

MINUTES of a special meeting of the COMMITTEE OF THE WHOLE STRATEGIC PLANNING WORKSHOP of the Municipal Council of The Corporation of the District of Oak Bay, held in the Council Chambers, Oak Bay Municipal Hall, 2167 Oak Bay Avenue, Victoria, B.C., on Monday February 25, 2019 immediately following adjournment of the regular meeting of Council at 7:29 P.M.

We acknowledge that the land on which we gather is the traditional territory of the Coast and Straits Salish Peoples. Specifically we recognize the Lekwungen speaking people, known today as the Songhees and Esquimalt Nations, and that their historic connections to these lands continue to this day.

PRESENT: Mayor K. Murdoch, Chair  
Councillor, A. Appleton  
Councillor, H. Braithwaite  
Councillor, C. Green  
Councillor, T. Ney  
Councillor E. Paterson  
Councillor E.W. Zhelka

STAFF: Acting Chief Administrative Officer, W. Jones  
Acting Director of Corporate Services, D. Hopkins  
Director of Financial Services, D. Carter  
Deputy Director of Financial Services, D. Coston  
Director of Building and Planning, B. Anderson  
Manager of Planning, D. Jensen  
Director of Engineering Services, D. Horan

Mayor Murdoch provided an overview of the purpose of this special meeting of the Committee of the Whole.

#### COMMUNICATIONS:

1. **Strategic Planning: New Initiatives Review**
  - Report - Council Suggestions for Program & Project Proposals for inclusion in 2019-2023 Five-Year Financial Plan
  - CAO Presentation – Proposed New Initiatives
  - Oak Bay OCP Vision Statement
  - Draft Strategic Priorities and Organizational Goals
  - Oak Bay PRC Commission 2019-2023 Strategic Plan
  - 2019 Draft Proposed Budget Sheets
  - Correspondence – Strategic Priorities

Committee discussion included:

- Initiatives already discussed over the past 4-6 years are still important and need to be given due consideration;
- Develop the framework of the fifth priority to provide Council with levers to pull for how social and environmental sustainability can be linked to all municipal initiatives and

extend this to the natural environment such as the program implemented at the Town of Gibsons;

- Reframing the fifth priority to use as a lens to view the other strategic priorities through, something more circular that shows resiliency and sustainability as enveloping all other priorities;
- Clarification of terminology used in the budget sheets related to thresholds for capital versus operational projects and consideration of renaming section titled Strategic Priority to Strategic Plan Organizational Goals and addition of the strategic priority numerals for consistency;
- Concerns with the references to risk as they are not associated with asset management based on condition or impact;
- Suggestion that the Finance review include categories such as estimate, budget, forecast, and final and identifying the labour source for reserve accounts;
- Establishment of key performance indicators;
- Provision of an Executive Summary of capital projects;
- Review of bylaws and policies to establish priorities for amending existing documents or developing new ones;
- Consider utilizing performance audits offered by the Auditor General for Local Government as an external lens to review and evaluate accomplishments;
- Formulate a neighbourhood consultation model for developers and development;
- Hosting of annual neighbourhood meetings in North, Central and South Oak Bay and consideration of assigning a Council liaison to each area;
- Establish an Environmental Task Force to draft environmental policy used to determine best practices and an assessment checklist applied to all development and land use applications;
- Assign a Council liaison to the Advisory Planning Commission to enhance communication and increase consistency;
- Development of a waste management policy for all developments and demolitions in Oak Bay;
- Create a home renovation incentive program that encourages renovation and restoration of older homes;
- Review and revise the Uplands Design Guidelines;
- Develop a youth strategy that includes this demographic in decision-making and consideration of establishing a Youth Council;
- Development of a coordinated approach to facilities management;
- Create a neighbourhood climate champion program where a youth, adult or elder from each neighbourhood leads and inspires climate action within their area at a local level;
- Develop a parking strategy, particularly around the village, and determine a use for the municipal owned properties that fits in with this plan;
- Integrate the Complete Streets Framework and the Complete Streets Policy into operations including provision of annual funding for implementation;
- Update the Shoreline Development Permit Area to detail specific requirements and to allow performance bonding to ensure permitted work is completed as prescribed;
- Repurpose the Bee Street parking lot for a mixed use municipal parking structure and non-market housing;
- Determine how new applications for townhouses, duplexes and other housing options are handled during the substantive housing needs review process;
- Provide waste separation service within the community for recycling, compost and waste;

- Consider similar approach for analysis of the Willows Beach facilities, amenities and vibrancy of space as used for Carnarvon Park;
- Develop strategies for heritage and older home retention;
- Expedite tree protection; and
- Review and revise the Uplands Regulations Bylaw.

No members of the public rose to address the Committee.

The Acting CAO said that the new proposals along with those presented February 23 will be brought back to Council for further consideration and decision. Mr. Jones noted that some matters concerning land use and labour will also come to Council at an upcoming closed meeting.

ADJOURNMENT:

2. ***Motion to adjourn***

MOVED and seconded: That the meeting be adjourned.

CARRIED

The meeting adjourned at 8:21 p.m.

Certified Correct:

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Mayor

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Acting Director of Corporate Services