substance'. How will you justify to residents a new city hall or fire station when an aging pipe or sewer line breaks and floods or inundates a residence or many residents' homes with water or black water/sewage? Think it through!

Long over due.

If this is Ok for climate change mitigation and preparation OK but otherwise tax me more.

I'd start looking for provincial and federal infrastructure grants and apply for them. For those of you on council who have taken up seats as a career, shame on you for not dealing with this issue decades ago. [REDACTED]

Need strategy with targets for reserves compared to financing for infrastructure projects and then fund reserves in accordance to that strategy.

Concentrate on issues related to ocean outflow and climate change water infiltration

We support greater savings for infrastructure repair due to weather extremes.

Much like the Engineering/Transport, the roads could use more servicing.

Let's get real and get this done. Get all sectors on board (citizens, staff, elected officials) to develop a plan, choose priorities, and make the costs transparent. Let's all get behind this project, regardless of how scary, and "get er done."

Underground services, roads and sidewalks should be a priority.

Just look after what you have.

[REDACTED]

Need to repair aging infrastructure, not keeping pace. Improved safety for cyclists on SELECT key commuting corridors should be considered.

The replacement and maintenance of infrastructure is an ongoing repeated expense and should be incorporated fully in the annual budget. This is a necessary expense and delay (or borrowing) will simply transfer the expense to future taxpayers. Nevertheless, the city should determine the most effective ways of maintaining the city's infrastructure. Are there better processes and procedures? Could more of the repair be undertaken by private contractors?

System of protected bike lanes north east south and west please. Consider creating recreational bike route along water (beach dr) the length of the municipality.

Upgrade ASAP before amalgamation with Victoria, Saanich and other peninsula areas are forced on us by Provincial action.

Critically needed to address our infrastructure.

Stop funding bike lanes. The road design in front of the Oak Bay high School is appalling.

Cancel all bike lane expenditures immediately.

We are behind on this and looking forward there is a lot to do. As time goes on it only gets more expensive.

As I have outlined above, let's be smart: save for the future and manage well what we spend today.

Increase: Though real efficiencies of scale - what is the population to number of staff, bench mark. Many of our current services could be shared with other municipalities.

Fix our infrastructure, for a place like Oak Bay , it's appalling!

A much needed reserve is needed to address the aging infracstucture in Oak Bay. I believe there will be even more costs to address climate change issues that are upon us, such as increases to ocean water levels and intensity and severity of storms (wind, rain, snow, tides, heat, cold).

Should be a very high priority.

Bike lanes please

The District needs to focus on repairs to existing infrastructure and to prioritize those replacements. They need to commit funds on-hand to make the most of grant applications and to do a few larger projects well, rather than many small projects poorly. The decrease in the transfer to reserves should be spent on the capital budget.

Not just building bike lanes, but keeping them free of debris and ensuring they don't have hazards like potholes, manhole covers, grates etc.

Our infrastructure is what our foremost attention should be given to. Not secondary suites, or more box houses. Our pipes are crumbling and according to the asset management report we are in the whole for 200 million dollars money we do not have to fix it.

Other- Do you have any other comments?

I would pay 50% more per year in taxes - and do it happily - if I could be guaranteed, as much as a District can guarantee anything, that the money is being used wisely and I could see real tangible results. What I have seen is a decay in infrastructure and wasted \$ on projects or studies that simply would never be allowed to take place in the corporate world or private sector. I own two homes in OB, love the District and applaud and comment Council for allowing the citizens of this community to have a 'voice' by taking part in something like this survey. I watched - daily - the inefficiencies of which I speak during the Dunlevy replacement project. If that kind of value for \$ is repeated throughout the District over the next 25 to 50 years during our refurbishment then we better be planning on allowing apartment blocks, infills, secondary suites and laneway housing to increase our tax base, because that is how much it will cost if we carry on as we have been. I am happy with an apartment block or two, an infill or three, or suites legalized to allow more folks to enjoy this great community, and increase our tax base, but please be thoughtful and consistent in your approach and please increase the oversight in your Public Works and Building and Engineering departments to ensure we get maximum value for those \$\$... [REDACTED]. ;) Thank you.

Oak Bay is a wonderful place to live - our services like recreation, parks, the arts, fire, police library and great schools (not to mention the dump!) make it exceptional. We value them highly and would not want to cut these back - I would prefer to pay higher taxes (within reason). I am very concerned about our aging infrastructure and feel it will get costlier if we keep putting it off. Could we find ways to be more innovative and less onerous with our processes to save time and money? Could we use more citizen volunteers? I am unsure about the health of our local businesses. Do we want to attract more or larger businesses (= more tax base)? Could the municipality play a role in making this happen? Three more comments: Transparency, transparency, transparency!

It is difficult for governments and their supporting service agencies to adopt a model of spending more efficiently but nevertheless this discipline should be adopted. It would be easy to spend more without providing a "service level enhancement" and possible, but much harder of course, to spend less without incurring a "service level reduction". But the conventional model permeates government thinking, even in the automated messages in this welcome participatory citizen budget platform.

I'd like to see amalgamation if that's what it takes for us to do our part in terms of housing options. We are far behind surrounding municipalities and neighborhoods, and sharing in the responsibility is long overdue.

This is why we elected Murdoch. Raise the taxes, and get [REDACTED] done. If retired residents put up a fuss, inform them of the tax deferral program, or tell them [REDACTED]. It pains me (literally) when I drive down our [REDACTED] roads, hitting potholes and rough patches.

More funding for this excellent participatory budgeting program.

Thanks for asking!

No more studies, task forces or surveys. A report and long term plan on infrastructure replacement, traffic and parking management

Keep [REDACTED] and the rest of the [REDACTED] councilors in Victoria far, far away from anything to do with Oak Bay.

I am concerned that Oak Bay is too top heavy with Management. Why does a small municipality need "Directors" of departments when there are hardly any staff to oversee????

I am not sure which department enforces bylaws, but more emphasis could be given to parking enforcement, particularly parking on sidewalks, as well as keeping trees and bushes from impeding passage along sidewalks. I also do not think that developers should be able to leave sidewalks in poor and dangerous condition for the whole period during which building occurs. This is and has been the case at a number of building sites for months at a time.

I would also like to see more bike racks along Oak Bay Avenue. If we are to promote cycling, we need bike racks and, periodically, the bike racks on Oak Bay Avenue are full.

I wouldn't allocate any less to all the various sectors you have designated. I would raise our taxes. I am serious. The aging infrastructure thing needs to get done and is going to cost money. It shouldn't be at the expense of other needs. I also encourage you to allocate more money to the betterment of the Archives. [REDACTED]

I recommend the District provide residents a realistic, detailed provisional budget early in the new year well before the Council Budget meetings. I also recommend there there is an opportunity for public input beyond a basic on-line survey. The District is in a very poor financial position currently - annual 6% tax increases are unsustainable. Introducing development cost charges are imperative and Council must direct staff to prioritize Council and resident identified initiatives that will improve the District's present unhealthy financial position.

Yes. Please investigate and ultimately realize some level of amalgamation, which I am certain will result in the best outcome for Oak bay and our region.

Reduce police by cooperation with other regions; reduce municipality overhead.

I am tired of the resistance to investigating further.

13 municipalities for under 400,000 people is utterly and embarrassingly ridiculous.

I am not against paying my tax, or even more. I don't want to pay for a separate municipality. Period.

Nice tool. Well done!

We appreciate this opportunity.

Oak Bay seems to be overburdened with bureaucracy.

I would like a copy of the survey results. Please let me know how I can obtain it when it is available. Thank you.

As an additional way to save money for infrastructure needs, please consider a temporary across the board percentage increase or 'hit' to all department's budgets and taxpayers, at least until solid headway on infrastructure needs have been met. For all departments and services and everything except infrastructure, our number one need, ask the question; "Are we exceeding the dollar levels needed for minimum threshold levels for this service?" and if so, direct the savings to infrastructure. For all departments and services you need to ask, "Are there clearly defined markers for achieved goals and metrics for measurement of success for this department and their initiatives?" Aside from the need to consider First Nations implications in all your decision making processes, you need to ask the question of all current and past spending, staffing and capital expenses ;"Are the staffing, services and capital costs reasonable for a community of our size.?" Increase the fines for bylaw infractions by a great magnitude.

You have decreased your tax dollars by \$148.1/year or 6.2%. I pasted this in, it is inaccurate. I would be willing to pay apprx. \$600 to \$800 dollars more a year in tax, year after year. This expedient but flawed simulator won't let me make that choice because I want to increase my contributions to Reserves and Engineering and Transportation by 25 or more percent and, the simulator won't let me.

The "I want to" tab on the website is a nice addition. I'm not sure how long it's been available, and haven't really explored it, but it looks like a great start. Hopefully every contact made via the "report" tab is followed up on? In the past I have had experience more than once of communication with the District not being replied to at all (even to acknowledge receipt). In contrast, I once used a similar feedback form on the City of Victoria website to report a sprinkler in a municipal park that was spraying up into the eaves of a building (potentially causing damage). I wasn't looking for a reply but simply thought their parks department would like to know about it. I immediately received an e-mail confirming that my feedback had been received. Within a couple of hours I also received a phone call from someone in the relevant department thanking me for the feedback and explaining what action was to be taken. Excellent customer service!

The District offices are far from satisfactory as to service of taxpayers, [REDACTED] leadership starts at the top, totally missing for some ten years or so.

Thanks for being progressive, and allowing residents to use this form online. I would also decrease the amount spent on Schools, this is in direct correlation to the # of residents and lack of increased density. Until such time as density increases, School budgets should be decreased.

Cut the fire and police. Taking up 45% of the budget is insane when our infrastructure is crumbling. I know with the unions you can't cut their pay but you can cut the number of officers by coordinating more with CRD.

Road maintenance needs to be a priority. Island Rd is a disaster. What is the plan for repairing it?

I would like to see a long term plan (50 yrs +) for maintaining the infrastructure. I would also like to see a growth plan. Will lane way housing be permitted? How will Oak Bay deal with an ageing population and tax base? Will suites be allowed to accommodate multi-general families?

I would be interesting in learning the salaries (including pensions and benefits) for municipal workers. How do they compare to the private sector?

Thank you for giving the public the opportunity to express their concerns.

It is well past time to shrink the high labour costs (yes, by shrinking services) but, at the same time, start looking after the infrastructure.

Think you have been doing a superlative job!

I would like the municipality to be very planful in regards to densification.

What was not known by survey responders, is if any effects due to increase or decrease in taxes is measurable vs survey taker desires. For me, more Rec Services (gym/weights) and better financial condition of municipality (Reserves/Savings) are key desires.

We need a credible 5-year budget plan! This exercise is nice but it lacks context. Fiscal planing with a 1-year time horizon is bad planning and no comfort should be taken from any perceived consensus arising from this exercise.

We need to challenge spending. If departments say some capital expenditure will reduce costs then we need to claw back those savings. Departments do not own their budget resources. If there is a less expensive way to achieve and end, including contracting to the private sector or another municipality, then we need to be open to that possibility. If our vehicle fleet can be converted to hybrid in a cost effective manner then we should do so. We cannot simply continue to do business as usual.

1. There is no excuse to have a Miscellaneous line of expenses show up on any budget. Any department that resorts to this sloppy accounting practice should have this expense denied. A 20% cut across the board is what's needed to get this monster under control but what will we get, yet another tax increase! [REDACTED]

I'm happy to pay for services that make it safer to cycle and walk in our community. Such improvements would hopefully encourage more people to walk to local destinations, and would make parents feel more comfortable allowing their children to walk/cycle to school alone.

Under what category does a retaining wall on Beach drive at McNeill Bay fall?

Residents in my area have the highest taxes because we have the highest assessments. Our assessments have increased disproportionately to most of the rest of Oak Bay as has our taxes over the recent years and yet, we benefit the least from many of the things our money goes toward. Add to that most seniors living in my area are here because of inheritance for example and not because they are wealthy. Also, they are on fixed income and do not have the ability to increase their disposable income nor to absorb the disproportionately high annual tax increases seen in the last 3 or 4 years resulting from property assessment value leaps. When looking at the budget and the ensuing tax implications, the above comments should be considered.

Just that taxes are way too high. The value of our properties has escalated far, far faster than the salaries of municipal staff - so why are we paying so much? I have to defer my taxes because I do not have \$4000+ spare dollars a year.