

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 Saturday February 23, 2019 at 10:00 AM.

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: Interim Chief Administrative Officer, L. Varela  
Director of Corporate Services, W. Jones  
Deputy Director of Corporate Services, D. Hopkins  
Director of Financial Services, D. Carter  
Deputy Director of Financial Services, D. Costin  
Director of Building and Planning, B. Anderson  
Manager of Planning, D. Jensen  
Director of Engineering Services, D. Horan  
Director of Parks, Recreation and Culture, R. Herman  
Manager of Human Resources, B. Donnelly  
Chief Constable, A. Brinton  
Fire Chief, D. Hughes

#### COMMUNICATIONS:

1. ***Strategic Planning: New Initiatives Review***
  - Presentation – Proposed New Initiatives
  - Correspondence – Strategic Priorities

The Interim Chief Administrative Officer provided an overview of the meeting's procedures and highlighted that these new initiatives are not previously included in the Five Year Financial Plan. Ms. Varlea said that selection of projects and determination of funding sources will be a governance decision to occur throughout the Estimates meetings in April. She acknowledged that proposed projects costs are within orders of magnitude pending Council direction and that Council or staff may submit additional initiatives for consideration prior to the Estimates meetings. Ms. Varela noted that

additional workshops will be held to develop shared expectations for future budget processes. She also commented that proposals were based upon the five draft strategic priorities that have been presented to Council, but not formally endorsed yet.

Staff from Police, Fire, Parks, Recreation and Culture, and Finance presented proposed initiatives for their respective departments.

Committee members discussed the following:

- Possibility of procuring non fossil fuel burning police vehicles, other requirements for policing support, changing dynamics at a regional level that are anticipated to impact the police department and provision of dispatch services;
- Load testing on the current emergency generators, power requirements of the generators, exploration of alternate power sources, availability of grants or funding programs for emergency equipment replacement and investigation into the possibility of using gas tax funds to cover replacement costs;
- Fire door or apparatus replacement as the most efficient action and Heritage Foundation consultation regarding project design and available funds;
- Concerns around facilities management and possible establishment of a facilities master plan;
- Potential funding sources for significant capital projects;
- Consideration of grants and partnerships to fund some of the Parks, Recreation and Culture projects;
- Implementation of an enhanced community recycling program;
- Use of previously completed source documents and plans for inclusion in the parks dog use process; and
- Potential impacts on timelines and budget for a Parks, Recreation and Culture Departmental Master Plan.

*The Chair called a brief recess. The meeting resumed at 11:30 a.m.*

Staff from Corporate Services/Administration, Engineering/Public Works, and Building and Planning presented proposed initiatives for their respective departments.

The Director of Financial Services commented that the project estimates and associated budget increases will not be funded solely through taxation. Ms. Carter said that Council can choose to expedite any project but that budget impacts would be difficult to determine on an individual basis. She commented that options for funding sources and potential budget impacts would be brought forward for Council direction. Ms. Carter noted that surplus information is complex because all of the included items are not true surplus and that the actual surplus amount is approximately \$400,000.

The Interim CAO stated that departments are currently engaged in numerous projects including operational requirements and previously approved initiatives so it is critical to understand that new initiatives may create work gaps if additional resources are not provided.

The Director of Financial Services indicated that a draft budget will be brought forward for consideration. She asked for the Committee's direction on whether to include or exclude all of the proposed initiatives in the draft budget. The Committee agreed to include all of the information in the draft budget and then remove items as directed by Council throughout the Estimates meetings. Committee members noted that messaging to the public will be paramount.

The Interim CAO outlined the next steps. Ms. Varela said that the information presented was intended to prepare Council for the 2019 Estimates meetings by providing adequate time to consider initiatives and formulate questions for Directors prior to the budget discussions in April.

The Committee requested that a Special Committee of the Whole be scheduled following adjournment of the regular Council meeting on February 25, 2019 for members of Council to provide additional initiatives not captured in the proposals presented at this meeting.

*The Chair called a short recess. The meeting resumed at 12:57 p.m.*

### **Committee Member Comments**

A round-table discussion of Committee members ensued including:

- Sea level rise work underway;
- Overlapping time frame for secondary suites with other housing initiatives;
- Potential for service agreements with Shaw and Telus for WiFi upgrades at recreation centres for use of District lamp posts;
- Elimination of the 1 guard pool shift and extra billings;
- Consideration of other refrigerants for the arena chiller besides ammonia, and whether there are safer options;
- Future linking of the Bowker Trail, Path, Sidewalk Plan to the Uplands combined sewer separation project and putting trails where the pipes were formerly located;
- Inclusion of a new bathroom at Willows in the Playground Master Plan;
- Suggestion of combining phone and internet through VOIP and using Microsoft 365 to provide phone service to eliminate telephone switches;
- Appreciation for the upgrade of the online-public facing aspect of Tempest;
- Records Management, FOI and public engagement function together so increased implementation of the recommendations from the 2018 report from the Mayor's Task Force on Public Engagement may reduce the need for FOI and other associated items;
- Inclusion of heritage conversions with the infill housing piece to ensure continued support of heritage infrastructure and addressing the missing middle;
- Ensure sufficient resources provided for the Committees and Commissions review
- Purpose of the funding allocated to the comprehensive Zoning Bylaw;

- Potential for concurrent timing for the Zoning Bylaw review, housing infill and village area plans;
- Timelines for implementation of duplex zoning;
- Expedite the Committees and Commissions review process;
- Expedite the comprehensive Zoning Bylaw review;
- Revise infill housing to infill housing options;
- Exploration of bulk buying opportunities for items like carpet, paint and WiFi;
- Ask Rotary and Kiwanis about participation in the Anderson Hill kiosk;
- Alternate energy infrastructure previously installed at Oak Bay Recreation by way of solar panels;
- Appreciation for the inclusion of proposals for public engagement, website upgrades and outward facing communications pieces;
- Community help and support for the Anderson Hill kiosk consistent with other kiosk approaches;
- Identification of records management elements that are critical;
- Repave the Oak Bay Recreation Centre parking lot with a permeable surface or that incorporates stormwater management to decrease adverse effects on Bowker Creek;
- Provision of today's meeting materials to the public and proposal of dedicated web space for budget materials;
- Suggestion to include a summary of this meeting for the upcoming Budget Open House;
- Acknowledgement that maintenance of facilities is necessary and suggestion to consider establishing a reserve fund
- Replacement of the arena chiller is a necessity;
- Options for fundraisers through the Parks, Recreation and Culture Commission to assist with the Playground Master Plan;
- Most of the Finance initiatives are planned in 2019; ensure we won't be in a model that is out of synch;
- Implementation of compost and recycling as part of public receptacles;
- Expedite housing needs in the budget process to get work underway; and
- Planned child care initiatives.

The Mayor invited members of the public to address the Committee. Comments included:

- Establishment of a common terms of reference for the Advisory Planning Commission, the Parks, Recreation and Culture Planning Commission and the Heritage Commission through a volunteer working group comprised of Council members, staff and community members to demonstrate Council's commitment to public engagement and suggestion that written correspondence and speaking opportunities at these advisory body meetings be permitted;
- Support for separating out the core budget from the capital pieces to help the public better understand the proposed dollar amounts and that budget messaging should emphasize this separation and highlight that what residents want they must pay for;

- Concerns for the impact of the proposed installation of two portables at Willows School for childcare regarding traffic congestion, child safety, school capacity, loss of green space, and suggestion of Carnarvon Park as a more suitable location;
- Request for improved transparency on water costs included in utility bills and consideration of green spaces and how they are funded ;
- Appreciation for the level of granularity included in the staff presentations and request for same detail to be included in the budget so that citizens can determine what should not be included in the budget and how to make spending more efficient and green focused;
- Suggestion to utilize the Oak Bay News to disseminate budget information as the District website is difficult to navigate.

ADJOURNMENT:

2. ***Motion to adjourn***

MOVED and seconded: That the meeting be adjourned.

CARRIED

The meeting adjourned at 2:00 p.m.

Certified Correct:

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Mayor

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Deputy Director of Corporate Services