

**AGENDA**  
**ARTS, CULTURE & HERITAGE ADVISORY COMMITTEE**  
**Held electronically via Microsoft Teams**  
**Wednesday March 23, 2022 at 6:30 p.m.**

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In light of the COVID-19 pandemic and to ensure social distancing, this meeting is closed to the public and can be viewed/heard via MS Teams. Please note that MS Teams callers are identified by their phone number which can be viewed on screen by all attendees at the meeting.

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**\*\*\* Territorial Acknowledgement & Inclusivity Statement \*\*\***

- 1. ADOPTION OF MINUTES** (attachment)
  - February 23, 2022
- 2. CHAIR'S REMARKS**
- 3. SAANICH OPERATIONS CENTRE REDEVELOPMENT** (attachment)
  - Stacy McGhee, Program Manager for Strategic Facilities Planning
  - To access more information about the Project follow the links below:
    - i. [Saanich Website](#)
    - ii. [Staff Presentation to Council \(Video\)](#)
- 4. "THE SAANICH SIX" ART PRESENTATION**
  - Miles Hunter, Artist
  - Follow the link below to view "The Saanich Six" portfolio
    - i. [Portfolio | TRUNKFACES \(mileshunterartist.com\)](#)
- 5. ARCHIVES UPDATE**
  - Evelyn Wolfe, Archives Supervisor
- 6. ACTIONABLE PUBLIC HISTORY ITEMS TO BE COMPLETED IN 2022**
- 7. STATUS OF PUBLIC ART IN SAANICH UPDATE**
  - Nadine Kawata, Community Planner

\* Adjournment \*

Next Meeting: April 27, 2022 at 6:30 pm

In order to ensure a quorum, please contact Austin Winters at 250-475-5494 ext. 3508 or  
[Austin.winters@saanich.ca](mailto:Austin.winters@saanich.ca) if you are unable to attend.

## Territorial Acknowledgement and Inclusivity Statement

It is appropriate that we begin by acknowledging that the District of Saanich lies within the territories of the ləkʷəŋən (lay-kwung-gen) peoples represented by the Songhees and Esquimalt Nations and the W̱SÁNEĆ (weh-saanich) peoples represented by the Tsartlip (Sart-Lip), Pauquachin (Paw-Qua-Chin), Tsawout (Say-Out), Tseycum (Sigh-Come) and Malahat (Mal-a-hat) Nations.

We are committed to celebrating the rich diversity of people in our community. We are guided by the principle that embracing diversity enriches the lives of all people. We all share the responsibility for creating an equitable and inclusive community and for addressing discrimination in all forms.

**MINUTES**  
**ARTS, CULTURE AND HERITAGE ADVISORY COMMITTEE**  
Held at Saanich Municipal Hall, Council Chambers  
**February 23, 2022 at 6:30 pm**

- Present: Councillor Nathalie Chambers (Chair), Jasmindra Jawandra, Kimberly Van Nieuvenhuysse, Sonia Nicholson, and Nik White.
- Staff: Silvia Exposito, Planner (Community Planning); and Austin Winters, Committee Clerk.
- Regrets: Evelyn Wolfe, Archives Supervisor; Nadine Kawata, Planner (Community Planning); James Hesser, Jordan Macdougall (Youth), Jordan Watters and Teri VanWell.
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**Minutes**

**MOVED by N. White and Seconded by K. Van Nieuvenhuysse: “That the Minutes of the Arts, Culture and Heritage Advisory Committee meeting held January 26, 2022 be adopted as amended.”**

**CARRIED**

**CHAIR’S REMARKS**

The Chair wanted to acknowledge the need for greater diversity and inclusion within the District of Saanich to combat racism at all levels.

**DRAFT CADBORO BAY LOCAL AREA PLAN**

Silvia Exposito, a Planner from Community Planning and Project Manager of the Cadboro Bay Local Area Plan (LAP) delivered a presentation on the Draft Cadboro Bay LAP. The following was noted:

- Saanich held a display called “moments in history,” which was implemented to exemplify how the District has evolved.
- The LAP update began in 2018 and it includes an advisory committee that has been assisting staff with community outreach.
- There is a process that is approved by Council for developing LAPs. This process includes:
  - Phase 1 is project initiation;
  - Phase 2 is community visioning;
  - Phase 3 is plan development;
  - Phase 4 is the draft plan review (current phase);
  - Phase 5 is the plan finalization.
- The LAP is part of Saanich’s Official Community Plan which includes the Sustainable Saanich OCP.
- The updated LAP process also looked to integrate the District’s housing strategy, climate action priorities with regards to mitigation and adaptation as well as updates to active transportation.
- The community input for this draft LAP has been a multi-year process that has explored issues and developed fundamental content of the draft plan.
- Multiple surveys, workshops, open houses, stakeholder meetings and multi-day

charrettes were completed to better develop policies and garner key priorities for the LAP.

- Cadboro Bay Local Area has three distinct neighbourhoods which include “The Village, Ten Mile Point, and Queenswood.”
- The majority of Cadboro Bay is single detached dwellings and it contains many large institutional properties.
- There is detailed mapping within the LAP of significant natural assets found within Cadboro Bay such as nesting areas and significant trees.
- There is policy within the draft plan to encourage heritage property owners to register said property.
- There are nine key directions taken into account for the Cadboro Bay LAP, for which a lot of them are related to retaining the character of the area while also making housing and active transportation more accessible.
- Cadboro Bay is projected to be one of the areas of Saanich most impacted by a potential sea level rise due to climate change.
- LAPs are one of the guiding policies for the District of Saanich and they are critical to delivering substantive change over a 20 to 30 year time frame.
- Sinclair Road is a key focus of the LAP process, with clear policy direction for improvements in the Draft LAP.
- The improvements include a design concept for Sinclair Road in alignment with Draft LAP objectives, enhancing the role of Sinclair as a community gateway, and enhancing the Cadboro Bay Rd. and Sinclair Rd. intersection.
- The culture and heritage objectives are:
  - To honour and respect local First Nation heritage and culture through public awareness, inclusion and public art;
  - To preserve and enhance heritage resources;
  - Support a vibrant center that fosters community spirit and celebrates the local identity;
  - To continue supportive community initiatives that are inclusive and authentic; and
  - Acknowledge the local area and ensure cultural and heritage values are incorporated into the planning and decision making.
- From a land use perspective the majority of the change with this LAP is in the village neighbourhood where ground-oriented housing will be supported.
- There is also support for added height allowances on institutional mixed-use sites for affordable housing.
- The LAP looks to expand the area where townhouses would be supported as well as additional commercial opportunities and smaller scale apartments along Sinclair Ave.
- The Queenswood and Ten Mile Point area would largely remain as is with regards to future land use designations except for district wide in-fill projects.
- From an active transportation aspect improving connectivity of the street and trail network for pedestrians and cyclists accessing the Village, the beaches and area destinations is a key priority of the updated LAP.
- With regards to concerns about potential sea levels rising, the LAP incorporates the most recent CRD sea level rise mapping and adjusts land use designations based on the mapping.
- Further work with BC Transit is being done to enhance service levels.
- The LAP envisions keeping the green character and semi-rural quality of the streets within the Queenswood and Ten Mile Point area.
- The Village Design Guidelines are also being updated along with the LAP.
- The Guidelines provide direction for building and site design in the Cadboro Bay Village and its surrounding area.



- The Guidelines apply to multi-unit residential, commercial and mixed-use developments in the Village area.
- The next steps for the Cadboro Bay LAP include community and stakeholder consultations followed by changes to the LAP based off of feedback and surveys.
- The LAP will be brought forward for Council consideration and adoption in April or May 2022.

The following was noted during discussion with committee members:

- Key plan direction number 1 and 8 are a bit similar in their wording and could be a little clearer.
- It might make sense to place key plan direction number 6 “recognize First Nations culture and heritage,” higher on the list as it is such a key priority.
- The “Moments in History” display is a fantastic use of resources.
- At the last ACH meeting there was discussion of a mural project.
- An inquiry was made as to whether there are some open spaces within the LAP that are within Saanich’s domain and that could potentially be utilized to recognize local First Nations culture and history through the mural project.
- There was questioning into whether there was representation of the BIPOC community, youth and those with accessibility needs during the four community workshops.
- Heritage should not be looked at as strictly physical but also the intangible.
- New ways to protect heritage in the face of climate change need to be established.

**MOVED by N. White and Seconded by S. Nicholson: “That the Arts, Culture and Heritage Advisory Committee request Council consider a mural project that can support and recognize local First Nations culture and history within the Cadboro Bay Local Area Plan.”**

**CARRIED**

## **ACTIONABLE PUBLIC HISTORY ITEMS TO BE COMPLETED IN 2022**

A decision was made to postpone this agenda item to the next meeting.

## **STATUS OF PUBLIC ART IN SAANICH UPDATE**

The Planner from Community Planning delivered a brief presentation giving a status update on public art in Saanich. The following was noted:

- The ACH Awards recognize and celebrate contributions made to the cultural environment of Saanich, and are sponsored by ACH.
- The awards include five categories:
  - The Art of Business: Supporter
  - Cultural Steward: Organization
  - Unsung Hero: Individual
  - Next Gen: Youth
  - Individual Lifetime Achievement Award
- The awards would be modeled after the 2016 ACH awards and the work currently underway includes:
  - Website updates
  - Identifying 2016 award recipients (to be posted on the website)
  - Drafting nomination forms and communication materials, and
  - Organizing selection process.

- The Environment Awards allowed about 6 to 7 weeks for their nomination and staff is recommending 8 weeks for the ACH nomination period.
- There will be a special ACH meeting to select the award winners.
- The Fire Hall redevelopment application at 4595 Elk Lake Drive is in the final stage of review and is anticipated to proceed to Council in the next few months.
- The project includes a commitment for public art, in alignment with the Comprehensive Public Arts Policy.
- The public art Jury process will be scheduled following approval of the application.
- The proposed mural program is to be presented to Council in March

The following was noted during discussion with committee members:

- An inquiry was made into how many nominations were placed during the last ACH award nomination period.
- Staff was not aware of the number of nominations made during the previous award period in 2016.
- There was questioning into what the communication strategy is for the ACH awards.
- There was concerns over how quickly the nominations for the awards could be opened.
- An in person awards ceremony was requested.
- It was decided that the nomination period would open in April, the selection meeting would take place in June and the awards ceremony would be held in September.

### **BLACK HISTORY MONTH**

A note was made by the Chair that numerous black history month links are available for further review within the agenda.

### **ADJOURNMENT**

The meeting adjourned at 8:30 p.m.

### **NEXT MEETING**

Next meeting is Wednesday, April 27, 2022.

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Councillor Chambers, Chair

I hereby certify these Minutes are accurate.

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Austin Winters, Committee Secretary

6110-20 Saanich Operations  
yard



The Corporation of the District of Saanich

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LEGISLATIVE DIVISION  
DISTRICT OF SAANICH

## Report

**To:** Mayor and Council  
**From:** Harley Machielse, Director of Engineering  
Suzanne Samborski, Director of Parks, Recreation & Community Services  
**Date:** 2/17/2022  
**Subject:** Saanich Operations Centre Redevelopment

### RECOMMENDATION

That Council receive this report for information and acknowledge the outlined public engagement process.

### PURPOSE

This report provides an update to the Saanich Operations Centre Redevelopment project and provides Council with an overview of the planned public information campaign that staff will be undertaking in the upcoming weeks.

### DISCUSSION

#### Background

Council adopted the Strategic Facilities Master Plan in April 2018. That document identifies the Saanich Operations Centre as the District's number one priority for capital investment. Over the course of the past four years, staff have reviewed the viability of relocating the Operations Centre as well as opportunities to redevelop the Operations Centre at the existing site at 1040 McKenzie Ave. The Saanich Operations Centre has been the home base for Public Works and Parks staff for more than sixty years. It is very well centrally located within the District and allows for effective and efficient deployment of the various work crews to all parts of the District.

At the Council meeting of September 30, 2019, staff provided a detailed outline of the activities up to that time and confirmed the results showing that alternate properties for relocation did not exist. Therefore, District operations for the Parks and Public Works divisions would be remaining on the existing site. Council approved a contract award to a recommended lead proponent resulting from an RFP for a design consultant on February 24, 2020.

Since then, staff with the support of a consulting team have advanced the preliminary planning and feasibility analysis for the redevelopment project. This project is adopting similar templates and strategies as previous initiatives (the Strategic Facilities Master Plan and the Business

Case for the Redevelopment of Fire Station #2, approved in May 2019, to give decision makers a comprehensive understanding of the project).

## **Methodology**

Staff's workplan over the last two years reflects three phases of planning. The first phase, Programming and Site Analysis was from March 2020 to January 2021. The second phase, Conceptual Site planning and Non-District opportunities has gone from February 2021 to December 2021 and the last phase Public Engagement and Business Case preparation is current until the Business Case is presented to Council sometime in second quarter of this year.

### Phase I - Programming

After engaging design consultant architects TKA+D and RDHA in the first quarter of 2020, staff have worked to complete long-term spatial requirements for operations (also known as "programming") and to analyze the site and ultimately test various site layout options. The design consultant's programming work with staff took place from May 2020 to February 2021.

Due to work and travel impacts from the pandemic, the consultant conducted interviews remotely through virtual meetings and conference calls. Eight working groups involving 32 management staff and supervisors directly contributed to the amassed documentation, producing an extensive and detailed program document. This document identifies requirements for both the physical area and the adjacent operational areas needed to deliver services efficiently.

The interviews covered the following topics:

- spatial requirements for individuals and divisions; current and optimal for growth
- work flows; current and problematic, as well as a future ideal
- possible changes to service delivery in the future
- public interface requirements; e.g., service desks, meeting areas
- meeting requirements and frequency
- storage and warehousing
- common areas; e.g., lunch room, lockers and change rooms

The resulting program of 10,700 m<sup>2</sup> / 115,177 ft<sup>2</sup> will initially accommodate just under 400 FTE staff and 50 casual/temporary workers, with capacity to include an additional 125 staff projected over the coming decades. This area factors in circulation, supporting technical service areas and common areas including meeting spaces. The meeting spaces will be configured to accommodate both large and small groups. A positive outcome of the program is the identification of one set of common areas for staff change rooms, lockers and lunch room. Currently, several of these areas are scattered across the site, thereby separating various work groups.

From the beginning of the project, staff considered opportunities to improve service delivery. Relocating the administration and technical support/design staff in Engineering, Recreation and Community Services to the site where their work is implemented is seen to be a positive



operational objective. Currently the directors and many staff of these departments work at alternate sites such as the Annex at 760 Vernon Avenue (next to Municipal Hall) and 3500 Blanshard. Further, staff and supervisors who were interviewed as part of the SOC planning process spoke to the benefit of having all related service delivery units located near each other. It is believed the proposed layout will promote new ways of working and more efficient service delivery. The District's Occupational Health and Safety Division will also relocate to the site, as the Public Works and Parks divisions have historically experienced the most work-related claims and day-to-day incidents requiring first aid.

### Phase I - Site analysis

The design consultant's site planning began by taking an inventory of the existing challenges posed to ensure that the planning was informed by the realities of the site, and ultimately, to support the conceptual planning meant to improve operations. The illustration below is to be viewed as a reference to the listed site analysis.



*Figure 1 – Aerial view of site*

The existing noted site features and constraints considered include:

- 1. Vehicle circulation and storage:** At any time in a work day, up to 260 vehicles and equipment from the combined fleets of the Parks and Public Works divisions are circulating through the site and exiting at either Borden or McKenzie. Once on-site, vehicles are stored at several locations. There has long been an intention to improve the circulation and parking

so that drivers can navigate the site with better visibility, and to improve safety. Both McKenzie Avenue and Quadra Street are among the District's streets with highest vehicle volume. Staff factor this into their daily routines of leaving and entering the site to and from worksite deployment locations located throughout the District. Operational vehicles and staff all enter the site only at Borden Street location which has created a congestion point.

2. **Site topography and Public Works Creek:** The grade difference from the McKenzie entry to the middle of the site is as much as 4.5 metres / 15 feet. This grade, in combination with the trees on McKenzie, effectively screens much of the operations. Bisecting the site is Public Works Creek, a listed fish-bearing stream that feeds into the Blenkinsop watershed. The stream's course runs along the northern and eastern perimeter property lines and later flows in a southeast direction, adjacent to the Fleet building and diagonally across the southern end of the property. It then meets with Blenkinsop Creek before exiting the site and flowing south, eventually into Swan Lake. The creek, in addition to being a natural feature, also effectively splits the property. Currently, the parcel east of the creek has staff parking and materials and equipment storage.
3. **The surrounding neighbourhood:** The site is bordered to the northwest, north and northeast by single-family residential dwellings, with the exception of two mid-sized, four-storey multi-unit apartment blocks on Borden Street, adjacent to the Borden entry. The site is bordered to the southwest by a single-storey, multi-tenant commercial retail development at 4011 Quadra Street and an Esso gas station at 4001 Quadra Street (at the northeast corner of the Quadra and McKenzie intersection). Immediately across Borden to the east and McKenzie to the south are commercial and retail strip mall developments of significant size; the most notable is Saanich Centre. Finally, diagonal from the southeast corner of the site at the Borden and McKenzie intersection is the Reynolds High School property, which has a large open playing field near the intersection.
4. **Staff and visitor parking:** The site currently has numerous locations where staff park their personal vehicles. On-site parking varies seasonally, but more than 300 vehicles can be parked in various locations, most notably on the portion of the site that's east of the creek and borders Borden and the access road, and on an additional District property at 4015 Quadra Street. (accessed only from Quadra). Ideally, personal vehicles would not circulate through operations areas for reasons of safety and security. Visitor parking (seven designated stalls in total) is located off the main circulation road in front of Public Works Administration and to the east in front of the Parks machine workshop/ staff lunchroom building.

#### Phase II – Conceptual Site Planning

After developing a draft program, the consultant began to test numerous ideas through an exercise of identifying key spatial impacts resulting from operations. Four schemes were generated to illustrate answers for questions such as:

- Is the site big enough to construct single or low-storey buildings and have all parking on the surface? Answer: No, density and multi-storey structures are required.
- Could we use the 4015 Quadra Street property as an access point and improve site circulation with a through road? Answer: Yes, an interior street between Borden and Quadra helps to improve safety and visibility for operations vehicles circulating into and through the site.
- Can the creek be incorporated into the project? Answer: Yes, being able to introduce a natural amenity as a design feature to the project will be very beneficial to the project.
- Could some operations-related functions be located east of the creek, and would this provide much-needed additional area? Answer: Although possible, locating operations east of the creek would introduce inefficiencies by needlessly splitting operations and increasing distances between work areas. That parcel would be better considered for future development opportunities such as a relocated garden waste drop-off or a third-party development.
- Can the District improve the public access and experience at the site? Answer: Yes, by placing service counters and administrative functions close to McKenzie Avenue, the District improves services and also separates the public from the busy operations area, improving safety.

The consultants developed four schemes, each one testing various ideas for suitability and factoring in the above questions. They all had the primary aim of maximizing the efficiency of District operations and service delivery. These schemes were completed by testing numerous criteria and illustrating multiple options, which allowed staff to compare the relative merits of each. The project team experienced many robust discussions among the operational divisions and teams. The project team know that getting it “perfect” is not a realistic goal, but conducting an iterative process among staff over several months has provided the project team with an opportunity to develop and optimize a solution.

The input from the review of the four schemes narrowed the options down to two. These two options, known as the linear and courtyard schemes, were further developed and tested to understand which one could be either incorporated or eliminated to result in one scheme. In the end, the decision came down to three criteria: (1) vehicle movement and a more clearly defined fleet-parking layout, (2) safety and movement of staff across the site and (3) a rationalized building layout that better supports future changes to service delivery, either through expansion or contraction.

Last summer, site staff were invited to two all-day events on-site to view the project materials, illustrations and scale models of each of the two schemes. Documented discussion as well as completed surveys produced a strong database of comments and concerns from which to make a decision. The tallied results and discussions among the project team concluded that the linear scheme was better suited to meet the District’s operations needs and service delivery criteria.



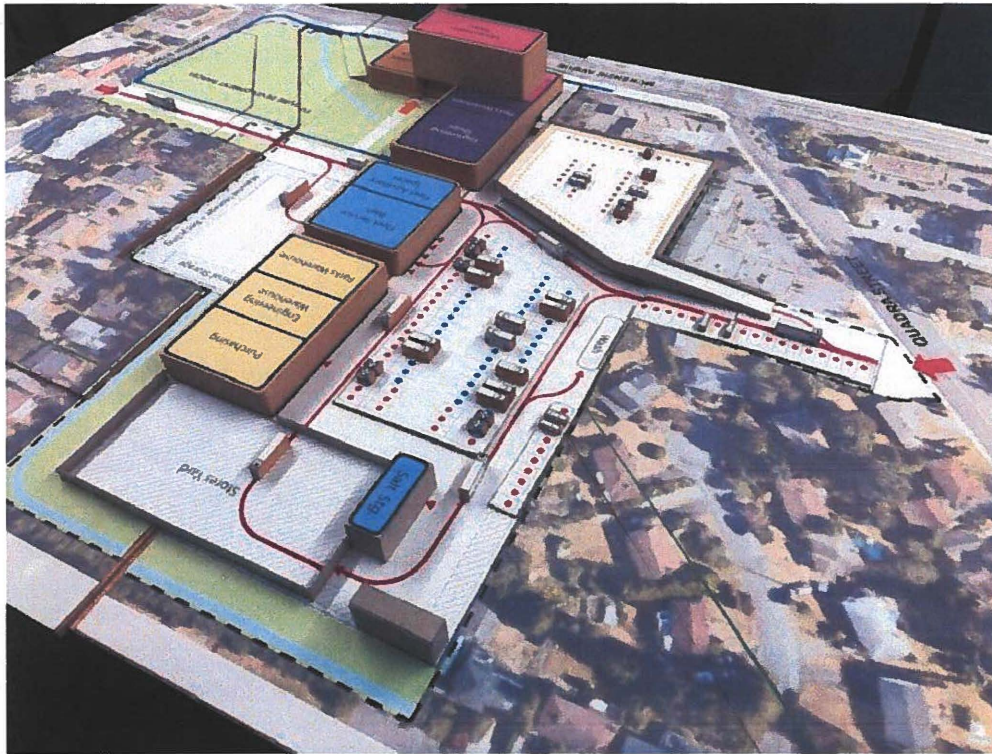


Figure 2 – Model of the linear scheme

The features and benefits of the final scheme include:

- Operations vehicles will be at a centralized storage area, and visual and auditory screening of these areas will shield them from the surrounding neighbourhoods, particularly to the north and east. Efforts will be taken to mitigate noise and fumes affecting residents who reside on Hodgson Place to the west through site planting and vegetation screening.
- The Neighbourhood Centre designation in the District’s Official Community Plan (OCP) will be supported and significantly strengthened in the coming decades, resulting particularly from the height and density of development and the available lease areas on McKenzie Ave.
- The site’s central location and regional connectivity will be optimized through its immediate adjacency to major regional cycling and pedestrian paths and to several major BC Transit bus routes.
- Height and density are contained to McKenzie Avenue. While the entire site will experience redevelopment, the new construction areas located away from McKenzie Avenue and adjacent to low-rise suburban residential neighbourhoods are lower in height and more sympathetic to the scale of the neighbourhood.
- The areas contained within the southeast parcel of the site, including a restored Public Works Creek, will see newly developed green spaces for staff and the public to use. The



configuration of the buildings will screen the more industrial areas of the site, maximizing the enjoyment and health of this naturalized landscape

### Linear Concept - Site Diagram

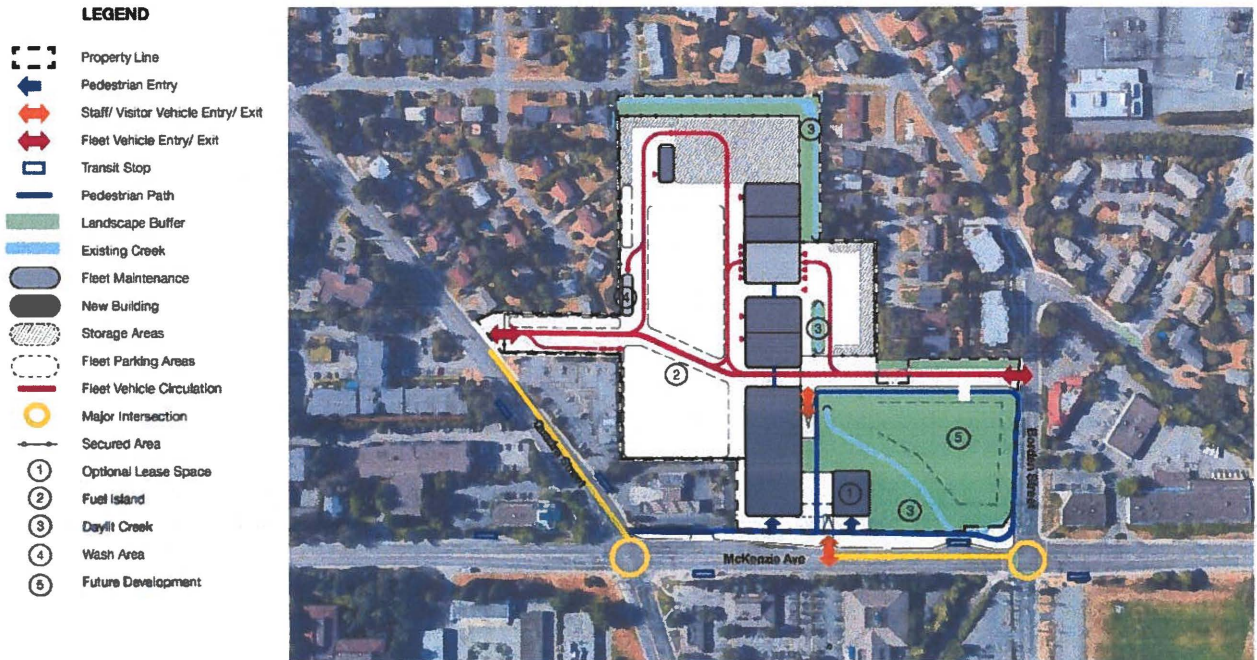


Figure 3 – Proposed site plan showing operational and property features

### Phase II – Non-District opportunities

With its goals of improving efficiency, densifying and streamlining circulation, the planning process has identified two opportunities for this site that could be considered for non-District uses: (1) developing the land east of the creek and (2) building additional floors on the new administration building. Staff has reviewed the available footprints, heights and components necessary to support these developments. Staff has not, however, set out to suggest that they will be designed, built or financed by the District; but merely indicate what the implications and opportunities could be.

**Developing the land east of the creek:** The project team suggests identifying the property referred to as the development parcel east of the creek, adjacent to Borden, as a possible site for a relocated garden waste drop-off or, when the long-term future of the garden waste drop-off is determined, for future development. If a separate business case analysis for the garden waste drop-off determines that this property should be dedicated to commercial and/or

residential uses, the District would solicit interest from qualified businesses to work with the District on implementing such a project.

**Building additional floors on the new administration building:** Staff suggest considering a plan for additional floors above the new four-storey administration building that will be located adjacent to McKenzie Avenue. Adding four more floors dedicated to a combination of commercial and residential uses would give the opportunity to meet OCP goals of maximized height, density and uses that support the Neighbourhood Centre designation at McKenzie-Quadra.

In the current conceptual planning phase, staff engaged a strategic real estate consultant to analyze market capacity and estimated property valuation. The consultant suggests that current market demand for both commercial and residential uses is high; however, the project team realizes that the decision to consider these opportunities will be market driven at a future time.

With either of these two possibilities, the District would be considering opportunities that need careful analysis. Staff believe other jurisdictions provide good precedent that the District can learn from. For example, the City of Victoria worked with the private sector to successfully develop their soon-to-be-completed new Fire Hall #1.

Two principles that staff consider critical and mandatory will guide how the District pursues any opportunities to share the site with other uses:

1. District operations must not be negatively impacted by additional uses and development. Staff will not recommend pursuing what some consider to be a potential financial benefit if service delivery to residents is jeopardized.
2. Any additional uses or non-District-led development must, at minimum, be financially neutral for the District. Every effort will be made to understand if there could be net positive financial benefit, but staff would not recommend proceeding if our capital burden would need to increase to accommodate third-party interests.

The District would be remiss to not explore these opportunities. This aspect of the project will be analyzed in greater detail in the upcoming business case.

### Phase III – Public Engagement and Business Case preparation

Following this report and over the coming weeks, staff will be undertaking an extensive effort of public engagement with District residents. This activity will inform residents of the project, with a focus on communicating the background and need for the project. The messaging is two-fold, as follows:

- The District wants the public to see that the District has a **need** to ensure that critical services will be delivered well into future. While staff have continued working in sub-standard facilities that are 60+ years old and have the potential to pose unnecessary risk to service delivery, the project team has a vision of what that need could look like for the future. Staff needs to ensure that the risk of future service interruption will be minimized and that the District's physical infrastructure will be dependable and able to support a high quality of life in Saanich. The critical services the District provides

(streets, water and sewer infrastructure, water resources management, resident garbage management, green spaces and parks management) require a highly technical and robust facility to be resilient and constructed to a high standard so that it lasts for up to eight decades into the future.

- The District sees this project as an **opportunity** to redevelop an existing underutilized public asset that simultaneously facilitates and advances the implementation of several District goals and objectives. The realization of this vision will follow a plan that is a framework for the District and the community to build onto for the next 80 years. The co-location of public and private interests on District operations property will support the Quadra-McKenzie neighbourhood's growth and prosperity. In addition to environmental restoration, providing public green space and reimagining the Quadra-McKenzie corridor, this redevelopment project for the Saanich Operations Centre is an opportunity for a shared future, one that will mutually benefit us all.

Three project objectives will be shared with residents and businesses. These are foundational to residents' shared understanding of the project's benefits and commitments.

1. **Service Delivery:** the redevelopment will ensure that the District can continue to deliver critical services from this site long into the future. The operations must be delivered from a safe, efficient and robust set of facilities that are built to last and accommodate changing needs for decades into the future.
2. **Healthy environment:** in addition to restoring Public Works Creek, the redevelopment will support and further the District's 2050 net zero goals, climate change resiliency, energy performance and promotion of active transportation strategies.
3. **Community vitality:** given the prime location of these facilities and the opportunity to advance the public realm of this OCP-defined Neighbourhood Centre, the District is uniquely positioned to provide a template for private-sector investment that strengthens the community.

Staff expects that many residents will be interested in the project details. The messaging and visuals will strive to communicate that the plan is conceptual and represents only a framework for development. Importantly, the public will know how their participation matters and where their involvement is expected both now and in the future.

In addition to a page on the District's website, the engagement schedule includes in-person events and presentations to District committees, the two adjacent community associations, and also scheduled information sessions that are currently planned to be both in-person and virtual, health protocols pending. A cornerstone of the messaging will be about the project schedule and implementation process, including costs and funding.

The compiled notes from public discussion and questions, as well as received surveys, will form an appendix in the project report and business case. This documentation will be delivered to Council within the second quarter of 2022.

Concurrent to this activity, and acknowledging the public engagement results, the final plan will form the foundation of the future project. The business case will describe the costs and options



so that Council and the public have a higher degree of confidence in the decisions to be made over the coming years.

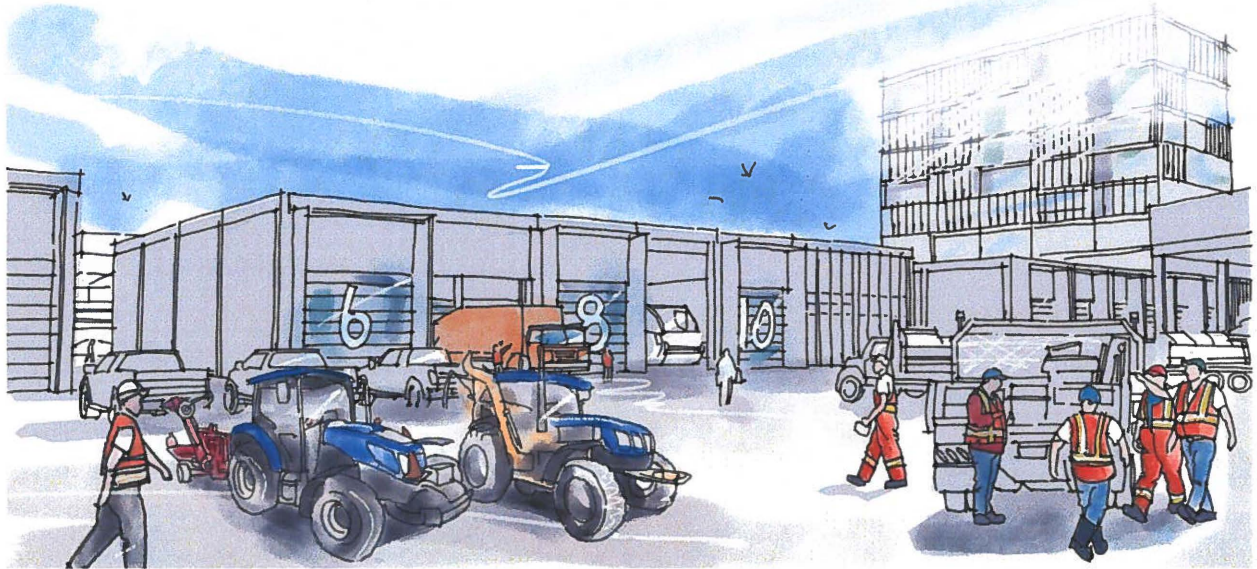


Figure 4 – Conceptual sketch; view to Fleet building

## PRELIMINARY PROJECT COST ESTIMATE

Given the magnitude of the project and significant financial commitment that will be required, considerable work has been undertaken to develop sound preliminary project cost estimates. The District has obtained a Class D project cost estimate from Advicas Group Consultants and a peer review through James Bush and Associates. This work has developed a project cost range from \$160.1 million to \$188.4 million (as at Feb 2022). With the long timeframe in the schedule for this project, an escalation factor has also been provided to Spring 2026. Based on high level estimates for inflation over the next four years, it is anticipated that total costs could increase to a range of \$183.1 Million to \$211.8 million.

These estimates represent the base project that includes only District of Saanich’s direct operational needs. There are also outstanding decisions that could impact the estimates including how the Garden Waste Dropoff service is delivered and how parking needs are managed.

The Auditor General for Local Government developed a tool for municipalities on capital project planning in 2014 - “Oversight of Capital Project Planning and Procurement”. One of the questions this tool answers is “How accurate does a project budget need to be? The answer follows:

“As the project becomes better defined, budget estimates can become increasingly accurate. The greater the accuracy of the project budget, the greater the opportunity for your local

government to manage the project within your fiscal limits. Project budgets generally cover the costs of planning, design, engineering, construction and commissioning. **Until a project is actually constructed, a cost estimate always represents the best judgment available at the time.** Quantity surveyors, professional engineers, design consultants and the development of detailed specifications can all help develop a “hard” project budget. In addition, the use of contingency amounts can minimize the potential for cost overruns, if they are managed properly.”

This information is provided to clarify that over the course of defining this project, the cost estimates will change. However, it is important to provide a sense of the financial scale of the project at this time so that informed discussions can take place with Council and the public.

**PROJECT SCHEDULE**

The following is the estimated outline of activities and time to realize the redevelopment project.

Public engagement	March 1, 2022 to April 1, 2022
Business case documentation completed and presented to Council	April 25, 2022
Pending business case approval; design development and Electoral Approval Process	2022 to 2023
Pending Electoral Approval Process; Development permit submission, construction documentation, tender	2024 to 2026
Construction; includes multi-phase site strategy	2026 to 2029
Phased move-in and fully operational	Mid-2028 to mid-2029

**ALTERNATIVES**

1. That Council receive as information and endorse the public engagement process as presented.
2. That Council provide alternate direction.

**FINANCIAL IMPLICATIONS**

Currently, the funding necessary to cover project development costs up to and including the business case is in place. The draft 2022 Financial Plan includes a funding provision for the next phase of work in the latter half of 2022 should Council support the project proceeding based on the business case to be presented in April. The five year capital budget also incorporates the high level projected capital costs based on the proposed implementation schedule. These numbers will be refined each year as the project moves from its current Class D estimate through to a higher level of cost certainty and ultimately the approved costs established through the Alternative Approval Process (AAP) required for the level of borrowing needed to complete the project.

While the funding strategy for the project incorporates a combination of reserve funds and borrowing, precise details of the strategy cannot be determined until decisions have been made with respect to potential partnerships on the site. The strategy will also be impacted by the



decisions Council makes over the next four years with respect to transfers to the Facilities Repair and Replacement Reserve Fund and use of borrowing for other purposes.

The AAP will allow the residents of Saanich to indicate if the impact on taxation to complete this project is supportable. The engagement proposed for Spring 2022 will start the process of informing the public about the needs for and benefits of this project. Additional engagement will take place during the AAP to ensure a well-informed decision is made.

### **STRATEGIC PLAN IMPLICATIONS**

This work fulfills Council's 2021–2025 Strategic Plan goals under the theme Healthy Community: "F4 Sustain community infrastructure" to "b. Develop and implement a major Facilities Master Plan."

Noted alignments with Strategic Plan goals:

- community well-being
- affordable housing, land use and infrastructure management
- organizational excellence
- economic diversification
- climate action and environmental leadership

### **CONCLUSION**

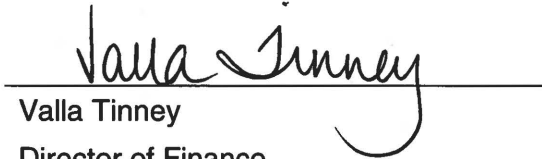
The redevelopment of the Saanich Operations Centre reflects the District's commitment to providing critical services to residents. Given the demonstrated need, as well as the opportunities to advance District goals, improve services and mitigate risk, Council's acceptance of the information in this report and recognition of the importance and opportunity to engage District residents can be seen as a first milestone reached for the project. This redevelopment project will set the District on a much firmer course to build a future of resilient and robust service delivery that is sustainable and that residents of the District can rely on with increased confidence for many decades to come.

Prepared by



Stacy McGhee  
Program Manager, Strategic Facilities  
Planning

Reviewed by



Valla Tinney  
Director of Finance

Approved by



Suzanne Samborski  
Director of Parks, Recreation and  
Community Services

Approved by



Harley Machielse  
Director of Engineering

### **ADMINISTRATOR'S COMMENTS**

I endorse the recommendation from the Directors of Engineering and Parks, Recreation & Community Services.



Brent Reems, Chief Administrative Officer

# Memo

File: 1420-30 ACH

**To:** Nathalie Chambers, Chair of the Arts, Culture and Heritage Advisory Committee  
**From:** Angila Bains, Manager, Legislative Services  
**Date:** March 16, 2022  
**Subject:** **Proposed Mural Program**

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At a Council meeting held March 14, 2022, Council discussed The Proposed Mural Program, which included the Report of the Director of Planning dated March 2, 2022. The following motions were made:

**“That Council endorse the development of a Mural Program as outlined in this Report, and direct Staff to report back with proposed Program Guidelines and Community Mural Grant Parameters.”**

**“That Council support the creation of two to three outdoor murals on the District of Saanich owned property as part of a 2022 Mural Program and refer a one-time resource request of \$50,000 to the 2022 budget process.”**

The minutes and further information will be available on [www.saanich.ca/agendas](http://www.saanich.ca/agendas).



Angila Bains, B.A., CMC  
Manager, Legislative Services/Municipal Clerk

/mm

cc: Austin Winters, Committee Clerk



# Memo

File: 1420-30 ACH

**To:** Nathalie Chambers, Chair of the Arts, Culture and Heritage Advisory Committee  
**From:** Angila Bains, Manager, Legislative Services  
**Date:** March 16, 2022  
**Subject:** **Poet Laureate Program**

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At a Council meeting held March 14, 2022, Council discussed the Poet Laureate Program, which included the memo of the Arts, Culture and Heritage Advisory Committee dated January 31, 2022. The following motions were made:

**“That Council receive the memo of the Arts, Culture and Heritage Advisory Committee dated January 31, 2022 for information.”**

The minutes and further information will be available on [www.saanich.ca/agendas](http://www.saanich.ca/agendas).



Angila Bains, B.A., CMC  
Manager, Legislative Services/Municipal Clerk

/mm

cc: Austin Winters, Committee Clerk